

## General Information

|                              |  |  |                                     |                 |                          |                  |              |
|------------------------------|--|--|-------------------------------------|-----------------|--------------------------|------------------|--------------|
| <b>Fund</b>                  | MPTF_00209: UN COVID-19 MPTF   |  |                                     |                 |                          |                  |              |
| <b>Title</b>                 | Building Forward Better: An ICT-based, Covid-19 Resilient Women and Youth Centered Value Chain in Viet Nam   |  |                                     |                 |                          |                  |              |
| <b>MPTFO Project Id</b>      |  |  |                                     |                 |                          |                  |              |
| <b>Start Date</b>            |  |  |                                     |                 |                          |                  |              |
| <b>End Date</b>              |  |  |                                     |                 |                          |                  |              |
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| <b>Description</b>           | Development challenges in the Mekong River Delta for farmers and SMEs, especially rural women and youth have been exacerbated by the impact of COVID-19. As the fruit sector plays an important role in providing jobs and income, the proposal aims to enable recovering better together by empowering women and youth through the application of digital technology along the value chain. |  |                                     |                 |                          |                  |              |
| <b>Universal Markers</b>     | <b>Gender Equality Marker</b>  | <b>Risk</b>  |                                     |                 | <b>OECD-DAC</b>          |                  |              |
|                              | <ul style="list-style-type: none"> <li>GEM3 - GEWE is the principal objective of the Key Activity</li> </ul>   | <ul style="list-style-type: none"> <li>Medium Risk</li> </ul>                              |                                     |                 |                          |                  |              |
| <b>Fund Specific Markers</b> | <b>Fund Windows</b>  | <b>Fund Windows</b>  |                                     |                 |                          |                  |              |
|                              |  | <ul style="list-style-type: none"> <li>Window 3: Recover better</li> </ul>                 |                                     |                 |                          |                  |              |
|                              | <b>Human Rights Based Approach to COVID19 Response</b>   | <b>HRBA integrated</b>   |                                     |                 |                          |                  |              |
|                              |  | <ul style="list-style-type: none"> <li>Yes</li> </ul>                                      |                                     |                 |                          |                  |              |
|                              | <b>Primary Socio-Economic Pillars</b>  | <b>Pillars</b>   |                                     |                 |                          |                  |              |
|                              |  | <ul style="list-style-type: none"> <li>Pillar 3: Economic Response and Recovery</li> </ul> |                                     |                 |                          |                  |              |
|                              | <b>Concept Note Type</b>   | <b>Type</b>  |                                     |                 |                          |                  |              |
|                              |  | <ul style="list-style-type: none"> <li>Funding</li> </ul>                                  |                                     |                 |                          |                  |              |

|  |  |                           |                     |  |  |
|--|--|---------------------------|---------------------|--|--|
| <b>Geographical Scope</b>  | <b>Geographical Scope</b>  | <b>Name of the Region</b> |                     | <b>Region(s)</b>   | <b>Country(ies)</b>  |
|  | <ul style="list-style-type: none"> <li>Country</li> </ul>  |                           |                     | <ul style="list-style-type: none"> <li>Asia</li> </ul>   | <ul style="list-style-type: none"> <li>Viet Nam</li> </ul> |
| <b>Participating Organizations and their Implementing Partners</b> | <b>Participating Organizations</b>   | <b>NGOs</b>               | <b>New Entities</b> | <b>Implementing Partners</b>   |  |
|  | <ul style="list-style-type: none"> <li>IFAD</li> <li>UNIDO</li> </ul>  |                           | Other               | UN Women provides technical support<br>Central and provincial level governments in the target area;<br>private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |  |
| <b>Programme and Project Cost</b>                                  | <b>Budget</b>  | <b>Agency</b>             | <b>Amount</b>       | <b>Comments</b>  |  |
|  | <b>Budget Requested</b>  |                           | \$850,000           | Training, inputs, equipment, management costs  |  |
|  | <b>Other Sources</b>   | UNIDO                     | \$800,000           | This contribution is made in cash and in-kind and is mobilized from Provincial Government Resources, from matching contributions by beneficiaries and private sector and from parallel co-funding by ongoing projects and programmes in the Province.  |  |
|  | <b>Other Sources</b>   | IFAD                      | \$800,000           | This contribution is made in cash and in-kind and is mobilized from Provincial Government Resources, from matching contributions by beneficiaries and private sector and from parallel co-funding by ongoing projects and programmes in the Province.  |  |
|  | <b>Total</b>   |                           | <b>\$2,450,000</b>  |  |  |
| <b>Keywords</b>  |  |                           |                     |  |  |
| <b>Programme Duration</b>  | <b>Anticipated Start Date</b>  | Jan 31, 2021              |                     |  |  |
|  | <b>Duration (In months)</b>  | 15                        |                     |  |  |
|  | <b>Anticipated End Date</b>  | Apr 30, 2022              |                     |  |  |
| <b>Comments</b>  | <p>Comments from secretariat.</p> <p>Regarding RBM framework:</p> <p>a) Output 2.1 indicator is not as strong (it reads like an activity monitor and not necessarily an output indicator) - request to rework it</p> <p>b) Output 3.1 target needs to be confirmed with the applicants. It currently says 2 per producer group, so but not clear how many producer groups are being considered in this output- if its more than 1 producer group then target should be more than 2.</p> <p>Regarding Risk matrix:</p> <p>a) A basic risk related to access to digital technology is not considered - if the applicant can confirm that the digital penetration is high enough hence that risk is not considered as a plausible risk in this project.</p> |                           |                     |  |  |

## Narratives

| Title                      | Text  | Comments      |
|----------------------------|---|---------------|
| CN_I. What is the specific | <b>COVID-19 in Vietnam - Background.</b> Vietnam had witnessed around 1040 COVID-19 cases with a death toll of 32 as of 31 August 2020. This relatively modest number | Reviewer # 1: |

need/problem the intervention seeks to address? Summarize the problem. Apply a gender lens to the analysis and description of the problem. Be explicit on who has established the need (plans, national authorities, civil society, UN own analysis, or citizens).

in a population of 96 million people in a country with a land border of 1450 km with mainland China has been the result of early, robust and effective measures taken by the Government, including strict physical distancing for 3 weeks in April, strategic testing and excellent contact tracing, throughout. Schools in the major cities and other affected provinces remained closed between late January and end April. By May schools opened again and life became almost normal. In late July, COVID-19 returned, this time centered in Da Nang, but the authorities once again appear to have succeeded in controlling the virus at the time of this writing, although the next few weeks will determine this.

