

Final Country Case Study: Vietnam

Evaluation of Danish Development Cooperation – 20 years after Decentralisation

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Table of Contents

1	Introduction	6
2	Key Findings across the Evaluation Questions	8
2.1	Main developments (EQ1)	8
2.2	Relevance and effectiveness (EQ2/EQ3)	8
2.3	Lessons learned (EQ4)	12
	Annex 1: Workplan	14
	Annex 2: References.....	17
	Annex 3: Additional Graphs/Portfolio Analysis	18

Abbreviations and Acronyms

AMG	Aid Management Guidelines
BDP	Bilateral Development Programme
CSO	Civil Society Organisation
DE	Danish Embassy
DEPP	Danish Energy Partnership Programme
DFC	Danida Fellowship Centre
DKK	Danish Krone (currency)
EQ	Evaluation Question
EU	European Union
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	German Development Corporation
GSP	Green Strategic Partnership
IFU	Investment Fund for Developing Countries
KPI	Key Performance Indicator
LDC	Least Developed Country
LTA	Long-term Advisor
M&E	Monitoring and Evaluation
MCEU	Ministry of Climate, Energy, and Utilities
MFA	Ministry of Foreign Affairs
MIC	Middle Income Countries
MoIT	Ministry of Industry and Trade
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
PPP	Public Private Partnership
SDG	Sustainable Development Goal
SSC	Strategic Sector Cooperation
UK	United Kingdom
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UPR	Danish Development Council
USAID	United States Agency for International Development

1 Introduction

The field phase of the Vietnam case study took place from 20 to 24 May 2024. It entailed key informant interviews and focus group discussions with Danish Embassy (DE) management and staff, development partners, and project partners.

Vietnam is a targeted partnership country that represented an opportunity for the evaluation to draw on lessons learned from a middle-income country with a long-term development cooperation and to investigate how development aid has been managed in a transition phase where Strategic Sector Cooperations (SSCs) and other types of Danish development cooperation instruments were applied. Hence, the case study had a specific focus on the sector cooperation instruments applied in Vietnam, namely the Danish Energy Partnership Programme (DEPP) and the SSC projects:

- DEPP: Green transition in the energy sector, including energy planning and policy, renewable energy integration, and energy efficiency (Phase 3) – the Danish Energy Agency and the Ministry of Industry and Trade in Vietnam
- SSC Education: Linking vocational education to labour market developments (Phase 2) – the Danish Ministry of Education, the Danish Ministry of Higher Education and Science/Danish Agency for Science and Higher Education and the Ministry of Education and Training/Ministry of Labour, Invalids, and Social Affairs, Vietnam
- SSC Statistics: Quality of official statistics (Phase 1) – the Ministry of Social Affairs and the Interior, Statistics Denmark, and General Statistics Office of Vietnam
- SSC Health: Pilot technical assistance in Thai Binh Province on strengthening primary healthcare for prevention, detection, and treatment of non-communicable diseases, with a focus on diabetes and hypertension (Phase 2) – the Danish Ministry of Health, the Ministry of Health, and the Thai Bin Province
- SSC Food: Improved food safety in the food and feed value chain (Phase 3) – the Danish Ministry of Food, Agriculture, and Fisheries, and the Ministry of Agriculture and Rural Development in Vietnam.

In addition, the evaluation also assessed projects managed by the DE under the Sustainable Development Goals (SDG) small grants facility.

Sector cooperations are based on local ownership and demand and are intended to draw on Danish solutions tailored to the local context. The implementation modality of the DEPP and the SSC projects differ to some degree. DEPP III in Vietnam is implemented with two long-term advisers (LTAs) posted at the Ministry of Industry and Trade/the Electricity and Renewable Energy Authority and one posted sector counsellor at the DE. In contrast, the SSC instrument is lighter, and SSC projects only entail a sector counsellor posted at the DE.

The DEPP has a longer history, both in Vietnam and as an instrument. It is anchored in the well-resourced Global Cooperation department of the Danish Energy Agency with more than 90 dedicated employees. In contrast, the SSC instrument is anchored in the participating Danish authorities with considerable variation in setups, supported by the SSC Secretariat at the MFA in Copenhagen. In addition, the Danida Fellowship Center offers various fellowships as well as sector research support through Danish universities and other institutions.

The aid management arrangements of the SSC instrument require a quadrilateral cooperation between the Danish authorities and the MFA in Copenhagen, the missions, and the local partner authorities; all the way from design and priority settings to implementation and monitoring and evaluation (M&E). In addition, the Danish private sector is also taking part in the selection of countries and sectors to incorporate their market access priorities and allowing SSC projects access to private sector solutions, if relevant. Since 2021, new SSC projects are nested in four-year programme framework agreements for

each Danish authority. They are overseen by a two-tier management arrangement between the MFA and the Danish authorities, consisting of a Strategic Management Group and a Programme Management Group (this is similar to the DEPP arrangements). Each SSC project has a Steering Committee, comprising of a senior representative of the partner authority, the Danish authority, and the Danish embassy. It is co-chaired by the ambassador or the deputy head of mission.

This variation between the SSC and the DEPP presented an opportunity to compare how the instruments fit with a middle-income context, and whether the capacity of the DE, the linkage between Copenhagen and the embassy, and the Aid Management Guidelines (AMG) underpin the aid management principles.

