

Annex F: Evaluation matrix

The below evaluation matrix has been agreed and approved during the inception phase.

A) RESULTS FROM THE DANISH-VIETNAMESE PARTNERSHIP 2000 TO 2015	
EQ 1	<p>What were the key longer-term changes achieved across the entire Danish-Vietnamese partnership 2000-2015?</p> <p><i>Rationale: EQ 1 addresses the key longer-term changes across all programme areas drawing on the objectives of the cooperation and underlying theory of change</i></p>
JCs	<ul style="list-style-type: none"> • Danish support has maintained relevance over time (JC 1.1) • Danish support was instrumental in achieving long-term changes across all sectors and at both national and provincial levels (JC 1.2) • Long-term changes were in line with Danish and Vietnamese development objectives and priorities (JC 1.3) • Danish support added value in catalysing the changes (JC 1.4); • Changes had a direct impact on poverty reduction, gender equality, the environment and climate change, water management, good governance and the stimulation of the private sector (JC 1.5); • The achievement of longer-term changes was not influenced or constrained by external factors (JC 1.6) • Any institutional, policy and technical constraints as well as impeding external factors were addressed during implementation (JC 1.7)
EQ 2	<p>What concrete development results were achieved by the Danish-Vietnamese partnership 2000-2015?</p> <p><i>Rationale: EQ2 assesses outputs, outcomes and impact in the selected specific result areas and in the selected geographic focus provinces. Due to the complexity and long-term nature of the evaluation a systematic and complete analysis of outputs across all chosen sectors is not feasible; however, outputs will be taken into consideration whenever this is necessary to explain outcomes. The EQ will also identifies and discusses any constraints, bottlenecks and unanticipated obstacles which have impeded the implementation of activities</i></p>
JCs	<ul style="list-style-type: none"> • Concrete outputs and mainly outcomes are in line with the reconstructed theory of change (JC 2.1) • Aid delivery modalities were appropriate to the national context (JC 2.2) • The Danish cooperation has a value added in achieving sector outcomes (JC 2.3) • Danish cooperation has clear comparative advantages in achieving outcomes (JC 2.4.); • The Danish cooperation was flexible and adapted to facilitate rapid responses to changes in circumstances (JC 2.5) • Long-term impact of the outcomes was achieved in relation to poverty reduction, gender equality, the environment and climate change, water management, governance and stimulation of the private sector (J 2.6).
B) SUSTAINABILITY OF THE CHANGES AND RESULTS ACHIEVED FROM THE DANISH-VIETNAMESE PARTNERSHIP 2000 TO 2015	
EQ 3	<p>Are the key longer-term changes achieved likely to be sustained?</p> <p><i>Rationale: This question refers to the changes documented under EQ 1. It identifies the beneficiaries of the</i></p>

	<i>changes and reflects on the factors which have influenced sustainability.</i>
JCs	<ul style="list-style-type: none"> • The phasing-out strategy has reached its objectives on alignment, reduction of TA and private sector engagement, including changes in aid modalities (JC 3.1) • Those benefitting from the changes are within the beneficiary groups originally targeted (JC 3.2) • Current market forces, incentives and drivers are able to sustain the changes and change processes (JC 3.3) • Measures have been taken by the GoV to enhance the sustainability of the outcomes (JC 3.4) • Strategic considerations guiding the phasing-out and transition were appropriate, well communicated and effective (JC 3.5)
EQ 4	<p>Are the development results achieved being sustained?</p> <p><i>Rationale: This question refers to the specific results (for the selected programme and geographic areas) documented under EQ 2. It identifies the beneficiaries of the outcomes and reflects on the factors that have influenced sustainability.</i></p>
JCs	<ul style="list-style-type: none"> • Changes that have taken place are robust and likely to continue to yield benefits in the fields of poverty reduction, gender equality, environment, climate change, water management, governance and private sector development (JC 4.1) • Those benefitting from the outcomes are within the beneficiary groups originally targeted (JC 4.2) • Market forces, incentives and drivers are present to sustain results (JC 4.3) • The development results of the Danish-Vietnamese partnership are replicable or there is potential for this (JC 4.4) • Any capacity and financial constraints were anticipated and responded to (JC 4.5).
EQ 5	<p>What measures can be taken to enhance sustainability of the results achieved?</p> <p><i>Rationale: This question is forward looking and makes use of the insights, gained through consideration of the earlier question that might enhance future sustainability. Measures identified are directed towards actions that can be taken by partners in Vietnam.</i></p>
JCs	<ul style="list-style-type: none"> • Threats to future sustainability have been overcome or there is potential for this (JC 5.1); • Necessary actions have been identified and taken in response to any capacity gaps, information gaps, market failures or the presence of vested interests (JC 5.2) • Actors are present who have the incentive and means to enhance the sustainability (JC 5.3)
C) TRANSFORMATION OF THE PARTNERSHIP	
EQ 6	<p>What was Denmark’s contribution, working with other development partners, in assisting Vietnam to achieve its goal of becoming a medium income country?</p> <p><i>Rationale: Working with Denmark and other development partners, Vietnam has undertaken a series of interventions aimed at enhancing its capacity to participate in globalisation on an equal footing. Development cooperation has engaged in efforts to support; liberalising the economy, developing the private sector, strengthening good governance and creating openness to cultural exchange. These efforts aimed at enhancing the enabling environment necessary to achieve and sustain Vietnam’s goal of becoming a medium income country. Crucially important were the efforts aimed at improving conditions for the private sector and trade with external partners.</i></p>