The strict physical distancing and other COVID measures, nevertheless, have had an impact on livelihoods, businesses and the economy as a whole: global value chains were interrupted by the closure of borders; demand for Vietnam's export crops faltered and have affected the revenues of manufacturing industries, leading to declining production or even shutdowns. By July, about 31 million Vietnamese labourers have been affected by jobs lost and reduced employment, amongst whom women have been hit the hardest, as they disproportionately depend on informal contracts, which are easy to terminate. Many laid off workers returned to their rural homes in search of food, shelter and employment opportunities. However, rural enterprises were similarly affected, since market demand for food decreased, due to both reduced demand from international markets as well as from local consumers. Domestic expenditure on food reduced sharply because many people have lost their income as they were either laid off or had to close their own businesses. The tourism and restaurant sectors were amongst the hardest hit. With relatively few exceptions, only those employed in the public sector have maintained their salary.

During physical distancing in the first semester of 2020, including its peak in April, Vietnam could ensure food supply to its cities as a result of a well-organized agricultural sector. Also, in the first quarter, global rice prices surged and provided rice farmers and the export sector an income boost. Other crops faced the opposite: prices dropped as demand from export markets reduced sharply. The agricultural sector as a whole grew by a meagre 0.83 per cent while GDP growth was only 1.81 per cent during the first half of 2020, and the situation of farmers and small rural producers started to look bleak.

Agriculture is a key sector in Vietnam, with its value chains being an important part of the rural economy. A rapid assessment of COVID-19's impact in rural areas was carried out during June 2020. By ILO and World Bank calculations, 37.6% of Viet Nam's total employment was in agriculture in 2019 compared to 70.71% in 1991. They also found that total export turnover for agricultural, forestry and fishery products contracted by 4 per cent as compared to the same period in 2019. A bright spot was rice exports which reached US\$ 1.7 billion or 18 per cent above the 2019 figure for the same period (IPSARD 2020, not yet published) (Figure 1). However, according to Vietnam's national General Statistics Office, the country's exports of fruit and vegetables decreased significantly by 12.3 per cent in the first 6 months of 2020.

The business community, like the farm and non-farm rural population have also been one of the most heavily affected [1]. In the first half of 2020, only about 62,000 enterprises were newly established nationwide, down 7.3 per cent (yoy). Meanwhile, over 56,000 (up 10.7 per cent yoy) of enterprises left the market and thousands of others either suspended their operations temporarily (an increase of 38.2 per cent) or are waiting for dissolution.

UNIDO's survey on [COVID-19 impacts on Vietnamese manufacturing and food processing firms](#) found that 24 per cent of Viet Nam's enterprises had more than half of their employees unable to work in April 2020 when physical distancing measures were at their peak. Those involved with food processing were among the most affected (Figure 2). When compared with six other countries in the Asian region, Viet Nam also had the lowest average number of firms benefiting from government support measures or stimulus packages and the small-sized ones received least support.[2] Agricultural businesses in the Mekong Delta region in particular have endured extra hardship because of impacts of COVID-19 as well as climate-affected droughts and salt water intrusion, forcing more firms to close down their business (23.9 per cent increase in comparison to 2019).

19/25 score

Strong Concept note, drawing on prioritized interventions of SERP, with focus on vulnerable population (women and youth esp in rural areas), a clear intervention area to support livelihood (fruit marker and distribution) through use of innovations (digital technologies for fruit value chain development). Some information provided on exit strategy and sustainability of intervention but this could be elaborated further esp linkages with other resources from public sector and IFIs.

Reviewer #?:

Score 20 out of 25 points; Concept Note addresses women and youth in the rural sector in Vietnam, a part of the economy hit hardest by Covid, and proposes feasible solutions to help the country to recover better. The concept note could be further improved by explaining how further funding will be leveraged and specifying the source and nature of these funds/in-kind contributions.

**The Mekong River Delta** - The fruit sector is the crucial employment and income source in the Mekong River Delta (see Figure 3). With 300,000 hectares of fruit plantations, the region accounts for 40 per cent of the country's fruit area, 60 per cent of production and 65 per cent of exports. However, the sector is facing triple negative impacts brought about by the Covid-19 pandemic, drought and salination. The water levels in the Mekong mainstream change slowly and are 0.1- 0.7 meters lower while the water level in the upstream of the Mekong River are 0.1- 0.8 meters lower than in the same period of 2016. The regional salt intrusion caused by low water levels has reached up to 110 km inland for some river branches like Vam Co Dong or Vam Co Tay in Long An province. The total labour force in the Mekong River Delta region was 10.1 million in 2019, accounting for 18 per cent of national employment, of which 65.7 per cent are female. Employment in agriculture accounts for 47.8 per cent of total employment in the region.

In the Mekong Delta, the export of fruit products decreased by a much more significant 21.4 per cent (Figure 3). There was huge congestion of agro-products at the border gates with China (Viet Nam's major fruit export market) waiting for customs clearance due to stricter Covid-19 control measures imposed by both governments. In addition, exports to other countries reduced sharply. Domestic consumption in the short term could not be changed quickly enough to meet the large volume of surplus production due to non-export. Import of agricultural inputs such as animal feed and fertilizer also decreased by about 11 per cent and these shortages caused prices to increase at the farm gate. As a result, about 65 per cent of non-farm rural and 60 per cent of farming households experienced income decreases during January to June 2020. More than 50 per cent of both non-farm and farming households reported an income decrease of about 38 per cent due to the strict measures put in place as a result of the COVID-19 pandemic.

