



MID TERM REVIEW

PROJECTS UNDER THE NORAD AGREEMENT 2016-2019

Final Draft

Submitted to Plan in Vietnam

Norad-funded Project 2016-2019

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ABBREVIATIONS

(I)NGOs	(International) Non-government Organisations
CBDRM	Community- Based Disaster Risk Management
CBO	Community-based organisations
CBOs	Community-based Organisations
CDF	Community Development Facilitator
CDF	Community Development Facilitator
CEFM	Reducing Child, Early and Forced Marriage
CEMA	Committee of Ethnic Minority Agency
CPC	Commune People Committee
CPC	Commune People’s Committee
CSOs	Civil Society Organisations
CSP	Country Strategic Program
CY	Calendar Year
DOET	Department of Education and Training
DOLISA	Department of Labor Invalid Social Affair
DPC	District People Committee
DPC	District People’s Committee
DRR	Disaster Risk Reduction
ECM	Ending Child Marriage (project)
EECM	Ending Early Child Marriage
FY	Financial Year
GSO	General Statistic Organisation
ICRW	International Center for Research on Women
ISEE	Institute of Social Economic and Environment
M&E	Monitoring and Evaluation
M/F	Male/ Female
MICs	Multiple Indicator Cluster Survey of Children and Women
MOET	Ministry of Education and Training
MOET	Ministry of Education and Training
OECD	Organization for Economic Cooperation and Development
PiV	PlanInternational Vietnam
PPC	Provincial People Committee
SS	Safe School
TOR	Term of Reference
UNESCO	United Nations Educational Scientific and Cultural Organization
Unicef	United Nations International Childrens Emergency Fund
VC	Value Chain
WWF	World Wide Fund
YEE	Youth economic empowerment

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EXECUTIVE SUMMARY

Like many other PiV's projects, NORAD-funded framework (which include 4 member projects namely: i) *Safe School*; ii) *Promoting Early Childhood Care (or Education project)*¹; iii) *Ending Child Marriage*; and iv) *Value Chain*) take place in the most remote areas of Vietnam. Results of evaluation as of **December 2017** is summarised in **Table 1** below. Despite some minor limitation, the projects can be rated as “**highly satisfactory**”².

Table 1: Project rating

Evaluation categories	Rating		
	Rating	Brief description	Overall results
Relevance	a	Relevant to and fill in the gaps of national policies; relevant to PiV Objectives and Strategy; Respond well to the needs of beneficiaries and implementing partners	A HIGHLY SATISFACTORY
Efficiency	a	The pace of implementation was delayed in 2016 but then impressively accelerated in 2017 with up to 99% - 100% fully completed activities. Operation costs are estimated at 35%, which is a reasonable rate, remarkably lower than many other (I)NGOs in Vietnam.	
Effectiveness and Impacts	b	At this stage, Effectiveness and Impacts of the projects are combined for the purpose of assessment. Education project reached the level of 100% completion in December 2017. Achievements of Safe School and Ending Child Marriage & Value Chain combined in 2017 were 87.5% for outcome targets completion.	
Sustainability	a	The projects are highly sustainable in technical aspect. They can also be considered as financially sustainable since the PiV's committed budget are available. Local governments have issued local policies and made their contribution in cash and in kinds, which reflects the political sustainability of the project. Nevertheless, financial sustainability beyond the projects remains a question.	

Norad-funded projects have expanded their coverage at a considerably fast rate and made impressive contribution to the overall coverage of the whole PiV's program in Vietnam. In terms of the number of children reached, Norad-funded projects reached to 3.33% of the 335,000 children supported by PiV in 2016. The figure increased to 3.68% in 2017. The number of communities that received support from Norad-funded projects increased from 101 in 2016 to 186 in 2017, equivalent to 10.85% and 19.23% of the total communities under PiV's program (931 communes in 2016 and 967 communes in 2017). With regard to the number of schools reached, the figures were 86 in 2016 and 112 in 2017 or 28.57% and 37.21% in PiV's program respectively.

Management capacity of the project teams can be considered as highly effective in the following aspects: i) PiV, with its profound experience, has developed its management tools (*planning tool, financial management tool and procedure etc...*) that meet both Plan International's standards and applicable for

¹ *Promoting Early Childhood Care Project phased out in 2016.*

² *The rating would be improved greatly in March 2018, when the project teams complete most of the ongoing activities (as expected at the self-reflection workshop on 19-20 December 2017) and conduct required surveys to collect evidence for the achievement of some target indicators.*

the local context; ii) PiV's staffs are well trained and can use such tools effectively in the projects being assessed; and iii) Training is provided to implementing partners so that they are able to comply with PiV's regulation. It is underlined that the role of PiV's CDFs is of essential importance in ensuring that management tools of PiV are applied in practice. Ability of PiV's staffs at the project sites in coordinating resources smoothly from different projects is also another success factor of the projects' effective management.

For financial management, spending is managed and monitored from the stage of participatory planning where stakeholders, together with PiV staffs, discuss, estimate budget for each approved activity and conduct procurements of goods and services. The practice help minimising the risks of over spending, misuse of funds and corruption.

The M&E framework of Norad-funded projects was adjusted once to be compatible with the "*program approach*" and to reflect better the contributions of Norad-funded projects to the overall results of PiV's country program. This adjustment can be considered as an advanced step in program management. However, at the time of assessment, there are missing data for several indicators, mostly in 2016 and in CM.4 (*Root causes of child marriage are addressed*), where no target was set and no information or data collected accordingly³.

The projects considered "*ensuring and promoting gender equality*" and "*disability inclusion*" as one of its priority principles. These principles are well taken into account right at the designing stage and have been followed throughout the project cycle.

Promoting the involvement and strengthening capacity of CSOs so that they would become collaborators of PiV in the fights against child marriage, poverty, natural disasters mitigation is an intention of PiV and of Norad-funded projects. An assessment conducted by PiV at the beginning of the projects lists out over 60 (I)NGOs and CSOs who have at least one similar objective with PiV. However, too few of these organisations were mobilised to engage in PiV's work at its project sites as most of these (I)NGOs are based in Hanoi and big cities. It is suggested that instead of involving these organisations in project site interventions, PiV should have changed its approach and engaged the (I)NGO network in other activities to echo the results of PiV's projects, for example: policy dialogues and joint policy recommendations on safe schools and ending child marriage.

Also with regards to the task of supporting the development of CSOs, added value of Norad-funded projects is reflected in the establishment of children groups/clubs under Safe Schools Project and Ending Child Marriage project. In Phong Tho district of Lai Chau province alone, after over one year of project implementation, PiV has helped establish 11 Girls' Right Clubs with the participation of 300 school boys and girls. Training and educational events were also organised for up to 732 parents and many representatives of local leaders and staffs. It is reported and observed that children and parents attending PiV's events do have knowledge and awareness on the negative impacts of early marriage. Nevertheless, awareness raising alone is not enough to pull the rate of early marriage down. More interventions are needed.

One striking advantage of PiV in general and in the framework of this Norad-funded projects in particular is the ability of PiV to engage a wide range of stakeholders in project activities at the project sites. These include district and commune governments; state management agencies, especially at the

³ It is explained that since 2016, the M&E framework has been adjusted to fit with Norad's framework. Some indicators are therefore made redundant.

district level (Department of Labor and Social Affairs, Education & Training Division, Agriculture Division); service provider (Agriculture Extension Centers); and civil society organisations (Women Union, Youth Union, Red Cross iSEE (institute for Social , Economic and Environment), Live and Learn – Local NGO). Support from PiV is highly appreciated by these stakeholders as it meets their needs. Stakeholder engagement in Norad-funded project is therefore strong.

Among the success factors of the projects, the following would be considered as the most important ones:

- Careful situation analysis that well informs the planning process. This practice ensures correct identification of problems and local needs to be addressed.
- Participatory approach is applied throughout the project management cycle. The process might be time consuming, but ensures consensus and strong support from implementing partners and beneficiaries.
- Dedication of well-trained PiV staffs, especially the CDFs, who can be referred to as the “soul” of PiV at the project sites. The CDFs provide coaching to implementing partners, monitor the implementation process to ensure that PiV’s policies are well obliged, thus reduce the risks of corruption and misuse of fund.
- The experience and ability of PiV managers and staffs in designing projects in the same location in a mutually supportive way so that one project can enjoy the results of the other and thus maximise the project’s effectiveness and results with minimum costs.
- Gender considerations have been taken into account in all projects under Norad-funded framework. The projects have provided men, women, boys and girls with comparatively equal opportunities to participate in the projects and enjoy the project results. In several cases, notably in livelihood support interventions, gender considerations go beyond the proportion of male and female participation to reach the level of responding to the specific needs of each sex on the basis of their roles in their family and society.
- Norad-funded projects are highly sustainable in technical aspect and political commitment. Local governments, especially at commune levels, support Plan’s methods and apply it in local plans for disaster risk reduction and ending child marriage. Financial sustainability of the projects remains uncertain, but the current commitments of local leaders through local policies would suggest that additional funding from state budget will be available in the future.

There are, however, a number of limitations that need to be considered for improvement in the future:

- The selection of project sites does not facilitate mutual support of projects under Norad-funded framework. For example, the new school (under the Education Project – phased out in 2016) would generate better results if being constructed in one of the Safe School project sites, thus showing an example of comprehensive DRR interventions.
- There is need to invest more time and effort on monitoring and reporting. By the time of mid-term review, there are still missing data in the M&E framework.
- There are few documented self-learning lessons and consolidation of best practice.
- In PiV’s baseline study, government-led interventions for ending child marriage are considered as single-sided and focus mainly on propaganda and communication. However, interventions of the Ending Child Marriage project itself, as of early 2018, has been a good compensation to the government efforts and national program. The Plans’ child early marriage preventions cover also advocacy work at national level throughout the grass root level advocacy and policy implementation; Child Protection system has been strengthening by Plan technical support in providing capacity building opportunities to partners staff in charge and the child protection committees at provincial and district and comunal levels. This support has been significantly praised by the local partners. Another significant and positive change is the edequate capacity of

local collaborators is the annual mapping exercise on children status in their commune and villages as well as timely response in child protection cases as well as in child marriage cases which are about to happen. “we have good support of local collaborators so news on children who are about to drop from school or about to get married was informed to us timely so that we can timely response by providing consultation and involving the family members, community and trusted leaders to consult the children themselves not to get married early.

- Another good change is that through the time taking part in dealing with child early marriage in their communities, getting to know the negative impacts of child early marriage, staff taking part in the project has started recognizing the importance of the child protection committees which was not set up yet (Phong Tho, Lai Chau case).
- Children club has been considered as a good hub to withdraw children participation and directly contributed to in eliminating child early marriage (this is the case in both Lai Chau and Quang Tri provinces) by participating in club activities, children showed that they have better understandings on child marriage, what are the bad consequences on child well being especially girl child if married early than they did before the project started. 100% of the children showed that they have better knowledge on child marriage and productive health thanks to the Plan support. They really enjoyed all the children club activities and got their participation skills (presentation, debates.....) sharpened as the showed case in both Lai Chau and Huong Hoa children clubs. Although the participation of boy child in Quang Tri needs to be more active and the activities should be designed in a way attracting more boy child participation.
- However, the interventions should also be designed in a more comprehensive way as to provide better support to children who get married or drop out of school such as livelihood support, value chain, job opportunities for young girls and boys in the coming time.
- As the matter of fact, the INGOs and CSOs are not yet functioning in the project areas, the great effort Plan has made is working with a CSOs namely ISEE which is based in Hanoi and having their strong network with young in the project area. The approach is quite sustainable as they utilize local young people committing to stay in and support their own community. By this approach, the capacity of young is built up to the level that they themselves identify the community issues and needs then develop the response plan to resolve the issues by themselves.

I. INTRODUCTION

1.1. NORAD-FUNDED PROJECTS AT A GLANCE

The Norad-funded framework (2016- 2019) of Plan International in Vietnam (PiV), includes 4 projects, namely:

- Safe school for ethnic minorities: in Meo Vac District of Ha Giang province and Minh Hoa and Le Thuy District of Quang Binh province;
- Promoting early childhood care and development in ethnic minority communities: in Phong Tho District of Lai Chau Province;
- Ending child marriage project: in Hoang Su Phi, Xin Man District of Ha Giang Province, Phong Tho District in Lai Chau and Dakrong and Huong Hoa District in Quang tri Province; and
- Value Chain Project: in Dakrong and Huong Hoa District of Quang tri Province.

Key information of the 4 projects are summarised in **Table 2**. Except for the Education Project (Promoting early childhood care and development in ethnic minority communities), which was phased out since its thematic focus didn't align appropriately with other projects within the Norad funded project portfolio, the other 3 projects are being implemented in all identified project sites in Ha Giang, Quang Binh and Quang Tri provinces. As PiV applies its program approach, these projects are expected to be mutually supportive and each should make its contribution to the overall objectives of the framework of NORAD funded projects and PiV's Country Program.

Table 2: Summary of projects under Norad-funding Framework

PIV'S COUNTRY PROGRAM	NORAD FRAMEWORK			
Country Goals	Projects: Safe school for ethnic minorities			
	KEY EXPECTED OUTCOMES OF	LOCATION	TARGET GROUPS	PARTNERS
Reduce the risk and effects of environmental shock and stress on schools through interventions under three pillars of the safe school framework (safe learning facilities, school disaster	<ul style="list-style-type: none"> • Schools with Comprehensive Safe Schools Framework • Enabling environment for school safety 	Ha Giang province: Meo Vac District	Meo Vac: <ul style="list-style-type: none"> • Kindergarten, secondary and highschool • School leaders, teachers and students 	Meo Vac: Division of Education & Training; Division of Agriculture (include representatives of agriculture extension & Vet); CPC; Redcross;
		Quang Binh province:	Quang Binh:	Quang Binh: Dept of Edu & Training; Division of Education & Training; Division of Agriculture (include representatives of

Table 2: Summary of projects under Norad-funding Framework

PIV'S COUNTRY PROGRAM	NORAD FRAMEWORK			
management and risk and resilient education)		Minh Hoa and Le Thuy District	<ul style="list-style-type: none"> Kindergarten, secondary and highschool School leaders, teachers and students 	agriculture extension & Vet); CPC; Women Union;
		Central level	Hanoi: Live & Learn	I&E Agency (MOET)
Project: Ending child marriage project				
Reduce the occurrence of child marriages	<ul style="list-style-type: none"> Direct actions to stop child marriages Children empowered to claim their rights Stronger regulatory frameworks to prevent child marriage Root causes of child marriage are addressed 	Ha Giang: Xin Man and HoangSu Phi Districts	<ul style="list-style-type: none"> Households (young couples; parents) 	<ul style="list-style-type: none"> Children Protection Division (DOLISA Quang Tri) Divisions of Labour, Invalid and Social Affairs CPC ISEE (Hanoi)
		Lai Chau: Phong Tho District		
		Quang Tri: Huong Hoa and Dakrong Districts		
	Project: Value Chain			
Youth economic empowerment	Quang Tri Province	<ul style="list-style-type: none"> Youth and marriage couples Out of school Girls In- school girls 	<ul style="list-style-type: none"> Agriculture Extension Center Quang Tri Provincial and district Women Union People committees 	

1.2. BACKGROUND AND OBJECTIVES OF THE ASSIGNMENT

As the project is now in its second year of implementation, a mid-term review is required to assess the progress of implementation, the results obtained so far, the appropriateness of the project's approach and methodology applied since 2016.

As stated in the TOR, this assignment aims at *identifying strengths and weaknesses of the program/projects, which will guide the project towards improvement during the current implementing period and for planning of future program/projects*. The assignment is a part of a **learning process**. It is expected that at the end of the assignment, the project teams will have *a clear, objective assessment of the results, understand the bottlenecks in project implementation and recommended measures for improvement*.

Specifically, the mid-term review focuses on:

- Assessing the project results according to the criteria of: relevance, efficiency, effectiveness and impacts, including unexpected impacts and sustainability of the project;

- Assessment of project management: Planning method; M&E and Learning routines (*monitoring routine, data collection/documentation routine, learning routine in the project both at Plan and at implementing partners' levels*); financial management, including disbursement and anti-corruption routines in the project at Plan level and at partner organisation level.
- Analysis of social and cross-cutting issues: gender equality; inclusion (with focus on the inclusion of people with disabilities); Environment and vulnerability to climate change that affects the results of the project;
- Added value and Participation: What values has PiV added to the development of its Civil Society Organization partners; level of participation of different stakeholders in the process of project planning, implementation, monitoring and evaluation, and learning

II. APPROACH AND METHODOLOGY

2.1. APPROACH

2.1.1. Promoting self-reflection for learning purpose

The mid-term review is a combination of external evaluation and a facilitated self-reflection process where project staffs and key implementing partners are guided to: i) discuss and review the current approaches, methodologies and management structure; ii) provide the evaluation team with reports, data, information and their own assessment on the strengths, limitations and achievements of the projects; and iii) discuss and agree upon solutions. In other words, the approach applied for this assignment is: facilitated and participatory review/assessment based on: i) objective assessments of the consultants; and ii) contributions of the project staffs and key implementing partners.

The self-reflection process facilitated by the assessment team took place not only at the final consultation event but also during the data collection process through interviews and discussions with the project staffs, key implementing partners and beneficiaries during the data collection process.

2.1.2. Assessing the connections between individual projects with the umbrella program

As program approach is applied, the projects must demonstrate clearly the connections among themselves and with higher level objectives, namely the overall objectives of Norad-funding Framework and of PiV Country Program in Vietnam. The assignment examined these connections as part of the effort to assess the level of relevance of the Projects to: i) Local needs; ii) Current Legal Framework, including the requirement for legal improvement; iii) Objective of Plan in Vietnam; and iv) Objective of the Norad-funding Framework.

