



# ILO EVALUATION

- **Evaluation Title:** Capacity of government and the social partners to develop and implement employment policies and programmes that are well suited to Vietnam's dynamic employment environment and favourable to decent work strengthened
  
- **ILO TC/SYMBOL:** VNM/16/03/RBS
  
- **Type of Evaluation:** Final
  
- **Country:** Viet Nam
  
- **Date of the evaluation:** October 2019
  
- **Name of consultants:** Ms. Katerina Stolyarenko and Mr. Nam Pham Quang
  
- **ILO Administrative Office:** CO-Hanoi
  
- **ILO Technical Backstopping Office:** ROAP, STATISTICS
  
- **Date Intervention ends:** December 31, 2019
  
- **Donor:** RBSA, US\$914,803
  
- **Evaluation Manager:** Mr. Tauvik Muhamad
  
- **Key Words:** SDGs, LMIS, labour force survey, population census, child labour

*This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.*

## Table of Contents

<b>Acronyms</b> .....	<b>3</b>
<b>List of Figures</b> .....	<b>4</b>
<b>List of Tables</b> .....	<b>4</b>
<b>I. Background and Intervention Description</b> .....	<b>5</b>
1.1. Intervention context .....	5
1.2. Intervention description .....	6
<b>II. Evaluation Objectives and Methodology</b> .....	<b>7</b>
2.1. Purpose and Scope of the Evaluation .....	7
2.2. Evaluation Criteria and Questions.....	7
2.3. Evaluation Methodology .....	9
2.4. Data Analysis .....	10
2.5. Ethical Considerations.....	10
2.6. Evaluation Limitations.....	10
<b>III. Evaluation Findings</b> .....	<b>11</b>
3.1. Validity of the Intervention Design .....	11
3.2. Relevance and Strategic Fit.....	16
3.3. Intervention Progress and Effectiveness.....	18
3.4. Efficiency of Resource Use .....	24
3.5. Effectiveness of Management Arrangements.....	26
3.6. Impact Orientation.....	28
3.7. Sustainability .....	30
<b>IV. Conclusions and Recommendations</b> .....	<b>32</b>
4.1. <b>Conclusions</b> .....	32
4.2. <b>Recommendations</b> .....	35
<b>V. Lessons learnt and Potential Good Practices</b> .....	<b>37</b>
<b>VI. Annexes</b> .....	<b>40</b>
Annex 6.1. Terms of Reference .....	40
Annex 6.2. List of Documents Reviewed .....	46
Annex 6.3. List of Interviews and Meetings.....	47
Annex 6.4. Data Collection Tools.....	50

## Acronyms

CO	Country Office
CPO	Country Programme Outcome
DC	Development Cooperation
DOE	Department of Employment
DWCP	Decent Work Country Programme
ENHANCE	Enhancing the National Capacity to Prevent and Reduce Child Labour in Viet Nam Project
GSO	General Statistical Office
GOV	Government of Viet Nam
ET	Evaluation Team
ICLS	International Conference of Labour Statisticians
ILO	International Labour Organization
ILSSA	Institute of Labour and Social Affairs
ISCO	International Standard Classification of Occupations
KOICA	Korea International Cooperation Agency
LFS	Labour Force Survey
LMIS	Labour Market Information System
MOLISA	Ministry of Labour, Invalids, and Social Affairs
MPI	Ministry of Planning and Investment
NAP	National Action Plan
NIRF	New Industrial Relations Framework
NPC	National Project Coordinator
NPA	National Project Assistant
PESC	Provincial Employment Service Center
P&B	ILO Programme and Budget
RB	Regular Budget
RBSA	Regular Budget Supplementary Account
SDG	Sustainable Development Goals
SDIR	Social Dialogue and Industrial Relations
TRIANGLE	Tripartite Action to Enhance the Contribution of Labour Migration to Growth and Development in ASEAN
TC	Technical Cooperation
TOC	Theory of Change
TOR	Terms of Reference
VCCI	Viet Nam Chamber of Commerce and Industry
VGCL	Viet Nam General Confederation of Labour
V-SDG	Vietnamese Sustainable Development Goal
VSDGI	Vietnamese Sustainable Development Goal Indicators
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
UN RCO	United Nations Resident Coordinator Office

## List of Figures

Figure 1	Summary of Main Methods of Data Collection and Number of Stakeholders Reached in the framework of Final Evaluation
Figure 2	Reconstructed Theory of Change (ToC) of ILO DW SDG Intervention
Figure 3	Relevance of the capacity building activities: View of participants
Figure 4	View of IPs about the ILO DW SDG Intervention effectiveness
Figure 5	Effectiveness of the capacity building activities: View of participants
Figure 6	Distribution of budget execution per type of expenditure
Figure 7	Budget allocations per component
Figure 8	Budget allocations per output
Figure 9	The ILO DW SDG Intervention's Timeline
Figure 10	Views of IPs on the sufficiency of funding and time for implementation of the ILO DW SDG intervention
Figure 11	Views of IPs on the ILO DW SDG Intervention Management Arrangements

## List of Tables

Table 1	ILO DW SDG Intervention Results Framework
Table 2	List of evaluation questions for final independent evaluation of the ILO DW SDG Intervention
Table 3	Scoring Rubric for Performance
Table 4	Comparison of intervention's outputs in the concept paper and Logframe
Table 5	List of indicators of the ILO DW SDG intervention as per the Logframe
Table 6	Alignment of the ILO DW SDG Intervention with SEDS and SEDP
Table 7	Alignment of the ILO DW SDG Intervention with the DWCP for 2017-2021
Table 8	Alignment of the ILO DW SDG Intervention with the CPOs
Table 9	Alignment of the ILO DW SDG Intervention with the P&B
Table 10	Contribution of the ILO DW SDG intervention to the achievement of the CPO's targets for biennium 2018-19
Table 11	Contribution of the ILO DW SDG intervention to the achievement of the milestones under DWCP
Table 12	Level of sustainability of intervention's main deliverables

# I. Background and Intervention Description

## 1.1. Intervention context

Viet Nam continues the trajectory of high economic growth. In 2017 and 2018, the GDP growth rate was 6.81 and 7.08 percent respectively, higher than the annual average of less than six percent in the period 2011-2016<sup>1</sup>. The country's economic development is accompanied by social achievements such as reduced poverty, increased school enrollment and reduced child mortality. Following the country's success in achieving the Millennium Development Goals, Viet Nam is in a strong position to implement the 2030 Agenda and the Sustainable Development Goals (SDGs). The Government of Viet Nam (GoV) expressed strong support and commitment for the SDGs, which is evident in the localization of all global SDGs and targets into Vietnamese context. Decision 622 of the Prime Minister Nguyễn Xuân Phúc lists all 17 SDGs with 115 targets for Viet Nam to achieve by 2030.

Initial results in SDG implementation have been encouraging: multi-dimensional poverty rate fell from 9.8 percent in 2015 to below 7 percent in 2017. 73 percent of the population have access to essential health services and health insurance coverage reaches 86.4 percent in 2017. The primary net enrollment rate was at 98 percent for the 2016-2017 school year and the primary completion rate at 99.7 percent. More than 99 percent of households have access to electricity and more than 93 percent to safe water in 2016. However, the country is also facing numerous challenges, including unstable global economic outlook, impact of climate change, limited Government financial resources with dwindling down ODA, inadequate coordination between government agencies, and insufficient data for monitoring and policy making<sup>2</sup>.

As one of the next steps for implementation of the 2030 Agenda, the Government of Viet Nam Government of Vietnam has already issued a system of statistical indicators on sustainable development, and continue to enhance information and data collection for monitoring and evaluating SDG achievements of Viet Nam. In January 2019, the Ministry of Planning and Investment issued Circular 03 establishing the statistical indicator system for monitoring sustainable development in Viet Nam. The system contains 158 indicators, measuring all 17 SDGs. Those indicators include all 18 indicators for which the ILO is the custodian or partner agency. The system is divided into two roadmaps: Roadmap A and Roadmap B. The first group contains indicators for which data is available and they can be implemented immediately from 2019. The second group (Roadmap B) contains indicators for which no data is available yet, and they will be implemented from 2025 onward. Some of ILO-custodian indicators, such as rate of occupational death and injuries or proportion of recruitment costs borne by migrant workers in relation to their monthly earnings in in the destination country, fall into Roadmap B.

The ILO is a member of the UN SDG Technical Working Group, established to cooperate with the GoV in implementing the 2030 Agenda. The group provides support to government agencies in the process of localizing SDGs, developing SDG monitoring indicators system, voluntary SDG review, mainstreaming SDGs into Viet Nam's 5-year socio-economic development plan and 10-year socio-economic development strategy. The project being evaluated is part of the ILO's contribution in this process.

---

<sup>1</sup> General Statistics Office (GSO), Statistical Yearbook of Viet Nam 2017, Hanoi: Statistical Publishing House

<sup>2</sup> Government of Viet Nam, Viet Nam's Voluntary National Review on the Implementation of the Sustainable Development Goals, Hanoi June 2018

## 1.2. Intervention description

The enhancing implementation of SDG Decent Work targets of the National Action Plan (NAP) for the implementation of the 2030 agenda in Viet Nam (hereafter, the ILO DW SDG Intervention) seeks to support the development, implementation and monitoring of labour and employment related SDG targets and indicators in Viet Nam. This was planned to be achieved through several interventions on statistics, data generation, communication and awareness raising on labour and employment related SDG targets and indicators. In overall, the intervention contributed to the implementation of the ILO’s Decent Work Agenda that is in line with the NAP for the implementation of the 2030 Agenda in Viet Nam. The intervention was inscribed in the overall work plan on SDG for which the Government of Viet Nam has asked for international community’s support.

ILO DW SDG Intervention has three objectives:

1. Support the identification in consultation with constituents (workers’, employers’ organizations) and research institutes, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian, by September 2018;
2. Support to build the capacity to produce and analyse those labour related SDG targets and indicators to strengthen Viet Nam’s SDG monitoring and reporting, by December 2019;
3. Support the acceleration, implementation and monitoring of specific labour related SDG targets and indicators, laying the ground for subsequent support to the longer-term goals of the 2030 Agenda.

The ILO DW SDG Intervention aims to contribute to the achievement of **all three priorities of the DWCP for 2017-2021** and the Country Programme Outcome (CPO) **VNM128** on “Capacity of government and the social partners to develop and implement employment policies and programmes that are well suited to Viet Nam’s dynamic employment environment and favourable to decent work strengthened”.

Table 1: ILO DW SDG Intervention Results Framework

Outcomes	Outputs
<b>Immediate Objective 1:</b> By September 2018, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian is available	<b>Output 1.1:</b> An inception phase is conducted to define detailed work-plan of RBSA funded project
	<b>Output 1.2:</b> Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency
	<b>Output 1.3:</b> Joint UN activities
	<b>Output 1.4:</b> Communication on SDG targets
<b>Immediate Objective 2:</b> By end of October 2019, labour market information system is strengthened to monitor and evaluate progress made in the labour market	<b>Output 2.1:</b> Strengthened labour market data collection (sex disaggregated), reporting and dissemination (by second half of 2019)
	<b>Output 2.2:</b> Monitoring mechanisms for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to decent work developed (by second half of 2018)
<b>Immediate Objective 3:</b> By end of October 2019, support the implementation of the NAP of the 2030 Agenda, for priority SDG targets and indicators (maximum 3 areas)	<b>Output 3.1:</b> Supporting for the review of the implementation of the Employment Law enacted in 2013 (by second half 2019)
	<b>Output 3.2:</b> Support to the implementation of specific SDG target indicator

The intervention works in close coordination with the General Statistical Office (GSO); Ministry of Labour, Invalids, and Social Affairs (MOLISA); Viet Nam Chamber of Commerce and Industry (VCCI); Viet Nam General Confederation of Labour (VGCL); United Nations (UN) Agencies.

The direct stakeholders of the intervention include the tripartite plus constituents (MOLISA, VGCL and VCCI) as well as other line ministries involved in SDG processes, GSO and Ministry of Planning and Investment (MPI).

## II. Evaluation Objectives and Methodology

### 2.1. Purpose and Scope of the Evaluation

The International Labour Organization (ILO) has contracted the independent evaluation team to undertake an independent evaluation of the ILO Decent Work SDG Intervention (VNM/16/03/RBS) funded by the RBSA (Regular Budget Supplementary Account). The evaluation is intended **to assess and document the achievements of the ILO DW SDG Intervention, identify intended and unintended effects, assess lessons learned and emerging practices, and assess the likelihood of sustaining key intervention outputs and results.** The findings of this independent evaluation will be used to improve the future RBSA intervention and possible similar interventions.

The specific objectives of this final evaluation were seven-fold:

1. To analyse the **appropriateness of its design and implementation strategy;**
2. To describe **how it was implemented;**
3. To identify the **intervention's primary achievements and contribution to the achievement of planned milestones of DWCP and CPOs;**
4. To measure the intervention's **long-term effects on the beneficiary institutions, national systems, policies;**
5. To assess the **potential for the sustainability of interventions;**
6. To describe **major lessons learnt and good practices;**
7. Provide **recommendations on possible next steps for the ILO to continue supporting the Government of Viet Nam in building a stronger labour market information system.**

The final evaluation covered the ILO DW SDG Intervention implementation since November 2017 until August 2019. Relevant CPOs and DWCP outcomes (and their M&E plans) that this RBSA intervention is linked to, were used as reference frameworks.

The evaluation was carried out by an independent Evaluation Team (ET) composed of international evaluation expert (Team Leader), Ms. Katerina Stolyarenko and national expert (Team Member), Mr. Nam Pham Quang. The evaluation process was overseen by independent ILO Evaluation Manager Mr. Tauvik Muhamad, ILO Dhaka- Social Dialogue and Industrial Relations (SDIR) Project Workers Education Expert.

The clients of this evaluation are the ILO CO Hanoi, ROAP and DWT Bangkok, HQ, constituents and research institutes.

### 2.2. Evaluation Criteria and Questions

The following evaluation questions were applied for the final evaluation of the ILO DW SDG Intervention. These questions provided the overall framework for the evaluation and enabled the development of the variety of data collection instruments by the ET. The evaluation questions are organized according to the OECD/DAC evaluation criteria: validity of design, relevance and strategic fit, project progress and effectiveness, efficiency of resources use, effectiveness of management arrangements, impact orientation and sustainability.

Table 2. List of evaluation questions for final independent evaluation of the ILO DW SDG Intervention

Evaluation criteria	Key Evaluation Questions	Sub-questions
Validity of design	EQ1: How was the intervention design (priorities, outcome, outputs and activities) logic coherent?	EQ1.1: To what extent the RBSA intervention make used of DWCP M&E framework?
	EQ2: Which risks and assumptions were identified and to what extent have they affected the intervention?	
	EQ3: To what extent did the project intervention address the issues of gender and discrimination (including disabilities)?	EQ3.1: Did the project include sex-aggregated data and gender related strategies?
Relevance and strategic fit	EQ4: Are the needs addressed by the intervention relevant to the national context?	
	EQ5: How did the intervention align with and support national strategies and priorities of the ILO constituents?	EQ5.1: Did the intervention involve stakeholders, including social partners (workers' and employers' organizations) on the stage of intervention design?
	EQ6: To what extent has the intervention contributed to the policy and strategic framework of the Country, including the implementation of NAP for 2030 SDG Goals and P&B (CPO VNM128/VNM902) and three priorities of DWCP?	
Project Progress and Effectiveness	EQ7: To what extent that the intervention immediate objective was achieved?	EQ7.1: In which area did the intervention have the greatest achievements, in which one did it achieve the least, and why?
		EQ7.2: The extent to which it has contributed to the achievement of the DWCP/CPO milestones for the biennium (2018-19)?
		EQ7.3: To what extent can national capacities be considered enhanced as a result of this project?
		EQ7.4: To what extent did the intervention address the issues of gender and discrimination (including disabilities) during implementation phase?
	EQ8: What were the major factors influencing the achievement or non-achievement of the intervention objective?	
Efficiency of resource use	EQ9: To what extent was the project resources (funds, expertise and time, etc.) efficiently utilized to achieve the results?	
	EQ10: Was the results framework realistic, given the time frame, budget and partner capacity as well as the DWCP outcomes and milestone set for the biennium/or the result to be achieved by the end of DWCP?	
Effectiveness of management arrangements	EQ11: To what extent was the management arrangement (Human Resources) of the intervention in place support the result/achievement?	
	EQ12: Did the intervention involve stakeholders, including social partners (workers' and employers' organizations) for the project intervention/implementation?	
	EQ13: To what extent were the result of the intervention monitored?	EQ13.1: Whether the DWCP M&E framework has been used as a tool?
Impact orientation	EQ14: To what extent were the intervention contribute to sustainable development changes?	EQ14.1: In what ways did the intervention contribute to its long-term goal?
		EQ14.2: Did the intervention create any specific legal changes through its interventions?
Sustainability	EQ16: What would be an effective exit strategy and next step for the ILO further the end of the intervention?	EQ16.1: What funding opportunities could the ILO pursue to support the assistance indicated in the points above?
		EQ16.2: What development partners might be interested in supporting works that have accomplished in Viet Nam on SDG, LMI, and evidence-based research and policy-making?
		EQ16.3: What support should the ILO provide to constituents on SDG and LMI after the end of this intervention?
	EQ17: What is the likelihood that the result achieved by the intervention maintained or scaled up and replicated by implementing partners?	



### 2.3. Evaluation Methodology

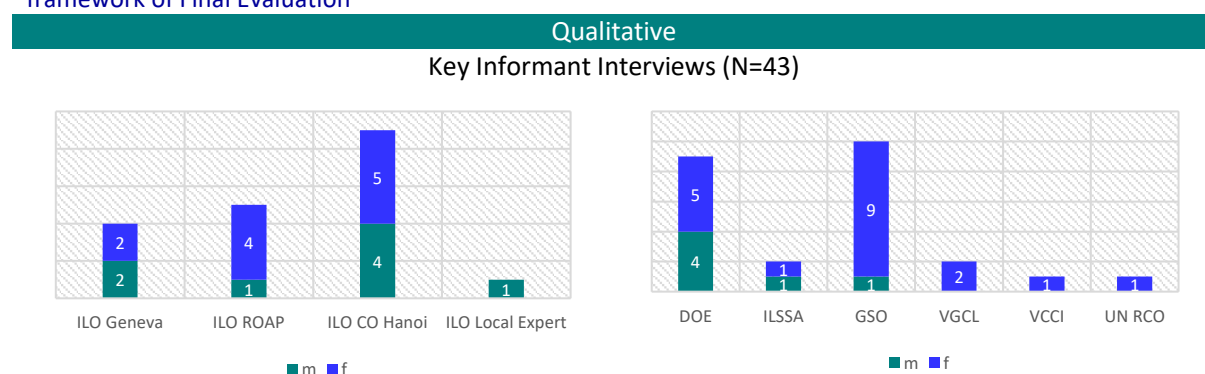
The ET implemented a mixed-methods approach for data collection. The evaluation drew on six sources of data: 1) review of documents, 2) field visit to Viet Nam, 3) interviews with key informants, 3) focus groups with trainees, 5) online beneficiary survey among trainees, 6) survey among implementing partners (IPs), and 7) a de-briefing to present and discuss preliminary findings and conclusions. Data collection took place from August 1 to August 19, 2019, with a **field mission to Hanoi from August 9 to August 16, 2019**.