#### **Covid's Impact: Poverty, Gender and Youth**

**Poverty.** Vietnam has made impressive progress in poverty reduction. The proportion of the population living below the national poverty line reached 6 per cent in 2019—down by over 70 per cent from 1993. The residual poverty has become overwhelmingly rural and largely afflicts ethnic minorities. Many poor and near-poor households rely on informal sources of income, i.e. family farming, small household enterprises, and occasional wage employment. Earnings in these sectors are typically variable and tend to be lower than in the formal sector. Illness, death and external shocks such as loss of employment due to COVID-19 and extreme weather events have, in the first half of this year, pushed already poor family households into deeper poverty and destitution. Given that they are bearing the brunt of the effects of COVID-19 disproportionately, women and youth must be placed at the center of recovery efforts.

**Gender and Women.** In 2020, Viet Nam ranked 87 out of 153 countries in the Global Gender Gap index with a score of 0.7 (ranking 31 in economic participation, 110 in political empowerment, 151 in health and survival and 93 in educational attainment). Viet Nam has advanced in protecting women's rights legally, but the practical application of this is weak in rural areas where social norms with respect to women's roles and rights are more traditional. In addition to COVID-19, Vietnamese society continues to face other significant challenges, such as violence against women and girls and a significant sex ratio imbalance at birth. Though the proportion of women in the labour force is high by global standards, they are usually more engaged in the informal economy, unpaid family labour and own-account work. As observed during early 2020 when COVID-19 forced many factories to shut down and lay-off workers, women were extremely vulnerable as they often do not possess any formal contractual arrangements.

Women's representation in leadership positions in public and private sectors also remains low when compared with men. Social inequalities are rising and becoming more visible, especially for ethnic minorities and other marginalized groups, such as the rural poor. Gender inequality is recognized as one of the key underlying causes of poverty among ethnic minorities partly as a consequence of socio-cultural practices which define and compound the vulnerability and marginalization of ethnic minority women and girls.

Women were disproportionately affected by the effects of COVID-19 as many manufacturers and rural SMEs employ women through informal contracts and for low skilled jobs in the processing of agricultural produce such as fish, tea and fruit. Loss of income and employment especially impacted women's livelihoods as it reduced their ability to afford food for their families, care for the elderly, children and sick people, negatively also impacting their family's health services and repayment of bank loans [see IPSARD 2020]. Obviously, the situation worsened further if the husbands were laid-off too. Domestic tensions and violence against women also rose as result of preventive strict physical distancing measures when families stayed at home. UNDP and UN Women's [rapid, gender sensitive assessment of COVID-19s socio-economic impact on vulnerable households and enterprises in Viet Nam](#) in April and May 2020 found that women, including ethnic minority women, face disproportionate impacts of the COVID-19 pandemic on their livelihoods, an increased burden of unpaid work, and an increase in gender-based violence. In Viet Nam, the most impacted sectors (trade, agriculture, transportation and logistics, tourism, real estate, manufacturing) account for more than 22.1 million workers, or 40.8 percent of Viet Nam's employment.[3] Female workers are especially exposed to the labour market consequences of the pandemic. The four hardest-hit sectors account for 44.1 percent of female workers in Viet Nam, versus 30.4 per cent of male workers.[4].UNDP and UN Women's rapid, gender-sensitive assessment found that, compared to the December 2019 level, MSMEs suffered a 78% reduction in revenue in April 2020, while household businesses faced an even deeper reduction of 83%. This substantial reduction of revenue for both household businesses and MSMEs has led to cutbacks in business operations, including a reduction in the number of workers. This setback has a strong impact on women as these businesses employ more women than men.

**Youth.** In Vietnam, young people aged between 15-29, account for around a quarter of the country's population. This is the highest the youth population has ever been for Vietnam. It provides the country with a unique socio-economic development opportunity. Youth represent an asset to enhance the nation's prosperity. This potential can only be tapped, however, if young people have access to quality education, healthcare, decent employment and active social and political lives. Unfortunately, youth face challenges on multiple fronts of which unemployment presents perhaps the biggest challenge. Moreover, even a relatively low unemployment rate does not reflect the quality of jobs young people have. The youth unemployment rate had already increased from 5.2 per cent (2006) to 7.3 per cent (2019) before COVID-19. Informality remains the norm for most young wage workers and over half of employed youth are poorly paid, i.e. earning below the average wages or income. A skill mismatch also affects close to half of working youth. Efficient linkages from agricultural production to processing and sales are not well developed in agricultural regions and producers lack business skills to develop their products. Youth also often face difficulties in transitioning from traditional to modern agriculture. According to an ILO report released in August 2020 on COVID-19 impacts for youth employment in the Asia-Pacific region, Vietnamese youth unemployment could reach 13.2 per cent in 2020 due to COVID-19, while the figures were 6.9 per cent in 2019. The opportunity for young people to find decent employment has worsened as a result of COVID-19 in view of the compressed manufacturing sector, especially in export-oriented factories working in sectors such as garment and textile, shoes and leather, whose employees are mostly young people. The Government has recognized this and started to offer support programs to revive the economy but there is a lack of a youth and gender focused approach.

Since they are bearing the brunt of the effects of the economic effects of COVID-19, women and youth must be placed at the center of recovery efforts by government and development partners to build back better ensuring more long-term resilience to future shocks. Women play a major though poorly recognized role in society and families and putting them at the center of the recovery process will provide huge potential to leapfrog the social and economic rebuilding process to make it better and ensure that it is more equal, more inclusive and more sustainable. Leaving women behind is a lost opportunity for any country, including Vietnam. Women's empowerment needs to be truly transformative through changes within the society and families as well as at political levels. Youth, on the other hand, are the future of Vietnam and will also need to be a priority focus for the recovery of the economy.