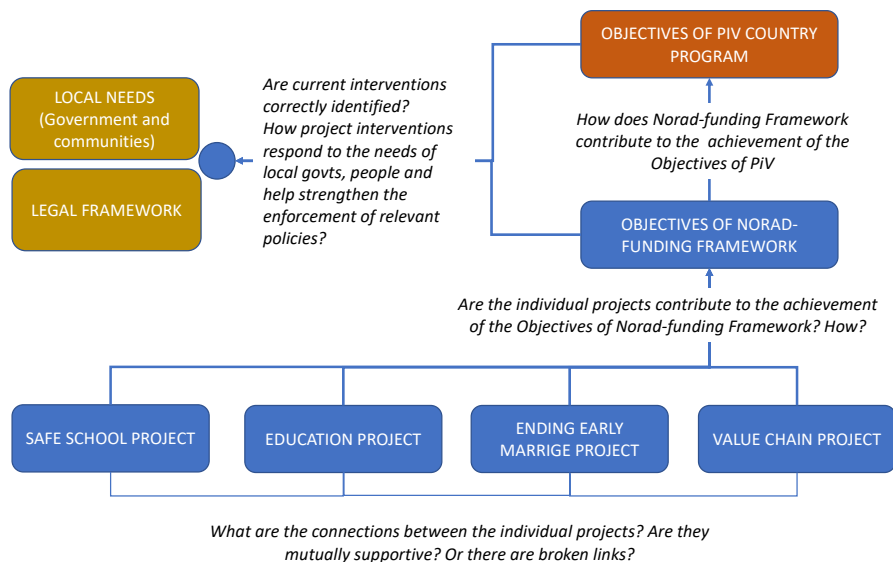


Diagram 1: Assessing the Connections between individual projects with the umbrella program

2.1.3. Comparison between Planned and Actual Achievements

Comparison of the “*situation as is and situation as wished*” was conducted, **focusing on the outcome level** (for the assessment of **effectiveness**). At a lesser extent, comparisons of the completion of specific interventions against approved plans was made to **evaluate the efficiency** of the projects as well as the management capacity of project teams. The operation of the M&E system of the 4 projects is one of the issues of assessment. The M&E “routine” (Monitoring routine, Data collection routine, and Learning routine) will be taken into account.

2.1.4. Bottle necks and Implementation Success/Failure or Design Success/Failure

The Mid-term review report identified bottlenecks in the implementation of the 4 projects and explore what are the success and failure factors for learning purpose. These success and failure factors are grouped into 2 categories: implementation and design. They are inputs for the self-reflection/self-learning workshop at the end of the assignment.

2.2. METHODOLOGY

2.2.1. Stages of the assessment

A 5-step process is applied for this assignment. They are summarised in **Diagram 2** bellow:

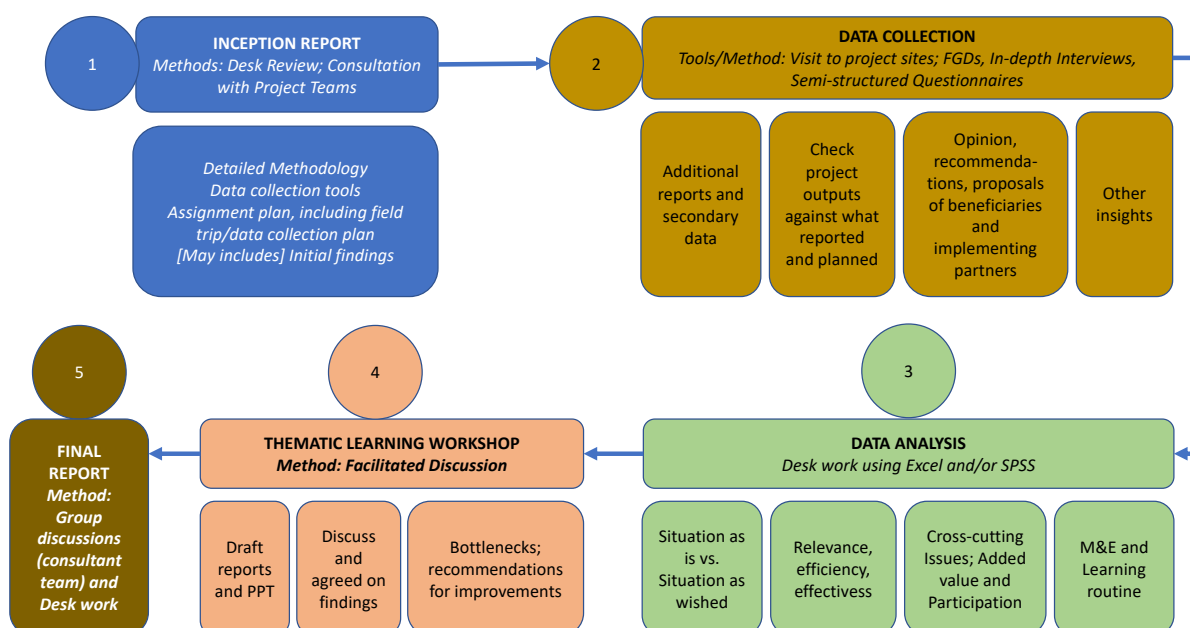


Diagram 2: Methods and tools to be used in the assignment

2.2.2. Data collection tools, target groups and sampling method

Desk review, group discussions, in-depth interview and interviews with questionnaires are the main data collection method used in this assignment. These tools are used selectively for different groups of respondents, who are implementing partners and direct beneficiaries of the project (Table 2). In total, 255 people were met and interviewed, of which there are 138 male respondents (54.1%) and 117 female respondents (49%).

- State management agency: Agency of School Infrastructure and Equipment (Ministry of Education and Training – MOET); District Agriculture Sessions and Agriculture Extension Centers
- Local government: Mainly Commune People’s Committees and District People’s Committee at the project sites. Respondents of this group include leaders of the districts/communes; staffs in charge of health, social affairs, commune police, administration and finance
- Social and mass organisations: Women’s union, Farmers’ Association, Youth Union and Red Cross Association
- NGOs: few NGOs are involved in the assessment. In-depth interview and interview with structured questionnaire are applied for Live and Learn – a local NGOs supported by PiV since 2012 and has been an implementing partner of PiV in the field of safe school since 2013.
- School/out of school children, teachers and parents who are direct beneficiaries of the projects. Most of the respondents of this group are members of the school children core groups and teachers who are directly involved in the implementation of the projects at their schools.

Table 3: Summary of data collection tools and groups of respondents

Tools	Implementing Partners	Beneficiaries

	State management agencies	Local government	Social and mass organisation	NGOs	School children	Out of school children	Teachers	Parents
Focus Group Discussions	◆	◆	◆		◆		◆	◆
In-depth Interviews	◆	◆		◆		◆	◆	◆
Observation	Observation by members of the evaluation team at the project sites (schools, office of CPCs, villages and households)							
Collecting additional reports	◆	◆	◆	◆			◆	

Table 4: Respondents by groups and gender

Groups of respondents	Project sites								Total	
	Ha Giang		Lai Chau		Quang Binh		Quang Tri		M	F
	M	F	M	F	M	F	M	F		
Plan Staffs	2	0	1	0	1	1	2	0	6	1
Managers	2	4	7	6	3	2	12	7	24	19
Target communities (parents, local people)	2	0	6	3	4	2	8	11	20	16
Community level: Commune staffs	7	3	0	2	3	0	6	7	16	12
Community level: teachers	10	4	1	0	8	3	1	2	20	9
Community level: social and mass organisations	1	2	1	1	4	4	0	4	6	11
Community level: Vulnerable groups	0	0	0	0	0	0	2	3	2	3
Community level: children, youth	12	9	12	17	9	8	11	11	44	45
NGOs	0	0	0	0	0	0	0	1	0	1
Total	36	22	28	29	32	20	42	46	138	117

2.2.4. Feedback meetings

Feedback meetings were organised with: i) PiV managers and staffs at the provincial/district offices right after each field trips; and ii) at PiV Headquarter in Hanoi on 12 June 2018. Purposes of the feedback meetings was:

- Brief PiV staffs on initial findings and discuss these findings to get the insight understanding of success and limitations.
- Get agreement on how the findings are reflected in the final report.
- Draw lessons learnt, which contribute to the purpose of self-learning process of the staffs.

2.2.5. Data analysis and reporting

Information collected from in-depth interviews were grouped into topics, which are equivalent to the headings/issues required by the TOR. Self-evaluation results of respondents on their level of participation were consolidated and analysed using Excel pivot table.

The assessment team applies the OECD evaluation categories and rating system, according to which the project is evaluated according to its relevance, efficiency, effectiveness, impacts and sustainability. Since the impacts of this project are yet to be analysed, the two categories of impacts and effectiveness are combined for the purpose of evaluation (Diagram 3).

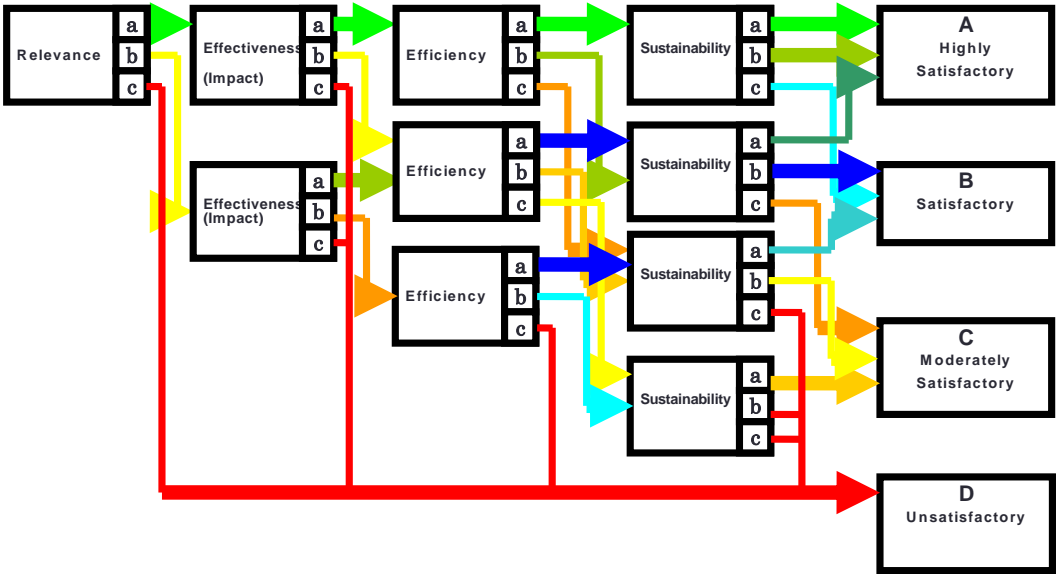


Diagram 3: Rating the Project results according to OECD evaluation criteria and rating system

In addition to the “traditional” categories of project evaluation mentioned above, the assessment team also looked at other aspects of project management and added value of the project such as gender, inclusion and disability, and participation.

2.3. LIMITATIONS

The assessment team, with support from PiV, has visited all project provinces and managed to discuss with up to 255 respondents at the project sites. The team, however, was not able to visit all project districts and communes due to time limitation. Information from sites that were not visited was obtained in feedback discussions with PiV’s project team in each and every province.

With regard to the selection of respondents, the team has covered almost all target groups of beneficiaries and implementing partners at all levels, from central government agency to grass-root level. Within the framework of Safe School project, few interviews were conducted with teachers of kindergarten schools due to their availability at the time when field trips were organised⁴.

Parents were not selected randomly. Discussions with parents were conducted mainly with very active ones, who are village leaders or staffs of the commune governments. These parents have better opportunities to involve in capacity building activities funded by Norad’s projects and by local government. They are therefore more knowledgeable than the majority of other parents, who obtain information mainly from their children, teachers or village leaders.

⁴ 2 interviews were conducted with: 1) Ms. Tồng Thị Đông, teacher of Xin Chải Kindergarten; and 2) Ms. Hoàng Thị Dung, rector of Hoàng Thèn Commune Kindergarten. The former did not participate in Plan’s project due to her rotation from one village to another where there is no Plan’s interventions. The latter was involved in the project since 2016.

III. RESULTS OF THE MID-TERM REVIEW

3.1. OVERALL EVALUATION OF THE PROJECT

3.1.1. Rating:

Overall rating: As of December 2017, despite some minor limitation, the projects under NORAD-funded framework can be rated as “**highly satisfactory**”.

Results of evaluation are summarised below and further detailed in the following parts of the report.

Relevance: Rating a

The NORAD-funded projects are:

- Highly relevant to the national policies and to PiV Objectives and Strategies
- Well responded to the requirements of NORAD, which promotes the program approach and inclusive development.
- Highly relevant to local needs: the wishing lists of local governments, implementing partners and direct beneficiaries in all project provinces are almost identical to what has been selected and implemented.

Efficiency: Rating a

- Progress of project implementation: Individual projects under Norad framework started late due to time-consuming project approval process (which was responsible for by the local implementing partners). The rate of delayed or incompleting activities in 2016 was therefore comparatively high. In 2017, however, the progress of implementation was accelerated and most of the planned activities of two years combined were fully completed.
- Progress of disbursement: Similar situation is observed. After a short period of slow burning rate in 2016, the rate of disbursement in 2017 was strongly increased from below 99% to high over 100%.
- Operation costs are estimated at 35.5%, which is acceptable or even more efficient than some other INGOs.

Effectiveness: Rating b

Of three member projects under Norad-funded framework, the Education project was fully completed in December 2016 with the construction and handing over of a newly constructed school. For the remaining projects, including the Safe School and Ending Child Marriage & Value Chain combined, achievements were recorded at: i) from low 73% (in 2016) to high 94.11% (in 2017) of the output targets fully completed; and from low 0% (in 2016) to high 87.5% (in 2017) of the outcome targets fully completed.

It is noticed that late start of the projects was the major reason for the low achievements of outcome targets in 2016. In 2017, most of the fully completed targets exceeded expectation, e.g. actual achievements were higher than planned targets. Achievements of incomplete targets was slightly lower than the planned ones.

Sustainability: rating a

- Technical sustainability: The projects are highly sustainable in technical aspect. Reflection from stakeholders shows clearly that PiV’s approach and method as well as knowledge and skills are well received and used by local stakeholders.

- Financial sustainability: The projects can be considered as financially sustainable since: i) Norad fundings are planned and committed; and ii) local governments have also made their contribution in cash and in kind. Nevertheless, financial sustainability beyond the projects remains a question.
- Political sustainability: High level of commitments are observed in all target groups at all levels. Local policies have been made to include PiV's recommendations. At the central level, the MOET is only one step away from issuing a technical guidance for Disaster Risk Management in School.

Table 5: Achievement of outputs and outcomes in 2016 and 2017

Project	Achievement of output in 2016			Achievement of outputs in 2017		
	No of planned outputs	No of achieved outputs	%	No of planned outputs	No of achieved outputs	%
Safe School	11	7	77%	11	8	73%
Ending Child Marriage	12	12	100%	17	15	88,2%
	17	16	94.11%	17	14	82.35%
Value Chain						
Education	100%			100%		
Remarks	<ul style="list-style-type: none"> • Under Ending Child Marriage project, there are 10 "empty" targets, e.g. the targets are set at 0. Most of them belong to CM.5 (Youth economic empowerment). The reason is that the Value Chain project started late in 2016 and would not generate economic results within a short period of time. • No target is set for 2 outcome and 6 sub-outcome indicators under CM.4 (Root causes of child marriage are addressed) of Ending Child Marriage project 					

Project	Achievement of outcomes in 2016			Achievement of outcomes in 2017		
	No of planned outcomes	No of achieved outcomes	%	No of planned outcomes	No of achieved outcomes	%
Safe School	8	0	0%	8	6	75%
Ending Child Marriage	2	1	50%	2	1	50%
	8	7	87.5%	8	7	87.5%
Value Chain						
Education	100%			100%		
Remarks	<ul style="list-style-type: none"> • For Ending Child Marriage, only outcomes with set targets are included. • All 2 outcome and 6 sub-outcome indicators under CM.4 (Root causes of child marriage are addressed) of Ending Child Marriage project are excluded in this table. • There are the diffirencies between project framework design and the monitoring and evation framework leading to the difficulties in monitoring and evaluation the impacts and outcome result of the ECM. 					

3.2. RELEVANCE OF THE NORAD-FUNDED PROJECTS

Overall rating: a

3.2.1. Relevance with national and local policies

Vietnam is a home of about 28 million children accounting for 30% of the total population, of which there are 20.6 million who go to kindergartens, primary, secondary and high schools. Investment in education has always been a priority of the Government of Vietnam. In the recent years, it has become clear in all education policies of Vietnam that quality of education relies not only on the quality of delivering and obtaining knowledge of “traditional” subjects such as math, biology and literature etc. but also on a safe, friendly and equal learning environment where students are kept safe and feel safe; experience that their voices, emotions and opinions are respected by others; where their good wishes, dreams and expectation are shared, recognized and supported by teachers, parents, friends and others; where the differences in needs and desires of boys and girls are recognised and effectively addressed.

The GoV has issued a series of Laws and bylaw documents to ensure such environment, notably the Education Law (2005, 2017), including regulations on compulsory primary education; Law on the Children Protection and Caring (2004) and now Children Law (2016). In addition, there are also policies designed specifically to ensure quality education for children in the remote, mountainous areas and areas with extreme difficulties. Examples may include: i) Policy on supporting children with difficulties to access quality education⁵; ii) Policy on using languages of ethnic minorities and introducing cultural heritage in educational program⁶; iii) Policy on safe school and strengthening knowledge and additional skills for school children⁷ (including safe infrastructure, safe management, prevention of accidents and injuries, prevention and mitigation of natural disasters). The policies create opportunities and solutions for promoting education for sustainable development in the remote areas, focusing on providing subsidies for education, improving livelihood of families with children of school ages, providing basic services such as health care, improved shelters, safe water and legal support etc.

In the field of natural disaster prevention and mitigation, the MOET, in line with the overall national policies, aims at *“increasing cooperation and coordination in natural disaster prevention and mitigation in the education sector; raising awareness, capacity and proactiveness of education managers, teachers, students in natural disaster prevention and mitigation; strengthening the dissemination of legal regulations on natural disaster prevention and mitigation; minimising the interruption of teaching and learning activities during disasters; preparing mitigation measures for the communities in, during and after disasters to minimise risks and losses”*⁸.

With regards to efforts aimed at reducing child marriage, NORAD program on Ending child Marriage is considered as a perfect contribution to the national policies implementation including Children Law (effective June 1 2017), other national programs including Decision 2361/QĐ-TTG Deputy Prime Minister’s approval on National Action Program on child Protection 2016-2020”; decision 1235/QĐ-TTG on National Action program on Child participation 2016-2020 and directly to 498/QĐ-TTG program namely "Reducing Child, Early and Forced Marriage (CEFM) and consanguineous marriages in ethnic

⁵ National Action Plan for Children 2012-2020; Decision No 2123/QĐ-TTG of the Prime Minister on Education for Ethnic Minorities in 2010 – 2015; Decision No 85/2010/QĐ-TTg of the Prime Minister on supporting children of ethnic origins at boarding schools

⁶ Inter-ministry Circular No 73/HD-BGDĐT-BVHTTDL dated 16 Jan 2013 on integrating cultural features in education;

⁷ Decision 4458/QĐ-BGDĐT dated 22 Aug 2007 on safe school, prevention of accidents and injuries; Decree 80/2017/NĐ-CP dated 17 July 2017 on safe, healthy, friendly education environment and prevention of school-based violence; Decision 4068/QĐ-BGDĐT dated 8 Sep 2011 of MOET on the National Action Plan on Natural Disaster Prevention and Mitigation of Education sector in 2011 – 2020.