To prepare for the country visit, interviews were conducted with project coordinators at Global Cooperation in the Danish Energy Agency and with Statistics Denmark, respectively. The country visit was initiated with interviews of DE management and staff to get more background on the country context and the case projects. Subsequently, the evaluation mixed DE interviews with interviews of partner authorities, development partners, and DEPP LTAs, before a debriefing meeting with the ambassador concluded the country visit. Interviews and group discussions have subsequently been conducted with the SSC secretariat in Copenhagen. Workplan, list of references, and debriefing notes are included as annexes to this case study, and a list of interviewees are included in Annex J to the Final Evaluation Report.

2 Key Findings across the Evaluation Questions

2.1 Main developments (EQ1)

The targeted partnership with Vietnam draws on long-term bilateral cooperation and substantial sector support. This has enabled a high degree of local ownership and alignment to national strategies and underpinned bilateral relations with Denmark.

Vietnam was a ‘priority country’ for Danish development cooperation from 1993 to 2015. From 2000 to 2015, more than DKK 5.5 billion in Official Development Assistance (ODA) was disbursed, making Denmark one of the largest bilateral donors in Vietnam at the time. Overall, past country evaluations found that Danish aid worked well and was sustained by strong local ownerships and alignment to country strategies.¹

In 2013, Denmark – as the only Nordic country – signed a Comprehensive Partnership Agreement with Vietnam. It represented a transition from bilateral development cooperation to a partnership cooperation on trade and investment (‘aid for trade’), climate change and green growth, political dialogue, and various sector engagements. The move from poverty-oriented development aid to a transitional development cooperation saw a net decline in the Danish development assistance from DKK 229 million in 2013 to DKK 14 million in 2023. On the other hand, the total value of bilateral trade in goods more than doubled from 2013 to 2017.

The development instruments also changed, even though key thematic focal areas largely remained. In 2013, Vietnam and Denmark launched the joint DEPP programme between the Danish Energy Agency and the Ministry of Industry and Trade in Vietnam. This cooperation entered its third five-year phase in 2020. The partnership has been funded by the Climate Envelope, while the Investment Fund for Developing Countries (IFU) is intended to support the mobilisation of development finance for the green transition of the energy sector. Vietnam also engages in four SSC projects concerning Food Safety, Statistics, Health, and Education, funded by the SSC instrument. Some projects, such as the agricultural sector cooperation, build on long-term sector collaborations initiated under past bilateral development programmes (BDPs), or even further back in time. The largest project is currently the joint DEPP programme.

On 1 November 2023, a Green Strategic Partnership (GSP) agreement was signed between Vietnam and Denmark to deepen political cooperation and economic relations relevant to green growth, job creation, green transition, and climate change. Vietnam is one of only five countries which Denmark has signed a GSP agreement with, and the agreement is linked to ongoing cooperation within climate change, energy, trade and business, food and agriculture, health, education, statistics, etc., and the action plan intends to accelerate progress in these sectors, including bilateral trade and investments.

2.2 Relevance and effectiveness (EQ2/EQ3)

Strategic sector cooperation and energy partnerships are effective ways to sustain a visible Danish presence in Vietnam. The effectiveness of these instruments is underpinned by the comprehensive bilateral cooperation in the past, which has forged mutual trust and enabled Danish expertise and solutions to be tailored and applied in a relevant and context-sensitive manner.

The long and comprehensive history of bilateral development cooperation in Vietnam has enabled a conducive environment for institutional partnerships, which entails high levels of trust that have developed over many years. This allowed the transitional support to tap into Danish public authority expertise on policy and institutional reform and best practises for sustainable development. While such partnerships are based on relatively small amounts of ODA, they entail a potential for catalytic impact beyond the immediate scope of the partnership cooperations due to their high-level policy support and

¹ See *Evaluation: Vietnam–Denmark: Transformation of a Partnership Synthesis Report, 2017*

the favourable middle-income context of Vietnam². Building on sector support in the past, key areas in the present partnerships, such as energy sector transition and sustainable development/greening (current SSC on statistics), agriculture and food safety, health (moved into noncommunicable diseases, under-diagnosed diabetes), are all benefitting from Denmark's staying power in these sectors, its continuity, and long-term commitment.

Vietnamese authorities appreciate the peer cooperation with its Danish partners. The high demand for Danish expertise and solutions, and the Vietnamese authorities' ability to absorb them, makes Vietnam a very conducive context for institutional partnerships.

International research³ on institutional cooperation identified several enabling factors, which are critical for the success of the partnerships. Many of these enabling factors are present to a high degree in the Danish–Vietnamese partnerships, such as

- Mutual acceptance and trust
- Projects that are aligned with national strategies
- High ownership and political support on both sides for the cooperation, which is sustained by a strong Vietnamese engagement in project management arrangements, even though the instruments are being funded and managed from Copenhagen.
- Legal enabling frameworks already established, in which tailored Danish solutions can be applied
- Flexible and demand-driven cooperation, well adapted to partner needs without frequent changes in project priorities.
- High level of capacity and availability of suitable staff on both sides
- Danish partners' ability to source expertise continuously and avoid stretching it across too many projects
- Partner institutions that are stable, and staff turnovers that are managed
- Allowing for long lead in a preparatory phase of at least 12 months, getting to know each other and agreeing on what to do together.

Vietnamese partner institutions praised the cooperation with their Danish peers and highlighted that the timing is right for Vietnam to engage in such partnerships as the capacity to benefit from it is present, which would not have been the case before graduating from Least Developed Country (LDC) status. The DE also highlighted that other countries can be less shy of linking support with commercial interests, while Danish partners maintain a better balance between technical and commercial aspects and were good at listening to and agreeing on mutual interests. To this end, both the SSC projects and the DEPP aim to apply an arm's length principle regarding private sector participation. Separating a regulatory support role from the promotion of commercial interests is key, for example, in regulatory processes in the health sector.