Their skills levels and business capabilities will be decisive for the direction Vietnam will take in the coming years.

[1] Source: Agency for Business Registration, Ministry of Planning and Investment: Report on Business Registration in June and the first half of 2020

[2] Source: Coronavirus: the economic impact - 10 July 2020. UNIDO. <https://www.unido.org/stories/coronavirus-economic-impact-10-july-2020>

[3].ILO calculations based on 2018 Labour Force Survey data.

[4].ILO calculations based on 2018 Labour Force Survey data.

P\_I. Immediate Socio-Economic Response to COVID19 and its impact

Viet Nam has been deeply affected by the ongoing [worldwide pandemic](#) of [coronavirus disease 2019](#) (COVID-19). On 23 January 2020, the first known case of COVID-19 in [Viet Nam](#) was reported. As of 2 December 2020, the country had 1,358 confirmed cases, 1,201 recoveries, and 35 deaths. Since the first case of the outbreak was reported on 23rd January, 2020, the Government of Viet Nam (GoV) has accelerated efforts to limit the spread of the virus as well as ensure the best medical treatment for those infected. Epidemic declarations, tightening of border control, applying aviation permits, revocation and visa restrictions were swiftly announced. The authorities instituted proactive contact tracing, targeted testing, self-isolation and quarantine measures to curtail spread and prevent community transmission. However, due to limited resources and inferior technological capacities, developing countries including Viet Nam have faced many challenges in combating the negative impacts of the pandemic.

The COVID-19 pandemic is a public health, development and mobility crisis exacerbating vulnerabilities and inequalities. The pandemic has had major multidimensional impacts on the lives of all populations in Viet Nam, especially children, women, the elderly and other vulnerable groups such as migrants, ethnic minorities, labourers, smallholder farmers, micro, small and medium enterprises (MSMEs), people living with disabilities (PwD) and people living with chronic health issues. Market disruptions, nationally and internationally, including significant limitations on international travel are generating economic impacts that disproportionately impact vulnerable groups and populations and in turn are driving many social impacts. Schools closures, in place from February to early May, disrupted the learning of 21.2 million children, whilst it was estimated that by the end of the second quarter the crisis would have affected the livelihoods of 4.6 to 10.3 million workers. As some 35 million Vietnamese workers do not have social insurance, particularly among those working in the agriculture and informal sectors, there is a legitimate concern that those just above or on the poverty line, including the rural poor, are being hard hit by the impact of COVID-19, as the outbreak threatens their access to basic essential services and already vulnerable livelihoods. Supply chain and market disruptions in the agricultural sector due to COVID-19 have combined with the impact of natural disasters and crop and livestock epidemics, particularly drought, saltwater intrusion and African swine fever. The COVID-19 impact on agricultural and non-agricultural livelihoods has been devastatingly high according to the UN Assessment of the Social and Economic Impact of COVID-19 in Viet Nam published in September 2020 (see attached report).

Viet Nam's response to the emerging coronavirus pandemic was launched on January 15, 2020 with the convening of the National Steering Committee (NSC) chaired by Deputy Prime Minister Vu Duc Dam. The National COVID-19 Response Plan was issued on 20 January 2020. The aim of the plan was to detect and contain COVID-19 infections to minimize the incidence of illness and death from the disease. Central and local government budgets and social health insurance were mobilized to cover the costs of the national response plan and to ensure that out of pocket payments would not be an obstacle to personal safety, testing, tracing, quarantine and treatment for the disease. In April, the Government issued a \$ 2.6 billion social protection package for cash support to the most vulnerable people and workers that

Comments from secretariat under general information

had lost their jobs during April to June 2020, also providing affected enterprises with credit at zero/low interest rates to pay workers' salaries. The Government also issued a substantial financial package for restructuring loans and has approved a plan to delay collection of taxes and land rent to assist impacted enterprises in selected sectors. In addition, the Government has embarked on an expansionary fiscal stance to strengthen its national health systems, shore up the local economy and provide income assistance to the most vulnerable and impoverished [1].

All ministries, central agencies and provincial/city authorities have implemented national Directives on "Measures to Ensure Citizens Health, Social Security and Assist Enterprises in Production and Business" and carried out comprehensive assessments of pandemic impacts on local socio-economic development and proposed relevant measures for economic recovery and social security. The Government has promoted ICT solutions so that enterprises and citizens will not need to physically visit public administration offices. Online shopping and banking systems are promoted as useful measures for virus prevention and the development of private sector mobile distribution networks has accelerated in the cities.

The United Nations in Viet Nam has established a coordinated One UN response to COVID-19 in support of the Government of Viet Nam's national health and socio-economic response. The first iteration of the UN COVID-19 Strategic Preparedness and Response Plan in Viet Nam was compiled on 27 March 2020 under the technical leadership of WHO, focusing on 3 pillars: 1) ensure continuity of essential public health and social protection functions; 2) assess economic impact; and 3) education. In line with the WHO's Global Preparedness and Response Plan for COVID -19, the UNCT COVID-19 Strategic Preparedness and Response Plan sets out the UNCT's Public Health Strategic Preparedness and Response Plan. The country level UN COVID-19 Socio-Economic Response and Recovery Plan in Viet Nam was prepared in June 2020 (see attached Plan), representing an integrated support package offered by the United Nations in Viet Nam to protect the needs and rights of people living under the duress of the pandemic, with particular focus on the most vulnerable groups, and people who risk being left behind.