⁸ Decision 4068/QĐ-BGDĐT dated 8 Sep 2011 of MOET on the National Action Plan on Natural Disaster Prevention and Mitigation of Education sector in 2011 – 2020.

minority areas from 2015 to 2025" approved by Prime Minister which is Program 498⁹ that aims to prevent and reduce CEFM and consanguineous marriage in order to enhance the quality of population and human resources in ethnic minority areas by 2025.



Diagram 4: Whole school approach

Source: UNESCO 2014¹⁰

of child marriage and child protection issues by Plan ECM project staff.

Within the framework of the global program “Education for Sustainable Development” – a sub-component of the Global Sustainable Development Goal No 4 (Quality Education), the Ministry of Education and Training of Vietnam is trying to direct the national education system towards the principles of education for sustainable education¹¹ by adopting a UNESCO-initiated approach called **the whole-school approach**.

This approach requires that students must be supported to live or to experience what they learn by providing effective education governance policies and capacity building to education managers and teachers; improving curriculum and teaching and learning methods; providing safe school environment; establishing fruitful partnerships with local communities and creating favorable opportunities for the children to interact with local people in their communities (**Diagram 4**).

The Norad-funded projects fit in these national and local policies in several ways. Firstly, the projects create better access to education for children in the remote and poor areas by providing safe or

⁹ Decision 498/QĐ-TTĐ by Prime Minister for national program namely "Reducing Child, Early and Forced Marriage (CEFM) and consanguineous marriages in ethnic minority areas from 2015 to 2025"

¹⁰ UNESCO (2014c) *Shaping the Future We Want: UN Decade of Education for Sustainable Development (2005-2014) nal report*, Paris: UNESCO.

¹¹ Decision no 2161/QĐ-BGDĐT dated 26 June 2017 on Plan for implementing objectives of education for sustainable development in education sector to 2025, with orientation to 2030.

safer school infrastructure, improved livelihoods for the children’s families and create options for the children, especially the female ones, to prolong their time in schools. Secondly, the projects equip their beneficiaries and partners with knowledge, skills, tools and other kinds of inputs needed so that they can “experience what they’ve learnt”, which is one of the core principles of the whole school approach. Thirdly, the projects connects different stakeholders, especially teachers and children in schools, with local governments, in implementing policies, especially those related to children protection and preventing and mitigating the negative impacts of natural disasters. Such practice also ensures the integration of different policies in one locations, avoiding scattered investment of resources.

3.2.2. Relevance with the needs of target communities

Capacity building for effective implementation of policies is always high in the priority list of local governments, local state management agencies and communities. By “capacity”, one may refer to: i) management tools (which may include tools for problem identification, planning, monitoring, financial management etc); ii) knowledge and skills to use and apply the provided tools in practice; and iii) an improved legal environment for smooth application of such tools, knowledge and skills.

In meetings with local beneficiaries and implementing partners, the assessment team asked respondents to list out the top priorities. Not surprisingly, most of the priorities listed are identical with what has been supported by PiV through Norad-funded interventions.

Local governments and agencies	Schools
<ul style="list-style-type: none"> • Assessment of current status: types of natural disasters, level of damages, capacity of local governments and local communities. • Identification of solutions and roles of different stakeholders in carrying out solutions. • Coordination and cooperation mechanism. • Capacity building for stakeholders according to their roles in natural disaster prevention and mitigation. • Facilities and equipment. • Practice, demonstration. 	<ul style="list-style-type: none"> • Disaster-resistant school infrastructure (buildings, strengthened roofs, proper doors and windows ...). • School facilities (such as water tanks). • Education, teaching and learning materials (books, posters, pictures ...). • Capacity building for teachers and students. • Events (where trained knowledge and skills are demonstrated, presented). • Practice, demonstration. • Support from commune governments and communities in cases of emergency. • Strengthened cooperation between parents and teachers for the safety of children.

Box 1: Priority list of beneficiaries and implementing partners (Safe School project)

With regard to child marriage, the selection of project sites of PiV can be considered as a correct choice as all chosen sites are “hot spots” of child marriage and are greatly in need for support. According to the results of several 2015 socio-economic surveys, the average proportion of child marriage over pregnant mothers younger than 18 years of age in Vietnam was recorded at 11.2% (GSO, MICs, 2015) and among ethnic minority groups at 26.6% (MICs, GSO and UNICEF, 2015). In such a context, the rates recorded by PiV in its CSP baseline survey at the project sites was remarkably higher, ranging from low 19% in Quang Tri and high 67.6% in Ha Giang.

Child marriage is one of the key factors affecting negatively child well-being and has been put in the provincial and district child protection arena. Yet, concrete and effective interventions to stop child marriage were delayed due to the lack of expertise, funding and the strong resistance from the children/youth themselves and from the local communities, where even commune leaders have their children married earlier than the minimum marriage age.

The Resolution 03/NQ-ĐU in 2016 of Phong Thổ district Party Committee in Lai Chau on “reducing child marriage and third child”, Decision 40/QĐ-UBND in 2018 of Quang Tri Provincial People Committee and the Annual Workplan 2018 of Quang tri DOLISA with the “reducing child marriage” mainstreamed are examples of fitting PiV’s intervention to the local policy gaps in the project sites.

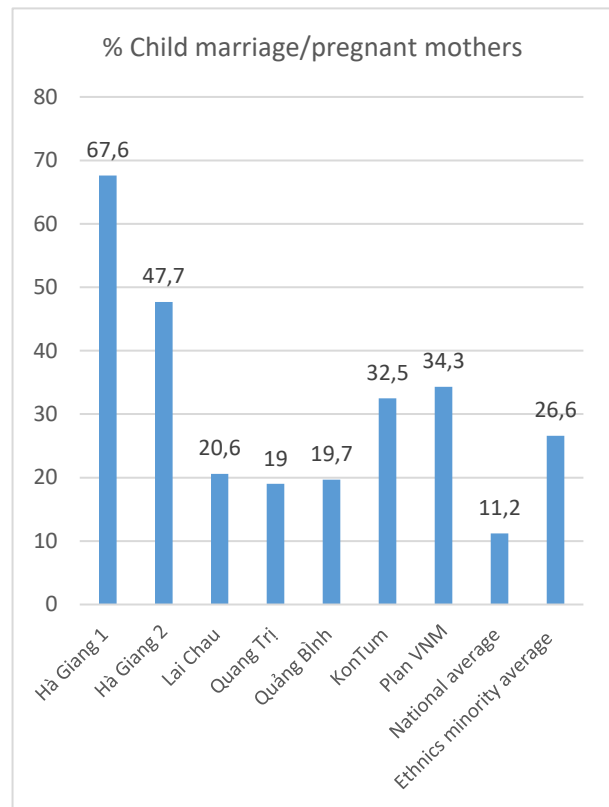


Figure 1: % Child marriage/pregnant mothers who are younger than 18 years old

3.2.3. Relevance to the objectives of Plan in Vietnam

Plan in Vietnam aims at promoting and ensuring “quality early childhood care, development and education” and channels its effort in four key themes: Ethnic Minorities; Healthy Start in Life; Income Generation and Saving; and Decent Jobs. The Norad-funded projects are well aligned with all these key themes.

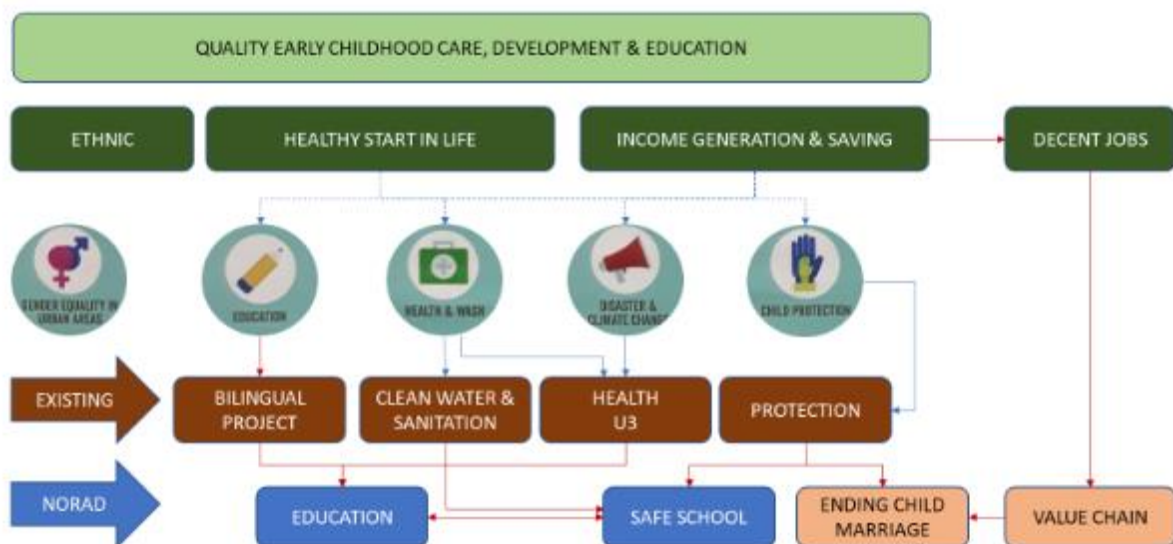


Diagram 5: Norad-funded projects in the Country Program of PiV

With regards to areas of intervention, Norad-funded projects are well aligned with at least four out of five core areas of intervention stated in the PiV Country Program: Education, Health and WASH, Disasters and Climate Change, and Child Protection. In addition, Norad-funded projects collaborate well

with other existing projects in the same project sites to maximise the results at the lowest costs possible (Diagram 5). For example, water tanks provided to schools by Clean Water & Sanitation project is an effective response to the need for safe water in dry seasons; school libraries constructed under the framework of Bilingual project are used for multi purposes, including DRR core team meetings; DRR measures are discussed in meetings of parents in U3 project etc.

At the beginning, the combination of Ending Child Marriage and Value Chain projects provided support to a number of under-marriage-age girls. This selection of beneficiaries generated the misunderstanding that the projects supported those who violated Marriage and Family Law, thus somehow encouraging child marriage instead of discipline it. This misunderstanding was fixed shortly after the projects started by listing the young mothers who received PiV’s support under the category of “child protection” instead of “early-married female children”.

While the link between the Norad-funded projects with the overall objectives, themes and priority areas of intervention of PiV is believed to be strong, the linkage between the projects themselves are somehow weaker due to the allocation of resources and selection of beneficiaries (Diagram 6). For example, Education Project and Safe School project are implemented in different project sites and therefore not able to support each other mutually. Similarly, Ending Child Marriage and Value Chain projects would be linked better if the selection of beneficiaries was correct right from the beginning (e.g. beneficiaries were not selected because they got married earlier than minimum marriage age but because they are children in need) More importantly, a broken link is found between Safe School project and Ending Child Marriage project. Although such weakness has been compensated greatly by the interventions of some other existing projects outside Norad-funded framework such as U3 Project (capacity building for parents with children under 3 years of age) and Child Protection projects, it is believed that the Norad-funded framework would be more effective if its member projects are designed and implemented in a mutually supportive manner.

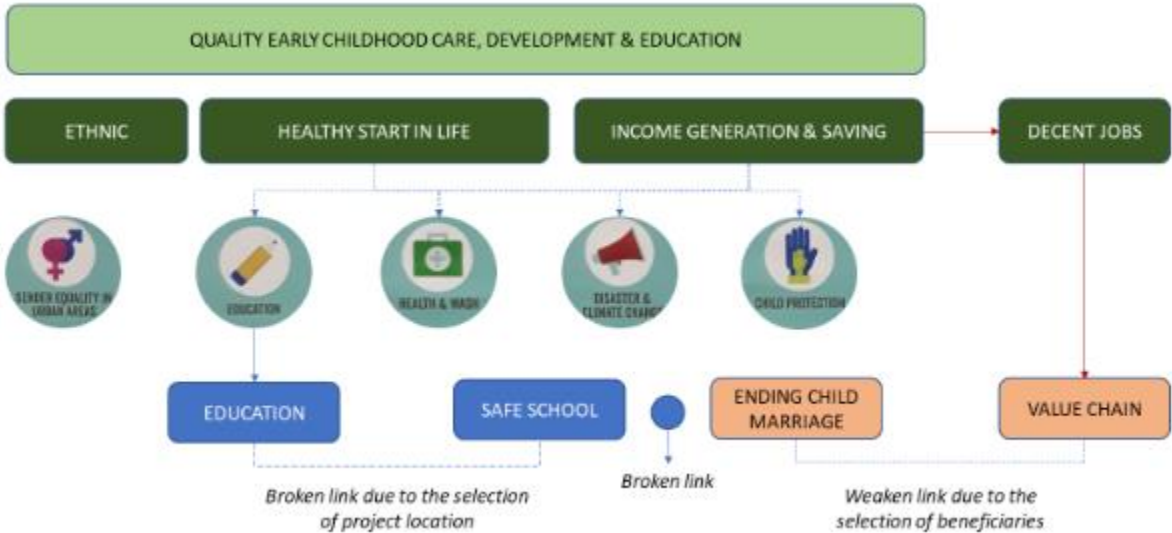


Diagram 6: Link between projects under Norad-funded framework

3.3. EFFICIENCY OF THE NORAD-FUNDED PROJECTS

Overall rating: a

3.3.1. Progress of project implementation

The projects under Norad-funded framework started late in 2016 due to the time-consuming approval process of local governments in the project sites. PiV also had to invest great deal of time and effort in making situation analysis, baseline survey for planning process. Consequently, the progress of implementation of member projects was quite slow, especially in Value Chain project.

Table 6: Progress of project implementation – Ending Child Marriage Project

Component Results	2016		2017		Total 2 years		% of activities fully completed
	No of planned activities	No of completed activities	No of planned activities	No of completed activities	No of planned activities	No of completed activities	
Result 1	7	8	9	6	16	14	87,5
Result 2	1	1	1	1	2	2	100
Result 3	2	1	2	2	3	4	133
Result 4	0	0	3	3	3	3	100
Total					24	23	95,8

Exception is found with Education project, which was fully completed in 2017 with the construction of a school in Lai Chau province. Good implementation progress is also observed in Ending Child Marriage project, where most of the planned activities were fully completed in both 2016 and 2017 with the rate of completion up to 95.8% (Table 7). With Safe School project, progress of implementation was recorded at 100% in 2017 with all 32 planned activities fully completed. It was explained by all implementing partners of PiV that careful preparation in 2016, though caused delay in project implementation in that year, has set strong foundation for the implementation of all project activities in 2017 and expectedly the years to come.

Although all the projects reach impressive level of activity completion at the end of the year, delays are quite popular when it comes to individual activities. In several cases, activities are postponed several times due to the involvement of implementing partners in their ad-hoc activities. This situation is observed regularly in activities implemented with or by partners in education sector, where teachers and students must prioritise assignments given by Departments/Sessions of Education and Training at provincial and district level.

3.3.2. Disbursement rates

The disbursement rate of Norad-funded framework was low in 2016 due to the late start and low implementation progress as mentioned earlier. In 2017, it is reported that the disbursement rate has increased and reached the level of over 99% to over 100%¹².

Table 7: Disbursement rates of projects under Norad-funded framework

Projects	2017 (NOK)

¹² A number of activities planned in 2016 was delayed and implemented in 2017. This made the amount of budget disbursed in 2017 higher than the amount planned for 2017 alone. Disbursement rate is therefore higher than 100%.

3.3.3. Management costs

Operation costs, which include staff cost, equipment and supplies, documentation, running costs and overhead costs combined are calculated at 35.5%. The level is considered as being “efficient” since the vast majority of the project activities take place in the most remote and even isolated areas of Vietnam.

	Total amount planned	Total amount spent	Rate
Safe School	6,339,854	6,305,669	99.46%
Ending Child Marriage	2,678,295	2,802,014	104.61%
Value Chain	1,472,368	1,533,160	104.12%

For comparison, operation costs for some other INGOs in Vietnam such as WWF-Vietnam, Orbis and USAID-funded programs may go up to 40% - 45%.

3.3.4. Collaboration with other PiV projects

One of the striking advantages, which can also be considered as an important success factor of PiV, is that the organisation can mobilise support from other projects in the same location to serve common objectives and thus saving costs on the one hand and echoing the project results on the other hand.

One typical example for this practice is the combination of resources of WASH project, which provide safe water and water tanks for communities and schools in Meo Vac district (Ha Giang province), and Safe School project, which identifies lack of safe water as one of the natural disasters to deal with but does not have sufficient budget to equip schools with water reservoirs.

3.3.5. Success, failure factors and recommendations for improvements

- **Success factors:** Careful preparation; Correct identification of local needs, thus mobilising active contribution of beneficiaries and implementing partners in project implementation; proactiveness and accountability of PiV staffs.
- **Limitation:** Delay in activity implementation due to the involvement of implementing partners in their assignments.
- **Recommendation for improvement:** Budget allocation is made at the beginning of the year; avoid organising activities at “rush hours” of education sector (examination time; time for after-school campaigns initiated by the education sector)

3.4. EFFECTIVENESS OF THE NORAD-FUNDED PROJECTS

Overall rating: b

3.4.1. Overall assessment

Norad-funded projects expand their coverage at a considerably fast rate and make impressive contribution to the overall coverage of the whole PiV’s program in Vietnam. In terms of the number of children reached, Norad-funded projects benefited 3.33% of the total number of children supported by PiV in 2016. The figure increased to 3.68% in 2017. Numbers of communities receiving support from Norad-funded projects increased from 101 in 2016 to 186 in 2017, equivalent to 10.85% and 19.23% to total communities under PiV’s program. With regard to the number of schools reached, the figures were 86 in 2016 and 112 in 2017 or 28.57% and 37.21% in PiV’s program respectively.

The achievements of Norad-funded projects in terms of percentages of planned outputs and outcomes fully achieved in 2016 and 2017 are consolidated in **Table 5**, according to which, only Education project reached the level of 100% completion in 2017. Achievements of Safe School and Ending Child

Marriage & Value Chain combined in 2017 were recorded at 94.11% for output targets completion and 87.5% for outcome targets completion.

It is, however, noticed that most of the completed outputs and outcomes go beyond the targets set in the result framework of Norad-funded framework.

3.4.2. Effectiveness of Safe School Project

Achievements of Safe School project in terms of output and outcome targets are described in **Diagram 7**. There is remarkable difference between the project results in 2 years of implementation where most of the outcome targets were below planned level in 2016 while almost all of them were higher in 2017. A similar situation is observed at the output level. All 8 outputs achieved in 2018 (out of 11 output indicators) are higher than planned targets.