Mutual trust allows SSC projects and the DEPP wide access to sector reform support and engagement in high-level policy forums, which the modest level of funding would otherwise not warrant.

Given the mutual trust, Denmark can support Vietnam even in somewhat sensitive areas, since it does not push a Danish set of objectives. Danish agencies contribute with unique technical knowhow and showcase Danish solutions without imposing a set model, while certain enablers such as change management skills, transparency, governance, and anti-corruption underpin a decentralised approach with strong levels of quality. For example, SSC counsellors noted that Denmark was invited for sector

² A project with a potential catalytic impact implies that it is able to create transformational change without being linked to wider processes. For light cooperation instruments such as the SSC, specific and tailored support for areas such as legal or institutional improvements, are assumed to be catalytic in mature contexts with sufficient capacity to address and sustain broader reforms on their own.

³ See, for example, 'Sida-finansierad myndighets-samarbeten – goda förutsättningar för biståndseffektivitet? – En granskningsrapport från Riksdagen' (2017); DG NEAR, European Commission (2019), Evaluation of the Twinning Instrument in the period 2010–2017 (EU enlargement and neighbourhood countries); Fumika Onchi (2004), Twinning as a Method for Institutional Development: A Desk Review, in WBI Evaluation Studies EG04-85; and PEMconsult (2020) Evaluation of the Danish Strategic Sector Cooperation. Final Report, June 2020. DANIDA Ref. no. 2019-23167. Ministry of Foreign Affairs of Denmark.

policy discussions as the only embassy together with the multilaterals. While the modest level of funding channelled through the SSC instruments would normally not warrant such access, it is achieved as a result of the value added by the SSC partnerships.

The DEPP on the other hand, has been able to engage the Ministry of Industry and Trade (MoIT) in the joint management of the programme, which has not been possible in other DEPP partner countries⁴. The strong administrative culture of Vietnam and the fact that all DEPP partner agencies are part of one ministry, namely the MoIT, are contributing factors of this achievement, but MoIT also clarified that it is held to account by the Government of Vietnam in all its DEPP engagements. In addition, at COP26, Vietnam committed itself to becoming a net-zero emissions economy with a significant share of renewable energy in its power system. Denmark, being part of the Just Energy Transition Partnership with Vietnam, is perceived as a key partner for accelerating the phase-out of fossil fuels. Technical assistance through the DEPP, and eventually mobilisation of climate financing, is key in this process.

Access to Danida scholarships is a highly relevant addition to the instruments, which deepens the impact of the partnerships.

In 2017, Danida short courses/scholarships and funding for research projects in countries with targeted development cooperation (formerly Window 2) were amended to the SSC instrument. The short Danida Fellowship Centre (DFC) courses/scholarships are in high demand in Vietnam, and SSC and DEPP partners find them very relevant. Courses are a mix of [tailored sector-specific courses](#) and more generic learnings on governance, management, private–public partnerships, and sustainable development. The DE has direct access to the DFC courses, which is useful. By contrast, the DFC-supported research projects, including PhD positions, involve only limited interaction with counsellors and the DE in Vietnam.

Examples of thematic training courses for SSC participants

<ul style="list-style-type: none"> ● One Health specialisation ● Microbial Food Quality & Safety ● Food Safety in the Dairy Sector ● Safe Pig Production ● Value Chains and Food Quality ● Improving Health Care through more Efficient and Transparent Approval Processes for Pharmaceuticals ● Cooperative Governance ● Risk Communication in Food Safety ● Cardio Metabolic Diseases ● Green and Circular Economy 	<ul style="list-style-type: none"> ● Environmental Governance ● Solid Waste Management ● Wastewater Management ● The Balmorel Model ● Energy Planning ● Offshore Wind Energy ● Renewable Energy Integration in Power Systems ● Digital Transformation ● Water Sector Governance ● Occupational Safety and Health ● Food Industry Vocational Education
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The DEPP faces constraints in piloting, and sourcing and management of external expertise/consultancies, whereas SSC partners call for wider access to Danish partners.

DEPP partners found that the centralised management of the instrument caused limitations in the sourcing and management of external consultancies. Since consultancy recruitments and management of contracts are handled by the Danish Energy Agency, it was difficult for the Vietnamese partner to influence the recruitment of consultancies and to sanction consultancy work that did not meet expectations. They also highlighted that local recruitments could be managed much faster, if the Vietnamese partners had delegated authority in these matters.

Another limitation of the DEPP instrument related to the funding of technical pilot schemes. DEPP partners lacked a funding opportunity to pilot technical innovations. For example, the ability to compensate for refurbishment or foregone revenues in connection with the downscaling of power plant operational capacity to introduce renewables into the grid. This is not possible for the DEPP to support.

⁴ See MFA (2024), *Mid-Term Review of the DEPP III (2021–2025) Programme with the Danish Energy Agency*.

SSC partners added that more regular access, by email or virtually, to a core team of peer experts within the Danish partner institution would be beneficial, although this may strain the Danish partner's need to manage its core responsibilities in Denmark.

There are capacity constraints within the current context in Vietnam, and the instruments need to be adapted to this context. This manifests itself slightly differently between the two instruments as the MoIT seems more impacted by the current situation.

To achieve sustainable change, partnership cooperations should take place on multiple levels and allow sufficient time for change to materialise. The change strategy guiding the cooperation must be sensitive to change in leadership, staff and external factors such as general and local elections. Technical solutions alone have limited impact, unless they consider internalisation of new attitudes, skills, and routines, and are embedded in strategies, structure, culture, incentives, and leadership.