*Literature review:* The ET reviewed and referenced numerous intervention’s documents and other reference publications. These documents included the concept paper together with Logframe, workplans, budget and financial reports, technical progress reports, reports on specific project activities, training materials, research and study reports and policy documents (e.g. DWCP, UNDAF, NAP for 2030 Goals, etc). In total, more than 40 intervention’s documents and other relevant documents were reviewed by the ET. Annex 5.2 shows the complete list of documents that were reviewed.

*Key Informant Interviews:* The ET conducted interviews with all relevant groups of stakeholders, including ILO (HQ, Regional and Country Offices), tripartite plus constituents (MOLISA (DOE, ILSSA), employers’ (VCCI) and workers’ (VGCL) organizations, other stakeholders (GSO and UN RCO), and participants of project’s capacity building activities (DOE’s and GSO’s staff as well as supervisors of the enumerators). In total, **the ET interviewed 43 key informants (30%-m/70%-f) in person, by telephone, or by skype**. The list of interviewees is presented in Annex 5.3.

*Surveys:* The ET hold two surveys in the course of the final evaluation. The first one was a beneficiary survey among participants of project’s capacity building activities to determine the level of application of received knowledge and skills by direct recipients during their day to day work. The questionnaire was developed in English, translated into Vietnamese, and administered using SurveyMonkey software. The survey was distributed among 116 participants of intervention’s events and **36 trainees (64%-m/36%-f) took part in the online survey, i.e. the response rate constituted 32%**. The online survey was hold during August 11-15, 2019. The second survey was held among IPs in the form of rapid scorecards to determine the perceptions around relevance, progress in achievement of the set targets, management effectiveness, impact orientation and the sustainability of intervention’s results. The scorecard was developed in English and translated into Vietnamese. It was distributed during conduction of interviews with IPs during the field mission to Hanoi. **All 8 IPs (25%-m/75%-f) participated in the rapid scorecard survey**.

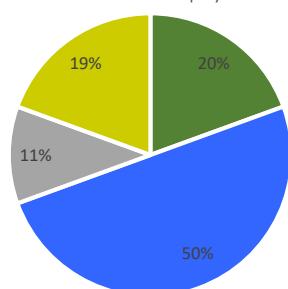
Figure 1. Summary of Main Methods of Data Collection and Number of Stakeholders Reached in the framework of Final Evaluation



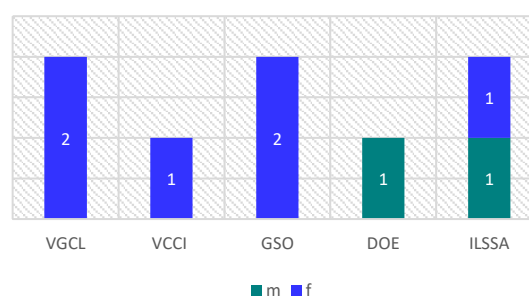
## Quantitative

Online beneficiary survey among trainees (participants of the intervention's capacity building activities) (N=36)

■ VCCI ■ GSO ■ VGCL ■ Employment Services Centre



Survey among IPs (N=8)



The primary data sources were documents and key informant interviews, although other sources of data supplemented those, and each data source was analysed distinctly for each evaluation question.

### 2.4. Data Analysis

The ET applied parallel analysis to examine the evidence from data sources. For each evaluation question, the team first analysed relevant intervention's materials and secondary sources to develop preliminary findings. Second, at the end of fieldwork, the team reviewed data to draw preliminary findings for each type of key informant before synthesizing across all types of key informants. Third, the team developed findings across the other data sources. Finally, the team drew conclusions about activities across all data sources to answer each of the key evaluation questions and their sub-questions. Actionable recommendations were derived from the conclusions and a broader understanding of Viet Nam's commitments to the implementation of the SDGs.

For comparability purposes, a scoring traffic light rubric on a scale of 1 to 4 for making judgments about different levels of performance and relative success of different project's components was adopted and it is disclosed in Table 3 below.

Table 3: Scoring Rubric for Performance

Colour	Scoring	Colour	Scoring
	Highly successful		Partially successful
	Successful		Unsuccessful

### 2.5. Ethical Considerations

The evaluation complies with evaluation norms and standards and follows ethical safeguards, per the United Nations system of evaluation norms and standards as well as the Organization for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC) Evaluation Quality Standards. The gender dimension was considered as a crosscutting concern throughout the evaluation methodology. The ILO DW SDG Intervention was evaluated through the lens of a diverse range of stakeholders that participate in and are intended to benefit from the intervention, including men and women.

### 2.6. Evaluation Limitations

Several limitations and biases are common to evaluations based largely on qualitative information, with common strategies for mitigation. Two significant limitations to the data collection were that (i) the fieldwork took place during six days period, so not all relevant intervention sites or individuals were

available during that time<sup>3</sup>, and (ii) the final evaluation was conducted five months prior to the end of the ILO DW SDG Intervention; therefore, not all final figures on budget spending and data on some ongoing activities were available to the ET. To mitigate these limitations, the ET employed a mixed method approach to target as much as possible intervention's beneficiaries either through survey or the focus groups and had a series of discussions with the ILO DW SDG team on the activities to be conducted in the remaining period of the implementation.

### III. Evaluation Findings

This section presents answers to key evaluation questions using empirical and other types of evidence collected during interviews with key respondents, surveys and through the review of key RBSA intervention documents. The evaluation findings are organized along the following sub-sections: (a) validity of the design, (b) relevance and strategic fit; (c) effectiveness or achievements of original objectives or results and description of the main limitations which influence the implementation; (d) assessment of efficiency of resources use, (e) assessment of effectiveness of management arrangements, (f) impact orientation, and (g) sustainability of assistance and intervention's results.

#### 3.1. Validity of the Intervention Design

This section looks on the logic of the intervention's design and causal linkages of outputs to the intended outcomes and the broader development objective.

##### 3.1.1. Logic of the intervention's design

The ILO DW SDG intervention was designed in the response to the RBSA call of proposals 2016-2017 released by PROGRAM and PARDEV on 27 July 2017. The intervention fitted with the first thematic area focusing on 'scaling up ongoing efforts to strengthen constituents' engagement and influence in SDG-related processes at country level with the purpose of making significant progress towards SDG 8 and its related targets'<sup>4</sup>. The ILO DW SDG intervention was developed by the ILO CO Hanoi in cooperation with the ILO ROAP's Senior Specialist on Labour Statistics and RPS. The ILO DW SDG intervention was designed to scale up the efforts made by ILO Viet Nam in 2016-2017 to facilitate constituent's engagement and influence in the SDG related processes. The intervention was built up on the successes and lessons learnt from the ILO previous interventions in the country, in particular (i) the RBSA funded intervention on "formalization of the informal economy" (2016-2017) that had laid the ground for the definition, scope and current situation on informal employment in Viet Nam, (ii) the piloting of the new Labour Force Survey in line with the 19<sup>th</sup> ICLS resolution for which Viet Nam has been one of the few pilot countries selected<sup>5</sup>, and (iii) the country's capacity to produce SDG indicators on an annual basis.

Without exception, all interviewed stakeholders stated that **the ILO DW SDG intervention's objectives were fully in line with the needs of the Government of Viet Nam and respective beneficiaries' agencies; although, limited consultation with tripartite constituents was conducted on the design stage** due to the short timeframe allocated for preparation of the RBSA proposal<sup>6</sup>. At the same time, **the intervention's relevance was reinforced in the course of the implementation by addressing additional priorities of the**

---

<sup>3</sup> Background information: Since most of the stakeholders were rather based in Hanoi, the field work covered only the capital of the country. However, the RBSA intervention provided a number of trainings for representatives of different provinces of GSO, DOE and social partners. For being able to get in touch with those intervention's recipients, the ET hold an online survey as well as hold some telephone interviews

<sup>4</sup> Source: Minute Sheet '2016-2017 Regular Budget Supplementary Account (RBSA): Guidance on programming process, allocation criteria and appraisal mechanism', 27 July 2017

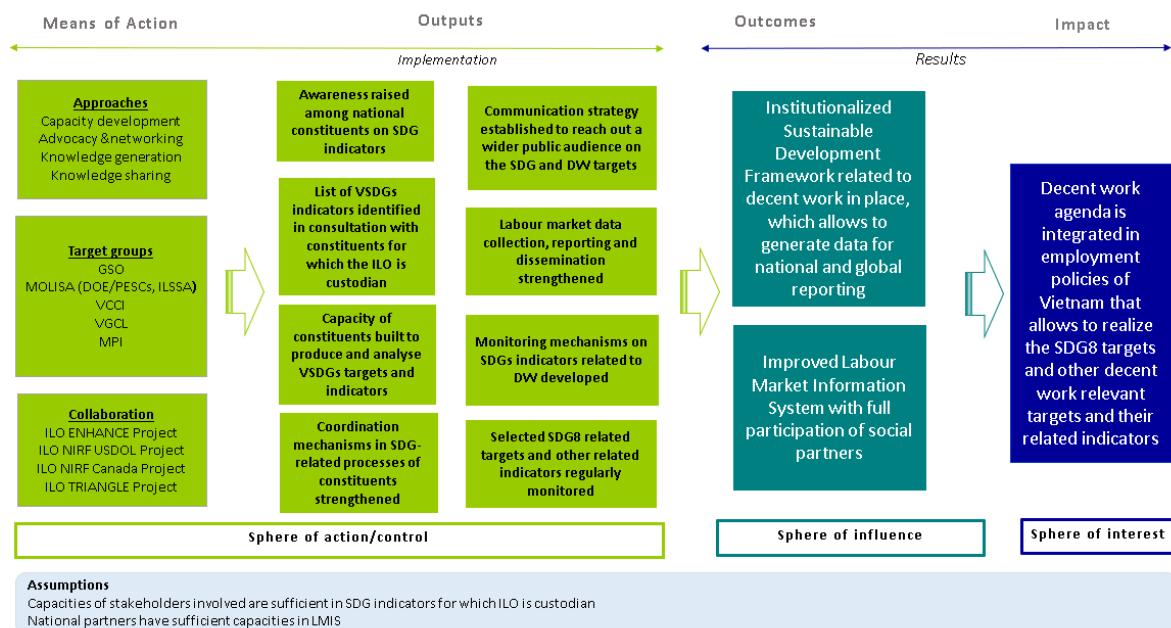
<sup>5</sup> Background information: The other pilot country was Philippines

<sup>6</sup> Background information: The timeframe for the preparation and submission of the proposal constituted just 1,5 months, i.e. from July 27, 2017 to September 15, 2017

**Government partners**, particularly conducting the National 2018 Child Labour Survey, provision of trainings on ISCO-08 for PESCs, development of a monitoring framework for the Green Growth Action Plan of MOLISA.

As Viet Nam today is a middle-income country with one of the highest degrees of economic openness in the world, and with ambitious socioeconomic development objectives for the decades to come. Trends such as technology adoption and population ageing will influence the country’s path towards its national goals, putting questions on the future of work at the top of the Government’s agenda. In such a context, data are an invaluable resource. Moreover, the feasibility review of 232 global SDG statistical indicators, conducted by the General Statistics Office (GSO) with support from the UN Statistics Division and the UN in Viet Nam in 2017, showed that many SDG indicators did not have metadata and must be freshly collected, with complicated calculation methods and data from non-conventional sources. Therefore, it is a big challenge for Viet Nam to monitor and evaluate implementation of the 17 SDGs. As Viet Nam’s current statistical system and capacity have not yet met SDG statistical requirements, the country needs to take a number of steps to achieve this objective, including strengthening the capacity of statistical staff (especially in the local level), mobilizing financial and technical resources to meet demand for regular and long-term data collection for SDGs and build a mechanism/modality to effectively use statistics produced by non-governmental domestic and international agencies. Therefore, **the ILO DW SDG intervention’s theory of change was straightforward, i.e. to strengthen the capacity of ILO tripartite plus constituents to contribute to the SDGs and the achievement of the country’s socioeconomic objectives through the development of an SDG framework and an effective labour market information system for monitoring the degree of sustainability of economic growth and capturing emerging economic and labour market trends.**

Figure 2. Reconstructed Theory of Change (ToC) of ILO DW SDG Intervention



However, it is important to mention that the above ToC chart was not a part of the concept paper of the ILO DW SDG intervention and it was reconstructed by the ET based on the document review and interviews with the ILO staff at country, regional and HQ level.

### 3.1.2. Causal linkages of outputs to the intended outcomes and the broader development objective

As the RBSA resources are used to support the achievement of results in the country in line with the outcome of the Programme and Budget (P&B), the design of the ILO DW SDG intervention was structured at first in line with the ILO concept note template for preparing the full proposal and subtitling for appraisal by ROAP and afterwards with the template for the preparation of the CPO not a standard ILO form for preparation of the project document which is used in the case of the Development Cooperation projects. The CPO template consists of two parts: (a) DWCP outcome, and (b) risk assessment plan. Part I DWCP outcome contains two main sub-sections: (i) a brief description of the fit of the CPO strategy in DWCP and the national context, particularly considering relevance and timing of the RBSA-funded work; and (ii) Milestones and major outputs. Milestones are defined as the intermediary results measuring progress towards the outcome/result to be achieved by the end of the implementation, which should be linked to one or more of the measurement criteria under the indicators to which the CPO is linked; meanwhile, outputs are description of what/how the ILO will deliver to achieve the stated Outcome with the RBSA funding. Part II Risk assessment plan lists the major outputs, associated risks perceived in delivery of the major outputs as well as suggesting the risk mitigation strategy for each identified risk.

Consequently, the review of the ILO DW SDG intervention concept paper indicates that **the intervention has a simple design, which is represented by 3 intermediary results supported by 8 outputs and 42 activities**. The intervention's **workplan** was also **designed in a "light" way**, leaving specific details open in order to allow for fine-tuning during implementation. At the start of the implementation, the ILO DW SDG team developed the Logframe as well.

The analysis of the ILO DW SDG intervention results framework shows that the intermediary results are phrased as milestones of CPO VNM 128 on employment policies for the biennium 2018-19, while in the Logframe, the milestones are presented as outcomes. The results framework does not have neither overall nor specific objectives as it was designed to directly contribute to the CPO VNM128 as guided by RBSA committee. The milestones are defined more as stand-alone components (the first component focuses on VSDGI list, the second on LMIS and the third on the implementation of the NAP) and interlinkages among them are not clearly seen, except of the fact that all contribute to the implementation of SDGs in line with the Government's 2030 roadmap. However, the design of the ILO DW SDG intervention allows interconnectedness across different ongoing projects of the ILO (NIRF, ENHANCE, TRIANGLE, G20) and other development partners (KOICA).

The review of the first column of the results framework demonstrates that **the milestones are clearly stated, but one out of three are failed to pass the SMART-test**. Milestone 1 'By September 2018, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian is available' and Milestone 2 'By end of October 2019, LMIS is strengthened to monitor and evaluate progress made in the labour market' are stated as results, while Milestone 3 'By end of October 2019, support the implementation of the NAP of the 2030 Agenda, for priority SDG targets and indicators' is phrased as a process.

When it comes to the outputs, **there is a difference in terms of the number of the outputs mentioned in the concept paper, in the intervention's Logframe and in the CPO reporting table**. The concept paper has 6 outputs, while Logframe contains 8 outputs and the CPO reporting table only 5 outputs (see Table 4 below for more details).

Table 4. Comparison of intervention’s outputs in the concept paper and Logframe

List of Outputs as per the concept paper	List of Outputs as per the Logframe	List of Outputs as per CPO reporting template
<b>Output 1.1:</b> An inception phase is conducted to define detailed work-plan of RBSA funded project (by February 2018)	<b>Output 1.1:</b> An inception phase is conducted to define detailed work-plan of RBSA funded project (by February 2018)	<b>Key Output 1.1:</b> An inception phase is conducted to define detailed work-plan of RBSA funded project (by February 2018)
<b>Output 1.2:</b> Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency (with a focus on SDG 8 with close linkages to other relevant SDG targets and indicators) (by first half of 2018)	<b>Output 1.2:</b> Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency (with a focus on SDG 8 with close linkages to other relevant SDG targets and indicators) (by first half of 2018)	<b>Key Output 1.2:</b> Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency (with a focus on SDG 8 with close linkages to other relevant SDG targets and indicators) (by first half of 2018)
	<b>Output 1.3:</b> Joint UN activities	
	<b>Output 1.4:</b> Communication on SDG targets	
<b>Output 2.1:</b> Strengthened labour market data collection (sex disaggregated), reporting and dissemination (by second half of 2019)	<b>Output 2.1:</b> Strengthened labour market data collection (sex disaggregated), reporting and dissemination (by second half of 2019)	<b>Key Output 2.1:</b> Strengthened labour market data collection (sex disaggregated), reporting and dissemination (by second half of 2019)
<b>Output 2.2:</b> Monitoring mechanisms and institutional coordination for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to DW developed (by second half of 2018)	<b>Output 2.2:</b> Monitoring mechanisms and institutional coordination for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to DW developed (by second half of 2018)	<b>Key Output 2.2:</b> Monitoring mechanisms and institutional coordination for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to DW developed (by second half of 2018)
<b>Output 3.1:</b> Support the implementation of the Employment Law enacted in 2013, with particular focus on the formalization of informal workers (SDG 8.3) (by second half of 2019)	<b>Output 3.1:</b> Support the implementation of the Employment Law enacted in 2013, with particular focus on the formalization of informal workers (SDG 8.3) (by second half of 2019)	<b>Key Output 3.1:</b> Support the implementation of the Employment Law enacted in 2013, with particular focus on the formalization of informal workers (SDG 8.3) (by second half of 2019)
<b>Output 3.2:</b> Support to the implementation of specific SDG target indicators	<b>Output 3.2:</b> Support to the implementation of specific SDG target indicators	

The analysis of the outputs indicates that some of them are stated as activities (i.e. Outputs 1.3 ‘Joint UN activities’, 1.4 ‘Communication on SDG targets’, Output 3.1 ‘Supporting for the review of the implementation of the Employment Law enacted in 2013 (by second half 2019)’, Output 3.2 ‘Support to the implementation of specific SDG target indicators’), some are complex and cover different aspects (Output 1.2: Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency (with a focus on SDG 8 with close linkages to other relevant SDG targets and indicators) or Output 2.2: Monitoring mechanisms and institutional coordination for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to DW developed), and one is purely process oriented (Output 1.1: An inception phase is conducted to define detailed work-plan of RBSA funded project).