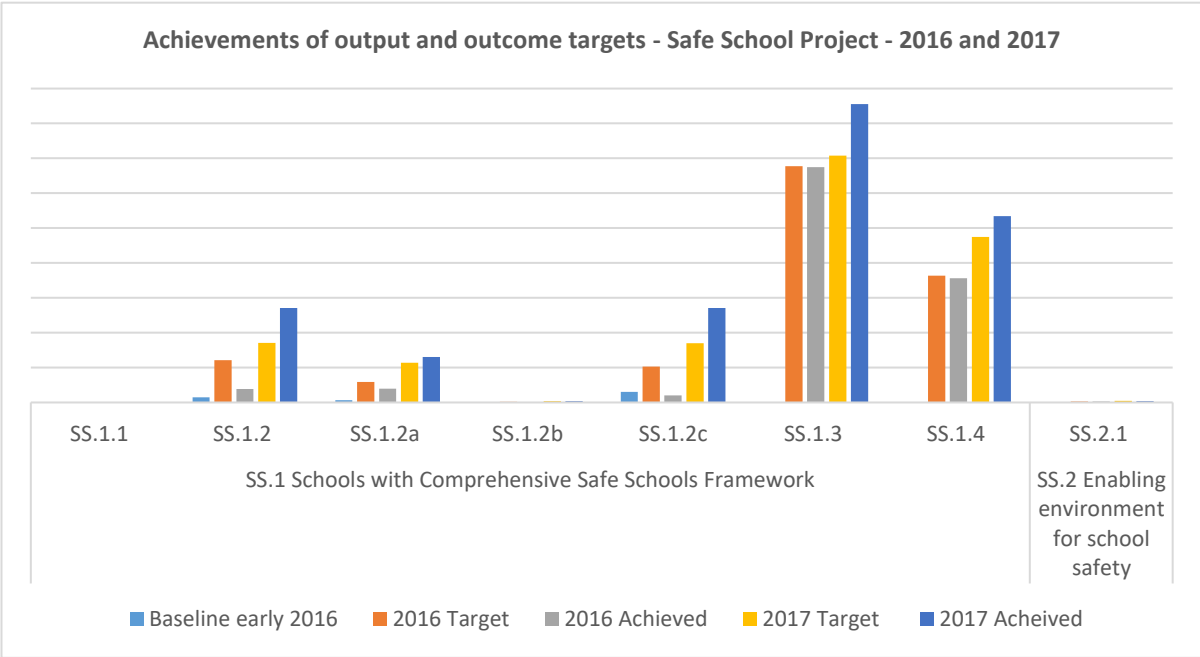


Diagram 7: Achievements of output and outcome targets - Safe School Project - 2016 and 2017

Legend:

<p>Outcome SS.1 Schools with Comprehensive Safe Schools Framework</p> <p>SS.2 Enabling environment for school safety</p>	<p>SS.1.1 Percentage of children in schools which have implemented at least two of the pillars of the Comprehensive Safe Schools Framework</p> <p>SS.1.2 # of children in schools that have received improvement on infrastructures to increase safety</p> <p>SS.1.2a # of girls in schools that have received improvement on infrastructures to increase safety</p> <p>SS.1.2b # of children with disabilities in schools that have received improvement on infrastructures to increase safety</p> <p>SS.1.2c # of children from other marginalized groups in schools that have received improvement on infrastructures to increase safety</p> <p>SS.1.3 # of children in schools which have integrated safety in management system</p> <p>SS.1.4 # of children in schools that have DRR in its curriculum</p> <p>SS.2.1 # of communities with DRR policy/plan</p>
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Within 2 years, from early 2016 when the baseline data were collected to the end of 2017, the percentage of children in schools which have implemented at least two of the pillars of the Comprehensive Safe Schools Framework (Outcome SS.1.1) has increased from 15.54% to 60.74%¹³; Number of children in schools that have received improvement on infrastructures to increase safety (Outcome SS1.2) increased

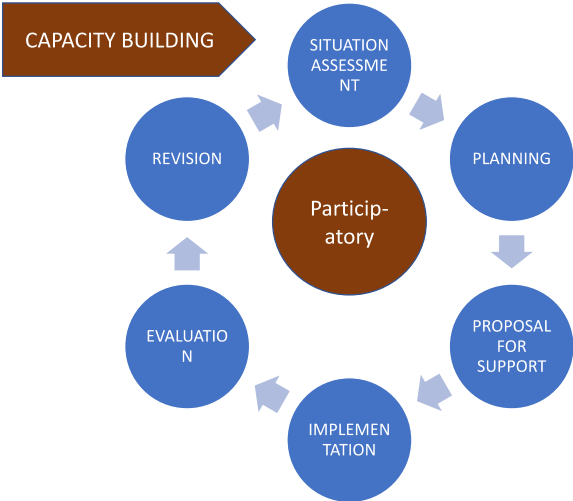
¹³ The indicator is recorded in % only.

from 143 to 2,710. Number of children in schools which have integrated safety in management system (Outcome SS1.3) and number of children in schools that have DRR in its curriculum (Outcome SS1.4) has rocketed impressively from 0 to 8,551 to 5,423 respectively. In addition, before the Safe School project, none of the communes in the project areas connected their DRR plans with school DRR plans. In 2017, the number of communes with proper DRR plans (e.g. with school DRR plans integrated in commune DRR Plans) has increased to 42, equivalent to 73.68% of all communes in the Safe School project areas.



Picture 1: Poster indicating before-during-after measures for dealing with natural disasters in Meo Vac district

Improved capacity in preparing for, dealing with and mitigating impacts of natural disasters before, during and after their attacks is the most important result of Safe School project. The capacity, as mentioned earlier, does not limit within knowledge and skills introduced by PiV but are also practiced and applied in reality, thus remarkably increasing stakeholders’ confidence and reducing the disaster risks.



It is underlined that with support from PiV, planning for natural disasters has improved remarkably including intergration of DRR plans for PiV-supported schools into commune’s DRR plans where specific tasks of teachers, students, parents, commune staffs and community volunteers are clearly defined. In many other places DRR plans of schools are not connected with the commune ones and consequently little support to schools can be provided by the commune governments once being hit by disasters.

Capacity building in Safe School project takes place in and for all stages of the project cycle, starting from the stage of situation analysis to planning, implementation, evaluation and revision of annual plans. Such approach creates favorable environment for self-learning process where stakeholders can learn by direct involvement in the project activities.

Level of participation from key representatives of implementing partners and beneficiaries is high in Safe School project. Surveys conducted during the mid-term assessment shows that men and women are all given opportunities to participate in project activities. Male participation seems to be higher than

female participation in Lai Chau, Quang Binh and Quang Tri while reversed situation is observed in Ha Giang¹⁴. The difference in participation of the two sexes, however, is not significant (Diagram 8).

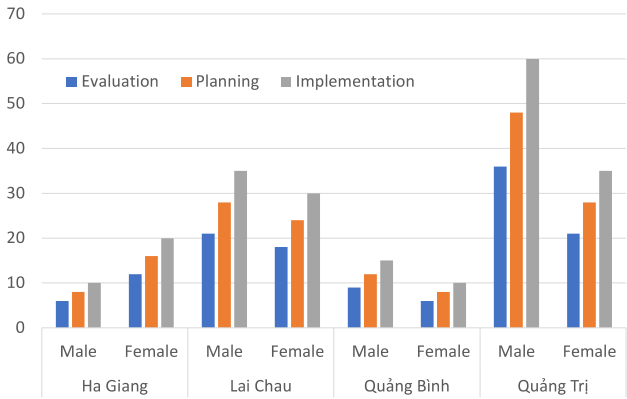


Diagram 8: Participation of male and female beneficiaries in 3 key stages of Safe School Project

Picture 2: Reading corner constructed by Bilingual Language project, now used for group meetings on DRR

Another factor of success in Safe School project, and probably also in other projects implemented by PiV, is the combination of resources, not in term of joint funding, but in term of maximising the utilisation of the results of other projects. In Minh Hoa district, for example, PiV’s support takes place in 6 out of 11 communes of the district, in which DRR interventions are currently found in 3 communes and would be extended to 2 more communes in 2018 (Table 8). The arrangement allows Safe School project to utilise the results of or mainstream its messages into other PiV-funded projects.

Table 8: PiV’s Projects in Minh Hoa district (Quang Binh province)

PROJECTS	COMMUNES					
	Dan Hoa	Trong Hoa	Hoa Tien	Hoa Hop	Trung Hoa	Thuong Hoa
Health	♦	♦				♦
WASH	♦	♦	♦	♦	♦	♦
Education	♦	♦	♦	♦	♦	♦
Child Protection	♦	♦	♦			♦
Support to Parent	♦	♦				
DRR/Safe School	♦	♦	2018		2018	♦

Appropriate selection of implementing partners and building effective partnership with these partners (such as CPC, Red Cross, Women’s Union, Agriculture Extension) are believed to be a contributing factor to the overall success of Safe School project. In such partnership, each actor can maximise their strengths in the project implementation (Table 9).

¹⁴ The difference in the level of participation of the two sexes maybe caused by the dominant proportion of male in commune governments, local authorities and disaster-response volunteer groups.

Table 9: Division of responsibilities of implementing partners according to their functions and strengths

District Session of Education and Training.	<ul style="list-style-type: none"> • Improve the quality of education for children of ethnic origins. • DRR policy, direction to schools in the district.
Red Cross Association.	<ul style="list-style-type: none"> • Technical training and coaching to teachers, students and volunteers (DRR skills, First Aid skills ...). • DRR Communication. • Technical advice to PiV and local governments. • Mainstream DRR in the local development plans.
District Women's Union.	<ul style="list-style-type: none"> • Women's Saving Groups. • Communication. • Support parents.
District Session of Agriculture and Rural Development.	<ul style="list-style-type: none"> • Livelihood support. • Mainstream DRR in the local development plans.
District Agriculture Extension Center.	
Commune People's Committees.	<ul style="list-style-type: none"> • Mainstream DRR in the local development plans. • Local policies. • Direct support to schools and communities in cases of disasters and emergency.

3.4.3. Effectiveness of Ending Early Child Marriage

Legal Marriage age in Vietnam is regulated at 20 for male and 18 for female. In practice, the regulation is hard to be obliged as getting married before the age of 18 is still quite popular among ethnic minorities all over the country. According to a survey by the Committee on Ethnic Minority Affairs in 2015, among the 53 ethnic minorities in Vietnam, on average, one in four marriages occurs before the age of 18 (26.6%); and up to 40 of these ethnic minorities have child marriage rates higher than 20%. In particular, there are six ethnic minorities with rates of 50% to 60%, namely the Hmong, Xinh Mun, La Ha, Gia Rai, Raglay, and Bru-Van Kieu¹⁵. **There is a conflict between the traditional rules and legal regulation and in most of the cases legal and administrative measures fail to address the problem of early child marriage.**

Table 10: Average age of marriage in selected countries

Sources: Japan Civil Code, Find Law, Thai Embassy, Matrimonial law of Singapore

Legal regulations on minimum marriage age	Average marriage age	
	Male	Female
Japan: Article 731 to 737 of the Japanese Civil Code stipulates the following requirements: The male partner must be 18 years of age or older and the female partner must be 16 years of age or older. A person who is under 20 years of age cannot get married in Japan without a parent's approval ¹⁶ .	30.9	29.3

¹⁵ Nguyen Thi Tu, 2016

¹⁶ Japan Civil Code, Book 4 (Relatives), Chapter II (Marriage)

The US: Most states allow marriage at 16 and 17 with parental consent, and some states also make exceptions if judicial approval is obtained, or in cases of pregnancy. Given an exception, 18 U.S. states have no minimum age of marriage at all ¹⁷ .	29.4	26.3
Thailand: Either of the male and female partners should not be less than 17 years of age or should be in marriageable age in accordance to the law enforced from your home country. The Court may, in case of having appropriate reason, allow them to marry before attaining such age ¹⁸ .	24.4	22.7
Singapore: If one party is below 21 years of age but above 18, the party's parents or legal guardian must give consent to the marriage. Also, if both parties are between 18 and 21 years old , they must attend a marriage preparation programme ¹⁹ .	30.7	27.9

According to a research by Jordana (2015)²⁰, which was quoted by PiV in its situation analysis, “*CEFM in Vietnam is affected by various aspects including community traditions and norms, lack of awareness and low levels of implementation of the legal system, the economic and social context of girls and their families, lack of access to information and services on sexual and reproductive health, early pregnancy, and isolation of geographically hard-to-reach and ethnic minority communities*”. In particular, limited opportunities for decent work and education among rural, isolated, and ethnic minority communities are important causes of CEFM. In some other countries, the legal minimum age of marriage is much lower than in Vietnam. However, barriers mentioned above are mostly addressed and the actual average age of marriage is far higher than the regulated age (Table 10).

In Vietnam, all the barriers have not been adequately addressed and thus, it is essential to apply a comprehensive approach which integrates CEFM into existing community and adolescent development initiatives with the active involvement of government bodies and other stakeholders in the communities.

Few interventions are being implemented on CEFM in Vietnam. The most mentioned Government-led program is the 5-year National program on Early and Consanguineous Marriage among minority groups, led by CEMA since 2015 (Program 498²¹). However, the program invests most of its effort in IEC campaigns and therefore fails to address the issue in a comprehensive manner. Some other NGOs and UN agencies also work on CEFM by mainstreaming the issue into their broader themes or by providing technical support that relates to their main mission, which is normally criticised as being single-sided in nature. In such a context, it is difficult for PiV in Vietnam in seeking for alliance to deal with CEFM in a common and comprehensive set of interventions, which are designed to generate the following outcomes:

- CM1: Direct actions to stop child marriages
- CM.2: Children empowered to claim their rights
- CM.3: Stronger regulatory frameworks to prevent child marriage
- CM.4 Root causes of child marriage are addressed.

¹⁷ <https://family.findlaw.com/marriage/state-by-state-marriage-age-of-consent-laws.html>

¹⁸ Thai Embassy (<http://www.thaiembassy.com/marriage/marriage.php>)

¹⁹ Matrimonial law of Singapore

²⁰ Jordana, A. 2015. *Situation Analysis on Child, Early and Forced Marriage in Vietnam, Laos, Myanmar and Cambodia*. World Vision International.

²¹ Decision 498/QĐ-TTG by Prime Minister for national program namely "Reducing Child, Early and Forced Marriage (CEFM) and consanguineous marriages in ethnic minority areas from 2015 to 2025"

In additional, the ECM project has made great contribution to thematic of Child protection with expected outcome CP1: development of regulatory framework that are effective in protecting children from all forms of violence as viewing the set target for FY 2016, Fy 2017 and what they have achieved which created a huge change in the community's response to the child marriage. According to the Law's admenend: children of child marriage couples will receive social welfare and support from the government. Therefore, parents and local authorities will be more likely to report child marriage cases and provide support to child marriage couples rather than considering them as people who offended the Marriage and Family Law

Table 11.a. ECM contribution to all three outcomes of Child protection Thematic area:

Outcome	Indicator	Bsselines As by early 2016	Fy 2016		Fy 2017	
			Set	Achieved	Set	Achieved
CP.1 Development of regulatory frameworks that are effective in protecting children from all forms of violence	CP.1.1 Formal and/or informal laws and policies related to violence against children are harmonized in accordance with international human rights standards/	Vietnam has regulation of marriage age (legal age of marriage is 18 for woman and 20 for man). The problem is lacking of policies for marriage couples and their children and law enforcement at moutainous area.	Regulation related child marriage and children of the child marriage couples	In 2016, in revising of children law, Plan has contribute to the process and add child marriage couples's children in to groups of children in need of special protection .	Local policy for trengtheni ng child protection system and community -based chils protection machenism will be created and roll out	Vietnamese Children law has been effective in July 2017 and Decree for guidance of implementation has effected at the same time; children of child marriage couples will receive social welfare and support from the government. At community level, village codes which directly mention to eliminate child marriage and combined with child protection has been piloting in Quangtri in process of promote community based child protection mechanisms.

CP.2 Well-functioning community-based child protection mechanisms, including CP services that prevent and respond to violence against children (improved reporting and response)	CP.2.1 # of cases of abuse reported through CBCP system	0	0	20	20	55
	CP.2.1a # of cases of abuse concerning girls reported through CBCP system		0	10	10	31
	CP.2.P.1 # of community-based child protection institutions established	0	22	22	34	34
	CP.2.P.2 # of CBCP institutions trained	0	17	17	34	34
	CP.2.2 # of cases received support	0	2	2	23	20
	CP.2.P.6 # of people in the community that received knowledge/training related to CP	-	1,210	1,165	1,310	1,985
CP.3 Empowerment of children to be able to protect themselves from violence	CP.2.P.11 # of children trained in child protection		0	1,010	1,065	1,420
	CP.2.P.12 # of children taking part in child rights clubs and youth parliaments	300	1,495	1,669	1,725	1,543
	CP.2.P.12a # of girls taking part in child rights clubs and youth parliament	170	876	1,116	1,120	1,292

Those are the highlighted outcomes and outputs that ECM has contributed to Child Protection thematic area which are all achieved and over achieved. In the implementation, child marriage prevention and child protection are included in the local child protection committee's action plan and this could be an advantage for child rights promotion in the area in terms of assessment, planning, implementation, monitoring and evaluation.

Achievements of the project in term of outcomes are consolidated in **Table 11**. It is noticed that the project did not set targets for most of its outcome indicators and this led to the limitation on monitoring and evaluation on the impact that ECM has been contributing to eliminating child early marriage and child protection in the area. At the time of mid-term review, achievements of outcomes numbered 1, 2 and 4 have not been consolidated and recorded. The achievement of targets under outcome 2 (Children empowered to claim their rights), though higher than expectation, only reflects the results of awareness raising for children, young people and duty bearers, just like other interventions led by the Government and other (I)NGOs.

Table 11 b.: Achievements of outcomes – Ending Early Child Marriage

Outcomes	Outcome indicators	2016		2017	
		Targets	Achievement	Targets	Achievement
CM1: Direct actions to stop child marriages	<i># of children supported by the project to avoid or escape child marriage)</i>	Not set		Not set	
	<i>CM.1.P.2 # of children receive support/follow-up, mentorship</i>	50	155	327	460
	<i>CM.1.P.3 # of child marriage reported by CBCP in target areas</i>	435	665	870	888
CM.2: Children empowered to claim their rights	<i># of children who are aware of their rights regarding child marriage</i>	7,860	6,670	8,680	9,000
	<i># of children and youths who are members of active youth groups</i>	1,495	1,669	1,725	1,731
CM.3: Stronger regulatory frameworks to prevent child marriage	<i># of children living in child marriage free zones</i>	Not set		Not set	
CM.4 Root causes of child marriage are addressed	<i>2 indicators and 4 sub-indicators</i>	Not set		Not set	

Statistics collected from other sources^{22,23,24} shows that child marriage has declined although not yet dramatically as expected in 2 of the project provinces: Lai Chau: from 218 cases in 2016 to 125 in 2017; Quang Tri: from 246 cases in 2016 to 175 in 2017. Nevertheless, the link between such achievements with the interventions of Ending Early Child Marriage project remains weak.