Both the SSC projects and the DEPP face availability issues related to counterpart staff. Vietnamese public authorities have downsized significantly in recent years leading to reduced staff levels. In addition, the upcoming party congress and ongoing anti-corruption campaigns create a less stable environment for public institutions with higher staff and management turnover and a high degree on paralysis among internal decision makers. The MoIT is particularly adversely affected by this. Moreover, the Electricity and Renewable Energy Authority under the MoIT currently employs a staff of 150, whereas international development partners, including Denmark, contribute with 300 technical advisors. This is a ratio of 2:1 in favour of the advisors, which by itself may have a negative impact on the sustainability of the support.

Both SSC counsellors and DEPP LTAs emphasize that the Danish instruments are more resilient in the way they operate, as Vietnamese partners are directly involved in the implementation of the projects. Other development partners rely more exclusively on external consultancy support. The light setup of the SSC projects also means that they are easier to scale up and down when politics or external adverse events such as the pandemic, make progress difficult.

While decentralisation is key to facilitating institutional partnerships and making them relevant and effective, DE tools and resource allocations are not always optimal for its role and responsibilities.

While the performance of SSC projects does not feature in embassy key performance indicators (KPIs) (except for the part that relates to the Trade Council), a proactive participation of the DE is key to leveraging the full partnership potential and guiding Danish partners in the Vietnamese context. For example, the inclusion of climate-related statistics in the statistics project was proposed by the DE. The embassy is also able to draw on very capable long-term local staff with very comprehensive expertise on the Vietnamese context.

The DE in Hanoi is host to one of the larger portfolios of SSC/DEPP projects, and to support the partnerships, the oversight of the projects has been placed with the deputy head of mission. However, the DE is not resourced specifically for the task, which is handled in conjunction with an already large portfolio covered by the three posted diplomats.

Despite involvement in the formal management arrangements for SSC projects, the DE finds the coordination role constrained by the shared responsibility with Copenhagen, in which the line ministries have the overall management responsibility, with some joint references to the MFA (and the Danish Development Council (UPR) for programme approvals). In practise, the interaction with individual line ministries highly depends on the experience and capacity of the SSC coordinators to engage with the DE, and the ability of the line ministries to retain them, and (jointly with the MFA) provide the necessary in-service training to onboard them in this role. According to the DE, not all line ministries are good at this, and more needs to be done to sustain progress in SSC projects. While this partially aligns with the SSC evaluation in 2020, the SSC Secretariat in Copenhagen maintains that some degree of variation in speed and commitment is considered an acceptable trade-off in institutional cooperation, which does not outweigh the benefits the instrument offers. It also maintains that the MFA cannot police all progress and commitments. In addition to the complex management arrangements, both the DE and the SSC/DEPP projects lack an overview of Danish bilateral and multilateral support in Vietnam. The

information provided by OpenAid on financial expenditure and project interventions is often inaccurate and only presents a partial overview of all Danish support. (Regional support and DFC activities are not included, for example). This hampers synergies and coherence and means that the DE and SSC/DEPP actors occasionally hear about Danish supported interventions from Vietnamese counterparts and other development partners.

The SDG facility is constrained by inflexible access criteria and centralised approval procedures.

The former small grant facility funded short-term activities and workshops with up to 100,000 DKK. It was very useful for the RDE to maintain bilateral engagements with government partners, Civil Society Organisations (CSOs), multilaterals, etc. when the bilateral development support was phased out. In 2019, it was succeeded by the centrally managed SDG facility, and the funding ceilings increased with a preference for larger, more long-term projects. While this enabled the support of valuable engagements such as CSO-driven social enterprises, for example, to improve urban environments/public spaces, waste recycling, etc., the SDG funding also became less flexible.

Centralisation and a preference for larger, longer-term but more cost-efficient projects have made it impossible to support smaller activities and workshops like in the past. This has limited the relevance of the facility in Vietnam. In many cases, relevant funding opportunities in Vietnam just means the allocation of small seed grants, since government partners are able to scale up activities at a later stage. In addition to the opportunity loss caused by less flexible granting criteria, the centralisation of the funds management and approvals in Copenhagen also creates a slower handling process with fewer opportunities for partner dialogues in Vietnam.

2.3 Lessons learned (EQ4)

Strategic sector cooperation (SSC) involves certain trade-offs. As a peer-to-peer partnership between government agencies – a form of partnership that few other countries can deliver in Vietnam – it provides a unique partnership space and credibility compared with other types of technical assistance. It also brings access to highly specialised and unique sector expertise, which is relevant in addressing climate change, the green agenda, and other global challenges. The trade-off in engaging Danish line ministries and local authorities is the added complexity and fragmentation to aid management. This may increase transaction costs for the embassies, costs for which they are not fully compensated.