**Neither the CPO template for preparation of the concept paper nor the CPO reporting table does not require to develop the indicators to measure the achievement of the intended results. The ILO DW SDG team developed indicators as a part of the Logframe.** There are 11 indicators in total (3 for outcomes (milestones) and 8 for outputs).

Table 5. List of indicators of the ILO DW SDG intervention as per the Logframe

Result area	Indicator
<b>Outcome 1:</b> By September 2018, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian is available.	Existence of the list of V-SDG indicators that include the SDG indicators for which ILO is custodian
<b>Output 1.1:</b> An inception phase is conducted to define detailed work-plan of RBSA funded project.	Existence of the RBSA work plan
<b>Output 1.2:</b> Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency.	3 awareness raising events organized for governmental agencies and social partners related to SDG and VSDG indicators
<b>Output 1.3:</b> Joint UN activities	3 joint activities with the One UN in Viet Nam
<b>Output 1.4:</b> Communication on SDG targets	2 communication events
<b>Outcome 2:</b> By end of October 2019, labour market information system is strengthened to monitor and evaluate progress made in the labour market.	30% of Public employment service centers apply a standard database for labour market
<b>Output 2.1:</b> Strengthened labour market data collection (sex disaggregated), reporting and dissemination (by second half of 2019)	Existence of the labour Force Survey with new statistical standards
<b>Output 2.2:</b> Monitoring mechanisms for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to decent work developed (by second half of 2018)	3 monitoring mechanisms within agencies in charge of SDG monitoring
<b>Outcome 3:</b> By end of October 2019, support the implementation of the NAP of the 2030 Agenda, for priority SDG targets and indicators (maximum 3 areas).	1% increase in labour productivity
<b>Output 3.1:</b> Supporting for the review of the implementation of the Employment Law enacted in 2013 (by second half 2019)	3 research and policy briefs
<b>Output 3.2:</b> Support to the implementation of specific SDG target indicators	4 SDG indicators related activities implemented

The review of **the indicators listed in the intervention's Logframe illustrate that most of them are fail to pass the SMART test** as stated either as results (indicators for Outcome 1, Output 1.1, Output 2.1), or more quantitative in nature (indicators for Output 1.2, 1.3, 1.4, 2.2, 3.1, 3.2) or lacks baselines (indicators for Outcomes 2 and 3) or not sufficiently measures all key aspects of the intervention (e.g. effectiveness of capacity building activities). Moreover, **the RBSA intervention made a limited use of DWCP M&E framework**. The main reason for this is that DWCP Results Framework is prepared in line with the DWCP Guidebook version 4 as of 2016. The DWCP Results Framework contains only country priorities, country specific outcomes and outcome indicators for the period of the whole duration of the DWCP (in the case of Viet Nam, it is 5 years); therefore, it is difficult to use this framework for the implementation monitoring of the RBSA intervention as it does not have outputs and output indicators. In addition, the selected indicators in the Logframe of the ILO DW SDG intervention are not aligned with the DWCP Results Framework relevant outcome indicators.

**Risks and mitigation measures were defined in the concept note, while assumptions were listed in the Logframe.** Assumptions are the conditions necessary to ensure that the project activities will produce results, while risks are the possibility that they may not occur. Risks need to be recognised and prevented from happening to the extent possible, and contingency plans must be put in place to deal with them, should they happen. The main risks identified were limited capacities of stakeholders involved in the SDG indicators for which the ILO is custodian, insufficient capacities of national partners in LMIS, duplication and insufficient coordination between the RBSA intervention and other interventions. The main assumptions included the support the implementation of the activities by policy leaders, stability of the political situation in the country and progressive implementation of the government's work-plans.

**The ILO DW SDG intervention addressed the issues of gender and non-discrimination<sup>7</sup> (including disabilities)** through the development of V-SDGs on decent work and employment and collection of sex-disaggregated data on labour market and V-SDGs indicators.

<sup>7</sup> Background information: Gender equality is a major topic in Viet Nam as women represent almost half of the workforce. The overwhelming majority of them are less paid than male counterparts and face gender discrimination practices in the workplace. In 2016, the average monthly earnings for female workers were roughly US\$199 (VND4.58 million) while that of males was US\$225 (VND5.19 million).

### 3.2. Relevance and Strategic Fit

This section the report examines the relevance of the RBSA intervention. Relevance is the extent to which the objectives of the intervention are consistent with the country priorities, ILO and UN programming, and needs of the stakeholders.

#### 3.2.1. Relevance to country priorities

The ILO DW SDG Intervention is found to be closely aligned with the **National Social Economic Development Strategy (SEDS 2011-2020) and National Social Economic Development Plan (SEDP 2016-2020)**. Both the strategy and plan emphasize the need for building a modern economy, enhancing competitiveness, promoting innovation, productivity and efficiency. The social and cultural aspects of development are highlighted as well. The project, with a strong focus on labour-related SDGs and SDG monitoring indicators, contributes to both economic and social development of the country.

Table 6. Alignment of the ILO DW SDG Intervention with SEDS and SEDP

SEDS 2011-2020	SEDP 2016-20
<p><b>Objective 4.2.</b> Strongly develop industry and build it towards the direction of modernity and improving the quality and competitiveness to create foundations for an industrial country</p> <p><b>Objective 4.7.</b> Comprehensively develop cultural and social fields in harmony with economic development</p>	<p><b>Objective 2.</b> Continue to promote economic restructuring associated with growth model innovation, improve productivity, efficiency and competitiveness of the economy</p> <p><b>Objective 5.</b> Sustainably develop culture, society, and healthcare by combining and harmonizing economic development, cultural development, social progress and improvement of social equality and living standards</p> <p><b>Objective 6.</b> Actively respond to climate change, prevent natural disasters, and enhance natural resource management and environmental protection</p>

In May 2017, the Prime Minister issued a National Action Plan for the Implementation of the 2030 Sustainable Development Agenda in decision #622. The global 17 SDGs and 169 targets were adapted into 17 VSDGs and 115 targets. The project is fully in-line with the **Viet Nam’s commitment and action plan for realization of SDGs.**

Viet Nam is one of the 15 pathfinder countries joining Alliance 8.7, an inclusive global partnership committed to achieving Target 8.7 of SDGs. This Target calls for States to: “Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking (by 2030) and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms”. This RBSA intervention, in collaboration with the ILO ENHANCE Project, contributes to Viet Nam’s work in this Alliance by supporting better statistics on child labour according to internationally standards.

By supporting ILSSA to develop an action plan for MOLISA to implement the National Green Growth Strategy, the project contributes to the implementation of Decision 1393 of the Prime Minister to approve the National Green Growth Strategy for the period 2011-2020 with a vision to 2050.

Viet Nam’s statistics are governed by the statistics law approved by the National Assembly on November 23, 2015. Article 17 of the Law sets three requirements for the development of the national statistical indicator system, namely (1) reflect socio-economic situation of the country; (2) conform to the practice in Viet Nam; (3) conform to international practices. The RBSA intervention, by supporting the application of international concepts and understanding in labour and child labour statistical work in Viet Nam, is completely in-line with the statistics law. Moreover, ICLS 19 (applying the new approach and definition of unemployment rate) directly contributed to SEDS and SEDP’s objectives and targets.



### 3.2.2. Relevance to the ILO and UN programming

The ILO DW SDG Intervention is found to be consistent with the **One UN Strategic Plan (OSP) 2017–2021**. Under **Focus Area 1: Investing in People**, *Outcome 1.1: Poverty and Vulnerability Reduction* aims that by 2021, all people benefit from inclusive and equitable social protection systems and poverty reduction services, which will reduce multi-dimensional poverty and vulnerabilities. The RBSA intervention supports this outcome by improving the quality of data on labour and related vulnerabilities, which will help shaping policies addressing them. In addition, as SDG 8 contributes to the **Focus Area 3: Fostering Prosperity and Partnership of the OSP**, the ILO custodian SDG indicators are “Outcome 3.2: Inclusive labour market and expansion of opportunities for all”.

The RBSA intervention supports all three priorities of the DWCP for 2017-2021. Directly, it supports the decent employment and enabling environment (Country Priority 1), with all three outcomes related to employment policies, formalization of informal economy, fair migration and vocational training. Indirectly, the ILO DW SDG Intervention, in cooperation with other ILO sister projects (ENHANCE, NIRF and TRIANGLE), supports Outcome 2.2 under Country Priority 2 on reducing unacceptable forms of work, especially child and forced labour, and Outcome 3.1 under Country Priority 3 on effective industrial relations systems.

**Table 7. Alignment of the ILO DW SDG Intervention with the DWCP for 2017-2021**

Directly	Country Priority 1: Promote decent employment and an enabling environment for sustainable entrepreneurship opportunities	Outcome 1.1: Employment policies and programmes provide better opportunities in decent employment and sustainable entrepreneurship, for women and men workers particularly those vulnerable groups
		Outcome 1.2: More women and men working in the informal economy engage in decent work through increased formalization
		Outcome 1.3: Prospects for freely chosen and productive employment are maintained and expanded for women and men through migration and better preparedness for jobs and sustainable entrepreneurship in global value chains
Indirectly to other two priorities (through ILO ENHANCE, NIRF Programme & TRIANGLE)	Country Priority 2: Reduce poverty by extending social protection for all and reduce unacceptable forms of work	Outcome 2.2: Unacceptable forms of work, especially child and forced labour, measurably reduced
	Country priority 3: Build effective labour market governance compliant with fundamental principles and rights and at work	Outcome 3.1: Effective industrial relations systems built in line with international labour standards and fundamental principles and rights at work

The ILO DW SDG Intervention contributes to CPO **VNM128 on employment policies** and one of the enabling outcomes, particularly **Outcome A on effective advocacy for decent work**, particularly Indicator A.2 by way of strengthening LMIS and dissemination of labour statistics information (linked to DWCP Country Priority 3 on labour market governance, **VNM 902 “Effective advocacy for decent work”**), as shown in the following table below.

**Table 8. Alignment of the ILO DW SDG Intervention with the CPOs**

Milestones	Outputs
M1. By September 2018, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian is available	Key Output 1.1: An inception phase is conducted to define detailed work-plan of RBSA funded project (by February 2018)
	Key Output 1.2: Awareness raised and capacity enhanced for national constituents on SDG indicators for which the ILO is custodian agency (with a focus on SDG 8 with close linkages to other relevant SDG targets and indicators) (by first half of 2018)
M2. By end of October 2019, LMIS is strengthened to monitor and evaluate progress made in the labour market	Key Output 2.1: Strengthened labour market data collection (sex disaggregated), reporting and dissemination (by second half of 2019)
	Key Output 2.2: Monitoring mechanisms and institutional coordination for measuring progress made toward SDGs indicators (sex disaggregated, to the extent possible) related to DW developed (by second half of 2018)
M3. By end of October 2019, support the implementation of the NAP of the 2030 Agenda, for priority SDG targets and indicators	Key Output 3.1: Support the implementation of the Employment Law enacted in 2013, with particular focus on the formalization of informal workers (SDG 8.3) (by second half of 2019)

The RBSA intervention is in direct support of **Outcome 1** of the **P&B 2018-19**, and indirectly supports the achievement of Outcome 8 and 10 through its cooperation with other ILO’s projects.

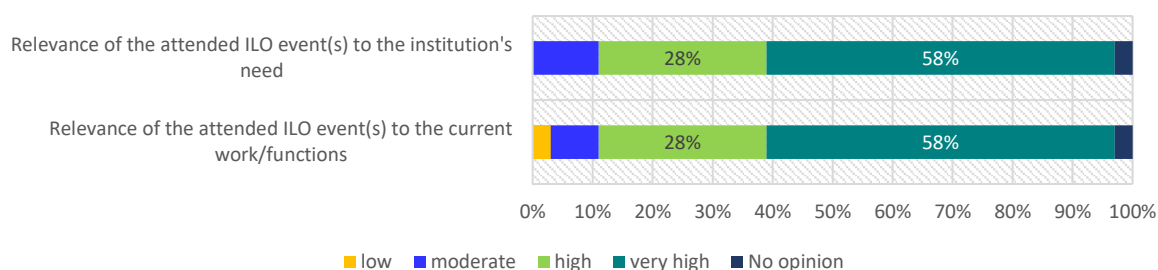
Table 9. Alignment of the ILO DW SDG Intervention with the P&B

Directly	Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects
Indirectly (through ILO ENHANCE, NIRF Programme & TRIANGLE)	Outcome 8: Protecting workers from unacceptable forms of work
	Outcome 10: Strong and representative employers' and worker's organizations

### 3.2.3. Relevance to the needs of stakeholders

The evaluation interviews and online survey among beneficiaries of training activities supported by the ILO DW SDG intervention showed that nearly 90 percent of respondents think that the capacity building activities were highly relevant to the needs of their organizations and their work.

Figure 3. Relevance of the capacity building activities: View of participants (N=36)



Source: Online survey among trainees, August 2019

## 3.3. Intervention Progress and Effectiveness

This section examines the performance and effectiveness of the intervention’s strategies and partnership in achieving its targets. It also examines the likelihood that planned activities, and results will be achieved by the end of the intervention as well as those internal and external factors that have affected their achievement.

### 3.3.1. Intervention’s primary achievements and contribution to the achievement of planned milestones of DWCP/CPO for the biennium (2018-19)

Based on the triangulation of data, the evaluation found that as of the end of July 2019, the ILO DW SDG intervention fully achieved the set targets under Milestone 3, while the targets under Milestones 1 and 2 were partly achieved as a number of activities are still in the process of the implementation.

Table 10. Contribution of the ILO DW SDG intervention to the achievement of the CPO's targets for biennium 2018-19

Under CPO VNM128	Status of achievement	Comments
<b>M1. By September 2018, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian is available</b>	Partly achieved	Although the list of V-SDGs indicators is available and was officially approved; activities under Output 1.4 (Development of SDGs profiles on DW indicators, organization of the SDG High Level Forum) and some under Output 1.3 (Technically support the integration of SDGs and targets into national development strategy/plans (SEDS/SEDP) and relevant strategies) are still in process of the implementation
<b>M2. By end of October 2019, LMIS is strengthened to monitor and evaluate progress made in the labour market</b>	Partly achieved	Activities under Output 2.2 (C88 launch and PES Assessment) are still to be undertaken
<b>M3. By end of October 2019, support the implementation of the NAP of the 2030 Agenda, for priority SDG targets and indicators</b>	Fully achieved	

The RBSA intervention has a number of achievements under each milestone of the CPO VNM 128, but the most significant once is under Output 1.1, Output 2.1, Output 2.2 and Output 3.2. The intervention also contributed directly to the achievement of the milestones under Outcome 1 of the DWCP for 2017-2021.

Table 11. Contribution of the ILO DW SDG intervention to the achievement of the milestones under DWCP

Milestones under DWCP	Indicators	Status of achievement
<b>Outcome 1.1: Employment policies and programmes provide better opportunities in decent employment and sustainable entrepreneurship, for women and men workers particularly those vulnerable groups</b>	1.1.1. Employment activities are supported and undertaken by knowledge sharing and awareness raising.	Fully achieved
	1.1.2. Public policies are developed with the integration of employment issues reflecting the needs of workers, especially vulnerable groups	Fully achieved
	1.1.3. Employment policies or practices piloted at a provincial level successfully transferred to another province(s)	Fully achieved

**Milestone 1. By September 2018, the list of V-SDG indicators that include the SDG indicators for which ILO is custodian is available**

The intervention's greatest achievement under this milestone is the approval of the list of V-SDG indicators (which includes labour indicators for which ILO is custodian) by the Government of Viet Nam on January 23, 2019. This list includes 158 indicators drawing a roadmap for Viet Nam to achieve the 17 SDGs by 2030. The ILO provided assistance to the Government of Viet Nam on the conceptualization and development of an SDG monitoring system specifically adapted to Viet Nam, and based on the global SDG framework. This objective was carried out in coordination with several UN agencies (UNDP, UNICEF), each supporting on their mandate.

The ILO DW SDG intervention contributed to this result in two ways. First, ILO provided continuous technical expertise and some financial support to strengthen the capacity of a range of stakeholders on labour market information and the SDG framework. This led to the development of definitions and measurement criteria for 23 indicators related to labour and employment. This work involved employers' and workers' organizations (VCCI and VGCL) which are currently preparing workplans to scale up their contribution to the SDGs achievement and monitoring. The ILO has also provided the GSO most updated materials on indicators that do not have metadata. ILO's statistical specialist from the RO and HQ are also helping the GSO to revise the metadata for all indicators on labour and employment developed by the GSO and also the manual for data collected for these indicators. Second, the ILO assisted the GoV on the process that legalized the V-SDGI and supported the Rapid Impact Assessment on V-SDG indicators issuance.

In addition, the ILO provided technical assistance to Viet Nam's Government in preparing the 2018 Voluntary National Review, which was successfully presented at the UN High-level political forum in July 2018 and built momentum for the V-SDGs. The RBSA intervention provided both technical and financial

assistance to several departments within the MOLISA on how to incorporate the SDGs in their plans. As a result, all concerned departments within the Ministry developed action plans for the 2030 Agenda.

For the first time, the highest ranks of the Ministry of Labour prioritized strengthening labour market statistics. In 2018, for the first time the Vice Minister of Labour asked the ILO to attend the ICLS20, held in Geneva in 2018, with a high-ranking delegation from Viet Nam. The delegation presented the results of the pilot ICLS19 project at the conference.

Moreover, with the support of the ILO DW SDG intervention, 23 provincial employment service centers (PESCs) were able to improve their knowledge on ISCO-08, which was done for the first time in Viet Nam.

MOLISA also initiated work on promoting green employment in Viet Nam starting from the waste treatment sector with technical support from the ILO DW SDG intervention. This will serve as a foundation for Viet Nam to develop the definition/background of green employment and to start the just transition.