With regards to the effectiveness of Ending Early Child Marriage project, the assessment team notices that:

- **Strengthening the child protection system and building the local child protection staff capacity of Quang tri with 13 CBCP functioning (FY2017 Annual report PIV).** Also this is inherited from national level action program on child protection period 2011-2025 and 2016-2020 with other INGO contribution as well, this has been emphasised by all staff at provincial DOLISA and the district DOLISA staff that the system is strengthened continuously with added support from ECM recently. They feel quite confident talking about the strengths and what they found the most satisfying result: *“Before the project begins, the data on children remained unclear, but now we are so happy that the communal collaborators can do this much better and as we carry out the regular CPC meeting for progress tracking, experience sharing, case management update and resolving any matter raised up”* – said a Huong Hoa CPC core member.

This monitoring mechanism has been a good channel for not only strengthening our child protection system but also for building capacity for all CPC members and collaborators at all levels. Communication on child marriage has been an achievement with the great mass media efforts. In addition Ending child marriage has been mainstreamed in all the DOLISA plan of action as well as the focus of the People Committee annual POA.

- While in Lai Chau, where a provincial child protection has not been established, the capacity building activities remained a challenge as they do not have technical support from higher CPC boards and this is the bottle neck of the system in providing the protection services in the area. Currently, Phong Tho has relied on PMU at all level with **03 CBCPM** (functioning at community level- 2017 Annual report of PIV) in carrying out the ending child marriage activities. Coordination among the team members (district level), however, remains a weakness. There were cases where several activities being carried out in the same month or within a short period of time, thus creating unnecessary high working pressure and inadequate results.
- By the end of 2017, according to ECM 2017 annual report:
 - *223 cases of child marriage found by the CBCPM resulting to a total figure of 888 cases since 2016.*
 - *460 visits and direct mentorship has been made by CBCPM.*
 - *70 child protection incidents have been reported through CBCPM*
 - *433 local authorities, child protection officers have their capacity enhanced.*
- **The concept on child marriage has been known by the community widely-** this is one of the obvious achievement the project has done in two surveyed district. The children and parents met are all very aware of what is child marriage by the Law and its consequences thanks to the communication both with information dissemination and the case study shared by the communicators. According to the FY2017 ECM annual report, 2017 Vietnam result framework-country level.

²² General Statistics Office. 2017. Statistical Year Book of Vietnam 2016. Statistics Public House.

²³ Quang Tri DOLISA. Annual Report on Child Protection and Gender Equality 2017-2018

²⁴ Report: Results of implementing Resolution No 03

- **The role of village leaders and collaborators are of great importance** in encouraging local people to say no to early marriages. If there is an under-age marriage and the heads of villages, who are most honorable guests, refuse to attend the wedding ceremony, it is understood that the marriage is not approved and blessed by the traditional leaders. In ethnic communities, such disapproval can be considered as a boycott or a punishment as many other villagers will follow their traditional leaders and do not attend the wedding.

Although this is clearly an achievement of the project, there are few successful examples. As mentioned earlier, there are still cases where even commune leaders (e.g. local government officials) and village leaders also allow their children to get married before the age of 18. The situation suggests that: i) the effectiveness of communication in the project remains limited and further awareness raising and behaviour change communication is needed; and ii) there must be a local discipline regulation to prevent local leaders from violating marriage regulations.

- **Data collection is also the achievement in all two provinces.** This is also the requirement of the national government. However, with support of PIV through the ECM project, this has become more manageable in comparison to the time before the project kick start. The data is collected annually by DOLISA. Attention should be paid at improving the coordination between Ethnic Unit and Huong Hoa CPC, Quang Tri to avoid the inconsistency of the child marriage data and the interventions.
- **Child participation in ending early marriage activities, especially in children's clubs also highlighted** in two assessed provinces. It is noticed that children's opinions and messages from these clubs are also consolidated and shared at the **Children's Forum**.

By 2017, according to PIV annual report:

- As of early 2018, 29 Girls's Empowerment Clubs and Youth Clubs (7 clubs in Lai Chau and 22 clubs in Quang Tri) have been established, all are still in operation and attracting the participation of up to 1,731 children and youth, of which there are 1,188 girls. These clubs aim at raising awareness for girls on their rights and building their self-confidence to become change agents at their community.
- Since 2017, 3 youth clubs have been piloted in high schools in Lai Chau and Quang Tri provinces and promote peer education and communication, especially on sexual and reproductive health.
- In collaboration with Institute for Social, Economic and Environment – a Vietnamese CSO - 3 Ethnic Minority (EM) Youth groups (25 members each) in Lai Chau, Ha Giang, and Quang Tri provinces have been established and trained on cultural diversity and using photovoice approach.
- Saving clubs are highly interested in children at secondary school in Quang Tri and have attracted active participation of the children. PiV plans to upscale this model to other groups of children, e.g. out-of-school children or school boys, in a near future.
- **The level of participation differs among boys and girls.** It was observed that boy's participation is lower in Huong Hoa district (Quang Tri province) in comparison to that in Phong Tho district (Lai Chau province), probably because the design of club activities is not attractive to boys. Even the name of the clubs (Girls's Empowerment Clubs) seems to keep boys away from club activities.
- **PiV project team in Quang Tri has successfully engage the mass media** in promoting ending child marriage in Quang Tri. Through the mass media in Quang Tri, the concept and message of ending child marriage has been widely known by communities in the province. Recently, Quang Tri Press Association has received an award for their contribution to the promotion of child rights. This is an evidence for good collaboration between PiV and other agencies in Quang Tri to support of ECM project in the last two years.

- **Linkage between value chain and child married in Quang tri seen as a good practice** but not in Lai chau yet. However, to avoid the misunderstanding of the community in term of whether ECM project is supporting child marriage or ending it, criteria of beneficiaries selection should refer to poverty, children malnutrition. However, the practice/model has been started in 2018 and need more time before evaluating the impact.

3.4.4. Effectiveness of Value Chain Project

Value Chain project is linked to the Ending Early Child Marriage project as a supporting measure to reduce the rate of early marriages among young girls and boys in the project areas. The design of the project reflects the assumption that *“enhancing the economic security of poor households can aid in curbing child marriage. Providing a girl or her family with an incentive, such as a loan, or an opportunity to learn an income-generating skill, can yield immediate economic relief for struggling families. Daughters who learn skills that enable them to earn an income in the future may be seen as adding more value to the family”*²⁵.

In the Result Framework of Norad-funded projects, outcome of Value Chain project is described as “Youth economic empowerment” (CM.5) and is measured by: i) # of girls participating in income generation activities; and ii) CM.5.2 # of girls whose parents have received support in income generation. The achievements of the project were recorded in **Table 12** below:

Table 12: Achievements of Value Chain project in 2016 and 2017

		Baseline	2016		2017	
		Early 2016	Planned	Achieved	Planned	Achieved
OUTCOMES	CM.5.1 # of girls participating in income generation activities	0	0	0	50	160
OUTPUTS	CM.5.P.1 # of children supported through poor families programmes	0	0	0	240	595
	CM.5.P.1a # of girls supported through poor families programmes	0	0	0	120	296
	CM.5.P.1b # of children with disabilities supported through poor families programmes	0	0	0	0	8
	CM.5.P.1c # of children from other marginalized groups supported through poor families programmes					
	CM.5.P.2 # of youths who get training on value-chain, financial literacy, market	0	0	0	0	0
	CM.5.P.2a # of female youth who get training on value-chain, financial literacy, market	0	0	0	0	0
	CM.5.P.3 # of youths who access Microfinance system	0	0	0	0	0
	CM.5.P.3a # of female youths who access Microfinance system					

²⁵ International Center for Research on Women (ICRW). 2014. *Solutions to End Child Marriage summary of the evidence*.

Being one of the poor provinces of Vietnam, the mountainous districts of Quang Tri have been strongly supported with many poverty reduction schemes, notably Program 30a²⁶, Program 135²⁷ and other donor-funded projects. Production support (*with such products chosen by PiV within the framework of this Value Chain project - goat, chicken and saffron*) is no longer a new practice in the areas. However, most of the supporting scheme stop at the first two stages of a value chain for agriculture products, e.g. providing inputs and support production (**Diagram 9**).

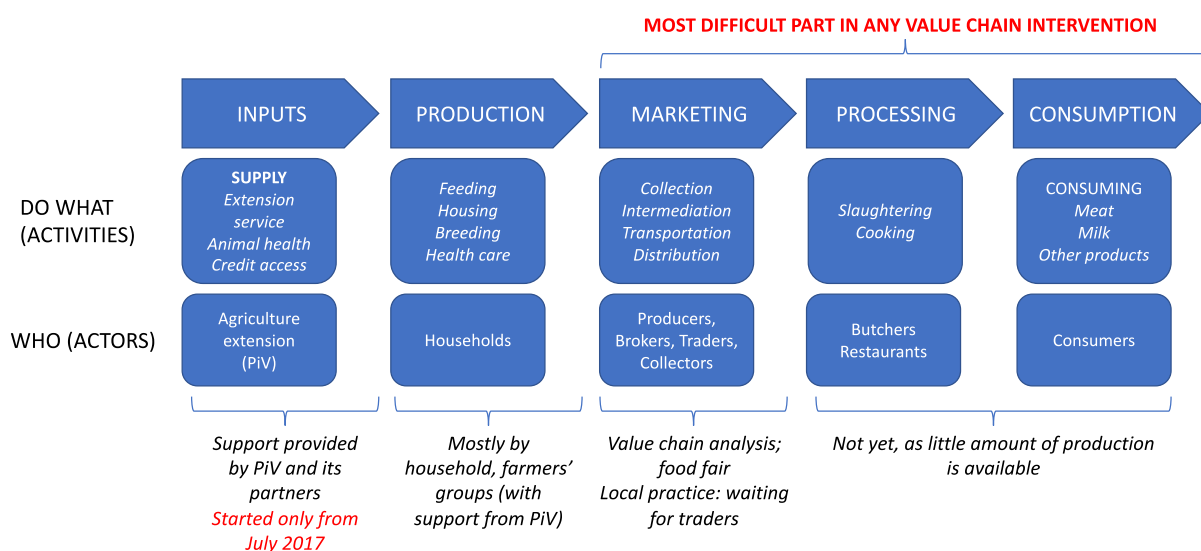


Diagram 9: Value chain for agriculture products

The Value Chain project funded by Norad is able to take one or two steps further to touch the stages of marketing (for all 3 products) and processing (for saffron). Nevertheless, due to late starts, interventions and support from the project remains limited. Saffron is facing considerable competition from nearby districts while the markets for this product is quite limited. Goats and chickens need longer time to grow and reach the selling weights.

Meanwhile, local people rely mainly on middlemen and traders who come over and buy the products at their door steps, thus reducing the incomes that households would have received if they can go to the end of the chain by themselves. Advertising and selling products on Facebook has been initiated, however, little results have been obtained. The page so far has 205 members, most of them are not potential clients or consumers (**Picture 3**).

²⁶ Program "Support sustainable poverty reduction in 61 poorest districts of Vietnam" approved at the Resolution No 30a/2008/NQ-CP dated 27 Dec 2008 of the Government of Vietnam.

²⁷ Program "Socio-economic development in communes of special difficulties in ethnic and mountainous areas" approved at the Decision No 135/1998/QĐ-TTg dated 31 July 1998 of the Prime Minister



Picture 3: Facebook page created by Value Chain project team

3.4.5. Influencing policies:

Norad-funded projects influence policies at 3 levels: national (through Ministry of Education and Training); provincial (mainly with Ending Early Child Marriage project); and commune level (mainly by mainstreaming DRR in schools to commune DRR plans).

The PiV Headquarter in Hanoi is working with the School Infrastructure and Equipment Agency of MOET to develop a guiding document on DRR in schools. The document will be finalised soon and introduced by MOET. Through the influence of MOET, the guiding document is expected to be used in all schools in Vietnam.

In Lai Chau, the ECM project started by the end of 2016. Findings of situation analysis and project's interventions has alerted the local governments of the seriousness of child marriage issues. As a result, the District People's Committee of Phong Tho has issued its Decision No 03 which set targets and solutions to reduce the rate of child marriage in the district. Quang Tri People's Committee and DOLISA have also issued and implemented provincial policies and action plan on gender-based violence prevention 2017-2020. Ending child marriage is included in the policy as part of the action plans.

3.4.6. Success factors, limitations and recommendations for improvements

- **Success factors for ensuring effectiveness**
 - Participatory planning and implementation are the most important success factors of the projects' effectiveness. The involvement of beneficiaries and implementing partners in these two processes also ensures their ownership and generates their proactive contributions.
 - The process is supported by careful situation analysis at the beginning of the projects and results of situation analysis were used as inputs for the planning stage. Identification of priorities is therefore correct and meets almost perfectly the needs of beneficiaries and stakeholders.
 - Cooperation and coordination of all PiV's projects in the same project areas create a mutually supportive environment where the results of one project can be used as inputs for the other. This practice not only helps saving costs but also maximising the cumulative results of PiV's projects.

- Capacity building for implementing partners so that they are capable to participate effectively in the planning process is also identified as a success factor and good practice of PiV.
- **Challenges and Limitations:**
 - Current regulations on the minimum marriage age of boys (20 years of age) and girls (18 years of age) may fit well to urban context but not the remote and ethnic areas, where the marriage age has been traditionally lower.
 - Despite recognised efforts of both PiV staffs and implementing partners, a considerable proportion of interventions take place in comparatively less difficult conditions, such as center of communes. The selection of project location, though ensures the success of the projects, leaves the most remote and in-need villages un-supported. It is reported that in the second half of the projects, interventions will be extended to these areas.
 - Interventions sometimes focus too much on girls. Designs of activities are therefore less attractive to boys, who play equally important roles in disseminating DRR knowledge and in reducing child marriage.
- **Recommendations for improvements**
 - **Safe School project:**
 - Investment in remote branches of schools, where there is poor infrastructure.
 - Training core groups and students remains a challenge → Extend trainings to more teachers & students since there is limited time for trained teachers to share knowledge and skills.
 - Larger number of trainees on First Aid skills.
 - Training materials: more localized (optional).
 - More information panel at schools, CPC office and village entrance.
 - Support the maintenance costs.
 - More support to communities (extremely poor in both Ha Giang and Quang Binh).
 - **Ending Early Child Marriage project:**

The marriage of children depends on a broad range of socio-economic factors including poverty, lack of access to education, limited employment opportunities, lack of knowledge on reproductive healthcare, and impacts from larger social structures Therefore, solutions should provide ethnic minority children with more opportunities to choose from, ones that ameliorate the many pressures that make early marriage happened. Among that, the inclusion of vocational training, parenting preparation education should be considered. So, What should Plan International should do to eliminate child marriage and its bad consequences on child well being are:

- Continue advocacy for policy change to harmonise legal framework so that children can have better support and protection especially children in minorities and poverty and those in special circumstances. (Box 2)
- Advocacy on developing a mechanism ensuring the participation of ethnic minority groups and its children in policy making as to better tailor their needs for ending child marriage, promote better education for ethnic minority children on vocational training, productive health education, job opportunities and provide better support for children who got married with livelihood, (Box 2)
-
- Capacity on child protection and case management should be built continuously (collaborators capacity and selection of participants should be considered to include the implementers).

- Child participation of boys in Quang tri should be promoted: more boys should have participated in children clubs: should change the name of Girl child club to Children club or so.

The concept of child marriage itself implies human rights. According to the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), children should be protected from being married before the age of maturity to avoid a series of violations of other rights: the right to education, to health and reproductive health; the right to not be abused physically or mentally (including sexual exploitation); the right not to be separated from parents; the right to seek, receive and disseminate information and ideas; and the right to be protected from harmful traditional practices.

From scientific perspective on human brain development, the maturity development of our brain is in the mid of twenty²⁸; stated at 18 and still maturing. Therefore, unmaternity marriage can lead to bad consequences not only in the married children themselves but also in their children well being.

In Vietnam, the concept of child marriage is not directly used. There are two legal categories: "children" (with the benchmark of 16 years of age), and early marriage or "child marriage". The Labor Law regulates that children aged 15 and above are eligible to work (provided that the jobs they perform should not be listed in the Circular 10/2013 of the Ministry of Labour, Invalid and Social Affairs (MOLISA) promulgating the list of jobs prohibiting junior labor). The Criminal Code regulates that a person is fully responsible for their actions and can face criminal charges at the age of 16. The Children's Law of 2016 bans "organizing, supporting, instigating and forcing children into marriage" and in this case it is 18 for female and 20 for male.

From anthropological perspective, marriages should be considered as the cultural and ethnic diversity. There is criticism that consultation with ethnic communities were not conducted properly when making the regulation on minimum marriage age and that if the representation of ethnic minority was fully counted, the regulation would have been different, implying that the minimum marriage age would have been lower.

Box 2: Harmonization legal framework and promote the participation of ethnic minorities and its children to better protect children especially children in ethnic minorities

- Coordination of CPC at provincial and district levels as well as among CPC members should be improved (Lai Chau CPC).
- Communication skills, materials and equipments (such as amplifiers, microphones, projectors etc. for local communicators should be provided (LaiChau).
- Career/job opportunities/vocational training interventions should be focused as to support married children in order to get out of poverty.
- Content of children nutrition should be introduced and integrated into similar interest group/club for married couples with children (the case of a malnutrinal child in Quang Trj and a girl married and moved to live with her husband).
- Cash transfer and annual POA should be confirmed sooner for the school partner at the beginning of the FY.
- Consistency of data on CM.
- Stronger official requests, instructions and guidance (or in other words, stronger political commitment) from provincial government on promoting ending child marriage initiative is needed (Lai Chau). Political commitments should also be translated into investment in interventions that strengthen community-based child protection mechanisms (such as parent groups, village codes, reporting/informing system etc.).
- Children clubs, youth groups and ASRH right clubs should be expanded and children forums should be held more frequently (twice a year).

²⁸ <https://mentalhealthdaily.com/2015/02/18/at-what-age-is-the-brain-fully-developed/>

- **Value Chain project**
 - Additional trainings/capacity building and support are greatly needed for village extension officers (who are not paid by the Govt)
 - Increase communication, awareness raising for local people to change their current practice to actively seek for buyers and consumers and sell their products at a higher price.
 - Vocational trainings for out-of-schools young boys and girls should be considered as a measure to support these children in seeking for jobs in industrial zones (in and outside the province), thus delay their marriages.