[1] [https://reliefweb.int/sites/reliefweb.int/files/resources/VNM\\_Socioeconomic-Response-Plan\\_2020.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/VNM_Socioeconomic-Response-Plan_2020.pdf)

CN.II. Results expected to be achieved and a clear explanation of tangible results or changes that will be achieved through this collaborative programme. Describe the results expected to be achieved and how it contributes to the Covid-19 response and the SDGs. Describe programme approaches, methods, and theory of change, and explain why they

**Rationale.** Contributing to *Building Forward Better*, Vietnam's rural economy and social fabric offer the opportunity for the United Nations to develop a model for a more inclusive development pathway through the socio-economic, transformative empowerment of the poor, women and youth in rural areas in line with the *Leaving No One Behind (LNOB)* principle which is integral to a human rights based approach. The focus of the proposed project would be on measures to **build an agricultural value chain** to serve as a model for wider scaling up. **The proposed approach of the project would prioritize rural women and youth as the core target groups** by (i) *boosting their skills and capacities*; (ii) *offering COVID-19 safe working conditions and decent revenues* and; (iii) most importantly, reducing barriers and opening a development pathway for women and youth to *actively participate in modern and digitized economic activities*. In addition, *building forward better* would result in (iv) *greater safety of agricultural products for consumers*. Demand for high quality and safe food is rising especially in urban areas as local markets receive more attention in Vietnam while export markets have contracted as a result of COVID-19. Opportunities for a COVID-19 safe value chain include (i) *COVID sanitized and certified transport and tracing systems for agricultural produce and farm inputs*; (ii) *cold storage and packaging facilities to prevent goods from perishing*; and (iii) *digital extension and e-commerce (ICT) to mitigate the impact of physical distancing and to speed up trade*. The proposed project aims to spearhead an innovative value chain development approach, and lessons from this can provide guidance for scalability in future agricultural value chain projects such as the forthcoming IFAD funded Climate Smart Agriculture Transformation Project (in the pipeline) and the UNIDO pipeline project "Strengthening the Performance and Competitiveness of Fruits and Vegetables Value Chains".

Comments as above

are the appropriate response to the problem. Please highlight a) how the solution(s) is data driven (especially on population being targeted) b) if and how it employs any innovative approaches; c) if and how it applies a human rights-based approach and how is it based on the principle of “recover better together” d) if and how the theory of change reflects the Gender Equality Marker score selected in this solution

Value chain development requires the engagement of all actors, notably producers and enterprises (processors, wholesalers), besides transport and storage and other services. The proposed project will focus on the fruit value chain in Dong Thap and Ben Tre provinces in the Mekong River Delta as it provides good opportunities to build forward better. The proposal builds on the complimentary of UNIDO and IFAD’s interventions in the fruit sector in the Mekong Delta of Vietnam where both organizations have long standing experience. In promoting industrial development in agricultural value chains, UNIDO has engaged with fruit processing companies to improve their performance and competitiveness through technology development and transfer, food safety and quality, traceability and certification systems, market access and application of good environment practices. IFAD has promoted inclusive and climate smart value chains, by developing, together with local farmers, climate smart farming models and business training. Moreover, IFAD funded projects have helped link smallholder farmers with the wholesale and processing enterprises which are critical for building an inclusive value chain.

Digital technology as an innovative tool is gaining momentum in agriculture and value chains across Asia and in Vietnam. The Government of Vietnam is committed to establishing a digital economy as fast as possible, as expressed in key policy decrees such as the Prime Minister’s recent Decision 749/QD-TTg of 8 June 2020. The latter proposed the way to transform Vietnam into a “*prosperous digital country that pioneers trying out new technologies and models [...and ...] to establish Vietnamese digital technology enterprises capable of going global*”.

In the same vein, the Government of Vietnam encourages agricultural transformation that is climate resilient and produces safe and high-quality food income generation from export and national markets, building on Vietnam’s comparative advantages. Digital agriculture is a key innovative approach to modernize agriculture and to enhance agricultural production, quality and value chains. Digital technology has shown its potential to increase resilience of the sector to external effects like the impacts of COVID-19. During the early stages of the pandemic, many value chain actors switched quickly to digital tools such as e-commerce, e-procurement, communication and digital extension services to overcome the limiting effects of both physical distancing and potential contamination. Despite this, the application of ICT among farmers is still very limited in contrast to agricultural enterprises of whom about 70% apply ICT tools. A key way forward for engaging farmers, youth and women in the digitalization process of agriculture and related value chains will require support in improving their access to technology and training.

A recent study on the development options in the Mekong Delta, commissioned by the World Bank, suggested a wide-scale transformation of the rural economy through the Sustainable, Climate-Resilient, Agricultural Commercialization Scenario (SCAC). It foresees a transformation of agricultural production systems towards climate resilience and market demand, with a significant improvement in technology adoption and management innovation. The agricultural models under this scenario would result in a reduction of agricultural jobs on the production side, but the creation of a large number of opportunities on the post-harvest side, including storage, packaging, quality compliance, transport, and commercialization. ***The caveat to this approach is that the large-scale application of advanced technology in agriculture will require higher skilled workers.*** The latter demands effective education and training opportunities on ICT and other advanced technology for rural women and youth (World Bank and IPSARD, 2020, not published).

If women and youth are not specifically targeted and supported to tap into the opportunities of ICT development, they will be left out by the increasingly fast digital development process. Digital technology opens new opportunities for them to obtain decent employment consistent with the objective of achieving modern and COVID-19 safe agricultural value chains. Digital technology can also enable women to create their own businesses and to become entrepreneurs, while the technology will also help women handle family duties in a more flexible manner. In addition, building awareness at home and in communities about the burden of unpaid care and domestic work on women can enable them to fully participate in paid work. Addressing social norms on the roles of women and men in the family and community can eliminate persistent barriers for women’s economic empowerment.



**Target group.** Women and youth in Dong Thap and Ben Tre provinces are the core target groups of the project. They belong predominantly to the poorer segment of society; their livelihoods are based on smallholding farming, wage labour or small businesses e.g. for agricultural input supply. Moreover, rural enterprises including wholesalers, transportation, storage and local input suppliers will also benefit from the outputs of the proposed project.