Limited progress was achieved through with establishment of the collaboration with the Financial and Planning Department of MOLISA (SGD Focal Point in the Ministry). The planned workshop on launching the action plan for 2030 Agenda and the SDG monitoring in employment sector was not organized.

### **Milestone 2. By end of October 2019, LMIS is strengthened to monitor and evaluate progress made in the labour market**

The ILO DW SDG intervention worked intensively on helping Viet Nam to improve the labour market information system focusing on two areas: (i) the statistical data system and (ii) the administrative data system. The Government of Viet Nam has modernized its statistical data system, which is today in line with the most advanced international guidelines. The ILO through the RBSA intervention has provided assistance to the General Statistics Office (GSO), for Viet Nam to apply the standards from the 19<sup>th</sup> International Conference of Labour Statisticians to the national Labour Force Survey through developing of questionnaire and a CAPI software for monitoring the Labour Force Survey. In 2019, Viet Nam adopted this new system, which ensures the quality and international comparability of Viet Nam's labour statistics. The advanced statistical system is contributing to achieving the SDG's principle of "no one is left behind".

The process of modernization has benefitted the Population Census survey as well, which is run once every ten years. The Government of Viet Nam decided to revise the 2019 Population Census questionnaire to include 9 questions on labour and employment. This allowed to collect the important in-depth information about the labour market of Viet Nam, such as the economic activity or employment status.

In addition to the statistical data system, administrative data are also an invaluable source of information for policy-makers. With the support of ILO DW SDG intervention, the Ministry of Labour developed an improved job-matching system. Once fully operational from August 2019, this digitalized system will connect and support the work of 63 public employment service centres throughout Viet Nam.

The main challenge phased under this milestone by the RBSA intervention was the high workload of one of the main implementing partners (GSO) due to the conduction of Population Census in 2018-2019. This caused delays in some activities up to 6 months.

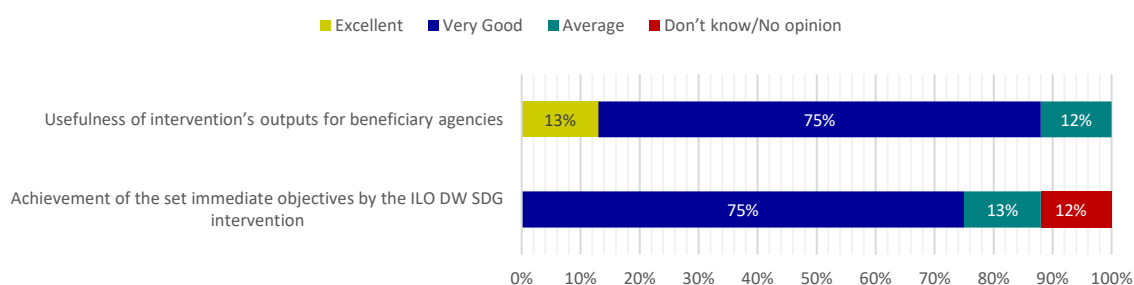
### **Milestone 3. By end of October 2019, support the implementation of the NAP of the 2030 Agenda, for priority SDG targets and indicators**

With the joined support of the RBSA intervention collaborated the ILO's ENHANCE Project; the Government of Viet Nam implemented a National Child Labour Survey in 2018. Results from this survey play a key role in the work towards ending child labour in Viet Nam. This contributes directly to SDG target 8.7.

The Ministry of Labour and the General Statistics Office of Vietnam established a closest-than-ever collaboration on labour statistics. One of the pieces of evidence of such closer collaboration is a joint project between the Ministry and the General Statistics Office to harmonize occupational standards to collect statistically-sound administrative data from on-line employment service platforms. The ILO through the RBSA intervention provided technical assistance to both partners in this endeavour.

In overall, the surveyed IPs consider that the RBSA intervention’s outputs were very useful for their respective agencies and that there is a very good level of achievement of the intermediary results.

Figure 4. View of IPs about the ILO DW SDG Intervention effectiveness (N=8)



Source: Rapid Scorecard Survey, August 2019

### 3.3.2. Enhancement of national capacities

In the course of the final evaluation, the ET conducted focus groups with the GSO and DOE staff who participated in the ILO DW SDG intervention trainings in order to learn about the experience in the participation in the intervention’s capacity building activities.

The interviewed respondents from GSO took part in three trainings supported by the RBSA intervention, i.e. trainings on the Population Census, the Labour Force Survey and the Child Labour Survey.

The trainings were conducted according to GSO’s procedures for implementing surveys in the field, with the following steps:

1. GSO designs the questionnaire, methodology, manual and all necessary documents
2. GSO organizes training for provincial staffs from all 63 provinces
3. Provincial trainees train district-level staffs and enumerators

ILO’s technical contribution happened primarily during the first step. With the Labour Force Survey (LFS), a new definition of work was introduced to GSO, and together with this, survey questionnaire, methodology and manual needed to be revised. ILO’s experts worked alongside GSO’s experts to revise the questionnaire, the manual and the procedures for conducting surveys to reflect the new definition. The Child Labour Survey component and the labour section of the Population Census received similar support from the ILO.

The respondents participated in both the material development and delivery of the training. They highly appreciated the inputs the ILO brought to the training development process. “ILO experts helped prepare lectures, not only the content, but also the form and methodology of training delivery” – one respondent recalled.

The good example of effective cooperation between the ILO and the GoV could be seen in co-organization and co-funding of trainings for GSO<sup>8</sup>.

All training participants applied the knowledge and skills gained at the trainings in their work. After completing the national training, the provincial participants trained enumerators and district supervisors for them to do the actual data collection in the field. This is a must-do thing, according to GSO’s procedures for surveying.

<sup>8</sup> Background information: The ILO supported GSO in organizing trainings too. Those trainings were cost-shared, i.e. the GSO budget covered the transportation costs for training participants, while the ILO paid for per diems.

The ET also interviewed provincial GSO staffs who attended the training courses supported by ILO<sup>9</sup>. They confirmed that all of them delivered training for enumerators and district level supervisors after the national trainings they attended. They felt that the trainings they received were adequate to equip them to train lower levels. The materials they received were perceived as clear and sufficient for consultation in case of uncertainty. The provincial trainees were able to explain to enumerators and district level supervisors about the changes in the labour force survey, with two definitions of work running parallelly, the old one to provide continuity and comparability with the past survey results, and the new one to be in-line with the new understanding of work and employment following the ILO's ICLS 19. Introducing the new concept seemed to be quite smooth in the first year of implementation, and in the following years, they survey will be well implemented.

With the child labour survey, the provincial trainees were able to explain the questions investigating labour practices and realities of children between 5 and 13 years old.

When asked about limitations or shortcomings, all GSO respondents mentioned about issues of the survey itself, for example too small sample at the district level, data entry software sometimes does not work as expected, or remuneration for data collectors is too low. Those issues are rather GSO's internal issues and not related to ILO's curriculum development and training support.

International and national trainers jointly delivered the trainings for the DOE and PESCs on such topics as the Public employment services and labour market information and standardization of jobseeker database and job search system.

Those topics are very relevant to the functions and responsibilities of the interviewed respondents, who work in two units of the Center for Employment Services (Division of Analytics and Prognosis, and Division of Labour Market Information and Employment Services).

The knowledge and skills the respondents gained from the training are very useful for their daily work. They appreciate the subjects on methods and techniques for information gathering and analysis, making prognoses for the labour market. They also value the training methodology, which combined theory with practical exercises and group works.

What they think as weakness is too many subjects were condensed into too short time, resulting in not-deep-enough exploration of any specific subject. The PowerPoint slides contained key messages, but without references to resources for more thorough and deeper treatment. All respondents wanted to receive more advanced training on data collection methods and forecasting models, incorporating technology trends like social media.

The training in occupation classification helped the respondents better understand the list of occupations with their descriptions. This assists them in analysing different occupations and make forecasts.

The training courses strengthened relationship and networking between employees of national and provincial employment services centres. Besides, this arrangement also created a challenge, because the two groups of trainees have different needs: the national level needs more knowledge and skills for analysis and forecasting, while the provincial level needs more practical skills in counselling and connecting job seekers with suitable vacancies.

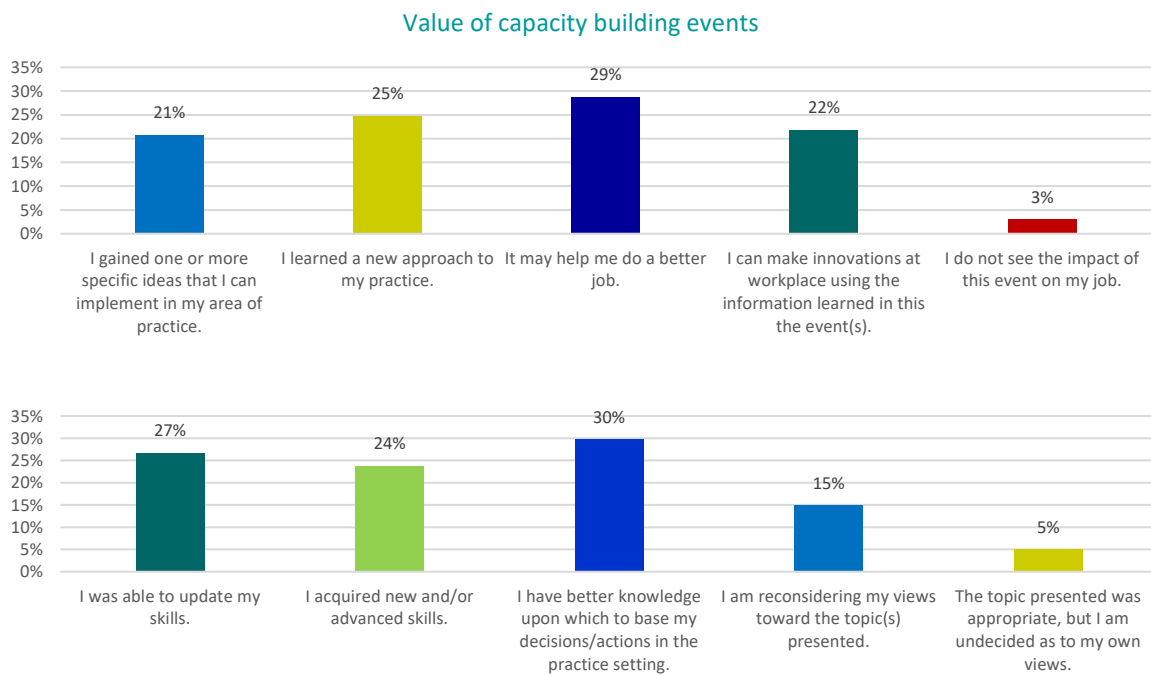
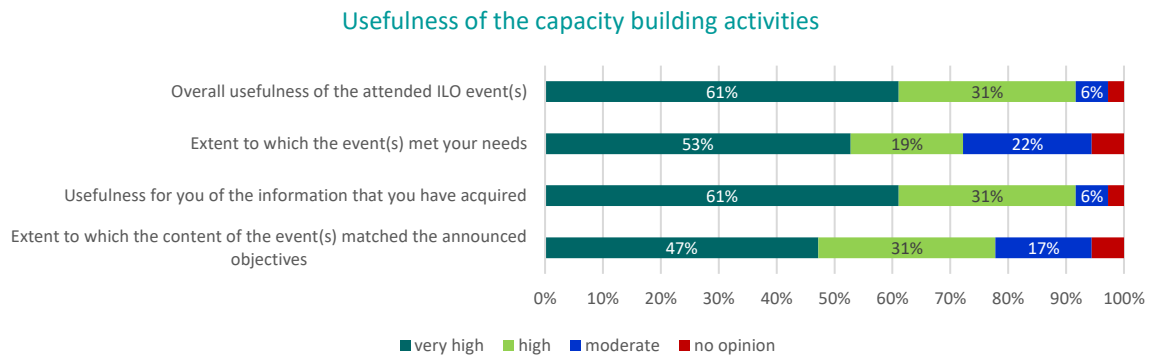
In overall, the capacity building activities including attending the Turin course by officials and ILCS20 supported by the ILO DW SDG intervention were of high quality and very useful for the beneficiary agencies.

---

<sup>9</sup> Background information: Interviewed provincial staff were for the following provinces: Lai Chau – a poor province in the north-west mountainous region; Bac Giang – a poor province in the north-east mountainous region; Hai Phong – a big city in the north; and Ho Chi Minh City – a big city in the south

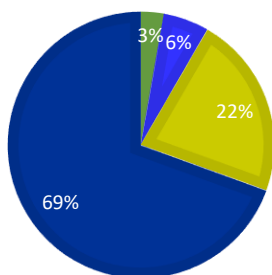
More than 70 percent of the surveyed participants highlighted the high usefulness of the attended events to their current work and functions, as well as to their institutional needs. Most of them mentioned that those trainings allowed them to update their skills or acquire new skills and improve their technical knowledge. About 70 percent of respondents mentioned also that they apply the knowledge and skills received on the trainings and those knowledge and skills contributed to better work performance (see Figure 5 for more details).

Figure 5. Effectiveness of the capacity building activities: View of participants (N=36)



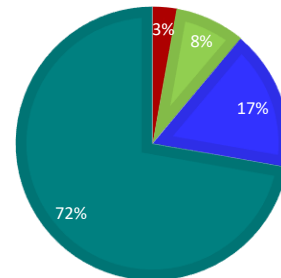
#### Level of application of knowledge and skills by trainees

Legend: Not really (dark green), Undecided (blue), Somewhat (yellow), Very much (dark blue)



#### Extent to which trainings contributed to better work performance

Legend: Not really (dark green), Undecided (blue), Somewhat (yellow), Very much (dark blue)



Views of trainees on the most value of the project's capacity building activities in their work

Population Census Training

'Dividing the trainees into smaller groups so that they can discuss issues and complete practical exercises with computers'

Child Labour Training

'Appropriate allocation of training time, clear theory, time for discussion, exercises, practical application. This helps provincial trainers to fully understand the training content, so they can successfully roll out the training in their localities'

Source: Online survey among trainees, August 2019

### 3.4. Efficiency of Resource Use

This section addresses how efficiently the project are using resources to achieve its milestones.

In the absence of comparable interventions (or even of detailed budgetary information on similar projects implemented by other actors), an in-depth cost-effectiveness analysis is not feasible for this evaluation. However, it is possible to assess the criteria for resource allocation and the mechanisms for expenditures.

#### 3.4.1. Cost-effectiveness

The ILO DW SDG Intervention **budget amounts to a total of US\$903,803**. The actual expenditure rate **as of July 31, 2019** constituted 63%, while **the commitment rate stands on the level of 93%**. It is anticipated that **by the end of December 2019, the actual expenditure rate will be 100%**.

In reviewing the financial documents obtained from the desk report, the ILO DW SDG intervention should be seen as a technical assistance intervention; therefore, the distribution of costs between 'Direct Costs'<sup>10</sup> and 'Support Costs'<sup>11</sup> amounts to 65 per cent and 35 per cent respectively.

The biggest intervention's component is the Component 2 (47 per cent of the total budget), followed by Component 1 (28 per cent of the total budget); meanwhile, the smallest is the Component 3 (25 per cent of the total budget).

Figure 6. Distribution of budget execution per type of expenditure

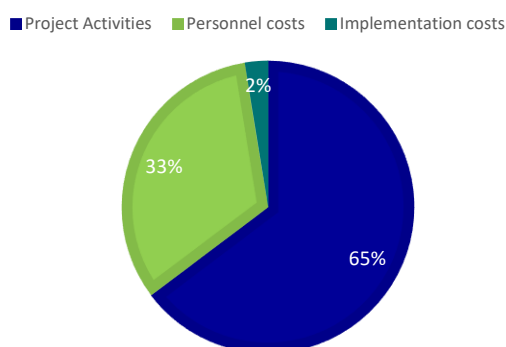
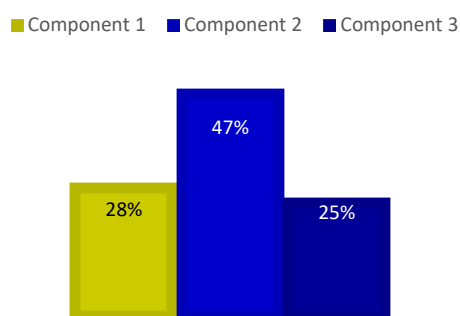


Figure 7. Budget allocations per component



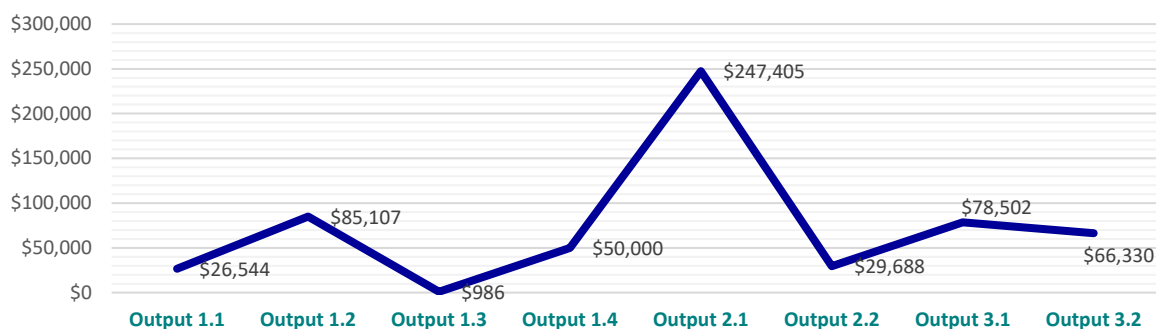
As evident from the Figure 8, under Component 2 allocated amount was US\$277,093 (the biggest allocations went for Output 2.1). The allocations for the Component 1 was US\$162,637 and most of them went for Output 1.2 and Output 1.4. The budget of Component 3 was US\$144,832 and it was distributed almost in equal amounts between two outputs (Output 3.1 and Output 3.2).