<p>JCs</p>	<ul style="list-style-type: none"> • Danish development priorities reflected partners' development strategies and objectives (JC 6.1) • Danish support was characterised by increasing compliance with relevant Paris Declaration indicators on alignment, strengthening partners' systems and effectiveness (JC 6.2) • Danish development cooperation supported the readiness and ability of Vietnam to participate in globalisation and regional integration (JC 6.3) • Danish development cooperation has been at the forefront of policy dialogue and helped catalyse changes in mind set, policy and practice through demonstration and interchange of Danish-Vietnamese experience across the board – commercial, environment and climate, corporate social responsibility, good governance and rule of law (JC 6.4) • Mechanisms have been put in place and are effective in ensuring co-ordination of Danish support with the assistance of other donors, especially with other EU Member States (JC 6.5)
<p>EQ 7</p>	<p>How has the Danish-Vietnamese development cooperation supported the transformation of the Danish-Vietnamese cooperation?</p> <p><i>Rationale: Although not an explicit part of the transition strategy the notion that programme support in addition to the Business to Business activities could foster commercial linkages has been present in Vietnam for a long period. The 2012 growth strategy recognises the contribution development cooperation has already made through development programme support and business to business (B2B) cooperation to enhance the transformation of the partnership - through support for various kinds of commercial activities and opening up of all parts of Vietnamese society to participate fully in the economy. The question is also forward looking and makes use of any insights that are gained whilst identifying the successful and less successful experience in the transformation of the partnership.</i></p>
<p>JCs</p>	<ul style="list-style-type: none"> • Danish development cooperation has supported the transformation of the partnership (JC 7.1) • Danish comparative advantages as well as Danish knowhow and competences have been promoted and the use of Danish technologies have increased among relevant Vietnamese partners (JC 7.2) • Commercial activity between the two countries has been increasing in both quantitative and qualitative terms (JC 7.3) • The 2012 Growth strategy and related strategies and measures were appropriate, well communicated and implemented (JC 7.4) • Actions are in place to promote the transformation (JC 7.5)
<p>EQ 8</p>	<p>What are the lessons learned that are relevant for future cooperation programmes elsewhere?</p> <p><i>Relevance: The experiences of the transformation of the Danish-Vietnamese partnership might provide relevant lessons learned useful for similar situations in other countries. In answering the EQ the approach of other donors in Vietnam will be consulted and reflected. International cooperation practice elsewhere on the transformation from aid to broader cooperation will also be reviewed.</i></p>
<p>JCs</p>	<ul style="list-style-type: none"> • Denmark's long term engagement in Vietnam as well as early and gradual preparation of the transformation were crucial factors in the implementation process (JC 8.1) • The Danish Embassy and the Embassy Office in HMHC organised the transformation process efficiently and effectively (JC 8.2) • Actors at the provincial or general sub-national levels were prominently included in the planning, organisation and implementation of the transformation process (JC 8.3)

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- The experiences of other donors in Vietnam and international practises on the transformation of development cooperation/partnerships elsewhere have informed the Danish transformation strategy (JC 8.4).
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