**Project goal. *Creating a model of a gender and youth centered and innovative fruit value chain in the Mekong Delta of Vietnam which can be scaled up for 'recovering better together' across the rural economy. The development objective is to increase income and social empowerment of rural women and youth within a selected agricultural value chain.***

#### **Project Outcomes/Components**

##### **Outcome-1 Women and youth centered business enabling environment**

Output 1.1 Women led farmer groups mobilized and strengthened

Output 1.2 Enhanced capacity and accessibility of women and youth-focused support services (ICT, finance, extension, business advisory, etc.)

Output 1.3 Policy and advocacy platform for (a) the promotion and scaling up of women and youth centered value chains; (b) promotion of women's leadership roles in economic development; and (c) the promotion of social norm change on gender roles in sharing the housework

##### **Outcome-2 Enhanced competitiveness, safety and sustainability of women and youth-led value chains**

Output 2.1 COVID-19 safe food standards, good practices and technologies developed/promoted along the value chain

Output 2.2 Women and youth centered value chain established and upgraded

##### **Outcome-3 Improved access to new markets for women and youth**

Output 3.1 Women and youth led innovation through value addition, branding, promotion and e-commerce

Output 3.2 Farm-enterprise, enterprise to enterprise contracts established

**Mainstreaming interventions.** The project will mainstream the use of **digital technologies** in all outcomes and outputs where feasible. The project will develop and promote digital technologies in a coherent manner. In other words, the digital solutions that will be promoted for traceability, inspection, extension, trade and training on good practices, access to finance and inputs will be developed as part of an integrated solution. Moreover, such digital platforms will be used to overcome physical and geographical barriers to build wider and stronger networks with higher collective efficiency such as through e-cooperatives.

**Women and youth** stand equally in the center of the project. From support to establishment of norms and standards for COVID-19 safe and sustainable products, to building capacity of extension services, the project will ensure a thorough and gender-sensitive analysis and interventions with the objective to specifically improve conditions of women and youth in the fruits supply chain. The project will engage with women and youth and promote their role in the project not as mere beneficiaries but rather as leaders and partners of the project for delivery of results.

Climate change compounded with human activities will continue to impact the agricultural economy in the Mekong River Delta, through raising temperature, salination of the Mekong river, soil degradation and groundwater depletion. To build back better together from COVID-19's impact, the project will mainstream **environmental sustainability** and promote **adaptation to climate change**.

**Theory of change (Figure 4).** Development challenges in the Mekong Delta for smallholder farmers, especially for rural women and youth, have been exacerbated by the impact of COVID-19. Women have felt the brunt of COVID-19's impact including loss of wage employment and income when enterprises shut down and laid off their workers. Limited income led to reduced access to nutritious and quality food and reduced the funds available for both children's education and for caring for sick family members. COVID-19 and related physical distancing measures have also increased household tensions which have sadly led to a sharp increase in domestic violence against women in Vietnam.

Going forward, building the rural economy better offers new opportunities to make economic development more equal and gender balanced. In addition, policies and innovative measures such as the mainstreaming of ICT and food safety standards should be considered as ways of recovering better together and of making the economy much more resilient to future external shocks. The vision of the Government of Vietnam is strongly focused on a modern and digitalized development path. Women are particularly vulnerable to falling behind on this path as they are often not sufficiently educated and trained in ICT to attain higher levels of employment or start their own businesses. Similarly, youth will need better education on ICT and other modern technology to enable them to productively work or do business in rural areas, otherwise they are likely to migrate to the cities.

Against this background, the proposed project would place the most vulnerable groups i.e. rural women and youth at the center of attention, focusing on developing a model for building the fruit value chain in the Mekong Delta. It will facilitate the identification of a suitable fruit value chain, and map and engage its actors. It will also facilitate and support capacity-building to producer groups, SMEs, wage labourers and entrepreneurs, on ICT and other technical skills. The project will support the development of COVID-19 related production standards, quality compliance and processing technologies, and develop policy engagement to promote the status of women and youth in leadership positions of the sector. These interventions would lead directly to robust farm-enterprise contracts and significantly increase the chances for women and youth to obtain higher paid labour contracts and decent, safe working conditions. Farmer groups will be enabled to adopt climate smart fruit production technology and become more resilient to climate change effects and other externalities. Moreover, the project's interventions would improve the enabling business environment for women and youth, enhance the competitiveness and safety of women and youth led value chains and their access to markets. Ultimately, women and youth are expected to increase their income and self-esteem through higher skilled work and by becoming successful entrepreneurs. Together with advocacy and policy engagement, the social empowerment of women will gain concrete traction.

**Exit strategy and sustainability.** The project's targeted intervention is to provide skills training for women and young farmers and entrepreneurs and to strengthen capacities of their organizations such as the Women's Union and farmer groups/cooperatives. The individual and institutional strengthening provides the basis for sustainability of ICT and other capacity building support. Experience has shown that succeeding in connecting farmers/producers with the private sector i.e. the enterprises creates business relationships which continue and grow if the right steps are taken and notably success is met at early stages. Risk of failure can be minimized by a clear analysis of the market demand, roles of value chain actors, their capacities and clear contractual arrangements. The project supports risk-minimization by focusing on these factors and, moreover, the implementing agencies i.e. provincial departments have the required institutional experience and will to carry out the project and continue beyond its completion date. This project is expected to serve as a model to ensure more equality during the economic recovery process from the COVID-19 pandemic. The project's policy engagement and advocacy for new norms for women and youth employment, and for COVID-19 safety standards further enhance the likelihood of both the sustainability and scaling-up of the investment.