<sup>10</sup>Direct costs include expenditures per component

<sup>11</sup>Other costs include personnel costs including travel, office expenses, printing, etc, and implementation costs



Figure 8. Budget allocations per output



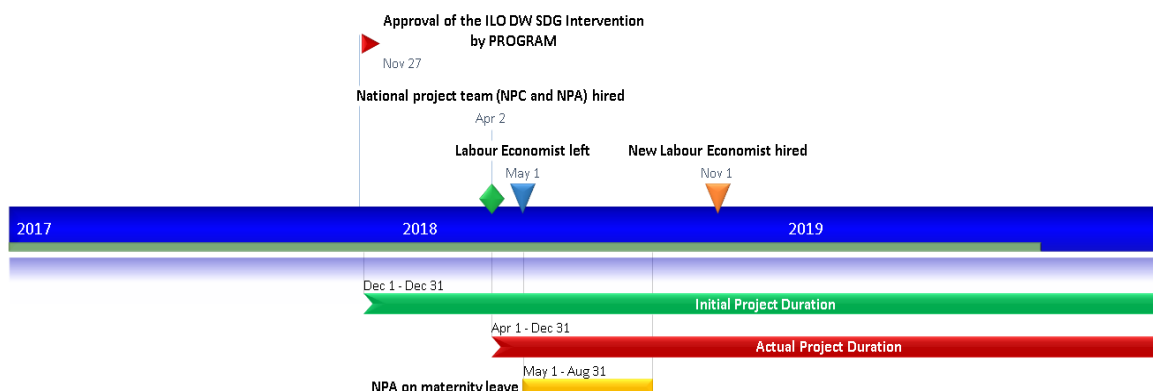
The budget utilization rate was low in Year 1 and constituted just 40 per cent of the planned expenditure, while during Year 2, the RBSA intervention caught up speed and achieved 100 per cent budget utilization.

The RBSA intervention maintained thorough records of all transactions. In reviewing of the financial documents obtained from the desk report, all procurement is done within the rules and regulations of ILO Geneva. This attentive maintenance of records and adherence to good administrative and financial practice also contribute to the active promotion of transparency and accountability.

### 3.4.2. Timeline of implementation

**The ILO DW SDG intervention suffered some delays in implementation**, i.e. actual implementation was 20 months instead of 24 months planned.

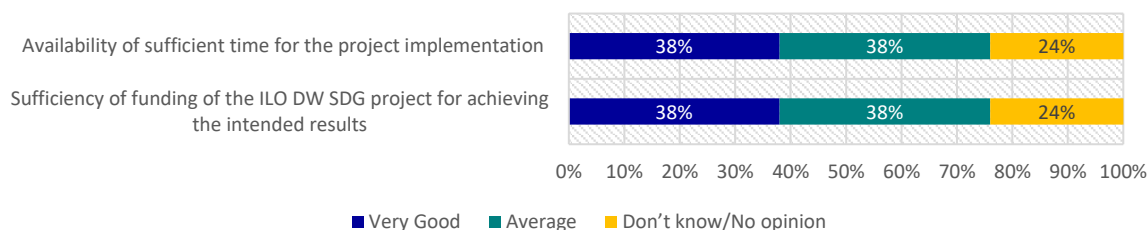
Figure 9. The ILO DW SDG Intervention's Timeline



As evident from the desk review and interviews with interlocutors, the main reasons for delays with RBSA intervention implementation were three-fold: (i) delays with the national staff recruitment (NPC and NPA joined the ILO only in April 2018), (ii) changes of Labour Economists in ILO CO Hanoi and gap in technical support for the NPC for 6 months (i.e. during May-November 2018) plus absence of administrative support from the NPA for 4 months (i.e. during May-August 2018) because of maternity leave, and (ii) the newly hired NPC at the beginning lacked knowledge of the ILO system which caused some delays in implementation of the planned activities in 2018.

In overall, the evaluation interviews and survey among IPs demonstrated that **the duration of the ILO DW SDG intervention is quite short for bringing the lasting impact; however, the results framework was realistic, given the timeframe, budget and partner capacity as well as the DWCP outcomes and milestone set for the biennium.**

Figure 10. Views of IPs on the sufficiency of funding and time for implementation of the ILO DW SDG intervention (N=8)



Source: Rapid Scorecard Survey, August 2019

### 3.5. Effectiveness of Management Arrangements

The final evaluation explored both internal and external management arrangements through meetings and interviews with ILO administrative staff, as well as in discussions and interviews with the IPs.

#### 3.5.1. Management arrangements

The ILO DW SDG intervention was administered through the ILO CO Hanoi and was overseen by the Labour Economist (Programme Manager), reporting to the Director of the ILO CO Hanoi. The Programme Manager was assisted by a team of two national staff (a National Project Coordinator (NPC), and a National Project Assistant (NPA). The team was supported by the ILO Technical Specialists at country, regional and HQ levels (Labour Economist, Employment Specialist and Statisticians), Programme unit of ILO Hanoi and a number of IPs responsible for implementation of respective activities.

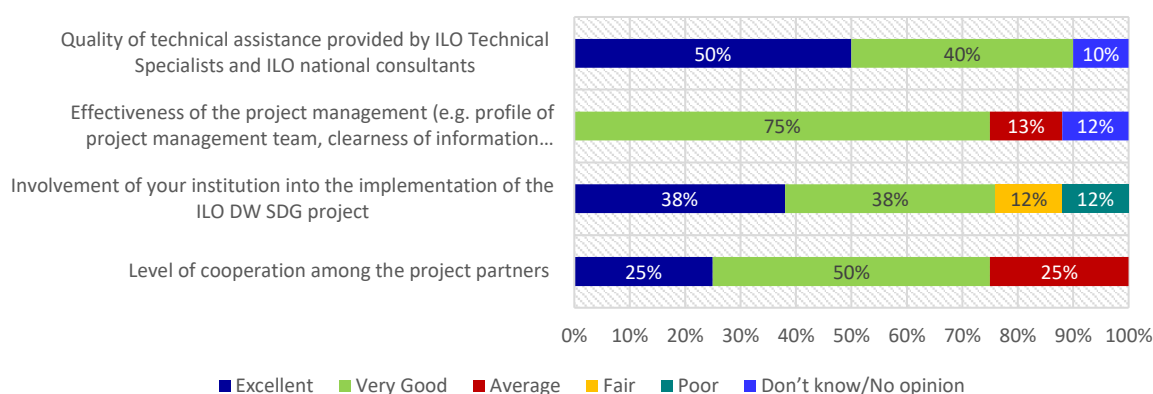
Overall, the intervention's management structure was adequate and allowed reaching meaningful results. The roles and responsibilities within staff members are clearly defined. NPC was responsible for day-to-day management of the intervention, while the Programme Manager (Labour Economist) provided an overall guidance. Principally, the ILO DW SDG management team is perceived as knowledgeable and experienced with dedicated staff members. The regional and Geneva-based technical experts were very supportive and provided all necessary assistance to the RBSA intervention on a short notice.

The ILO DW SDG intervention team successfully established partnerships with other ILO projects and other development partners through cost-sharing arrangements and/or in-kind contributions, particularly with the ILO NIRF USDOL and ILO NIRF Canada (under Output 3.1), the ILO ENHANCE Project (under Output 3.2), the ILO Triangle Project and the Government of Korea in the framework of WorkNet project (under Output 1.2). These synergies were facilitated also with the support of the ILO CO Hanoi Programme Unit.

The RBSA intervention had three main IPs, i.e. DOE, ILSSA and GSO (Population and Labour Statistics Department and Statistical Methodology and Information Technology Department). Evaluation interviews demonstrated that the capacity of IPs varied. Some of them did not meet the intermediate deadlines (GSO's Population and Labour Statistics Department, and ILSSA), although the final products were delivered as planned. At the same time, all partners were experienced, responsive and produced good quality products.

As evident from the evaluation interviews and survey among IPs, the intervention's management structure was perceived as a very good, the quality of technical assistance was assessed as excellent or very good, involvement of IPs into the implementation and cooperation among partners were in overall sufficient and productive. However, the RBSA intervention because of its focus was concentrated primarily on the Government of Viet Nam and to lesser extent on the social partners. The direct activity organised solely for social partners was a training on SDG monitoring framework in May 2019.

Figure 11. Views of IPs on the ILO DW SDG Intervention Management Arrangements (N=8)



Source: Rapid Scorecard Survey, August 2019

### 3.5.2. Monitoring and reporting

The NPC was responsible for for M&E within the RBSA intervention. **In overall, the M&E is a weak part of this intervention. Although the Logframe was developed, it was not used as a management tool in the course of the implementation.** The monitoring was done primarily through the IPs progress reports. **The capacity building activities which were conducted did not include any assessments of trainees' satisfaction with the training events, increase in their knowledge and skills, application of knowledge in day-to-day work.** All of that create limitations for proper assessment of effectiveness of capacity building work provided in the framework of the ILO DW SDG project.

In terms of reporting, the RBSA intervention prepared three types of reports: (i) under CPO (the main one), (ii) under DWCP, and (iii) under One UN. The reporting was done on annual basis. Although the format of reporting is easier than under DC projects; these reports have different focus and require presentation of only the major results. This in its turn prevented the ILO DW SDG team to report on all intervention's achievements, in particular on synergies which the project had with different ILO projects and other development actors.

**The RBSA intervention integrated the gender issues in the course of implementation.** It was done through ensuring participation of equal number of female and male in the capacity building activities, encouraging participation of female leaders. The ILO team collected a **sex-disaggregated data on capacity building activities, but this information was not included into the reports.**

### 3.6. Impact Orientation

This section looks on how the RBSA intervention contributed to long-term effects on the national systems, policies and beneficiary agencies as well as the extent to which it was able to create legal changes through its interventions.

#### 3.6.1. Long-term effects on the national systems, policies and beneficiary agencies

In interviews with the RBSA intervention's counterparts and stakeholders, it was universally agreed that **the ILO DW SDG intervention was an important initiative which allowed to strengthen ILO's tripartite plus constituents' efforts to support the achievement of the SDGs, particularly, to achieve the realisation of SDG8 and its related indicators.** Based upon an analysis of the triangulated data, the ET identified a number of positive effects which can be causally linked to the project's intervention.

**Viet Nam has made remarkable steps to modernize its data systems. It been one of the first countries to embrace and institutionalize the Sustainable Development framework and a comprehensive list of ILO custodian indicators.** MPI issued Circular No. 03/2019/TT-BKHDT regulating the Sustainable Development Statistical Indicator of Viet Nam including 158 indicators, reflecting 17 general objectives and 115 specific objectives of Viet Nam stipulated in Decision No. 622 / QD-TTg. This is a tool to make the SDG framework specific to the national context, secure commitment, and monitor results. GSO and other line ministries will need to report on them to the UN up to 2030. **The approved list of VSDG indicators includes 24 labour and employment indicators representing medium-term framework for the country's promotion and monitoring of Decent Work.**

The workers' organization (VCCI) and employers' organization (VGCL) were not quite active in the SDG process. **The RBSA intervention worked to involve social partners into the development of V-SDG. With this very first step, the organizations will play as independent monitor of the SDG in Viet Nam, especially on labour and employment related targets and indicators.**

The ILO through the ILO DW SDG intervention has provided extensive capacity building through specific training and continuous technical assistance. This continuous **assistance has generated a shift in mindsets and as a result, Viet Nam finally decided to replace statistical standards that have been applied for nearly 40 years with advanced standards.**

In order to make it possible to collect data to monitor the VSDGs, **Viet Nam**, with comprehensive technical assistance from the ILO DW SDG intervention, **significantly revised and improved the Labour Force Survey (LFS), which is the main channel for SDG-related data collection.** Viet Nam has started to apply ICLS19 standards in the LFS from January 1, 2019 and is one of the first new countries in the world to adopt the newest statistical standards.

Thanks to the RBSA intervention, the ILO was able to support the Government of Viet Nam during the preparations to the 2019 Census. As an outcome of this partnership, **Viet Nam's 2019 Population Census includes a module on population's economic activity.** This improvement will make it possible to extract valuable information on labour and employment, taking advantage of the Census's large sample size of 9.3 million people, or 10 per cent of the Viet Nam's population, and 40 times the sample size of a Labour Force Survey round. One example of the information that the GSO will be able to extract from the sample is data on occupations. All these indicators are a valuable source of information for policy-making, as well as academic research.

The joined collaboration of the RBSA intervention and the ILO ENHANCE project allowed to hold **the second National Child Labour Survey**, with the aim of eliminating all forms of child labour in Viet Nam by 2025. In this survey, **Viet Nam used for the first time the ILO definition of child labour.** In the current legislation of Viet Nam, the concept of child labour does not encompass all working children. It covers only child population aged 13-15 and 15-18. The National Child Labour Survey of 2018 include all groups of working

children under the age of 12, 12–14 and 15-17<sup>12</sup>. In addition, Viet Nam's National Assembly plans to approve the country's new Labour Code in October 2019. Among many historic changes, the new Labour Code should include the definition of working hours for minors.

Assistance on employment services provided under the RBSA intervention is part of long-term work of the ILO on employment services in the country. The major result of this assistance is **the ratification, on January 18 2019, of Convention 88 on Employment Services by the Government of Viet Nam**. The ratification of the convention is an important step for Viet Nam, to promote efficient development, integration and use of the labour force in the context of economic transformation that the country is experiencing. It is also a critical step forward towards the objective of strengthening the labour market information system in the country. The ILO DW SDG Intervention also contributed to the post-ratification process of C88. With the support of the ILO, MOLISA is now taking steps towards the implementation of the Convention. This include a review of existing laws on the subject, as well as a national assessment of operational capacity of the employment service system. Both will inform the country's future steps towards higher integration of the principles of C88 into the national policies and practices.

Furthermore, **with the support of the ILO DW SDG intervention, the Ministry of Labour developed an improved job-matching system**. Once fully operational from September 2019, this digitalized system will connect and support the work of 63 public employment service centres throughout Viet Nam. With technical assistance from the ILO, the Ministry of Labour adopted the International Standard Classification of Occupations 2008 (ISCO-08) as the structure for the database of this system. Every vacancy and jobseeker profiling will be aligned with this international classification system, increasing the efficiency and precision of the labour market administrative data collection and job-matching of the public employment services. When applying the ISCO-08 in the public employment service database, Viet Nam has advanced its labour market administrative data system by ensuring consistency between the statistical and administrative data.

In addition, with ILO's facilitation, MOLISA and the General Statistics Office (GSO) have started to work in a coordinated manner, in the spirit of building an LMI system, on legalizing a standard classification of occupations. Coordination between MOLISA and the GSO is crucial, but it has traditionally been weak. The fact that on this work the two parties are working in a coordinated manner is a positive outcome and a guarantee that employment policy formulation and implementation, as well as monitoring of results, will all benefit from the new standards that capture the needs of a globally-integrated, modernizing economy. A Decision by the Prime Minister on the standard classification of occupations will be issued by mid-2020.

Furthermore, the ILO has developed a very close relationship with the concerned departments of the Ministry of Labour and with the General Statistics Office in the context of the SDGs. **ILO is fully established as lead agency on labour SDGs and one of the strongest in the SDG space. The RBSA intervention has provided important contributions to the UN in Viet Nam in working with the Government of Viet Nam on other SDGs.**

However, still much more work has to be done for strengthening statistical capacity and the quality of the labour market information system in the country, improving awareness about SDGs and ensure implementation of the NAP as the RBSA intervention with its activities was able to cover only certain number of PESCs (23 out of 63), train some number of technical staff of GSO (about 450 out of 5,000) and VCCI and VGCL staff (45 in total).

---

<sup>12</sup> Background information: According to ILO minimum age convention (C138) of 1973, child labour refers to any work performed by children under the age of 12, non-light work done by children aged 12–14, and hazardous work done by children aged 15–17

### 3.7. Sustainability

This section looks on the sustainability of the assistance and intervention's results of the ILO DW SDG intervention.

#### 3.7.1. Sustainability of assistance

**The ILO DW SDG intervention supported GSO to revise tools and methodologies for labour surveys to reflect the new concepts and understanding of labour adopted by the ICLS 19.** The revised tools and methodologies were used in:

- i. The sample survey component of the 2019 Population and Housing Census, which included labour questions.
- ii. The Labour Force Survey 2019, which included a survey on child labour.

In addition to the revision of tools and methodologies, the RBSA intervention supported GSO to organize trainings for national and provincial statistical cadres to master them, so that they were able to roll out the surveys in localities. The evaluation found that technical capacity of GSO, both at the national and provincial levels, is sufficient to maintain the training activities in subsequent rounds of survey implementation. The Population and Housing Census, carried out once every ten years, and the labour force survey, carried out every month, have been and continue to be fully funded from the state budget, including necessary trainings and other capacity building activities. As for the child labour survey, there is no budget allocation to carry it out, even as an additional component of the labour force survey, which is cheaper than conducting it as a stand-alone survey. So, as far as GSO is concerned, the issue of sustaining activities related to the surveys is equivalent to securing adequate funding for child labour survey.

The ILO DW SDG intervention supported both GSO and the Department of Employment under MOLISA to revise the classification of occupations in Viet Nam. This is a work in progress, and the expected result is that the list of occupations will be ready for Prime Minister's approval in 2020. Besides desk-based review of the current list (VISCO-08) in light of the new international classification (ISCO 12), both GSO and DOE need to organize consultation workshops with social organisations (VGCL, VCCI, business associations and even enterprises) to make sure that the new list will reflect labour market realities in Viet Nam as close as possible. So far, the funding for proper consultation has not been secured. Inadequate consultation will likely impact the quality of the list in a negative way and may cause the newly approved list to be outdated soon. This presents a sustainability issue for the project.

Besides the revision of the classification of occupations, the RBSA intervention also supported DOE organize training courses for employment service staffs at the national and provincial levels. The courses helped disseminate the existing national classification of occupations (VISCO-08) to key provinces to achieve greater data coherence and consistency. So far, as reported by the DOE, those were the first training courses on the issue, and regular budget of DOE does not have funding allocated for such training. It is unlikely that the activities will continue after the project finishes.

The same issue of funding is found in relation to the intervention's work with ILSSA to develop an action plan for MOLISA to implement the National Green Growth Strategy. The plan lists out key tasks of MOLISA in policy development, workforce training, scientific research, communication and awareness raising, modernizing management structure, and public investment and procurement. However, all of these green growth tasks must be implemented within the existing budget parameters, without additional funding. This might provide basis for concerns over feasibility and implementation of the action plan, a problem that ILSSA acknowledges.

The RBSA intervention strengthened capacity of social organisations (VGCL and VCCI) on SDG indicators related to labour and employment. Although both organisations highly appreciate the RBSA intervention's support, it is unlikely that they will allocate funding for organizing similar training from their regular budget.

### 3.7.2. Sustainability of intervention's results

Currently, the ILO DW SDG intervention is providing resources, knowledge and facilitation of processes to achieve the expected results. The goal of making the intervention results sustainable would thus require a strategy whereby tripartite plus constituents of the different components could perform the following: 1) continue to provide similar services to sustain the processes that are leading to the results and 2) ensure that results achieved would not disappear once the funding ends, and that results are eventually expanded through processes of continuous new inputs.