The involvement of Danish line ministries and local authorities in Danish development cooperation builds on more than three decades of institutional sector cooperation in Eastern and Central Europe and in Southeast Asia and Southern Africa. The former was driven by the European reunification after 1989, while the latter came as a response to the United Nations Conference on Environment and Development (UNCED) in Rio 1992 and the introduction of international conventions to combat climate change, decline in biodiversity, and other global challenges. Over the years, new institutional partnership instruments have emerged, and Denmark was able to obtain unique sector expertise within policy reforms and institutional strengthening, which was not accessible otherwise through more traditional sourcing channels. At the same time, agencies such as the Danish Environmental Protection Agency and the Danish Energy Agency gradually developed a capacity to manage and engage in international partnerships with peer agencies. However, sector cooperations have trade-offs. The increase in international partnerships and the involvement of Danish line ministries and local authorities adds complexity and fragmentation to Danish aid management. While efforts have been made in recent years to strengthen the strategic coherence of partnership instruments, the design and implementation of new partnerships is still managed through a broad collaboration between Danish and partner authorities, the MFA, host embassies, and external partner organisations (see the introduction). With funds and programmes managed from Copenhagen, it is not always clear for the DE if or how management decisions are taken, nor are procedures always optimised or resourced for quick operational decisions on the ground. In general, it seems that these downsides of institutional cooperation are more than offset by the benefits it

brings to the table, although the relevance of the partnerships need to be monitored. These key points were also made by the SSC Evaluation (2020).

The application of SSC projects needs careful consideration. The instrument has most catalytic potential in stable, middle-income contexts with mature frameworks, and may be less suited for development contexts. A balanced portfolio with strict focus on suitable contexts and areas for sector cooperation will safeguard the relevance, effectiveness, and sustainability of the projects, as well as the capacity of Danish authorities to avail inhouse specialists when needed.

SSC projects are not a panacea for capacity gaps in all contexts. With SSC projects moving into more traditional development contexts and expanded partnership countries, it is important to maintain a focus on suitable contexts to safeguard the relevance and effectiveness of the projects. Tools are light, and a robust absorption capacity in partner institutions is a prerequisite for engaging in SSC projects. Sector cooperation has most catalytic potential in middle-income contexts with mature frameworks, whilst they may be less suited in development contexts, especially as catalytic contributions to larger sector reforms. In development contexts, sector cooperation also faces competition from comprehensive, often well-resourced development programmes, while the DEPP support to MoIT illustrates that even in middle-income country (MIC) contexts there is a potential risk of being crowded out by other development partners. In addition, the overall capacity of Danish authorities to engage internationally also needs consideration. Specialised in-house expertise is in demand, and staff turnover has increased in recent years due to the strong performance of the Danish labour market. This has decreased the share of experienced civil servants and specialists in Danish authorities and agencies.⁵ For some authorities, such as the Energy Agency, the Patent and Trademark Office, or Statistics Denmark, potential areas of cooperation may be well defined, whereas options may be more abundant for authorities with a broad mandate like the Environmental Protection Agency or a local authority. Hence, a balanced number of SSC engagements with a strict focus on suitable contexts, sectors, and types of cooperation, will also safeguard Danish authorities' capacity to engage effectively in international partnerships.

The framework for strategic partnerships may benefit from more facilitation of Danish authorities and better tools to capture Danish ODA at country and regional levels.

The findings from Vietnam suggest a need to improve the SSC management arrangements, although the overall instrument complexity triggered by many stakeholders and a centralised setup, seems to be an acceptable trade-off compared to the obvious benefits the instrument provides. Notwithstanding, Danish authorities may still benefit from more backstopping and exchange of experience with more experienced authorities in-service training of SSC project managers. With the relaunch of the SSC Secretariat, there may also be an opportunity to review the recommendations of the 2020 SSC evaluation related to these issues. In addition, improvements are needed to enhance the overview of Danish funded engagements in partner countries to strengthen synergies and coherence. At present, embassies and partnerships partly operate in the blind as the information obtained through OpenAid does not cover all support. Further improvements of the DEPP and SSC instruments tools may enhance the effectiveness of partnerships and the sustainability of results, including:

- More flexibility to fund technical pilot tests in DEPP engagements
- More transparency and predictability regarding partner opportunities to participate in DFC courses
- Amendment of study visits and training courses in Denmark with the possibility of internships in Danish authorities for partner staff.

⁵ See *Medarbejder- og Kompetencestyrelsen (2023) Faktaark – Personaleomsætningen i departementerne; and Kommunernes Landsforening & Finansministeriet (2023), Centraladministrationen – udviklingen i personalet.*

Annex 1: Workplan

Time	Activities	Address	Status
<i>Day 1 – 20 May 2024</i>			
10:3–11:30	Kick-off/introductory meeting with Embassy management (Ambassador and Deputy Head of Mission)	Embassy of Denmark (DE): 7th Floor, BIDV Tower 194 Tran Quang Khai Street, Hanoi Ambassador's office	Confirmed
13:00–14:00	Former Programme Managers (in charge of ODA programmes)	DE Medium Meeting Room (MMR)	Confirmed
14:00–15:30	Financial coordinator (Ho Chi Minh City)	Online: https://meet.um.dk/hauchu/KDZQQTSD Conference ID: 6906216	Confirmed
15:00–16:00	Statistic sector counsellor and project officer	Jesper Blaabjerg Holm (Online from Europe) and Nguyen Hai Ha (at Embassy or online) https://meet.um.dk/hauchu/82M26G8Q Conference ID: 7772327	Confirmed
<i>Day 2 – 21 May 2024</i>			
09:00–11:00	International Cooperation Department & Relevant departments of General Statistics Office of Vietnam implementing components of SSC program ⁶	No. 54 Nguyen Chi Thanh, Dong Da, Hanoi	Confirmed
13:30–14:30	DEPP focal point and offshore wind counsellor	DE Medium Meeting Room (MMR)	Confirmed

⁶ Deputy Director General Mr. Nguyen Trung Tien

Component leaders in the project are:

- Ms. Nguyen Thi Thanh Mai – Deputy Director of Population and Labour Statistics Department
- Mr. Nguyen The Quan – Deputy Head of Social and Environmental Statistics Department
- Mr. Cao Văn Hoàng – Deputy Head of the Department of Data collection and IT application in Statistics
- Ms. Nguyễn Diệu Huyền – Deputy Director of System of National Accounts Department

Time	Activities	Address	Status
14:30– 15:30	SDG facility coordinator	DE Medium Meeting Room (MMR)	Confirmed
15:45– 17:00	Danish long-term energy advisor for energy efficiency component	Trung Nguyen Legend café, 52 Hai Ba Trung Street	Confirmed
<i>Day 3 – 22 May 2024</i>			
09:00– 10:30	Energy Efficiency and Sustainable Development Department under Ministry of Industry and Trade of Vietnam (<i>DEPP focal point</i>)	54 Hai Ba Trung, Hanoi	Confirmed
11:00– 12:00	Sector counsellors: Agriculture and Health	DE Medium Meeting Room (MMR)	Confirmed
13:30– 15:00	The Electricity Regulatory Authority (Power Market Development Research and Training Centre) under MOIT (<i>about the supports of DEPP</i>)	D10 Khuat Duy Tien, Thanh Xuân, Hanoi	Confirmed
15:30– 17:00	Danish long-term energy advisor (<i>Stationed at the Electricity and Renewable Energy Authority</i>)	D10 Khuat Duy Tien, Thanh Xuân, Hanoi	Confirmed
<i>Day 4 – 23 May 2024</i>			
10:00– 11:30	International Cooperation Dept. – Ministry of Agriculture and Rural Development (MARD)	Meeting room 105B, A10 building, No. 2 Ngọc Hà Str., Ba Dinh, Hanoi	Confirmed
11:30– 17:00	Report preparation		
<i>Day 5 – 24 May 2024</i>			
10:00– 11:30	Ola Karlman (Mr.) Head of Trade, Economic and Political Affairs - Embassy of Sweden in Hanoi	Swedish Embassy: 15th Fl. Hanoi Central Office Bldg., 44B Ly Thuong Kiet Str., Ha Noi	Confirmed

Time	Activities	Address	Status
13:00– 14:30	Follow up meetings and debriefing with the DE (Ambassador and Deputy Head of Mission)	DE Ambassador’s office	Confirmed

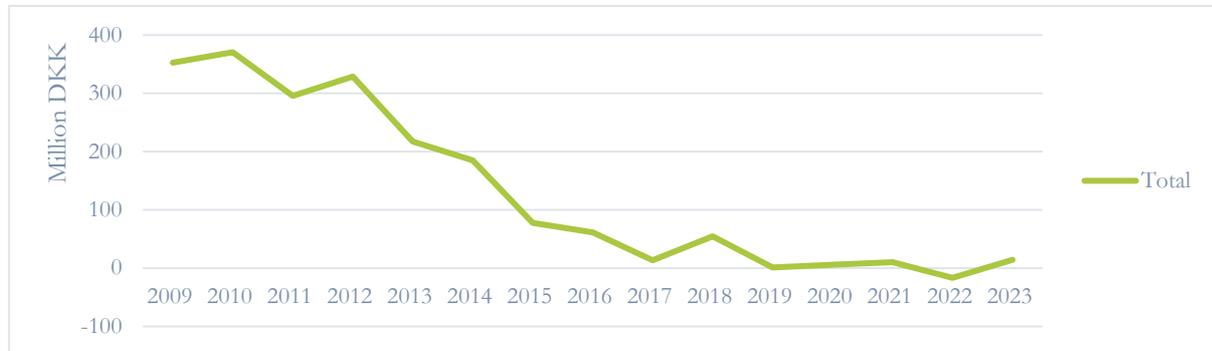
Annex 2: References

- Framework Programme Document on the Strategic Sector Cooperation with Statistics Denmark 2024–2027
- Framework Programme Document on the Strategic Sector Cooperation with the Ministry for the Interior and Health, 2024–2027
- Framework Programme Document on Strategic Sector Cooperation with Ministry of Environment and its agencies (2023–2026)
- Framework Programme Document on Strategic Sector Cooperation with Ministry of Food, Agriculture and Fisheries and its agencies (2023–2026)
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- PEMconsult (2020) Evaluation of the Danish Strategic Sector Cooperation. Final Report, June 2020. DANIDA Ref. no. 2019-23167. Ministry of Foreign Affairs of Denmark
- Evaluation: Vietnam–Denmark: Transformation of a Partnership Synthesis Report, January 2017
- Joint Statement on A Green Strategic Partnership Between the Government of The Socialist Republic of Viet Nam and the Government of Denmark, 2023
- SSC guidelines 2.0
- Annual MFA consultation minutes