|   |  |                          |
|---|--|--------------------------|
| <p>CN_III. Catalytic impact and nexus Describe how the intervention is catalytic by mobilizing or augmenting other financial or non-financial resources including from IFIs, foundations, the private sector. Describe how the proposed intervention supports medium to long-term recovery for example by enabling other actors to engage, generates an enabling environment for longer-term development.</p> | <p>The project's scope is catalytic but fully compatible with the country programs of IFAD and UNIDO in Vietnam. The IFAD funded Adaptation in the Mekong Delta project (AMD) in Ben Tre and Tra Vinh provinces in the Mekong Delta provide the basis and experience to develop and modernize the proposed value chain. IFAD through the AMD promoted climate smart, pro-poor value chain development including value chain finance approaches. UNIDO has established a Center of Excellence for mango harvesting, packing operations, storage and transport in the Mekong River Delta. In addition, UNIDO is providing technical assistance to increase the quality and standards compliance of the mango value chain in the region. The combinations of the two UN agencies constitutes an ideal entry point for the project to provide technical support to the whole value chain. The results of this joint initiative can, therefore, also be realistically scaled up through future programmes of IFAD and UNIDO. IFAD is also already in the process of designing a follow-up project which will start by 2022. The proposed project will be an important testing ground for ICT and women/youth centered value chains which IFAD can scale up through the follow-up project. UNIDO is also preparing a scaling-up project for other fruits "Strengthening the performance and competitiveness of fruits and vegetables value chains".</p> <p>The project is also compatible with the UN ONE Strategic Plan for Vietnam, 2017-2021 (our current UNSDG Cooperation Framework with the Government of Vietnam) and particularly contributes to Outcome 1.1: Poverty and Vulnerability Reduction and Outcome 3.2: Inclusive labour market and expansion of opportunities for all.</p> <p>In the Mekong Delta, International Financial Institutions (IFI) such as the World Bank and ADB are currently funding large investment projects on climate change adaptation, infrastructure and value chain development.</p> <p>The Government has specific policies for the transformation of the rural economy and to render it climate resilient and compatible with food export markets. The project outcomes thus also have high potential to serve as a springboard and be replicated by other larger investment programmes sponsored by Government and IFIs. The focus on women and youth through ICT is highly innovative and in fact a prerequisite for the enhancement of their social and economic development.</p> <p>The private sector will be closely involved from the beginning as they will lead the identification of training needs, required technology and equipment, and farm inputs. These aspects would ensure that the farmer groups' produce respond to market demand, especially in terms of product quality and delivery. Private enterprises operating in logistics, payment, IT and data security and E-commerce platforms (Shopee, Lazada, etc.) will be mobilized for stakeholder dialogues to provide a strong foundation and promote increased e-commerce adoption among farmers and SMEs, with the ultimate goal of improving long-term trust among actors in online fruit-related businesses.</p> | <p>Comments as above</p> |
| <p>CN_IV. Who will deliver this solution List what Recipient UN Organizations (no less than 2 per concept note) and partners will implement this project and describe their capacities to do so. Include expertise, staff deployed, as</p>  | <p>IFAD and UNIDO are the responsible RUNOs for this project, with technical support from UNWOMEN. IFAD has provided 15 loans to Vietnam for a total volume of about US\$ 550 million over the last 26 years, to fund rural poverty reduction and rural development projects. In addition, IFAD has funded country and regional grants for action research and innovative solutions to rural poverty, many of which target women and directly support women-led development funds and micro-saving at grassroot level. In line with its mandate to promote Inclusive and Sustainable Industrial Development (ISID), UNIDO is the UN specialized agency with the comparative advantage to work with private sector entities and industries as well as governments at the policy level in this area. UNIDO has been actively engaged in supporting Viet Nam in its efforts towards becoming a sustainable industrialized nation for more than 40 years, contributing total grant ODA of nearly US\$200 million over this period. Presently UNIDO implements a project portfolio in the domains of advancing economic competitiveness, creating shared prosperity and safeguarding the environment. The UNIDO approach on agro-value chain development is to strengthen their capacity to comply with trade related standards, technical regulations, buyer specifications and increase productivity and performance of</p>   | <p>Comments as above</p> |

well as oversight mechanisms that determine the monitoring and evaluation (M&E) arrangements and responsibilities. Use hyperlinks to relevant sites and the current portfolios of RUNOs so the text is short and to the point.

farmers, cooperatives and private sector operators. UNIDO has also developed its Covid-19 response framework to support its member states to prepare, contain, respond, adapt, recover and transform towards inclusive, resilient and sustainable economies through ISID. Both UNIDO and IFAD have resident country offices with 23 (UNIDO) and 11 (IFAD) staff. IFAD is directly supervising its loan and grant portfolio in terms of outputs and fiduciary (financial & procurement) aspects. IFAD and UNIDO have established excellent working relationships with national and local government entities, UN agencies, IFIs, civil society organizations and the private sector. Given their collective expertise, staffing and experience in Vietnam, both agencies are confident of delivering the proposed project jointly in line with the concept described above.

**Project management.** The project will be implemented by existing structures of ongoing IFAD and UNIDO funded projects. These include specialized offices within the Department Agriculture and Rural Development (DARD) at the provincial and district levels under the respective People’s Committee. In addition, the project will work closely with the Farmers Union and Women’s Union who will be mobilized for organizing farmer groups, training and so forth. Specialized service providers such as for ICT training will be mobilized from within the country.

A Project Management Unit (PMU) will coordinate project implementation. Staff will include the project director, agricultural programme officer, social inclusion specialist, business linkages facilitation officer, accountant and procurement specialist. An M&E officer will support day-to-day project implementation. All districts will appoint the District People’s Committee (DPC) Chairperson or Vice Chairperson responsible for agriculture as the District Project Coordinator. The Provincial government will provide suitable office accommodation for the PCO and cover all staff costs.

**Financial and Procurement Management.** The assessment of the Financial Management system and capabilities and a full fiduciary assessment of the proposed implementing agencies will be carried out prior to or during the detailed project proposal design stage. That said, the IFAD funded AMD project has put in place a well-established financial management unit. The IFAD regional financial officer will ensure that Flow of Fund procedures are established during the full design stage. In the same vein, procurement will follow the national procurement system and rules, as long as they are compatible with UNIDO and IFAD procurement guidelines. This will be assessed and elaborated during the design of the full proposal.