This requires the tripartite plus constituents to possess the following elements to continue project work:

- Institutional capacity, including the organizational structure and knowledge/expertise;
- Institutional mandate and normative framework for sustaining the processes;
- Financial capacity for carrying out the expected task; and
- Sufficient ownership and appropriation for doing so.

These four elements were used as the criteria to assess the intervention's potential sustainability and the results of its analysis is presented below in Table 12.

Table 12. Level of sustainability of intervention's main deliverables

Deliverable	Level of ownership (high/medium/low)	Level of sustainability (high/medium/low)	Comments
<b>VSDGI</b>	high	medium	On the one hand, there is an approved circular (Roadmap A and Roadmap B) and will be used by the GoV by 2030. Roadmap B does not have yet allocated state budget and several indicators do not have methodology; therefore, further support is needed to ensure sustainability.
<b>Population census</b>	high	high	Included the module on economic activity which can be used by the GSO in the next censuses
<b>Labour force survey</b>	high	medium	Although the labour force survey was updated; two definitions (old and new) will be used by the GSO up to 2021; therefore, there is a need to further support for 2 more rounds
<b>National child labour survey</b>	high	medium	The same methodology and working definition on child labour could be applied in the future, but the cost of conduction of the survey is US\$400,000 and changes in policy (i.e. Labour Code) is still required
<b>Draft revised list of classification of occupations (VISCO-08)</b>	high	medium	Not yet approved, planned to be approved in 2020 by PM. When it will be done, it would be necessary to revise the WorkNet platform and spread the information on VISCO-08 among all PESCs

**The ILO DW SDG intervention does not have an explicit exit strategy written in the concept paper. The prospect for securing funding to continue intervention's activities is still to be seen.** The ILO, with other UN agencies in Viet Nam, has submitted a joint proposal for UN funding to continue their SDG-related works. At the time of evaluation, the proposal is still being assessed. As the SDGs are cross-cutting, some activities initiated by the RBSA intervention are planned to be carried out by other ongoing ILO CO Hanoi projects.

## IV. Conclusions and Recommendations

### 4.1. Conclusions

#### Overall conclusion

The ILO DW SDG Intervention was instrumental and very timely. It led to stepping up the quality of the Government of Viet Nam’s monitoring of labour and employment issues. Viet Nam has now one of the world’s most advanced national SDG frameworks, under the Government’s strong leadership and to which workers’ and employers’ organizations are prepared to contribute substantially. In addition, the regular Labour Force Survey is aligned with the latest global standards, collecting statistical data that are in the process of being harmonized with administrative data. This progress translates into a wealth of relevant and robust data available to policy-makers to keep moving towards the country’s priority objectives.

#### Specific conclusions

Evaluation Criteria	Scoring <sup>13</sup>	Explanations/Comments
Validity of design		The ILO DW SDG intervention was designed to scale up the efforts made by ILO Viet Nam in 2016-2017 to facilitate constituent’s engagement and influence in the SDG related processes. The RBSA intervention’s design was generally valid; however, a disconnection could be seen with regard to the usage of implementation planning approach which is highly relevant for the design of the CPOs, but to lesser extent for the RBSA intervention which is supposed to be results-based focused. The CPO planning template lacks performance measurements. The DWCP Results Framework is of limited usage as well as it does not have outputs and related outputs indicators which would allow easily link the RBSA intervention to the DWCP outcomes and milestone set for the biennium. As a result, the RBSA intervention design is not logically coherent. The RBSA intervention addressed the issues of gender and discrimination (including disabilities) through the development of V-SDGs on decent work and employment and collection of sex-disaggregated data on labour market and V-SDGs indicators.
Relevance and strategic fit		The ILO DW SDG intervention was strategic and demand-driven, as it assisted the Government of Viet Nam to implement its commitments under the National Action Plan on the 2030 Agenda for realization of SDGs. The intervention’s relevance was reinforced in the course of the implementation by addressing additional priorities of the Government partners (e.g. 2018 National Child Labour Survey, trainings on ISCO-08 for PESCs, Green Growth Action Plan of MOLISA) and it was appreciated by the stakeholders. The RBSA intervention contributed to the achievement of all the three priorities of the Decent Work Country Programme for 2017-2021 which is tightly aligned with the National Socio-Economic Development Strategy and Plan. Specific contribution was made to the Country Programme Outcome VNM128 on employment policies and Outcome A on effective advocacy for decent work. The RBSA intervention was in direct support of Outcome 1 of the P&B 2018-19, and indirectly supports the achievement of Outcome 8 and 10 through its cooperation with other ILO’s projects (NIRF, ENHANCE, TRIANGLE). The intervention also fitted closely with the UN programming (Focus Area 1 Investing in People and Focus Area 3

<sup>13</sup> Dark green – highly successful, light green – successful, yellow – partially successful, red – unsuccessful



		Fostering Prosperity and Partnership of the One UN Strategic Plan 2017–2021).
Effectiveness		The RBSA intervention in general made effective progress towards achieving the envisaged results despite the delays with implementation. As of the end of July 2019, the ILO DW SDG intervention fully achieved the set targets under Milestone 3, while the targets under Milestones 1 and 2 were partly achieved as a number of activities are still in the process of the implementation. The RBSA intervention has a number of achievements under each milestone of the CPO VNM 128, but the most significant once is under Output 1.1, Output 2.1, Output 2.2 and Output 3.2. The ILO DW SDG intervention also contributed directly to the achievement of the milestones under Outcome 1 of the DWCP for 2017-2021. The intervention’s primarily achievements include: convincing the Government of Viet Nam to include all ILO custodian indicators on labour and employment into the V-SDGs list in spite of the fact that 3 out of 23 indicators do not have yet the developed methodology ; encouraging the Government of Viet Nam to use international concepts on labour when conducting the labour force surveys and population census; usage of ILO definition on child labour in the course of conduction of 2018 national child labour force survey; improvement of knowledge on ISCO-08 of PESCs (done for the 1 <sup>st</sup> time in the country); development of SDGs profiles on DW indicators; improvement of the collaboration between GSO and DOE on labour statistics.
Efficiency of resources use		The ILO DW SDG intervention is in overall efficient and is accomplishing well with respect to resources used (inputs) as compared to qualitative and quantitative results (outputs). In spite of having limited resources, the RBSA intervention was very successful in complementing its resources through cost-sharing and in-kind contributions with other ILO projects and other development partners interventions for reaching the anticipated results. The anticipated budget utilization rate at the end of the intervention is expected to be at the level of 100 per cent from the total planned budget. Nevertheless, the intervention suffered some delays in implementation due to both internal and external factors. The duration of the ILO DW SDG intervention was quite short for bringing the lasting impact; however, the results framework was realistic, given the timeframe, budget and partners capacity as well as the DWCP outcomes and milestone set for the biennium.
Effectiveness of management arrangements		As a whole, the management arrangements of the RBSA intervention was adequate and effective, and allowed reaching meaningful results. The overall management was done by Programme Manager/Labour Economist, meanwhile day-to-day implementation by NPC with support of ILO Technical Specialists at country, regional and HQ levels and a number of national IPs responsible for implementation of respective activities. The IPs have an adequate expertise in the thematic areas of the intervention and each partner contributed to achievement of the set objectives. However, some of them were not able to meet the intermediate deadlines, although the final products of high quality were delivered as planned. The intervention’s monitoring system was weak, while reporting focused primarily on the high-level results leaving other important achievements underreported. The existing monitoring and reporting requirements for the RBSA

		intervention do not allow to capture intervention’s lessons learned and good practices.
Impact orientation		The RBSA intervention has shown positive impacts on the national systems, policies and beneficiary agencies. Thanks to the support of the intervention, Viet Nam is today one of the first countries in the world to have a nationally-owned, comprehensive tool to monitor progress on the SDGs. Viet Nam became the first country in the world which has a comprehensive list of the ILO custodian indicators on labour and employment, which was institutionalized by the circular of the Ministry of Planning and Investment. Viet Nam replaced the statistical standards that have been applied for nearly 40 years with advanced standards (LFS, population census, child labour). Viet Nam became one of the first new countries in the world to adopt the newest statistical standards on ICLS19. The ILO DW SDG intervention contributed as well to the ratification and post-ratification process of C88 on Employment Services. The RBSA intervention has also provided important contributions to the UN in Viet Nam in working with the Government of Viet Nam on other SDGs and ILO is fully established as lead agency on labour SDGs and one of the strongest in the SDG space. However, still much more work has to be done for strengthening statistical capacity and the quality of the labour market information system in the country, improving awareness about SDGs and ensure implementation of the NAP.
Sustainability		The RBSA intervention does not have a strong phase-out strategy developed in a participatory way with the tripartite plus constituents. The prospect for securing funding to continue intervention’s activities is still to be seen. The ILO DW SDG intervention developed and/or upgraded tools and methodologies for different labour surveys as well as strengthened capacity of tripartite plus constituents (GSO, DOE and PESCs, ILSSA as well as social partners (VGCL and VCCI); however, further support is required to ensure the institutionalisation of practices.

## 4.2. Recommendations

No	Recommendation	Type of recommendation	Addressed to	Resource implications
Overall recommendations				
1	<b>In the remaining time of the implementation of the ILO DW SDG intervention focus on sustainability:</b> Consider not-costly but effective approaches towards ensuring sustainability of intervention's results at country level (e.g. allocation of funding from ILO internal budget for NOA post in ILO Hanoi for further management of ILO support on SDGs in the country). This would allow to make Viet Nam as a show case on added value of tripartism on SDGs	Critical; short-term	ILO CO Hanoi	medium
2	Taking into consideration the importance of statistics especially in light of 2030 Agenda and limited number of donors which are willing to fund the activities focused on strengthening the statistical system and capacity, <b>ILO needs to consider alternative mechanism for funding of its work on statistics and data collection (apart from RBSA, donor funding) in middle-income countries like Viet Nam<sup>14</sup>.</b> The work on strengthening the statistical system in the country requires substantial amount of time and longer horizon of support, i.e. at least 5 years. Therefore, it is critical to ensure continuity of support in this area of work if the support is started to be provided.	Important; medium-term	ILO HQ (PARDEV)	high
3	Taking into consideration the new requirement of EVAL to undertake the final independent evaluations of RBSA interventions which are beyond US\$750,000, <b>it is important to improve the planning process of the RBSA interventions</b> to ensure the possibility of its proper evaluations. <b>A longer time frame should be required for the design of RBSA project of a certain amount, such as above US\$ 750,000,</b> including allowing time for consultations with constituents and stakeholders. <b>It is also recommended to apply ILO DC template for the preparation of RBSA proposals instead of the CPO template,</b> which would ensure that RBSA interventions design contain the Results Framework and a system for measurement of performance. <b>ILO should consider incorporating the development of a detailed Theory of Change for all its RBSA interventions.</b>	Critical; short-term	ILO HQ (PROGRAM)	none

<sup>14</sup> Background information: There is significant interest from development partners on data and statistics related to SDGs and the ILO has the custodianship for a series of SDG indicators. Donors are willing to fund work on statistics in developing countries to close data gaps, but this applies more to the least developed countries and is much more challenging for middle income countries

Specific recommendations relating to the continuation of the activities started by the ILO  
DW SDG intervention

4	Completing the 19th ICLS (2013) implementation through the analysis and communicating 2019 LFS data in comparison with data from previous labour force surveys, for at least until early 2021 when Viet Nam will fully use data from new standards; this includes also support to implementing standards on work relationships from the 20th ICLS (2018)	Important; Short-term	ILO CO Hanoi	low
5	Provide support to VSDGI implementation for category B indicators under ILO custodianship; these indicators were included at the very request of GSO themselves, with the expectation (rightly so) from an ongoing efficient ILO support	Important; medium-term	ILO CO Hanoi	low
6	Continued support to LMIS from administrative records, such as the work of MOLISA's employment services, leveraging on the current commitment of MOLISA to use international labour statistics standards (ISCO-08) within its employment services	Important; Short-term	ILO CO Hanoi	medium
7	Support to constituents' work plans of support to implementing the VSDGs, particularly for demonstrating the added value of constituents: both MOLISA, VCCI and VGCL have been allocated responsibilities in the NAP for VSDGs, either as lead agency (MOLISA) or as coordinating agencies	Important; medium-term	ILO CO Hanoi	medium
8	SDG decent work profile dissemination, and updating the profile when all SDGs indicators under ILO are available, most likely within 2 years (2021)	Important; medium-term	ILO CO Hanoi	low

## V. Lessons learnt and Potential Good Practices

The implementation of this RBSA intervention has drawn some lessons and good practices that are relevant for the implementation of a similar interventions in the future by ILO.

<b>ILO Lesson Learned No1: Evaluability of RBSA intervention</b>	
<b>Intervention Title: Enhancing implementation of SDG Decent Work targets and indicators in Viet Nam</b>	
<b>Intervention TC/SYMBOL: VNM/16/03/RBS</b>	
<b>Name of Evaluators: Katerina Stolyarenko and Nam Tuvan</b>	
<b>Date: September 2019</b>	
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
<b>LL Element</b>	<b>Text</b>
<b>Brief description of lesson learned (link to specific action or task)</b>	The evaluability of RBSA intervention is quite limited under the current planning, implementation and reporting frameworks. The RBSA intervention does not have the explicitly articulated Theory of Change, which includes all assumptions and causal hypotheses which would allow to explain how a group of early and intermediate accomplishments sets the stage for producing long-range results. The design of the RBSA intervention is made on the assumption that the Country Office has the DWCP which has the Results Framework which could be used for implementation monitoring. However, the DWCP Results Framework cannot be used as a monitoring tool of the RBSA intervention. This is so due the following reasons: (i) DWCP is a framework document which contains broad objectives agreed with tripartite constituents and only overall targets for the whole timeframe of the programme (i.e. 4-5 years); (ii) DWCP Results Matrix has baselines, but milestones are absent, which prevents to have a comparison of what was planned vs what was achieved in the specific reporting period (i.e. on annual basis); (iii) DWCP Results Matrix contains only outcome indicators which cannot be used for a proper results-based monitoring. At the same time, the CPO M&E Framework has indicators, but they are high level outcome indicators applied for all ILO Member States which do not allow to report on all the achievements of particular intervention in a specific country.
<b>Context and any related preconditions</b>	The evaluation of RBSA interventions could be done with usage of the standard ILO Evaluation Policy, but only under condition of existence of a proper intervention's design document, monitoring and reporting system.
<b>Targeted users/ Beneficiaries</b>	<ul style="list-style-type: none"> <li>▪ ILO PROGRAM</li> <li>▪ ILO EVAL</li> <li>▪ ILO PARDEV</li> </ul>
<b>Challenges /negative lessons - Causal factors</b>	<ul style="list-style-type: none"> <li>▪ Limited evaluability of the RBSA interventions due to the very broad Results Framework which do not align with the existed reporting mechanisms</li> </ul>
<b>Success / Positive Issues - Causal factors</b>	<ul style="list-style-type: none"> <li>▪ Understanding of the necessity to introduce of theory of change in all phases of the implementation to ensuring long-term impact and sustainability of the intervention's results and assistance</li> </ul>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<ul style="list-style-type: none"> <li>▪ Difficulties in establishing attribution, i.e. how much of the changes can be attributed to the efforts of the RBSA intervention</li> </ul>

## ILO Emerging Good Practice No 1: Blended learning

Intervention Title: Enhancing implementation of SDG Decent Work targets and indicators in Viet Nam

Intervention TC/SYMBOL: VNM/16/03/RBS

Name of Evaluators: Katerina Stolyarenko and Nam Tuvan

Date: September 2019

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to Intervention goal or specific deliverable, background, purpose, etc.)</b>	The ILO DW SDG intervention provided technical assistance to key institutions involved in SDGs, with the objective to strengthen awareness of SDGs as well as overall statistical capacity. Activities included tailor-made SDG and LMI training for social partners, capacity building for officials of MOLISA, ad-hoc training opportunities in Turin for members of the General Statistics Office and MOLISA, as well as dedicated workshops and missions of specialists to train small groups on specific issues. These capacity building activities were delivered with the support of ROAP and DWT Bangkok, and HQ. In addition, a high-ranking delegation from Viet Nam participated in the 2018 International Conference of Labour Statisticians.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Based on RBSA intervention experience, the following conditions seem to be important for its successful implementation: <ul style="list-style-type: none"> <li>▪ Using a combination of capacity building techniques (trainings, workshops, participation in the international conferences and international trainings)</li> <li>▪ Using of interactive methods of teaching</li> <li>▪ Inclusion of sufficient time for adult-learning techniques</li> </ul>
<b>Establish a clear cause-effect relationship</b>	<ul style="list-style-type: none"> <li>▪ The combination of international and national trainers is a highly effective means of teaching, as it allows for sharing international best practices adjusted to the country context.</li> <li>▪ Participation of the high-level delegations of the host country at the international events contributes to changing of the mindset of the decision makers which are reflected in the change of existing practices</li> </ul>
<b>Indicate measurable impact and targeted beneficiaries</b>	The key achievements of the practice were: <ul style="list-style-type: none"> <li>▪ Viet Nam replaced the statistical standards that have been applied for nearly 40 years with advanced standards (LFS, population census, child labour).</li> </ul>
<b>Potential for replication and by whom</b>	Necessary condition for replication <ul style="list-style-type: none"> <li>▪ The need to have stakeholder commitment in the intervention is paramount as it holds the key to whipping up interest of staff to participate in the capacity building programmes</li> <li>▪ The intervention must have ample time for implementation so that planning and actual delivery and application of capacity building interventions could all be accommodated within the intervention's life span</li> </ul>

<p><b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b></p>	<p>P&amp;B 2018-19:</p> <ul style="list-style-type: none"> <li>▪ Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects</li> <li>▪ Outcome 8: Protecting workers from unacceptable forms of work</li> <li>▪ Outcome 10: Strong and representative employers' and worker's organizations</li> <li>▪ Outcome A: Effective knowledge management for the promotion of decent work</li> </ul> <p>DWCP 2017-21:</p> <ul style="list-style-type: none"> <li>▪ Country Priority 1: Promote decent employment and an enabling environment for sustainable entrepreneurship opportunities</li> <li>▪ Country Priority 2: Reduce poverty by extending social protection for all and reduce unacceptable forms of work</li> <li>▪ Country priority 3: Build effective labour market governance compliant with fundamental principles and rights and at work</li> </ul>
<p><b>Other documents or relevant comments</b></p>	<p>N/A</p>

## VI. Annexes

### Annex 6.1. Terms of Reference

#### 1. Background of the project

In the past decade, Viet Nam experienced high economic growth, averaging about 6 percent per year. The country is therefore considered as one of the highest economic performers at both regional and global levels.