Annex 3: Additional Graphs/Portfolio Analysis

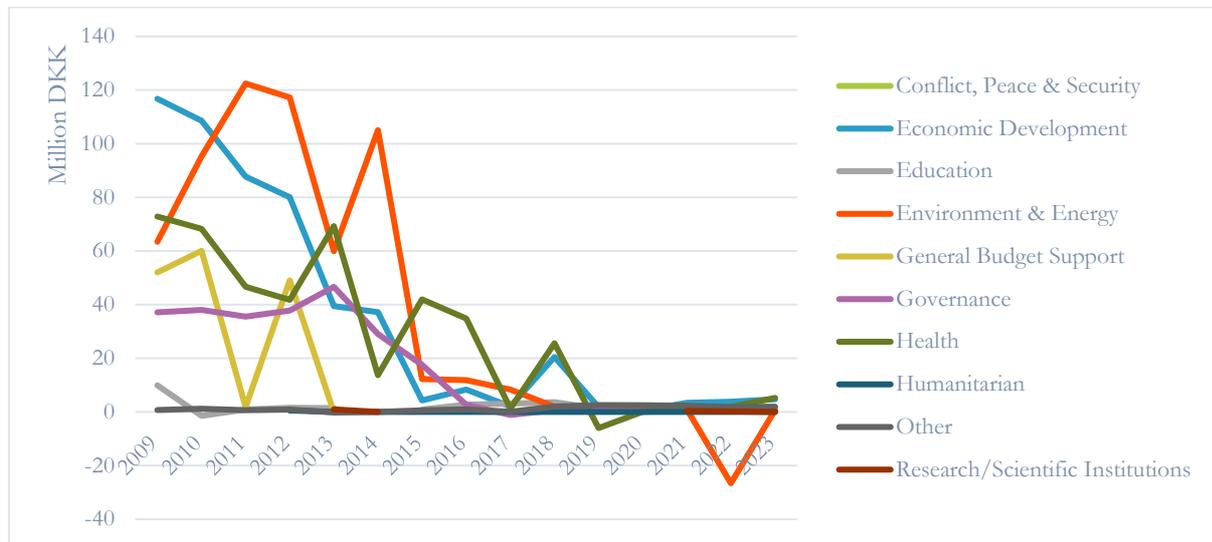
The graphs below provide an overview of the portfolio budget disbursements in Vietnam between 2009 and 2023.⁷

Figure 1: Bilateral (including earmarked bilateral) ODA to Vietnam 2009-2023



Source: Danish MFA, internal note

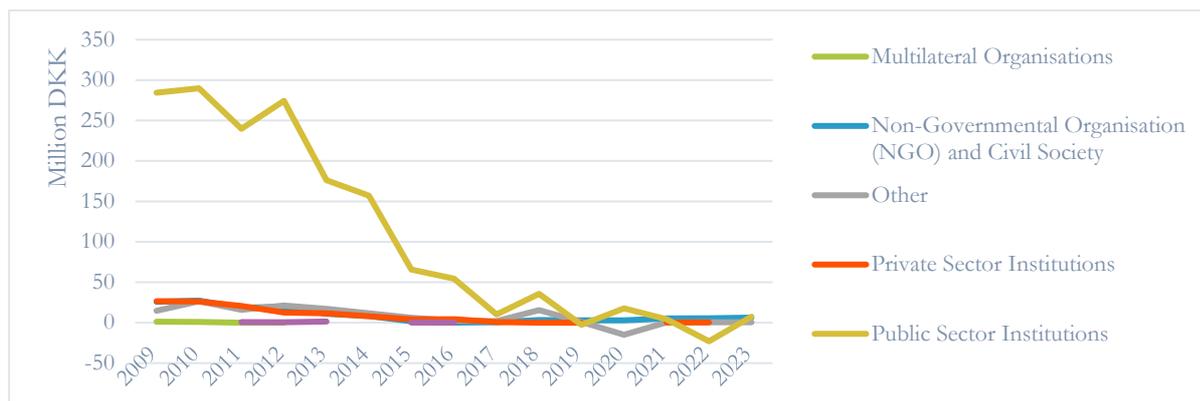
Figure 2: Bilateral (including earmarked multilateral) ODA to Vietnam over main sectors 2009-2023



Source: Danish MFA, internal note

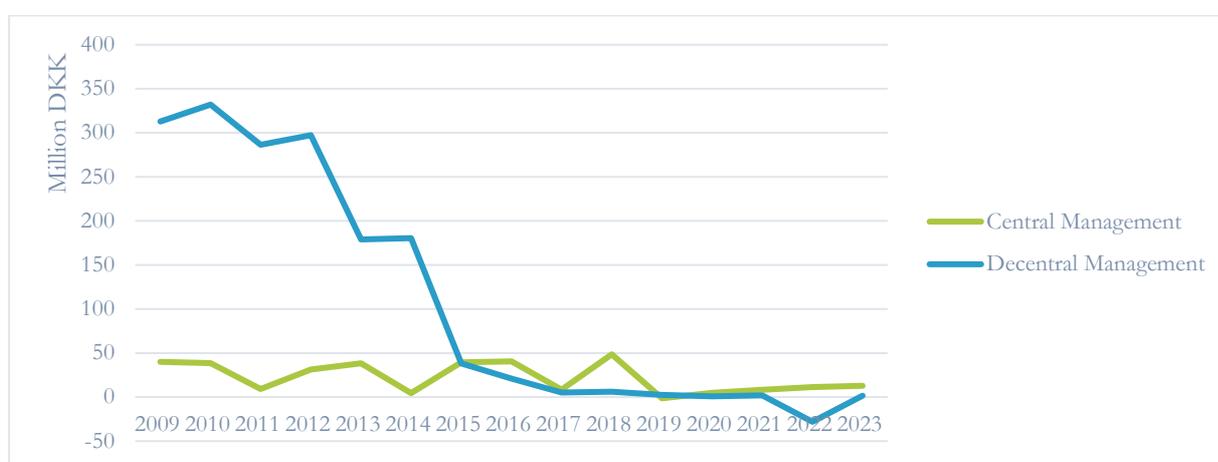
⁷ The data source for the numbers shown in the graphs is the Danish MFA. The numbers shown in these figures exclude multilateral core contributions and contributions to Vietnam that have been channelled through regional programmes.