3.5. ASSESSMENT OF PROJECT MANAGEMENT

3.5.1. Assessment of project management capacity

Management capacity of the project teams can be considered as highly effective in the following aspects:

- PiV, with its profound experience, has developed its management tools that meet both Plan International standards and applicable for local context.
- PiV's staffs are well trained and can use the tool effectively;
- Training is provided to implementing partners so that they are able to comply with PiV's regulation.

In addition, the role of PiV's CDFs is of essential importance in ensuring that management tools of PiV, including financial management tools, are correctly applied by a long process of capacity building for implementing partners, ranging from coaching, on the job training and regular monitoring. Ability of PiV's staffs at the project sites in coordinating smoothly resources from different projects is also another success factor of the projects' effective management.

Table 13: Assessment of PiV's project management capacity

Criteria	Situation as wished	Situation as is	Remarks
Project management tool.	Fully available. High quality.	Fully available. High quality.	<ul style="list-style-type: none"> • PiV's management tools. • Project management tools (activity plans, financial plans, M&E plans, procurement policies).
Capacity of Project staff in applying policies, tools.	Highly capable.	Capable.	<ul style="list-style-type: none"> • Well trained. • Experienced.
Capacity of implementing partners in applying policies, tools.	Capable.	Capable. With support from PiV.	<ul style="list-style-type: none"> • Trainings provided. • Regular coaching, support and monitoring from CDFs. • Appreciate the tools provided and highly committed to apply the tools. • Still, support from CDFs is required.

3.5.2. Financial management and Anti-corruption

Financial management is part of the project management capacity and correct and corruption-free practice is required at all levels of project implementation, starting from the grassroots implementing partners (CPCs, schools, local mass organisations) to PiV’s staffs at the project sites and provincial offices and PiV’s managers at the country office.

Spending is managed and monitored from the stage of participatory planning where stakeholders, together with PiV staffs discuss and estimate budget for each approved activity. In most of the cases, the estimated costs are reported to be close to the market prices, thus minimise the risk of revising budget plans.

Procurement is made on the bases of: i) consultation market price; ii) cross checked with PiV staffs; and iii) payments are made under the observation of PiV staffs (*where the purchased items are jointly paid by the beneficiaries and the project, for example: buying materials, equipment, cattle*). For reimbursables, payments are made on the basis of reasonable spending items, which are approved in advanced by PiV and upon submission of evidence (invoice, receipt etc).

Such practice minimise the risks of corruption. No case of corruption or misuse of funds was reported or found during the mid-term assessment. More importantly, PiV’s transparent procurement regulations are supported and obliged by all of its implementing partners, even though they are more more time consuming than the government’s regulations.

3.5.3. M&E, Reporting and Learning

The M&E framework of Norad-funded projects was adjusted once to be compatible with the “*program approach*” and to reflect better the contributions of Norad-funded projects to the overall results of PiV’s country program. This adjustment can be considered as an advanced step in program management. A number of indicators designed at the beginning of the projects, however, were removed and no longer require further data collection and analysis. At the time of assessment, most of the data for the purpose of project management as of the end of 2017, e.g. input and output and outcome levels, have been collected and reported in the projects’ M&E Framework. Although some data for 2016 are missing, the available data are sufficient to capture the status of Norad-funded projects’ progress and results.

Table 14: Monitoring routines of projects under Norad-funded framework

	Situation as wishes	Situation as is	Remarks
Monitoring routine.	Regular and effective.	Regular.	CDFs regularly work/support the focal points and at the same time monitor the progress of project implementation/disbursement. Certain limitation caused by changeable schedules for implementing partners.
Data collection.	Regular and effective.	Periodically, with difficulties.	Combination of: i) reports from partners; and ii) self collect (by CDFs); few from surveys. Capacity building and financial support needed so that partners are proactive in collecting data (as inputs for

			analysis, planning, local policy development ...).
Reporting & Learning.	Informative. Timely.	Informative. Not timely.	M&E data are used for planning purpose. Key lessons consolidated, shared and learnt, but not systematically. Late report.

Missing data are observed in CM.4 (*Root causes of child marriage are addressed*), where no target was set and no information or data collected accordingly.

With regards to financial reporting, the assessment team was provided with the 2017 financial report of Safe School project. Financial data for the other two projects of Stop Child Marriage and Value Chain was not consolidated at the time of assessment.

Support to the collection of data and information that serve the purpose of state management is more challenging due to the low willingness to share information and even the quite common practice of distorting data of government agencies at the district and provincial level. This is observed in the field of child marriage, where both Social and Invalid Affairs and Child Protection sectors are dependent on the data reported by communes without cross-checking, resulting in two sets of different data.

3.5. SOCIAL ISSUES AND CROSS-CUTTING THEMES

3.5.1. Gender equality

The projects considered “*ensuring and promoting gender equality*” as one of its priority principles right at the designing stage and have followed such principle throughout the project cycle. Gender consideration is reflected in the projects in several ways:

- Gender disaggregated data are included in the M&E Framework of the projects. They are later integrated in the design of specific interventions and in the M&E process accordingly.
- Gender-based equal opportunity principle is made clear to implementing partners so that it is well considered when selecting beneficiaries.
- Adequate level of participation of male and female is observed in all Norad-funded projects. Division of labour and roles of men, women, boys and girls is considered when designing interventions. As a result, gender equality in this Norad framework goes beyond the equal male-female ratio (e.g. participants are selected on the basis of their needs and their everyday activities, not on the basis of their sexes). Training on husbandry, for example, is given to the persons who is responsible for husbandry in the family, regardless the persons’ sexes. It is observed that men participate more in Safe School project due to their role in the fast-reaction and volunteer groups. Women and girls, however, are more active in livelihood interventions and saving groups.
- Male involvement is dominant at the decision-making positions, which is acceptable in the context of project locations, but effective participation of female members of communities is observed at grassroot level: girls are more active in the core groups (Safe School); women control rotating fund (Value Chain).
- Project designs (DRR, income generation, support young girls to delay marriages ...) aims at supporting girls and women, who are supposed to be more vulnerable. However, it would be more effective if such intention is reflected in the Commune DRR Plans. So far, there is no measure in DRR Plans designed specifically for women, children and old people. They are all addressed as “people” and would receive the same kind of support in emergency situations.

- The participation of boys and girls in children clubs and extra activities are equally encouraged and promoted. However, impacts on children's participation are different across project sites. A survey conducted on 30% of the total number of school children in Hoang Thèn (Lai Chau province) showed that boys and girls were equally active in group discussions and debates. The participation of school boys in Huong Hoa district (Quang Tri province) was, however, remarkably lower and less active than their female friends. It was observed that the current children club (Girl club) are not yet attractive enough to boys in Quang Tri. It is recommended either to change the name of the club to Children Club in general and include more activity appropriate to boy needs e.g football, table tennis, or so.

3.5.2 Disability inclusion

- Few people with disabilities in the project areas. Priority is given to them nevertheless
- People with disability mostly involved as beneficiaries, not as proactive stakeholders
- Disability inclusion needs more improvement in ECM component, number of children with disability involved in communication, child clubs or project activities is so small. It is reported only one child is participating as under the CM.2.2b # of children with disabilities who are members of active youth groups. (Groups carrying out at least two public actions against child marriages per year).
- There are cases of children with disabilities caused not by early marriages but by inbreeding marriage. These children have not been included in the projects as direct beneficiaries.

3.5.3. Added value

Promoting the involvement and strengthening capacity of CSOs so that they would become collaborators of PiV in the fight against child marriage, poverty, and natural disasters mitigation is an intention of PiV and of Norad-funded projects. An assessment conducted by PiV at the beginning of the projects lists out over 60 (I)NGOs and CSOs who have at least one similar objective with PiV. However, most of the (I)NGOs of this type are based in Hanoi and other big cities. It was hard to find a collaborator at the project sites, which are all remote areas with the hardest conditions in Vietnam.

Live & Learn is one of the very few examples that PiV is working with under the framework of Norad-funded projects. This local NGO has been supported by PiV in organisational management and development, especially in financial management since the early stages of its establishment. The NGO has grown fast and is now a contracted service provider of PiV in the field of DRR and in Safe Schools project specifically. Added value that PiV brings to Live & Learn, according to the leader of the NGO, is great, however not under the framework of Norad-funded projects.

Added value of Norad-funded projects is also reflected in the establishment of children groups/clubs under Safe Schools Project and Ending Child Marriage project. In Phong Tho district of Lai Chau province alone, after over one year of project implementation, PiV has helped establish 11 Girls' Right Clubs with the participation of 300 school boys and girls. Training and educational events were also organised for up to 732 parents and many representatives of local leaders and staffs. It is reported and observed that children and parents attending PiV's events do have knowledge and awareness on the negative impacts of early marriage. However, such knowledge and awareness are not strong enough to end child marriage in their own families.

A number of other community-based groups established with support of PiV under the framework of other projects such as Reading Clubs, U3 groups, Revolving Fund/Saving Groups are still well-functioning. Norad-funded projects have been proactive enough to introduce their messages, knowledge, and skills in these groups, making sure that the influence of the Norad-funded projects would go beyond their identified target beneficiaries.

One striking advantage of PiV in general and in the framework of this Norad-funded projects in particular is the ability to engage a wide range of stakeholders at the project sites in the project activities. These include district and commune governments; state management agencies, especially at the district level (Education & Training Division, Agriculture Division); service providers (Agriculture Extension

Centers); and civil society organisations (Women Union, Youth Union, Red Cross). Support from PiV is highly appreciated by these stakeholders as it meets their needs. Stakeholder engagement in Norad-funded project is therefore strong.

3.5.4. Participation

The level of participation in Norad-funded projects is consolidated from structured interviews (using Norad-provided questionnaire) with 255 people, of which there are 138 male respondents (54.1%) and 117 female respondents (49%).

As it has been mentioned throughout the report, there is a high and effective level of participation from most of the projects’ stakeholders in all stages of the project cycle, e.g. planning, implementation and M&E. In addition, the correct and timely response to the needs of implementing partners and beneficiaries has remarkably strengthen the engagement of these groups in the project, thus generating encouraging results.

The level of participation of different groups by gender and province is summarised in **Figure 2**, **Figure 3** and **Figure 4** bellow.

Ha Giang has the highest proportion of male fully participating in the planning stage, followed by male in Quang Binh, female in Ha Giang and male in Lai Chau. Quang Tri has the lowest proportion of male’s full participation. In contrast, the proportion of female who do not participate at all in the planning stage is comparatively high, notably in Quang Binh and Lai Chau (**Figure 2**). The proportion of female respondents who did not participate in the implementation stage are remarkably higher than that among male respondents in Quang Binh and Ha Giang. Differences in “not participating” can be considered as modest in Lai Chau and Quang Tri. At the evaluation stage, male respondents, again, are dominant with the level of full participation ranging from #26% in Quang Tri to #43% in Ha Giang.

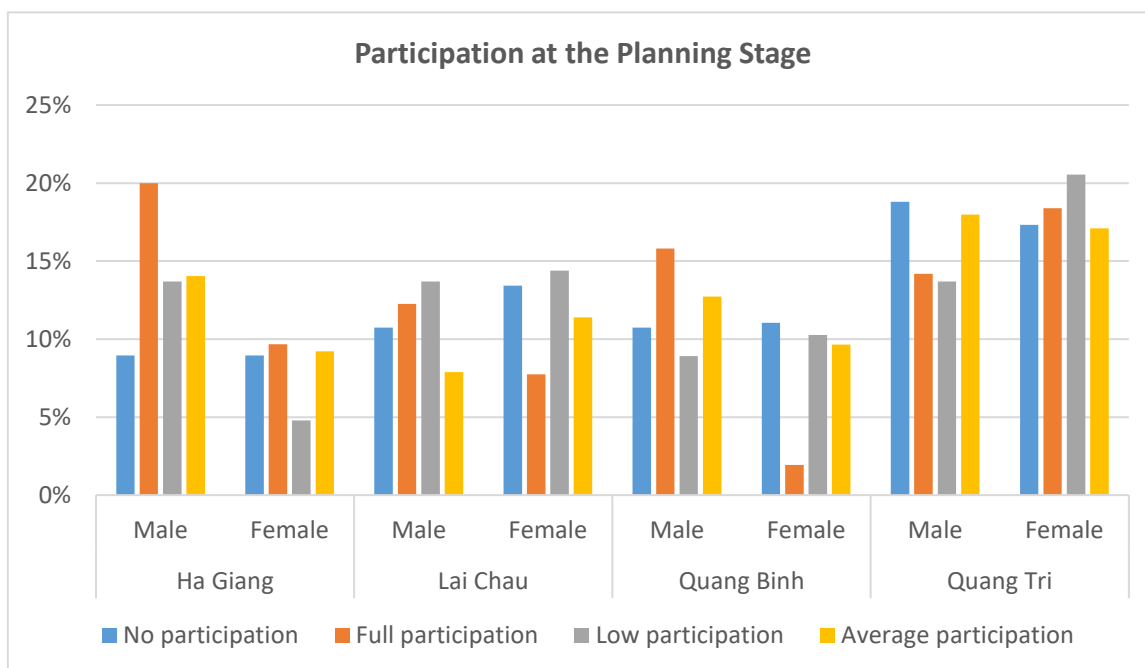


Figure 2: Participation at the planning stage

The % is used to compare the level of participation of male (100%) and female respondents (100%) in each province

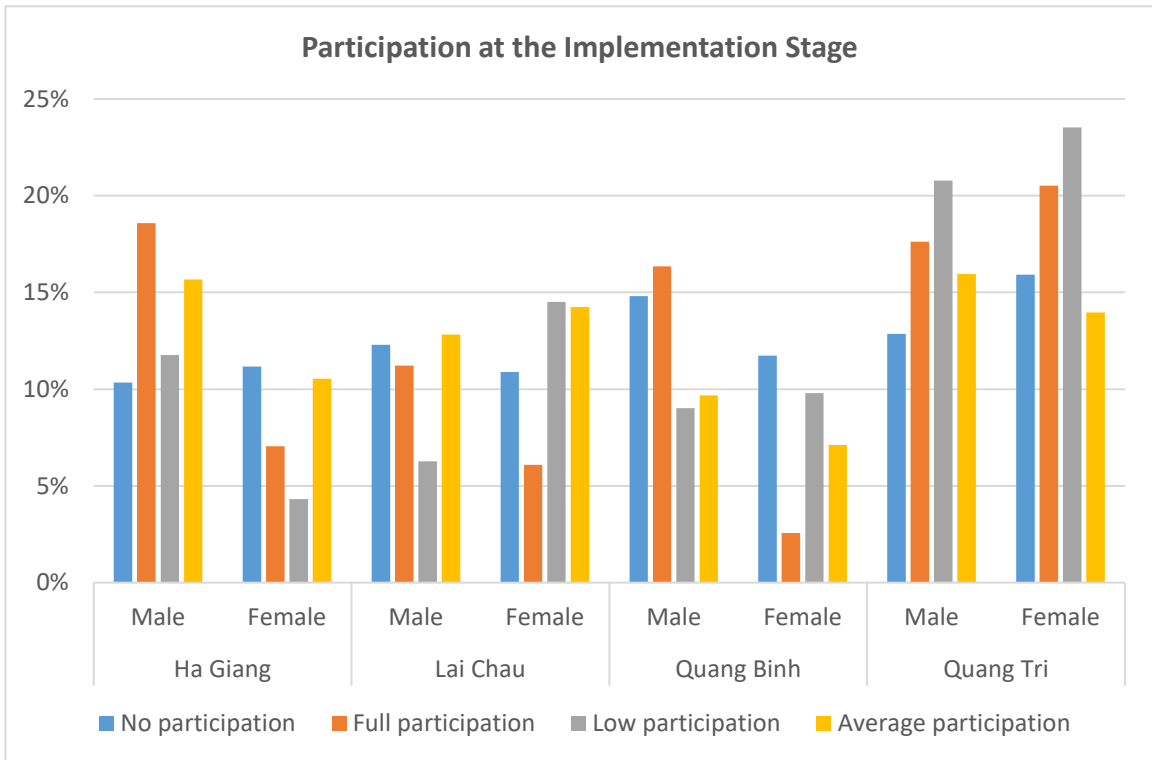


Figure 3: Participation at the implementation stage

The % is used to compare the level of participation of male (100%) and female respondents (100%) in each province

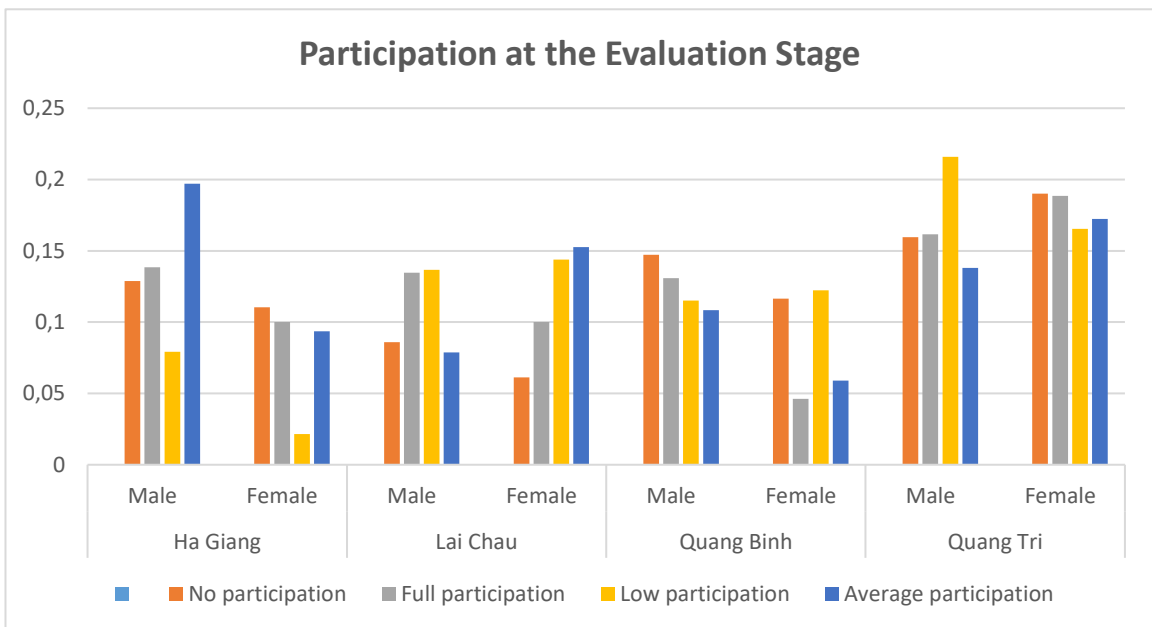


Figure 4: Participation at the evaluation stage

The % is used to compare the level of participation of male (100%) and female respondents (100%) in each province

Possible explanation is that male staffs are the majority in all commune and district government offices. Female staffs are normally financial staffs and representatives of Women's Union. In the primary

and secondary schools, the proportion of female teachers is comparatively higher. However, in the remote mountainous areas male teachers are still dominant in number.