This robust economic performance is accompanied by significant improvements in the labour market information system (LMIS), through a “data revolution”.

This improved access to data provides a basis to inform the design, implementation, monitoring and evaluation of employment and labour policies, and to facilitate that these are better focused and targeted. Therefore, strengthening LMIS will further support economic reforms. The evaluation will concurrently facilitate the meaningful design of evidenced-based policies. This in turn would strengthen Viet Nam’s endeavours to achieve sustainable development.

In line with its commitment to the 2030 Agenda of Sustainable Development Goals, Viet Nam adopted the National Action Plan (NAP) in July 2017, as a basis for the implementation of the 2030 Agenda. The NAP promotes the implementation of 17 SDGs and 115 specific targets. Including the development of a roadmap for the SDG statistical indicator system, initiated by the CSO of Ministry of Planning and Investment (MPI). This forms the basis for further consultation and agreement with the respective line ministries and constituents at both the national and sub-national levels.

The ILO is supporting the Government of Viet Nam in its endeavours to achieve the targeted SDGs and is in line with the Government of Viet Nam’s request for support from the international community.

Against this backdrop, a RBSA (Regular Budget Supplementary Account) funded project was developed that aims to strengthen ILO’s constituents’ (Government, Employers’ and Workers’ organizations) efforts to support the achievement of the SDGs, particularly, to achieve the realisation of SDG-8 and its related indicators. In addition, the project promotes the fostering of linkages with other relevant SDG indicators, Viet Nam’s Decent Work Country Programme (DWCP) and the ILO Programme and Budget (P&B) for the year of 2018-19.

This is especially relevant given that the country is selected out of five countries in the world, and the only country in the region, for the implementation of the ILO global initiative on “Advancing decent work in national sustainable development strategies”.

The Project responds directly to the request for international support from the Government of Viet Nam in order to assist the country to improve the data system and national statistical capacity.

#### **The overall objectives of the project are as follows:**

1. Supporting constituents’ in the production of the Viet Nam SDG related indicators for which the ILO is custodian (P&B 2018-19),
2. Acceleration and policy support through strengthening LMIS and evidenced-based policies towards the “No one left behind” agenda and;
3. Providing ILO technical support for regular monitoring of selected SDG 8 related targets and other related SDG indicators in line with SDG 8 of the NAP.



## 2. Project alignment with the DWCP, CPO and SDGs

### **Link to DWCP and CPO:**

This project contributes to the achievement of all three priorities of the DWCP for 2017-2021, and is closely aligned with the national Socio-economic Development Strategy and Plan, and other relevant national development plans as well as UN Strategic Plan.

### **These priorities include the following:**

1. Promote decent employment and an enabling environment for sustainable entrepreneurship opportunities;
2. Reduce poverty by extending social protection for all and reduce unacceptable forms of work, especially for the most vulnerable; and
3. Build effective labour market governance compliant with fundamental principles and rights at work.

Specifically, the project aims to contribute to Country Programme Outcome (CPO) VNM128 on “Capacity of government and the social partners to develop and implement employment policies and programmes that are well suited to Viet Nam’s dynamic employment environment and favourable to decent work strengthened”.

This project is intended to contribute significantly and directly to the three ILO cross-cutting policy drivers, namely international labour standards<sup>15</sup>, social dialogue, and gender equality and non-discrimination<sup>16</sup>; and support a just transition to environmental sustainability through targeted actions.

The project also aims to contribute directly to Outcome A, relating to effective advocacy for decent work; particularly Indicator A.2 by way of strengthening LMIS and dissemination of labour statistics information (linked to DWCP Country Priority 3 on labour market governance, VNM 902 “Effective advocacy for decent work”).

### **Synergies and complementarities with other active ILO projects and specific links to SDG targets and indicators:**

Strong links will be made to other SDG targets and indicators even though the project’s main objectives are SDG 8 related targets and is consistent with DWCP 2017-2021. Specifically, on SDG target 1.3 covering social protection systems, and SDG target 1.4 covering fiscal, wage and social protection policies for greater equality.

The project intends to develop close synergies with on-going projects and activities; particularly the Russian funded “G20 training strategy project” (VNM/16/50/RUS VNM128) on issues related to SDG targets and indicators.

These targets are linked to skills and employability indicators (SDG target 8.2, 8.5, 8.6) and analytical studies pertaining to skills and employment.

---

<sup>15</sup> From 2019, Viet Nam officially applied new LFS in line with the 19<sup>th</sup> ICLS. This is built on the national level pilot of 19<sup>th</sup> ICLS standards taken place from 2014 – 2017 in Viet Nam.

<sup>16</sup> Gender equality is a major topic in Viet Nam as women represent almost half of the workforce. The overwhelming majority have lower pay than male counterparts and face gender discrimination practices in the workplace. In 2016, the average monthly earnings for female workers were approximately US\$199 (VND4.58 million) against a male wage of US\$225 (VND5.19 million).

The project is founded on previous work, notably the RBSA funded project on “formalization of the informal economy” (VNM127) (SDG indicators 8.3, 1.3) and establishing the national alliance to SDG target 8.7 (VNM104). With indirect links to on-going projects of the office that include BWV, SCORE, NIRF, TRIANGLE, SOCIAL PROTECTION (VNM151), ENHANCE on SDG Alliance 8.7, MNED.

### 3. Project management

The project is implemented through the ILO Country Office for Viet Nam in Hanoi and managed by a National Project Coordinator (NPC), **Ms. Nguyen Thi Le Van**. The NPC is supported by a Programme/ Communication Assistant, an Administration and a Financial Assistant. Technical support is provided by the Labour Economist (**initially Ms. Miranda Kwang and afterwards Ms. Valentina Barucci**) based in the ILO Hanoi Office.

### 4. Background of the evaluation

The project is funded by voluntary contributions through the Regular Budget Supplementary Account (RBSA that allows development partners to provide un-earmarked core funding to the ILO. This RBSA funded project (with a budget of more than USD 750,000) as recommended by EVAL, requires an evaluation to be carried out by an independent evaluator.

The independent evaluation shall be conducted in a systematic and impartial manner and examine progress made towards the project outcomes and achievements reached.

#### Development goal

To create organizational learning and to support the organization, including staff members, to achieve the realization of Decent Work and improve decision-making, and generate knowledge in the organization.

In Viet Nam, availability of good data (that ILO calls ‘building a strong labour market information system’) is a theme of national interest and a government priority. The country is well advanced in embracing the SDG framework, and the government is pursuing an ambitious socioeconomic transformation agenda<sup>17</sup>. Both these elements require strengthening national capacity for data collection and analysis. In line with these overall national priorities, MOLISA has also reiterated the need for more and better data.

The ILO has responded to these priorities by deploying RBSA funds for this biennium. The evaluation is expected to provide important lessons learned and provide recommendations on the ILO’s next steps at country level in order to continue supporting the Government of Viet Nam in this endeavour.

The final evaluation is expected to seek appropriate answers on the ILO project evaluation criteria of relevance, effectiveness, efficiency with a specific emphasis on impact and sustainability. In addition, the evaluation shall be informed by the ILO Policy Guidelines for Evaluation and OECD/ DAC Evaluation Quality Standards.

### 5. Purpose and scope of the evaluation

#### Purpose:

To focus on the outcomes of the project strategies and how they will achieve sustainable impact for by:

- Assessing the achievement and result of the project against the objectives and outputs.
- Promoting accountability and learning to understand the extent to which intended and unintended results were achieved and analyse the implications of the results achieved.

---

<sup>17</sup> This includes priorities such as fast and sustainable growth, industrialization and modernization, and most importantly, the target of becoming upper middle-income country by 2030.

- To assess the appropriateness of design as it relates to the ILO’s strategic and national policy frameworks, and consider the efficiency, effectiveness, impact and sustainability of the project outcome.
- To recommend possible next steps for the ILO to continue supporting the Government of Viet Nam in building a stronger labour market information system.

**Scope:**

The scope of the evaluation covers the complete duration of the project from the date it was initiated. Geographically, the evaluation focuses on Hanoi as the focus of the project’s interventions, and where the relevant stakeholders are located.

**1. Checklist of questions**

Within the above purpose and scope of the evaluation, the evaluator will address the following check list of questions.

The questions seek to obtain relevant information on the project’s evaluation criteria covering relevance, effectiveness, efficiency, sustainability and/ or impact.

**Evaluation criteria and questions:**

Validity of intervention design	<ul style="list-style-type: none"> <li>▪ To what extent has the intervention contributed to the policy and strategic framework of the Country, including the implementation of National Action Plan (NAP) for 2030 SDG Goals and Programme and Budget (P&amp;B) and Decent Work Country Programme (DWCP)?</li> <li>▪ How was the intervention intervention design (priorities, outcome, outputs and activities) logic coherent?</li> </ul>
Relevance and strategic fit of the intervention	<ul style="list-style-type: none"> <li>▪ Are the needs addressed by the intervention relevant to the national context?</li> <li>▪ How did the intervention align with and support national strategies and priorities of the ILO constituents?</li> </ul>
Intervention progress and effectiveness	<ul style="list-style-type: none"> <li>▪ To what extent that the intervention immediate objective was achieved?</li> <li>▪ In which area did the intervention have the greatest achievements, in which one did it achieve the least, and why?</li> <li>▪ To what extent can national capacities be considered enhanced as a result of this intervention?</li> <li>▪ To what extent were the result of the intervention monitored?</li> </ul>
Efficiency of resource usage/ implementation:	<ul style="list-style-type: none"> <li>▪ To what extent was the intervention resources (funds, expertise and time, Etc.) efficiently utilized to achieve the result?</li> <li>▪ Was the results framework realistic, given the time frame, project budget and partner capacity?</li> </ul>
Effective of management arrangement	<ul style="list-style-type: none"> <li>▪ To what extent was the management arrangement (Human Resources) of the project in place support the result/ achievement?</li> <li>▪ What were the major factors influencing the achievement or non-achievement of the project objective?</li> </ul>
Impact orientation and sustainability of the intervention	<ul style="list-style-type: none"> <li>▪ Did the project involve stakeholders, including social partners (Workers’ and Employers’ organizations) for the project intervention/ implementation?</li> <li>▪ Given the project’s results and the existing priorities of ILO partners<sup>18</sup>, what support should the ILO provide to constituents on SDG and LMI after the end of this intervention?</li> <li>▪ One of the long-term goals of the ILO through this intervention is to be a first step towards more evidence-based research, advocacy and policy advice on</li> </ul>

<sup>18</sup> such as the attention given by the Government of Viet Nam to the issue of SDGs, and the importance attributed by the Ministry of Labour to data collection and analysis

	<p>employment issues<sup>19</sup>. In what ways did the intervention contribute to this long-term goal?</p> <ul style="list-style-type: none"> <li>▪ Did the Intervention create any specific legal changes through its interventions?</li> <li>▪ To what extent were the project intervention contribute to sustainable development changes?</li> <li>▪ To what extent did the project intervention address the issues of gender and discrimination (including disabilities)? - Did the intervention include sex-aggregated data and gender related strategies?</li> <li>▪ How did the Intervention contribute to enhancing ILO's position in the collaboration with tripartite partners as well as the UN?</li> <li>▪ What would be an effective exit strategy and next step for the ILO further the end of the project?</li> <li>▪ What funding opportunities could the ILO pursue to support the assistance indicated in the points above?</li> <li>▪ What development partners might be interested in supporting works that have accomplished in Viet Nam on SDG, LMI, and evidence-based research and policy-making?</li> <li>▪ What is the likelihood that the result achieved by the project maintained or scaled up and replicated by implementing partners?</li> </ul>
--	--

## 2. Proposed methodology

The proposed methodology for the evaluation will be in line with the ILO's guidelines for evaluation (3<sup>rd</sup> edition, 2017), ILO Standard and Procedure and complying with evaluation, norm and standard of UNEG and OECD/ DAC and cover the following:

### Data collection and analysis

Primary and secondary data will be collected during the evaluation. The evaluator will collect primary data through surveys, meetings, focus group discussion and interviews with relevant project stakeholders.

Secondary data is collected by desk reviews of published reports, the project work plan, progress and monitoring reports, the country strategy, research report and other relevant data.

Methodology will include analysis of the qualitative and quantitative data collected together with the results of interviews and field visits, including brainstorming and workshops. This information will provide conclusion and recommendations for the final evaluation report.

### A. Data collection and analysis

#### 1. Desk review includes

All relevant project documents including work plans, budgets, progress reports, activity reports, publications, research and study report, DWCP, UNDAF, NAP for 2030 Goals will be reviewed prior to the interviews.

#### 2. Interview

Interviews will take place either, face to face or by Skype, with the project team in Viet Nam and relevant ILO staff who backstop the project (ILO CO Hanoi, ILO ROAP in Bangkok and HQ in Geneva) and include the Evaluation Manager in Dhaka, Bangladesh.

#### 3. Direct onsite observation/ Field visit

During field visits and missions, the lead international and local consultants will hold meetings and consultations with relevant stakeholders and target beneficiaries. Bilateral meetings,

<sup>19</sup> See project document

brainstorming session will be used with a final stakeholder workshop to present findings and a draft of the evaluation report and obtain feedback from the stakeholders.

**B. Data analysis**

The evaluator will review data and analyse the statistics and information gathered from the desk review, interviews and field visit / missions.

**C. Conclusions and recommendations**

Findings, conclusions and recommendations will be drawn from the data and feedback as presented and discussed and the stakeholder meeting. The conclusion will provide a summary judgement on strengths and weaknesses. The conclusion will be fair, impartial and supported by evidence. Recommendations will be aimed at enhancing the effectiveness, quality or efficiency of a development intervention.

**D. Generating good practice and lessons learnt.**

The report will also describe good practices and lessons learnt in order to use to improve project performance and measure impact. Recommendations will assist to improve quality of delivery and be used to design a future development project; and good practice will demonstrate results and benefits identified to be used for replications and scaling up the results.

**E. Reporting and disseminating evaluation results.**

The Draft report is shared with stakeholders to provide them with the opportunities to provide clear feedback for the evaluator to include in the final report.

The evaluator is expected to comply strictly the ILO Evaluation Guidelines (2011) and respect confidentiality throughout the evaluation process.

The report will be interesting to readers, well structured, clear and concisely written and contain an assessment of the intervention logic and theory of change that links the different levels of the results framework of the DWCP, P&B and Country Programme outcomes.

Core project stakeholders (Government, Social Partners (employer and worker organisations); including other stakeholders must be involved, as early as possible, in the design of the evaluation process; integrating both gender equality and discrimination issues throughout the evaluation.

**3. Deliverables**

Deliverables expected from the independent evaluator are:

1. **The inception report** containing the operational evaluation plan that aligns with the term of reference;
2. **Data collection and analysis tools and methods;**
3. **Preliminary findings** to be presented at the stakeholders' workshop;
4. **Draft of final evaluation report** including conclusions and recommendations);
5. **Lessons learned and good practices; Final evaluation report** (including executive summary of the evaluation results) for further dissemination.

## Annex 6.2. List of Documents Reviewed

Concept Note for TC Projects and Approval Minute of RBSA Intervention

ILO DW SDG Intervention Logframe

ILO DW SDG Intervention Implementation Plan

Budget of ILO DW SDG Intervention, March 2019

Origins of the RBSA

Implementing partnerships, December 20, 2017

Annex 1: RBSA workflow process and timeline from design to approval stages

Annex 2: Template for the CPO submitted for RBSA funding

Minute RBSA 2017: Guidance on programming process, allocation criteria, July 27, 2017

Regular Budget Supplementary Account, May 2016

National development frameworks:

<https://www.economica.vn/Portals/0/Documents/1d3f7ee0400e42152bdcaa439bf62686.pdf>

<http://www.chinhphu.vn/portal/page/portal/English/strategies/strategiesdetails?categoryId=30&articleId=10050825>

[http://www.un.org.vn/images/SDG\\_National\\_Action\\_Plan\\_2017\\_Viet\\_Nam\\_English.pdf](http://www.un.org.vn/images/SDG_National_Action_Plan_2017_Viet_Nam_English.pdf)

[http://www.un.org.vn/en/publications/cat\\_view/166-government-agency-publications.html](http://www.un.org.vn/en/publications/cat_view/166-government-agency-publications.html)

UN Development Assistance Framework:

<https://Viet>

[Nam.unfpa.org/sites/default/files/submissions/One%20Strategic%20Plan%20%28OSP%29%20Viet Nam%202017-%202021.pdf](https://www.un.org/sites/default/files/submissions/One%20Strategic%20Plan%20%28OSP%29%20Viet%202017-%202021.pdf)

Strategic Programme Framework and Programme & Budget:

[https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/WCMS\\_582294/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/WCMS_582294/lang--en/index.htm)

Decent Work Country Programme Documents:

[https://www.ilo.org/hanoi/Whatwedo/Publications/WCMS\\_630293/lang--en/index.htm](https://www.ilo.org/hanoi/Whatwedo/Publications/WCMS_630293/lang--en/index.htm)

Baseline reports and information

Annual/ bi-annual project reports

Other studies, research and survey undertaken

Technical and financial reports of partner agencies

National workshop proceedings or summaries

Relevant online website/ link to the project:

[https://www.ilo.org/hanoi/Whatwedo/Projects/WCMS\\_646488/lang--en/index.htm](https://www.ilo.org/hanoi/Whatwedo/Projects/WCMS_646488/lang--en/index.htm)