Figure 3: Bilateral (including earmarked multilateral) ODA to Vietnam by channel of delivery 2009–2023



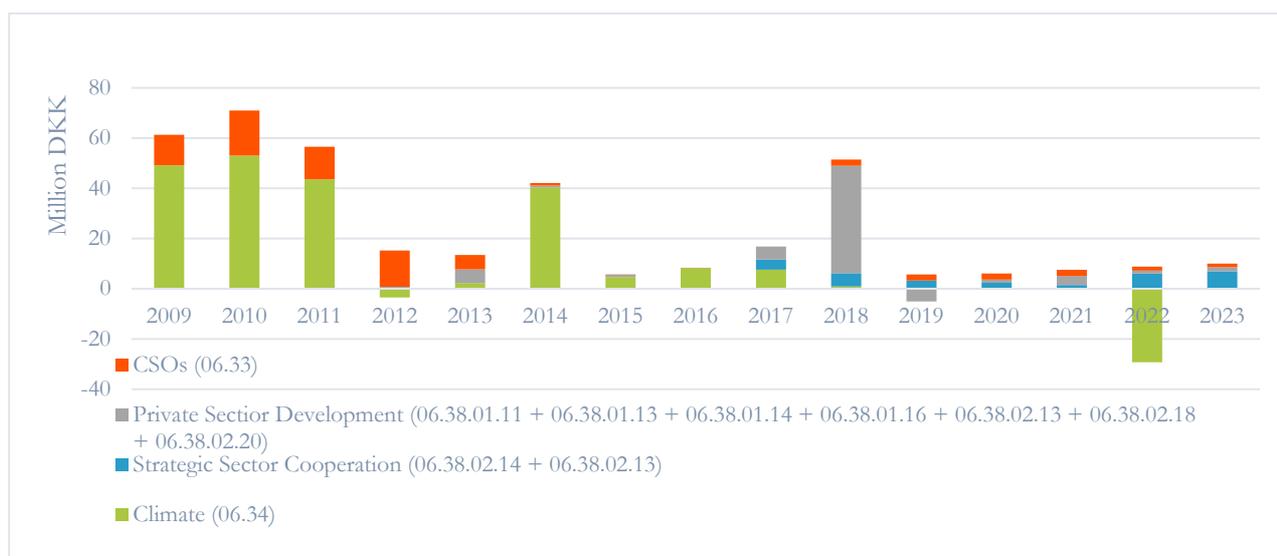
Source: Danish MFA, internal note

Figure 4: Bilateral (including earmarked multilateral) ODA to Vietnam managed centrally vs. decentrally 2009–2023



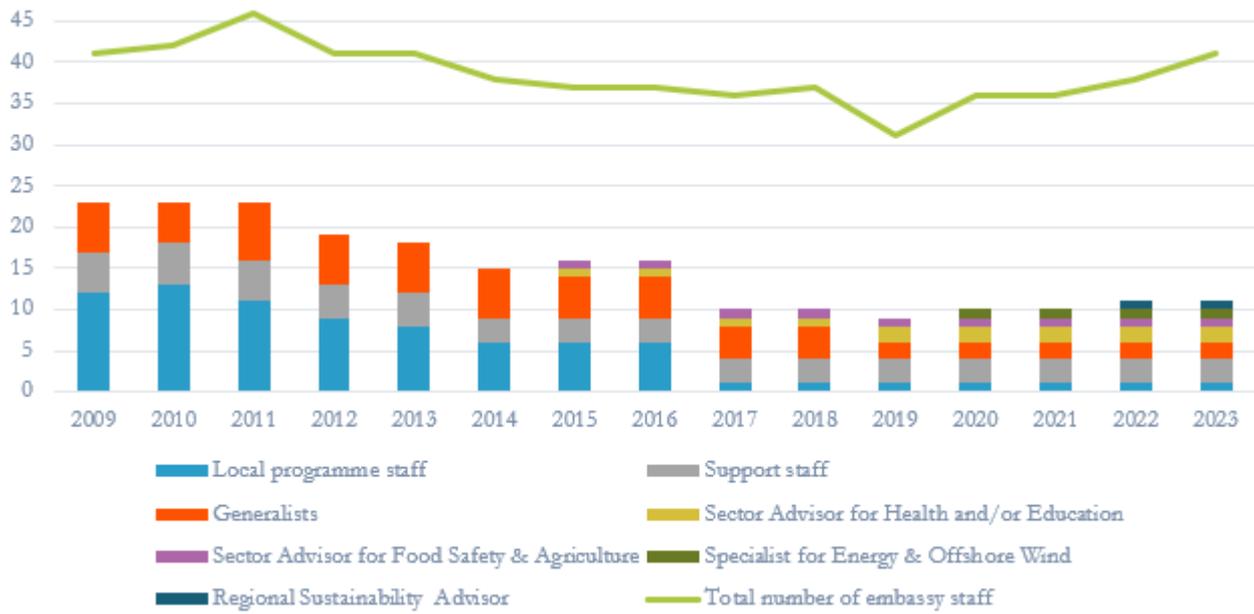
Source: Danish MFA, internal note

Figure 5: Selected thematic areas based on the Finance Act Classifications (disbursements) 2009–2023



Source: Danish MFA, internal note

Figure 6: Development of Human Resources at the Danish Embassy in Hanoi



Source: Danish MFA, internal note

At present there are four SSC counsellors at the DE: Agriculture & food safety, Health, Education, and Statistics. In addition, DEPP has one LTA at the DE and two LTAs at the MoIT. Health and education have separate sector counsellors.