Furthermore, male occupies most of the leadership positions and therefore their opinions in most of the cases over ruled the opinions of female representatives at the meetings. Roles of PiV's staffs, especially the provincial managers and CDFs, were particularly important in these cases: they guided the discussions towards the direction where voices of female participants are heard, and in many cases, responded to.

3.5.3. Environment and vulnerability to climate change

Climate change is placing increasingly heavy pressure on livelihood and safety of people in the remote and mountainous areas. Extreme weather is reported to occur more frequently in all project areas in different ways.

In the rocky mountains of Ha Giang, people suffer from acute lack of water in dry season and extreme low temperatures in winters. Damage caused by climate change to direct beneficiaries in this area has remarkably reduced by the introduction of climate change resilience crops and livestock techniques. However, the number of direct livelihood support beneficiaries remain small and great need for support is still unresponded to. There are cases when school roofs were blown away by strong winds in stormy season. Damages reported were not serious and repairing the roofs was not too costly. Landslides and flash floods due to heavy rains in Lai Chau; dry foehn winds and sudden flood in streams and rivers in Quang Binh are popular threats. Luckily, damages to the project constructions were minimum. Parents in Quang Binh keep the teachers informed when the flood comes and thus avoid losses in human lives.

In short, climate change and its consequence of extreme weather and environment accidents is always a potential threat to the project results. However, it has so far caused little damages to the project results.

3.6. SUSTAINABILITY OF THE PROJECTS

Rating: a

3.6.1. Technical sustainability

Through their capacity building activities Norad-funded projects have provided different groups of beneficiaries with knowledge, skills and opportunities to practice and apply what they have learnt. More importantly, the project cycle management approach, especially the planning process which is based on i) evidence (from situation analysis reports); and ii) participatory discussions and decision making, has proved its effectiveness and is highly appreciated by local stakeholders. There is high possibility that PiV's method/approach will continue to be applied in the project areas in the future, with or without PiV' support.

Technical training materials, education equipments and communication products of the projects will also be used, reprinted, reproduced with low costs in the future.

3.6.2. Financial sustainability

Financial sustainability may be a weakness of the project as state budget allocated to the interventions currently supported by the projects would not be increased in the future. However, it would not be reduced.

For short-term financial sustainability, it is important that the project team, in the project period, is successful in helping the government entities in the project-sites to find new collaborators/donors who are willing to work in similar areas and similar topics, thus ensure additional budget for local government and communities in maintaining the project results.

For long term financial sustainability, the project should accelerate its policy advocacy, especially at the provincial level. Once a local policy is issued by the PPCs or DPCs, additional amount of state budget will be allocated. It is also advisable that PiV facilitate the cooperation between existing government-funded poverty reduction programs in the project areas. Allocation of budget for education, combating child marriage and production support from these programs is possible.

3.6.3. Political commitment

High level of commitment is observed in all project areas. In some places such as Quang Tri and Lai Chau, local governments have already issued local policies and plans of action to combat gender-based violence and early child marriage.

At the ministry level, once the guidance of DRR in schools is introduced by MOET, the possibility of schools applying PiV's methods would become remarkably higher.

3.6.4. Interventions that will increase sustainability of the results

Identifying correctly local people's needs and introducing appropriate measures to address those needs in an effective and sustainable ways is the key principle that would ensure the sustainability of the projects. PiV has been doing very well with this principle. There are examples of interest groups sustaining themselves and operating beyond the project duration: parents' groups, reading club, and notably saving groups. It can be expected that with the teachers trained and school DRR plans having been integrated in commune DRR plans, may be not all, but some project results would be sustained beyond the project period.

The capacity building for stakeholders including duty bearers and parents and children themselves is the key to sustaining the results of the ECM intervention even beyond the project lifetime. However, given there is one more year to go, the ECM project should consider to expand the children club model and provide more capacity building training on communication skills for local collaborators.

Advocacy for policy changes and strengthened political commitments would also help sustaining the project results beyond the project life. Networking, policy briefs, policy dialogues, children's forum are examples of advocacy interventions. In August 2017, a group of (I)NGOs, including PiV, UNICEF, Save the Children, ChildFund, and CBM jointly supported the National Assembly's Committee on Culture, Education, Youth and Children, Ministry of Labour, Invalid and Social Affairs and the Ho Chi Minh Communist Youth Union to organise a National Children's Forum. 23 messages reflecting the most important concerns of children were presented, among which were messages highly relevant to the Norad-funded projects.



Picture 4: The National Children’s Forum organised in Hanoi in August 2017

The National Children’s Forum 2017 was organised in Hanoi from 23rd – 26th August 2017. 200 children representing children in the whole country met and discussed the role of children in: 1) prevention and mitigation of violence against children; 2) prevention and fight against child sexual abuse and early marriage; 3) prevention and reduction of child labour; and 4) prevention of and fight against violence and child abuse on the internet.

The Forum consolidated and presented to leaders of concerned government agencies and organisations 23 messages, which will later be submitted to the Prime Minister. Among the messages, include:

- *Do not let children give birth to children.*
- *Everybody should act to stop under-age marriages*
- *Free tuition fee for children with special difficulties*
- *Livelihood support to the poor households*

Box 3: Messages highly relevant to Norad-funded projects were consolidated and presented at the National Children’s Forum

Source: MOLISA

IV. CONCLUSIONS AND RECOMMENDATIONS

4.1. CONCLUSION

Projects under NORAD-funded framework are assessed as “*highly satisfactory*” according to OECD project evaluation criteria. With an exception of Effectiveness being ranked “b”, other criteria, including Relevance, Efficiency and Sustainability are ranked “a”. The projects can also be considered as one of few development projects that are successful in such a hard context.

Among the success factors of the projects, the following would be considered as the most important ones:

- Careful situation analysis that well informs the planning process. This practice ensures correct identification of problems and local needs to be addressed.
- Participatory approach is applied throughout the project management cycle. The process might be time consuming, but ensures consensus and strong support from implementing partners and beneficiaries.
- Dedication of well-trained PiV staffs, especially the CDFs, who can be referred to as the “soul” of PiV at the project sites. The CDFs provide coaching to implementing partners, monitor the implementation process to ensure that PiV’s policies are well obliged, thus reduce the risks of corruption and misuse of funds.
- The experience and ability of PiV managers and staffs in designing projects in the same location in a mutually supportive way so that one project can enjoy the results of the other and thus maximise the project’s effectiveness and results with minimum costs.

DESIGN VS IMPLEMENTATION

DESIGN	<p>SUCCESS</p> <ul style="list-style-type: none"> • Highly relevant. Very careful planning process • Connection with other PiV projects to inherit the existing results and materials • Selection of project locations: highly in need 	<p>LIMITATION</p> <ul style="list-style-type: none"> • Selection of project locations: limit the mutually supportive opportunities of member project under NORAD • Scattered investment → limited outcomes in each project site • Ambitious objectives (Value Chain) 	
IMPLEMENTATION	<p>SUCCESS:</p> <ul style="list-style-type: none"> • High level of participation • Progress in 2017 greatly improved and even went beyond expectation • Reasonable management/operation costs • Proactive CDFs • Financial management: limits corruption opportunities 	<p>LIMITATION</p> <ul style="list-style-type: none"> • Reporting: <ul style="list-style-type: none"> • <i>Some missing data;</i> • <i>Final financial reports of Stop Child Marriage and Value Chain were provided (to the evaluation team) late</i> • Learning: few self-learning products 	

Diagram 10: Brief summary of the Norad-funded projects’ success and limitations

- Gender considerations have been taken into account in all projects under Norad-funded framework. The projects have provided men, women, boys and girls with comparatively equal opportunities to participate in the projects and enjoy the project results. In several cases, notably in livelihood support interventions, gender considerations go beyond the proportion of male and female participation to reach the level of responding to the specific needs of each gender on the basis of their roles in their family and society.
- Norad-funded projects are highly sustainable in technical aspect and political commitment. Financial sustainability of the projects remains uncertain, but the current commitments of local

leaders through local policies would suggest that additional funding from state budget will be available in the future.

There are, however, a number of limitations that need to be considered for improvement in the future:

- The selection of project sites does not facilitate mutual support of projects under Norad-funded framework. For example, construction of the new schools would be more effective if being combined with DRR interventions.
- There is a need to invest more time and effort on monitoring and reporting. By the time of mid-term review, there are still missing data in the M&E framework.
- There are few documented self-learning lessons and consolidation of best practice.
- Although PiV is trying to differentiate itself with other existing interventions for ending child marriage, which are considered as single-sided, focusing mainly on propaganda and communication, the Ending Child Marriage project itself has not been as comprehensive as designed. Reason may be the short implementation period. However, unless the project teams accelerate interventions in other aspects such as livelihood support, value chain, job opportunities for young girls and boys, the project would not have control of the expected results.
- Connection between PiV and other (I)NGOs and CSOs at the project area remains a weak link. Of the 60 NGOs identified in the feasibility study, few are involved directly in the implementation of Norad-funded projects.

4.2. RECOMMENDATIONS FOR IMPROVEMENT

4.2.1. Overall recommendation:

- The PiV teams, especially the Ending Child Marriage and Value Chain should invest greater effort in M&E and ensure timely data collection for the purposes of self-reflection and planning for the next year.
- PiV should expand its NGO/donor network and seek cooperation with organisations that have similar objectives (e.g. child rights, ending child marriage, DRR in schools) in order to mobilise additional resources.
- Project cycle management approach of PiV has proven to be very effective. It is advisable that such good practice is documented and shared with other fellow (I)NGOs and donors.

4.2.2. Recommendations for Safe School Project

- Safe school project is a typical example of projects where the wish list of support is almost identical to the list of actual support provided. Recommendations for this project is therefore not about reconsidering its support, but: i) extending the project support to communities and schools far from the commune centers; and ii) increasing the number of people who receive technical training from PiV. For example, there is a need of first aid training to not only the teachers in charge of medical support at schools but also other teachers and students. In cases of emergency, one teacher would not be able to take care of all injuries.
- Training to core groups of students must be continuous to ensure the knowledge line is not broken once members of the core groups graduate from schools.

4.2.3. Recommendations for Ending Child Marriage Project.

- Keeping up good effort on advocacy, networking at national level on child protection /child marriage. One of the issues prioritised for advocacy would be support the enforcement of current regulations on child marriage as well as join with other Vietnam based child focused organisations to harmonization of relevant legislation in terms of children age as to ensure children are better protected and enjoy their rights especially children from minority groups.

- At the same time, education, behavior change communication, vocational education, providing alternatives, job opportunities and livelihood support should be strengthened to reduce child marriage in a voluntary manner.
- Participation of boys in Quang tri should be promoted: more boys should have participated in children clubs: should change the name of Girl child club to Children club or so; Children club, saving clubs should be expanded and to other ethnic groups e.g Hmong; **Children Forums** should be held more frequently (2/year).
- Child protection system strengthening in Lai Chau should be prioritised and the coordination of CPC at provincial and district levels as well as among CPC members should be improved (Lai Chau CPC).
- Communication skills/ materials, facilities: Amplifier, microphone, projector for local communicators should be provided (Lai Chau) - consider the effectiveness of the communication corner.
- Career/job opportunities/vocational training interventions should be focused as to support married children in poor families. Poverty criteria should be used in the selection of beneficiaries.
- Children nutrition should be integrated into similar interest groups/clubs for married couples with children.
- Cash transfer and annual POA should be confirmed sooner for the school partners at the beginning of the CY (Hoang Then case)
- PiV keeps funding ending child marriage beyond Norad framework²⁹.

4.2.4. Recommendations for Value Chain Project.

- Of the 3 identified chains, goat breeding and chicken have good potential to be developed into a real value chain. The project may consider finding new alternative for saffron, which is facing great competition. Another option is that the project shifts its priority to saffron with more market interventions/support so that saffron can find its way to the markets.
- Due to late start, goat breeding and chicken are now actually at the stage of production support. It is advisable that more effort is given to change the behaviour of local people, who have been dependent almost totally on buyers/traders from outside. Selling products directly to consumers would increase income for households on the one hand, and provide them with market orientation (for other products) on the other hand.

²⁹ *Partners of Lai Chau and Quang tri also shared that the timeline for a project ending child marriage should be at least 5 year duration as to achieve more sustainable impact on eliminating child marriage in the areas.*

V. ANNEXES

5.1. LIST OF PEOPLE INTERVIEWED

Nr.	Location/ Organisation	Name	Gender		Position
			Male	Female	
A	Ha Giang province (Meo Vac District)				
A.1	Division of Agriculture and Rural Development				
	1	Hoang Thi Chinh		x	Head of Division
	2	Cao Xuan Tan	x		Official
	3	Truong Thi Mai		x	Official
	4	Hoang Thi Tinh		x	Official of Agriculture Extension
A.2	Women Union				
	5	Nguyen Thi Thanh Minh		x	President of WU
A.3	Department of Education and Training (DOET)				
	6	Nguyen Phi Long	x		Head of Department
	7	Pham Thi Bich Thuy		x	Senior of primary school division
A.4	Giang Chu Phin Commune				
	8	Pham Van Tuan	x		Vice- Principle of secondary school Giang Chu Phin
	9	Sung Mi Ky	x		Leader of Giang Chu Phin CPC
	10	Vang Thi Ly		x	Secretary of Youth Union
	11	Vu Thi Lia		x	President of Women Union
	12	Mua Mi Si	x		President of Farmer Union
	13	Lu Van Sin	x		Head of police
	14	Tran Xuan Anh	x		Head of Health Care Station
	15	Vu Mi Sung	x		Deputy- Secretary of Party
A.5	Giang Chu Phin Primary School				
	16	Nguyen Van Hung	x		Vice- Principle cum Youth
	17	Nguyen Thi Hang Nga	x		Respond about Union Children
	18	Tran Ngoc Ha	x		Head teacher
A.6	Plan Office				
	19	Vu Thanh Hien	x		PUM
	20	Hoang Van Huy	x		CDF
A.7	Core group of Giang Chu Phin Primary School				
	21	Trinh Thi Thu Uyen	x		Grade 4a
	22	Giang Mi Po		x	Grade 5c
A.8	Secondary school Giang Chu Phin				
	23	Nguyen Thanh Xuan	x		Principle of Giang Chu Phin Secondary school

A.9	Core group of Giang Chu Phin Secondary school				
	24	Mua Pi Po	x		Grade 8b
	25	Ho Thi Cho		x	Grade 8b
A.10	Can Chu Phin CPC				
	26	Quan T.H. Nhung		x	President of Can Chu Phin CPC
	27	Tran Van Bao	x		Head of Army
	28	Lo A Nguyen	x		Head of Police
	29	Ma Van Tich	x		Head of Health Care Station
	30	Sung Thi Pa		x	President of WU
	31	Hoang Thi Trang		x	Cultural Official
A.11	Members of THAT of Can Chu Phin				
	32	Dang Thi Kim Oanh		x	Principle of Primary school
	33	Le Van Truong	x		Teacher
	34	Vu Quang Thang	x		Teacher
A.12	Core group member of primary school				
	35	Nguyen Hoai Phuong		x	Grade 4a
A.13	Core group of Can Chu Phin Secondary school				
	36	Giang Mi Cho	x		Grade 8b
	37	Sung Mi Cha		x	Grade 8b
	38	Ha Thi Dua		x	Grade 6c
	39	Thao Thi May		x	Grade 6d
B	Quang Tri Province				
B.1	Provincial Agriculture Extension Centre				
	1	Nguyen Trung Hau	x		Director
	2	Tran Ca	x		Vice- Director
	3	Nguyen Ngoc Chien	x		Deputy- Head of Dakrong Agriculture Extension office
B.2	Provincial Women Union				
	4	Tran Thi Thanh Ha		x	Vice- President
	5	Le Thi Yen		x	Head of Economic Development Promotion Division
	6	Nguyen Thi Thuc Nu		x	Senior of Economic Development Promotion Division
	7	Nguyen Thi Bich Thu		x	Accountant
B.3	Huong Hoa District Women Union				
	8	Ho Thi Thu Phuong		x	President
B.4	Huong Hoa District Agriculture Extension Office				
	9	Nguyen Chinh	x		Head of Office
B.5	Huong Hoa DPC				

	10	Pham Trong Ho	x		Vice- President
	11	Nguyen Trinh	x		Senior of Administration office
B.6	Huc CPC				
	12	Ho Van Det	x		Member of Economic Development for Poverty Reduction
	13	Ho Van Ca	x		Member of Economic Development for Poverty Reduction
	14	Ho Thi Ha		x	President of WU
	15	Ho Thi Huong		x	Agriculture Extension Official-Volunteer
B.7	Beneficiary group (Value Chain- Goat)				
	16	Ho Van Phong	x		Beneficiary
	17	Ho Thi Thoi		x	Beneficiary
	18	Ho Van Phe	x		Beneficiary
	19	Ho Thi Huong		x	Beneficiary
	20	Ho Van Do	x		Beneficiary
B.8	Visit household (Goat)				
	21	Ho Thi Lia		x	Beneficiary
	22	Ho Van Do (Disability)	x		Beneficiary
B.9	Thanh CPC				
	23	Ho Van Then	x		Vice- President
	24	Ho Van Voi	x		Water Resource Official
	25	Nguyen Thi Lai		x	General Statistic Official
	26	Ho Van Binh	x		Cadastral Official
B.10	Visit household (Chicken Value Chain)				
	27	Ho Thi Vuong		x	Beneficiary
B.11	Early Child Marriage Group				
	28	Ho Van Tam	x		Village 1
	29	Ho Thi Adim		x	Ta nua Village
	30	Ho Van Dan	x		Ta nua Village
	31	Ho Van Cung	x		Ta nua Village
	32	Ho Van Khoan	x		Ta nua Village
	33	Ho Thi Nho		x	Ta nua Village
	34	Ho Thi Dong		x	Ta nua Village
	35	Ho Thi My		x	Ta nua Village
B.12	Parents Group of Thanh CPC				
	36	Ho Van Thong	x		Parent group member
	37	Ho Van Dung	x		Parent group member