### Annex 6.3. List of Interviews and Meetings

Date	Name	Position	Organization Type		Gender	Mode of interview
30/07/2019	Peter Rademaker	Chief of Unit, Partnering for Development (PARDEV)	ILO Geneva	ILO	m	skype
01/08/2019	Makiko Matsumoto	Employment Specialist	ILO ROAP	ILO	f	skype
02/08/2019	Pamornrat Pringsulaka	Regional M&E Officer, Regional Programming Services Unit	ILO ROAP	ILO	f	skype
05/08/2019	Neetu Lamba	Programme Officer, Strategic Programming and Management Department (PROGRAM)	ILO Geneva	ILO	f	skype
06/08/2019	Reiko Tsushima	Chief, Regional Programming Services Unit	ILO ROAP	ILO	f	skype
06/08/2019	Patricia Vidal	Associate Evaluation Officer, EVAL	ILO Geneva	ILO	f	skype
09/08/2019	Chang-Hee Lee	Country Director	ILO CO Hanoi	ILO	m	f-2-f
09/08/2019	Nguyen Ngoc Trieu	Programme Officer	ILO CO Hanoi	ILO	m	group
09/08/2019	Nguyen Hoang Ha	Programme Officer	ILO CO Hanoi	ILO	m	group
09/08/2019	Nguyen Thi Le Van	NPC, ILO DW SDG Intervention	ILO CO Hanoi	ILO	f	f-2-f
12/08/2019	Thai Quynh Mai Dzung	Head at Department of International Cooperation	VGCL	Social partners	f	group
12/08/2019	Ha Phuong Thao	Official at Department of International Cooperation	VGCL	Social partners	f	group
12/08/2019	Tran Thi Lan Anh	Deputy President	VCCI	Social partners	f	f-2-f
12/08/2019	Vu Thi Thu Thuy	Director, Department of Population and Labour Statistics	GSO	GoV	f	f-2-f
12/08/2019	Le Vu Thanh Nhan	Statistician, Department of Statistical Methodology and Information Technology	GSO	GoV	f	f-2-f
12/08/2019	Nguyen Thu Dung	Senior Expert, Department of Population and Labour Statistics	GSO	GoV	f	group
12/08/2019	Nguyen Thi Thuy Oanh	Senior Expert, Department of Population and Labour Statistics	GSO	GoV	f	group

12/08/2019	Ngo Thi Ngoc Dung	Expert, Department of Population and Labour Statistics	GSO	GoV	f	group
12/08/2019	Dang Thi Mai Van	Expert, Department of Population and Labour Statistics	GSO	GoV	f	group
13/08/2019	Nguyen Thi Mai Oanh	Project Manager, ILO ENHANCE Project	ILO CO Hanoi	ILO	f	f-2-f
13/08/2019	Andrea Prince	CTA, NIRF USDOL	ILO CO Hanoi	ILO	f	group
13/08/2019	Vu Kim Hue	NPC, NIRF Canada	ILO CO Hanoi	ILO	f	group
14/08/2019	Ngo Xuan Lieu	Director, National Center for Employment Services	DOE	MOLISA	m	f-2-f
13/08/2019	Nguyen Viet Cuong	National Consultant	ILO CO Hanoi	ILO	m	phone
14/08/2019	Hoang Giang	Expert, Division of Analytics and Prognosis	DOE	MOLISA	f	group
14/08/2019	Tran Hong Trang	Expert, Division of Analytics and Prognosis	DOE	MOLISA	f	group
14/08/2019	Pham Thi Hoa	Expert, Division of Analytics and Prognosis	DOE	MOLISA	f	group
14/08/2019	Pham Thi Thanh Nhan	Expert, Division of Analytics and Prognosis	DOE	MOLISA	f	group
14/08/2019	Trieu Thu Ha	Expert, Division of Analytics and Prognosis	DOE	MOLISA	f	group
14/08/2019	Le Cong Quan	Expert, Division of Labour Market Information and Employment Services	DOE	MOLISA	m	group
14/08/2019	Tran Quang Chinh	Head, Division of Analytics and Prognosis	DOE	MOLISA	m	group
14/08/2019	Nguyen Tuan Dung	Expert, Division of Analytics and Prognosis	DOE	MOLISA	m	group
14/08/2019	Tite Habiyakare	Regional Labour Statistician, Regional Economic and Social Analysis Unit	ILO ROAP	ILO	m	skype
14/08/2019	Yves Perardes	Statistician, Department of Statistics	ILO Geneva	ILO	m	skype
14/08/2019	Nguyen Thi Nhung	Lai Chau Department of Statistics, Supervisor	GSO	GoV	f	phone



14/08/2019	Nguyen Thi Tuoi	Bac Giang Department of Statistics, Supervisor	GSO	GoV	f	phone
15/08/2019	Nguyen Bui Linh	UN SDG Task Force	UN RCO	Other	f	f-2-f
15/08/2019	Valentina Barucci	Labour Economist	ILO CO Hanoi	ILO	f	f-2-f
16/08/2019	Dao Quang Vinh	General Director	ILSSA	MOLISA	m	group
16/08/2019	Nguyen Thi Hoang Nguyen	Expert on Labour Market and Vocational Training	ILSSA	MOLISA	f	group
19/08/2019	Pham Thi Ly	Hai Phong Department of Statistics, Supervisor	GSO	GoV	f	phone
20/08/2019	Nguyen Ngoc Dinh	HCM City Department of Statistics, Supervisor	GSO	GoV	m	phone
20/08/2019	Margaret Reade Rounds	Programme Manager	ILO Office for Afghanistan	ILO	f	skype

## Annex 6.4. Data Collection Tools

### 6.4.1. Master Interview Protocol

This interview protocol is the general interview guide that was modified / adjusted for the semi-structured interviews and group discussions.

Date:	
Name(s) and function(s) of interviewee(s) (for evaluation data analysis only):	
Gender (f/m):	
Organization:	
Country:	
Type of interview (f-2-f/group/skype):	

Thank you for taking the time to meet with us. My name is Katerina Stolyarenko and Nam Pham. We are a team of independent evaluation consultants and was invited by the ILO to undertake the final independent evaluation of the Enhancing implementation of SDG Decent Work targets of the National Action Plan (NAP) for the implementation of the 2030 agenda in Viet Nam project. We are carrying out this evaluation to assess how well the project is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the project have been working during the last 1,5 years.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, we may want to contact you again in a few days to confirm or clarify some of the information you have shared with us.

Are you willing to be interviewed for this evaluation?

Yes                      No

The information you provide will be essential to understanding the achievements and limitations of the ILO DW SDG project. The information that will be provided by you is confidential and your name, position and organization will not be displayed in the evaluation report. We will not attribute any information that we receive to you, either in any report, transcript or notes from this discussion, or any conversations.

If you have no objections, we would like to record this discussion, but we wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if I record the interview? Yes                      No

<b>Introduction</b>	<ul style="list-style-type: none"> <li>Please describe your role in the ILO DW SDG Intervention</li> </ul>
<b>Design</b>	<ul style="list-style-type: none"> <li>Do you consider the project design logical and coherent? Why / why not?</li> <li>Is it relevant to realization of SDG-8 and its related indicators? Why / why not?</li> <li>Is it relevant to policy deliberations on labour and employment at provincial and national levels?</li> <li>Did tripartite partners participate in the project design? If you were to design a similar intervention, what strategies would you keep, add or delete to better meet the needs of stakeholders?</li> <li>To what extent were external factors and assumptions identified at the time of design? Why/ why not?</li> <li>Was the gender and discrimination (including disabilities) incorporated in project design? Explain</li> </ul>
<b>Relevance</b>	<ul style="list-style-type: none"> <li>What are the specific needs of each stakeholder group? Do the intervention strategies adequately address these needs or are adjustments needed to better address them?</li> <li>Who needs the data, indicators and statistics that the intervention supports to collect? For what purposes are those data, indicators and statistics?</li> <li>Did the project correspond to the broader national development objectives as they evolved from 2017 to the present (i.e. alignment with NAP for 2030 SDG Goals, Ten Years Social Economic Development Strategy and Five Years Social Economic Development Plan)?</li> <li>How well does the project fit into the ILO programming and implementation frameworks (i.e. P&amp;B (VNM128/VNM902, DWCP Priorities 1-3)?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>Have the project outcomes (immediate objectives) been achieved? Why / why not?</li> <li>In your opinion, what project component is the most successful? Explain</li> <li>What factors were crucial for the achievements and/or failures?</li> <li>How this intervention has contributed to the achievement of the DWCP/CPO milestones for the biennium (2018-19)?</li> <li>What are the major challenges and obstacles that the ILO DW SDG intervention encountered?</li> <li>How have gender issues and discrimination (including disabilities) been taken into account during the implementation?</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>In your opinion, how adequate is the funding allocated for the ILO DW SDG intervention compared with planned activities?</li> <li>Was the results framework realistic, given the time frame, budget, partner capacity and the DWCP outcomes and milestone set for the biennium/or the result to be achieved by the end of DWCP?</li> <li>Is the project implementation on or behind schedule? What was the cause of any delays? How can they be overcome?</li> <li>How has the project managed its: (i) monitoring and reporting? (ii) internal and external communication? (iii) collaboration and coordination? How the DWCP M&amp;E framework has been used as a tool?</li> <li>Has the intervention received adequate administrative, technical and - if needed- political support from the ILO CO Viet Nam, ROAP technical specialists and the responsible technical unit at HQ? Explain</li> <li>How the intervention collaborated with other ILO programmes active in Viet Nam (NIRF, ENHANCE, G20 training strategy project, SCORE, BWP) and other development partners (Korean Government, GiZ)? What type of coordination took place (in-kind/cost-sharing)?</li> </ul>
<b>Effectiveness of management arrangements</b>	<ul style="list-style-type: none"> <li>Is the management structure of ILO DW SDG intervention enabling an efficient implementation of the project? Describe strengths and weaknesses.</li> <li>Has the ILO DW SDG intervention management team efficiently supported your agency efforts in this project? (<i>only for implementing partners</i>)</li> <li>How implementing partners have been selected? Please explain your response. (<i>only for intervention team</i>)</li> <li>How do you assess the performance of implementing partners? (<i>only for intervention team</i>)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ What can the intervention do to increase stakeholder engagement?</li> </ul>
<b>Impact Orientation</b>	<ul style="list-style-type: none"> <li>▪ In what ways did the project contribute to the long-term goal of the intervention (i.e. more evidence-based research, advocacy and policy advice on employment issues?)</li> <li>▪ Did the intervention create any specific legal changes through its interventions? Elaborate</li> <li>▪ What changes the intervention brought to your institution? Explain (<i>only for implementing partners</i>)</li> <li>▪ How did the intervention contribute to enhancing ILO's position in the collaboration with tripartite partners/the UN?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>▪ Which aspects of the intervention appear to be sustainable (financial sustainability and process sustainability)?</li> <li>▪ What can the intervention do now to increase the likelihood of sustainability?</li> <li>▪ What development partners might be interested in supporting works that have accomplished in Viet Nam on SDG, LMI, and evidence-based research and policy-making? Explain</li> <li>▪ What is the long-term commitment of tripartite stakeholders? What adjustments to intervention strategies should be made to increase stakeholder commitment?</li> </ul>
<b>Lessons Learned/Best Practices</b>	<ul style="list-style-type: none"> <li>▪ Has the intervention produced any important practices or lessons thus far?</li> </ul>
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>▪ What support should the ILO provide to constituents on SDG and LMI after the end of this intervention?</li> </ul>
<b>Closure</b>	<ul style="list-style-type: none"> <li>▪ Is there anything more you would like to add?</li> </ul>

## 6.2.2. Online Survey Questionnaire

### Cover page

Dear trainee,

At the moment, ILO is conducting an independent final evaluation **the ILO Enhancing implementation of SDG Decent Work targets of the NAP for the implementation of the 2030 agenda in Viet Nam project (ILO DW SDG Intervention)** implemented between March 2018 and December 2019. The goal of this evaluation is to assess how well the project is meeting the needs of beneficiaries, like you, and to find out how various aspects of the project have been working.

This survey is voluntary; you can choose not to participate or withdraw at any time during the survey. There are no right or wrong answers. We want to hear your thoughts, based on your participation in different project's capacity building event(s) organized during March 2018-July 2019. The survey is composed of 10 questions and should not take more than 10 minutes to complete.

The information you provide will be essential to understanding the achievements of the ILO DW SDG project. All information you provide through this survey will remain confidential. In case you provide enough detail in your answers that may identify you and/or your organization, please be reassured that your answers will be kept strictly confidential (only researchers would know/be able to identify you and your organization). No information or responses will be linked to you.

Please note that all answers will remain strictly confidential. We will not connect the responses, which you provide via survey, to you, in any reports, transcripts, notes, or any conversations that we may have.

**If you agree to participate, please proceed with completing this survey.**

**Thank you again for your help in collecting this valuable information!**

## BACKGROUND INFORMATION ABOUT THE PARTICIPANT

Gender:  Male  Female

Your organization:

- Provincial employment service center
- VCCI
- VGCL
- GSO
- MOLISA
- ILSSA
- Wage Council
- Line Ministry (specify) \_\_\_\_\_

Province: \_\_\_\_\_

### 1. In which event(s) organized by the ILO DWSDG intervention did you take part? (check all that apply)

- Training on labor and employment indicators in statistical indicators of sustainable development (Hanoi, 7-8 May 2019)
- Training on public employment services and labor market information (Hanoi, 12-14 / 9/208)
- Training on standardization of jobseeker database and job search system (Ho Chi Minh City, 24-25 May 2019)
- Training on child labor investigation (Hanoi, November 17-18, 2019)
- Training labor and employment surveys (Hanoi, November 19-20, 2018)
- Training of population census 2019 (Hanoi, 11-14 December 2018)

### ASSESSMENT OF THE ILO EVENT(S)

#### 2. Using the scale from 1 to 5 (where 1 corresponds to 'low' and 5 to 'high', and X no opinion) how would you rate:

Relevance of the attended ILO event(s) to your current work or functions	1	2	3	4	5	X
Relevance of the attended ILO event(s) to your institution's need	1	2	3	4	5	X
Extent to which the content of the event(s) matched the announced objectives	1	2	3	4	5	X
Usefulness for you of the information that you have acquired	1	2	3	4	5	X
Extent to which the event(s) met your needs	1	2	3	4	5	X
Overall usefulness of the attended ILO event(s)	1	2	3	4	5	X

### BENEFITS OF PARTICIPATION IN THE ILO EVENT(S)

#### 3. As a result of attending this event(s), I see the value to me in the following ways (check all that apply):

- I gained one or more specific ideas that I can implement in my area of practice.
- I learned a new approach to my practice.
- It may help me do a better job.
- I can make innovations at workplace using the information learned in this the event(s).
- I do not see the impact of this event on my job.
- Other (please specify) \_\_\_\_\_

#### 4. By attending this event(s), I believe (check all that apply):

- I was able to update my skills.
- I acquired new and/or advanced skills.
- I have better knowledge upon which to base my decisions/actions in the practice setting.
- I am reconsidering my views toward the topic(s) presented.
- The topic presented was appropriate, but I am undecided as to my own views.
- Other (please specify) \_\_\_\_\_

#### 5. To what extent have you used the knowledge and skills that you acquired at the event(s)?

- Very much
- Somewhat

- Undecided
- Not really
- Not at all

*If you selected 'very much' or 'somewhat', please go to question 6*

*If you selected 'undecided' or 'not really' or 'not at all', please go to question 7*

**6. Which were the promoters enabling you to successfully apply your learning?** (Choose all that apply)

- Allowed time to test and learn on the job
- Support and feedback from my manager
- Support and feedback from my colleagues
- Highly relevant for the performance of my job
- Other (Please specify) \_\_\_\_\_

*Explain briefly:* \_\_\_\_\_

**7. What has kept you from fully or successfully applying your learning?** (Choose all that apply)

- Lack of relevance to my role and responsibilities
- Lack of management support
- Other higher priorities
- Tried skills/techniques and didn't work
- Other (Please specify) \_\_\_\_\_

*Explain briefly:* \_\_\_\_\_

**8. Has the learning helped you perform your role and responsibilities better than before the participation in ILO DW SDG intervention's event(s)?**

- Very much
- Somewhat
- Undecided
- Not really
- Not at all

**9. Which aspects of the event(s) have proved to be of most value to you in your work?**

**10. Please give any feedback you consider important for ILO to take into account when planning follow-up events in the future.**

Thank you very much for taking time to complete this survey form. Your feedback is much appreciated and we hope the self-reflection has been useful to you.

### 6.2.3. Rapid Scorecard

#### Introduction

Dear partner,

At the moment, ILO is conducting an independent final evaluation **the ILO Enhancing implementation of SDG Decent Work targets of the NAP for the implementation of the 2030 agenda in Viet Nam project (ILO DW SDG Intervention)** implemented between March 2018 and December 2019. The goal of this evaluation is to assess how well the project is meeting the needs of internal and external stakeholders, like you, and to find out how various aspects of the project have been working.

This survey is voluntary; you can choose not to participate or withdraw at any time during the survey. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the project. The survey is composed of 16 close-ended questions and should not take more than 5 minutes to complete.

The information you provide will be essential to understanding the achievements of the ILO DW SDG project. All information you provide through this survey will remain confidential. In case you provide enough detail in your answers that may identify you and/or your organization, please be reassured that your answers will be kept strictly confidential (only researchers would know/be able to identify you and your organization). No information or responses will be linked to you.

Please note that all answers will remain strictly confidential. We will not connect the responses, which you provide via survey, to you, in any reports, transcripts, notes, or any conversations that we may have.

**If you agree to participate, please proceed with completing this survey.**

**Thank you again for your help in collecting this valuable information!**



## Rapid Scorecard

Gender:  Male  Female

Your position: \_\_\_\_\_

Your organization: \_\_\_\_\_

### How do you rate the following aspects of the ILO Enhancing implementation of SDG Decent Work targets of the NAP for the implementation of the 2030 agenda in Viet Nam project (ILO DW SDG Intervention)?

(Please tick the appropriate answer on a rating scale 1 to 5, where 5 is excellent and 1 is poor. Select 0 if you don't know or have no opinion)

	5- Excellent	4- Very Good	3- Average	2- Fair	1-Poor	0-Don't know/No opinion
1) Clearness of the ILO DW SDG intervention objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Relevance of the intervention to the country priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Correspondence of the intervention with the needs of your department/institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Involvement of your institution in the design of the ILO DW SDG intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Inclusion of gender considerations in the intervention development and implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Clarity of the roles of the partners within the ILO DW SDG intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Level of cooperation among the intervention partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Involvement of your institution into the implementation of the ILO DW SDG intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Effectiveness of the project management (e.g. profile of project management team, clearness of information received, respect of timing and deadlines)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Quality of technical assistance provided by ILO Technical Specialists and ILO national consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Sufficiency of funding of the ILO DW SDG intervention for achieving the intended results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Availability of sufficient time for the intervention implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) Achievement of the set immediate objectives by the ILO DW SDG intervention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) Usefulness of project's outputs for your department/institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) Contribution of the ILO DW SDG intervention towards more evidence-based research, advocacy and policy advice on employment issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16) Sustainability of the intervention's results (e.g. maintenance or scale up and/or replication of intervention's results by your department/institution)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you very much for completing this questionnaire!