	38	Ho Van Tang	X		Parent group member
	39	Ho Thi Nhung		x	Parent group member
	40	Ho Thi Don		x	Parent group member
	41	Ho Thi Thu		x	Parent group member
	42	Ho Thi Phong		X	Parent group member
	43	Ho Thi Vun		x	Parent group member
	44	Ho Thi Xa It		x	Parent group member
	45	Ho Thi Phe		x	Parent group member
	46	Ho Thi Dai		x	Parent group member
	47	Ho Thi Chung		x	Parent group member
	48	Ho Pi Bach		x	Parent group member
	49	Ho Van Phuong	x		Parent group member
	50	Ho Van Doan	x		Parent group member
	51	Ho Thi Nga		x	Parent group member
B.13	Visit household (Chicken Value Chain)				
	52	Ho Van Khoan	x		Beneficiary
	53	Ho Thi Luom		x	Beneficiary
B.14	Quang Tri provincial – Labor Department for Child care and Protection				
	54	Loan (Head of dept)		x	Department of Children and Gender Equality
	55	Ai – staff		x	Department of Children and Gender Equality
	56	Thuan - staff		x	Department of Children and Gender Equality
B.15	Huong Hoa district leaders				
	57	Tran Trung Kien	x		Deputy - District Labor Department
	58	Nguyen Anh Cu	x		Official - District Labor Department
	59	Dinh Quoc Te	x		Official - Department of Ethnic Minorities
	60	Ho Thi Thuy		x	Vice- Chairwomen District Women Union
B.16	Huc commune – PMU (including members of Child Protection Committee – CPC)				
	61	Hien (Head of CPC)	x		Vice president of Commune people committee
	62	S’Ron	x		Deputy of PMU
	63	Hien		x	Deputy of CPC
	64	Hung	x		School Head master
	65	Hang		x	School teacher

B.17	Huc commune's collaborators and village leaders				
	66	Le Thi Lai		x	Project Collaborator – Hamlet Tri 1
	67	Ho Thi Lien		x	Village Health collaborator
	68	Ho Van Thoang	x		Village leader – Huc Vang hamlet
B.18	Children group – Girls (12-18 olds – Secondary school in Huc commune)				
	69	Ho Thi Huu		x	Grade 9
	70	Ho Thi Luy		x	Grade 6
	71	Ho Thi Van		x	Grade 7
	72	Vo Thi Su Thuyen		x	Grade 9
	73	Nguyen Kim Oanh		x	Grade 9
	74	Ho Thi Quynh		x	Drop out of school
	75	Ho Thi Miet		x	Drop out of school
B.18	Visit household – Parent of a married child				
	76	Ho Van Tam	x		Father
	77	Ho Thi Lam		x	Mother
B.19	Thanh commune – PMU (including members of Child Protection Committee – CPC)				
	78	Bong (Head of CPC)	x		Vice president - Commune people committee
	79	Kieu		x	Official - Commune Cultural Information
	80	A (Deputy of CPC)	x		Official - Commune Cultural Information
	81	Hoa		x	Teacher – Secondary school
	82	Tham		x	Official - Department of Justice
	83	Ho Thi Te		x	WU – member of CPC
	84	Hai	x		Head master of secondary school
	85	Binh	x		Teacher – secondary school
B.20	Children group – Boys (12-18 olds - Secondary School in Thanh commune)				
	86	Hon	x		Grade 8
	87	Dao	x		Grade 8
	88	Be	x		Grade 8
	89	Duc	x		Grade 8
	90	Nhanh	x		Grade 8
	91	Nga	x		Grade 8
B.21	Thanh commune's collaborators and village leaders				
	92	Ho Thi Huong		x	Village health staffs/Population Collaborator

	93	Ho Pa Le	x		Village leader (head of village CPC)
	94	Ho Van Do	x		Collaborator
	95	Ho Thi Hong		x	Village WU – Collaborator
	96	Ho Thi Lien		x	Collaborator
B.22	Interview a married child (boy)				
	97	Ho Van Cuong	x		Ra Vieng hamlet
B.23	Interview a married child (girl)				
	98	Ho Thi Nga		x	Ra Vieng hamlet (husband's home land)
B.	Plan Office in Quang Tri				
	99	Le Hoai Tam	x		CDF- Respond about Value Chain
	100	Vo Thien Minh	x		CDF- Respond about ECM
	101	Phan Dinh Hiep	x		PUM
C	Quang Binh Province				
C.1	Minh Hoa DPC				
	1	Le Van Tuan	x		Deputy- Head of Education Division
	2	Cao Thanh Binh	x		Redcross
	3	Tran Thi Thanh Loan		x	Agriculture Division
	4	Dinh Xuan Nguyen	x		Agriculture Extension Official
	5	Dinh Thi Thanh Huyen		x	Women Union
	6	Do Trung Minh	x		Plan CDF
C.2	Trong Hoa CPC				
	7	Pham Van Bac	x		President of CPC
	8	Ho Thi Thanh		x	Vice- President of WU
C.3	Trong Hoa Primary and Secondary Schools				
	9	Truong Van Luong	x		Health care official
	10	Dinh Huynh	x		Teacher
	11	Ho Xin	x		Parent Association
	12	Ho Pha	x		Parent Association
C.4	Thuong Hoa Primary School				
	13	Cao Anh Linh	x		Grade 4
	14	Cao Thi Thuy Linh		x	Grade 4
	15	Dinh Thi Thanh Tuyen		x	Grade 4
	16	Nguyen Dan Dan		x	Grade 4
	17	Thai Anh Tu	x		Grade 4
	18	Dinh Ngoc Huy	x		Grade 4
	19	Thai Thi Bao Yen		x	Grade 4
	20	Dinh Quoc Hung	x		Grade 4
	21	Truong Thi My Tra		x	Grade 4

	22	Cao Thi Tra My		x	Grade 4
C.5	Visit household (Cow)				
	23				Beneficiary
C.6	Thuong Hoa CPC				
	24	Dinh Minh Hien	x		Vice- President of CPC
	25	Cao Thi Thuong		x	Secretary of Youth Union
	26	Dinh Xuan Thanh	x		President of Farmer Union
	27	Cao Thi Tuyen		x	President of WU
	28	Cao Xuan Quan	x		Communal Police
	29	Dinh Ngoc Dung	x		President of Fatherland Front
	30	Nguyen Thi Hoa		x	Administration of CPC
	31	Dinh Thanh Thuy		x	Cadastral official
C.7	Thuong Hoa Primary and Secondary Schools				
	32		x		Grade 6
	33			x	Grade 9
C.8	Plan Office				
	34	Le Duc Ha	x		PUM
	35	Dao Thi Lan Anh		x	Safe School Coordinator
D	Lai Chau Province				
D.1	Hoang Then CPC (Boy and Girl Group)				
	1	Chang thị Sen		X	Girl group
	2	Phàn thi Hiền		X	Girl group
	3	Chang Xạ Hiền		X	Girl group
	4	Vàng Thi Hợp		X	Girl group
	5	Vàng thị nương		X	Girl group
	6	Pờ Thủy Thủy		X	Girl group
	7	Cần Thị Hạnh		X	Girl group
	8	Lý Sa Quấy		X	Girl group
	9	Trang Ngọc Tiến	X		Boy group
	10	Trang Hoàng Anh Tuấn	X		Boy group
	11	Lưu Văn Nhật	X		Boy group
	12	Lù A An	X		Boy group
	13	Đèo Văn Hoàng	X		Boy group
D.2	Child protection committee Hoang Then CPC				
	14	Trần Thị Tuyết Lan		X	PMU of Plan
	15	Giang Thị Kim		X	Accountant- PMU Member
	16	Trang Thị Yến		X	Justice- PMU Member
	17	Lý Thanh Bình		X	GSO- PMU Plan

	18	Phạm Thị Tuyến		X	CP Committee Member
	19	Nguyễn Thj Hường		X	Associate of CP Committee
	20	Trang Sa Sảo		X	Associate of CP Committee
D.3	Girl group of Mồ Xí Cầu Village				
	21	Lý Xa Tình		X	Grade 8
	22	Lý Thị Tâm		X	Grade 8
	23	Hoàng thị Nhấn		X	Grade 8
	24	Lý Xa Hương		X	2003- Grade 9
	25	Tấu Xa Quý		X	2004 Grade 8
	26	Lý Hồng Tâm		X	2003 Grade 9
D.4	President of Hoang Thèn Commune				
	27	Phan Xuân Văn	X		Head of Plan PMU
D.5	Vice- Head of Huổi Luông Hamlet				
	28	Tấn A Nàn	X		Birth year 1976
D.6	Head of Thèn thầ Hamlet				
	29	Lý Kim Lùng	X		
D.7	Household visiting				
	30	Father Phàn Văn Hào	X		47 Yearsold
	31	Daughter Phàn San Luân (third out of 4 children)		X	ECM, Born 2001, Dropped shcol and married was 15 yearsold, has 8 months child.. Husband still at grade 10
D.8	Girl group of Bản Lang Hamlet				
	32	Vân		X	sinh 2003, lớp 9
	33	Dung		X	Sinh 2004 lớp 8
	34	Thương		X	Sinh 2003, lớp 9
	35	Linh		X	Sinh 2005 lớp 7
	36	Loan		X	Sinh 2004, lớp 8
	37	Nga		X	Sinh 2004, lớp 8
	38	Mai		X	Sinh 2003, lớp 9
D.9	CP committee of Phong thổ District				
	39	Nguyễn Văn Sư	X		Deputy- Head of Police
	40	Lò Tích		X	Health care centre
	41	Tòng Thi Thơm		X	Vice- President of WU
	42	Đèo thị Vinh		X	Deputy- Head of DOLISA
	43	Lê		X	Centre of Pupulation
	44	Ngô Văn Thuỷ	X		Justice office
D.10	Household 1 Nà Gaing, no child yet				

	45	Lý Văn Bảo	x		ECM Man, born 2000 Dropped out of school since grade 9 and married when 17 yearsold
	46	Lý Sa Sim		X	ECM Wife 1999, Finished grade 12 Married at 18 yearsold
D.11	Household 2 Nà Giang has a son with 6 months, Has registration paper				
	47	Tầm Phủ Thân	X		ECM Husband born 1999, Dropped out since grade 6, married in 2016
	48	Phản Sa Dền		X	ECM wife, born 2001, dropped at grade 9
D.12	Boy group of Nà Giang Hamlet				
	49	Lý Minh Kim		X	Grade 8
	50	Lý A Bình		X	Grade 8
	51	Phản Văn Bằng		X	Completed grade 9, Dropped out
	52	Lý A Thánh		X	Grade 7
D.13	Xin Chai Kinder Garden (village)				
	53	Tong Thi Dong		x	Teacher of 5 yearsold child
	54	Hoang Thi Dung		x	Principle of Hoang Then Kinder Garden
D.14	Visit household (ECM)				
	55	Giang U May	x		ECM
	56	Lý A Ten		x	ECM
	57	Tau Thi Hanh		x	ECM
	58	Hoang Thi Nga		x	Parent of ECM
D.15	Parent group (Hoang Then Commune)				
	59	Vang Thi Ngoan		x	
	60	Lo Thi Huong		x	
	61	Vang Van Thang	x		
	62	Tan A Chanh	x		
	63	Phan A Nga		x	
	64	Phan Van Hao	x		
	65	Chang A Ta	x		
D.16	Visit household				
	66	Phan A Ngoc	x		ECM
D.17	Hoang Then CPC				
	67	Phan Xuan Van	x		President
D.18	Lang Village				
	68	Phan Ta May		x	ECM
	69	Chang Ta May		x	ECM
D.19	Phong Tho DOET				

	70	Vuong Dao Tien		x	Head of Department
	71	Mai Thi Nhan		x	Respond Kinder Garden
D.20	Phong Tho DPC				
	72	Duong Dinh Duc	x		Vice- President of DPC
	73	Nguyen Thanh Le	x		Centre of Population and family planning
D.21	Ban Lang Commune Child protection committee				
	74	Giang A Phong	x		President of Redcross
	75	Lo Thuong Du		x	President of WU
	76	Vang Van Tu	x		Secretary of Youth Union
	77	Deo Thi Luu		x	Commune LISA Official
	78	Ta Thi Ly		x	Teacher of Ban Lang Secondary School
	79	Vang A sy	x		Head of Na Giang Village
E	Partners				
	1	Tran Anh Truong	x		Department of School facilities and equipment- MOET
	2	Pham Thi Bich Nga		x	Live & Learn
	3	Nguyen Thi Huong		x	Deputy- Head of ISEE
	4	Nguyen Vu Dieu Oanh		x	Financial officer
	5	Pham Thi Le		x	Accountant, Program officer
F	Plan International Vietnam				
	1	Luu Quang Dai	x		Program quality and program development Manager
	2	Hoang Giang Hieu	x		M&E Specialist
	3	Do Duong Hien	x		ECM project coordinator
	4	Nguyen Hai Dang	x		DRR project coordinator
	5	Nguyen Ngoc Anh		x	Report Officer

5.2. EVALUATION WORKPLAN

Nr.	Activities	Location	Responsible
1	Preparation work		
1.1	Desk review and discussion with Plan	Hanoi	Que- Tra- Van Plan staffs
1.2	Prepare the evaluation tools, methodologies and workplan for field trip	Hanoi	Que- Tra Plan staffs and CDFs
1.3	Prepare questionnaires for group discussion and in-depth interview	Hanoi	Que- Van
1.4	Write and submit inception report	Hanoi	Tra- Que- Van
2	Field work		
2.1	Work in Ha Giang province- Meo Vac District From 17 th April 2018 to 22 nd April 2018 (including traveling days)	Meo Vac- Ha Giang	Que- Tra Plan Officials and CDFs in Meo Vac
2.2	Work in Quang Tri province- Huong Hoa District From 1 st May 2018 to 6 th May 2018 (including traveling days)	Huong Hoa- Quang Tri	Que- Tra- Van Plan Officials and CDFs in Quang Tri and Huong Hoa district
2.3	Work in Quang Binh province- Minh Hoa District From 6 th May 2018 to 9 th May 2018 (including traveling days)	Minh Hoa- Quang Binh	Que- Tra Plan Officials and CDFs in Quang Binh and Minh Hoa district
2.4	Work in Lai Chau province- Phong Tho District From 15 th May 2018 to 19 th May 2018	Phong Tho- Lai Chau	Que- Tra- Van Plan Officials and CDFs in Lai Chau and Phong Tho district
3	Process collected data and information Write report		
3.1	Process and analysis collected data and information	Hanoi	Que- Tra- Van
3.2	Work with MOET (Department of School facilities and equipment)	Hanoi	Que- Tra
3.3	Work with Live & Learn	Hanoi	Que- Tra
3.4	Work with ISEE	Hanoi	Que- Van
3.5	Brief findings and self-reflection with PiV	PiV office in Hanoi	Que- Tra- Van Plan staffs
3.6	Draft report and get comments from PiV	Hanoi	Tra- Van- Que
3.7	Adjust and finalyse report, submit to PiV	Hanoi	Tra- Van- Que

5.3. PLAN'S ADDED VALUE TOOL – LIVE AND LEARN

Thematic area:		Plan's Added Value						
Thematic goal:		What are the benefits beyond funding						
Results			Baseline	2016		2017		Notes
Outcomes	Outcome indicator	Output indicator	end of 2015/early 2016	Target	Achieved	Target	Achieved	Additional information related to the indicator
1. Administrative and professional support and capacity building provided by Plan to local CSOs	1.1 CSOs assessment of capacity gained		N/A					
		1.1.1 Number of CSOs that have received capacity building from Plan on gender equality	0		0		0	
		1.1.2 Number of CSOs that have received capacity building from Plan on inclusion of people with disabilities	0		0		1	
		1.1.3 Number of CSOs that have received capacity building from Plan on advocacy	0		0		0	
		1.1.4 Number of CSOs that have received capacity building from Plan on child protection	0		1		0	
		1.1.5 Number of CSOs that have received capacity building from Plan on education	0		0		0	
		1.1.6 Number of CSOs that have received capacity building from Plan on child marriage	0		0		0	
		1.1.7 Number of CSOs that have received capacity building from Plan on safe schools	0		1		1	
		1.1.8 Number of CSOs that have received capacity building from Plan on youth economic empowerment	0		1		0	
		1.1.9 Number of CSOs that have received capacity building from Plan on financial management	0		1		1	

	1.1.10 Number of CSOs that have received capacity building from Plan on programme management	0	0	0	
	1.1.11 Number of CSOs that have received capacity building from Plan on results management	0	0	0	
	1.1.12 Number of CSOs that have received capacity building from Plan on strategy or fund-raising	0	0	0	
1.2 Number of partner CSOs that have increased their influence towards duty bearers		0			
	1.2.1 The number of networks/alliance that CSOs have joined as a result of partnership with Plan	0	0	1	
	1.2.2 The number of CSOs that have established contacts with duty bearers as a result of partnership with Plan	0	0	0	
1.3 Number of project or programmes that reported improvement in power balance North-South		0			
	1.3.1 Number of CSOs that report improvement in participation	0	1	1	
	1.3.2 Number of CSOs that report improvement in innovation	0	0	0	
	1.3.3 Number of CSOs that report improvement in inclusion	0	0	0	
	1.3.4 Number of CSOs that report improvement in mutual empowerment	0	1	1	
	1.3.5 Number of CSOs that report improvement in ownership	0	1	1	

		1.3.6 Number of CSOs that report improvement in sustainability	0		1		1
		1.3.7 Number of CSOs that report improvement in responsiveness	0		1		1
		1.3.8 Number of CSOs that report improvement in transparency and accountability	0		1		1
2 Local CSOs gain knowledge and network within the Plan network and with external networks	2.1 CSOs assessment of learning from exchanges as a result of Plan's facilitation		N/A				
	2.1.1 Number of knowledge exchange events between CSOs facilitated by Plan		0		1		1
	2.1.2 Number of external networks (non-Plan network) CSOs gain from working with Plan		0		0		1
3 Funding synergies as a result of Plan	3.1 Number of children reached in addition to NORADs funding within the same thematic areas and countries		23,904				
4 Added value of Plan Norway to Country Offices		4.1.1 Number of COs that have received capacity building from Plan Norway on gender equality			0		0
		4.1.2 Number of COs that have received capacity building from Plan Norway on inclusion of people with disabilities			0		0
		4.1.3 Number of COs that have received capacity building from Plan Norway on advocacy			0		0
		4.1.4 Number of COs that have received capacity building from Plan on child protection			0		0
		4.1.5 Number of COs that have received capacity building from Plan Norway on education			0		0
		4.1.6 Number of COs that have received capacity building from Plan Norway on child marriage			0		0

		4.1.7 Number of COs that have received capacity building from Plan Norway on safe schools			0		0	
		4.1.8 Number of COs that have received capacity building from Plan Norway on youth economic empowerment			0		0	
		4.1.9 Number of COs that have received capacity building from Plan Norway on financial management			0		0	
		4.1.10 Number of COs that have received capacity building from Plan Norway on programme management			0		0	
		4.1.11 Number of COs that have received capacity building from Plan Norway on results management			0		0	
		4.1.12 Number of COs that have received capacity building from Plan Norway on other issues			0		0	
5 Added value Plan Norway have through international network of Plan		Issues which Plan Norway influence on Global Plan						