**Monitoring and Evaluation (M&E).** In the same vein, the project’s M&E system will be integrated with the existing provincial management information system (MIS) and deliver in terms of planning and monitoring project activities and reporting on their outputs and results to enable timely adjustments in the course of implementation as needed. Naturally, the M&E system will also provide an assessment of the project’s efficiency and impact at the end of implementation. The M&E system will be linked to a Knowledge Management and Communication (KM/COM) system in order to capture the project’s results, innovations and lessons for learning. The KM/COM system would target the wider community and policy makers in Vietnam and the Mekong region.

**Innovations.** The project promotes a number of innovations which are relevant to other projects funded by development partners and the Government, as elaborated above. These include: (i) ICT which is accessible to poor and smallholder farmers and SMEs and mainstreamed in their business; (ii) women and youth as the core target group of the project who are expected to continue to lead further development of ICT applications in their businesses beyond project completion; (iii) the project is fully centered around the needs of women and youth in terms of training needs, access to technology and business development opportunities; and (iv) private sector provides the *pull* for the value chain planning process and investments and they shape the training programs of women / youth producers and farmers.

|                        |   |   |
|------------------------|---|---|
| P_V. Target population | <b>A well-articulated and urgent need</b> | Comments from secretariat in general information tab. |
|------------------------|---|---|

The International Cooperation Department of the Ministry of Agriculture and Rural Development (MARD), through the International Support Group (ISG), will on December 11 organise a conference on 'Viet Nam's agriculture and rural development in the context of COVID-19 impacts: Opportunities and challenges'. By discussing the impacts of COVID-19 on the global economy and the Vietnamese economy in general and on the agriculture and rural development sector in particular, the Ministry aims to articulate how it wants to address the impacts of Covid-19 in the agriculture and rural development sector; and it seeks international cooperation programs and projects that focus on the restoration of agricultural production and businesses, connecting global supply chains in the context of COVID-19. According to MARD's current action plan agricultural restructuring is geared towards raising added values and sustainable development, and aims to raise incomes and improve living standards of rural residents; ensuring their food security (including nutrition security); and contributing to the reduction of poverty. In response to the COVID-19 challenges – and in line with the government's dual goals (response and recovery) – MARD foresees a continued restructuring of agriculture; utilizing cutting edge technology, empowering its position in the supply chain, increasing the value-added and enhancing the competitiveness of Vietnamese agricultural products.

The Government of Viet Nam's overall dual goal is consistent with the country level UN COVID-19 Socio-Economic Response and Recovery Plan in Viet Nam. This sets out five streams of work that combine to protect the needs and rights of people living under the duress of the pandemic, with particular focus on the most vulnerable groups, and people who risk being left behind. The 'Building Forward Better' proposal responds to the ambitions of streams 3 and 5:

Stream 3: Job retention, sustainable incomes and support to small and medium-sized enterprises, informal sector workers and smallholder farmers and producers through urban and rural economic response and recovery programmes;

Stream 5: Promoting social cohesion and investing in community-led resilience and response systems.

These five streams are connected by a strong environmental sustainability and gender equality imperative to build back better.

The need for a model of a gender and youth centered digitally enhanced innovative fruit value chain in the Mekong Delta of Vietnam emerges from three perspectives:

The greater on-the-ground reliance on digital technology for maintaining business relationships, that is already observed as an adaptive measure to the conditions imposed by social distancing and contamination prevention; but which is at this moment less easily applied by vulnerable groups such as women and youth;

- The ongoing development of a rural economy that puts stock in deriving more added value from value chains for high value crops. The two Districts of Dong Thap and Ben Tre are cases in point, where regional development programmes support a transformation towards better and more inclusive value chains;
- The rapid emergence of digital platforms for e-commerce by national service providers. By making vulnerable groups now part of the user community of such platforms, these can be grafted much better to the needs and opportunities of these groups.

### **Target beneficiaries**

Women and youth in Dong Thap and Ben Tre provinces are the core target beneficiaries of the project. They belong predominantly to the poorer segment of society; and their livelihoods are based on smallholding farming, wage labour or small businesses (e.g. for agricultural input supply). Moreover, rural small and medium enterprises including wholesalers, transportation, storage and local input suppliers will also benefit from the outputs of the proposed project.

A first step in targeting is zooming in on the most important fruit-producing Districts of each Province. Mango cultivation is well-established in Dong Thap and clustered into six Districts. In 2019, the total area of Mango in the province was 11,340 ha, an increase of 2,684 ha compared to 2015. Around 40% of that is located in around 100

orchards belonging to cooperatives, enterprises and a few farmer households. The remainder are single trees or small clusters of trees, managed largely by individual households. The area certified under VietGAP is only 320ha; but over 4,200ha are coded for export. In addition, there are 117 enterprises or cooperatives purchasing and processing mangoes, mainly by bulking and grading fresh fruits. Seventeen enterprises are exporting mango, mainly to China.

The situation in Ben Tre is more diffuse and a first step here would be to identify which fruit value chain would offer the best potential. In addition to mango grown in some 800 hectares in two coastal districts – there are production clusters of other fruits as well, including dragon fruit, green skinned pomelo and coconut. Development of a model value chain would need to focus either on the single commodity with the largest grower population; or on a combined value chain for soft fruit. On the positive side for Ben Tre has been the formation of many small producer groups as well as economically activated savings and credit groups.

The identification of growers will be undertaken with the Agricultural Department, the Farmers' Union and the Women and Youth Unions at District and Commune level. Existing groups, such as producer cooperatives and women Savings and Credit Groups will be considered on a priority basis, so that the project can make a flying start, before enhancing its reach-out to to-be-established groups. The Commune statistics will be used to confirm that the selected grower groups include a substantial proportion of poor or near poor beneficiaries. Priority will be given to groups that are exclusively women or youth-based. It is estimated that in each District the target for project activities will be 2,000 women and/or youth. The MPTF investment would exceed USD 200 per beneficiary – and if co-funding contributions are added – exceed USD 600 per beneficiary; but this is justifiable on the grounds that the value chain to be established is a model; which in the subsequent year will continue to attract growers and which – through UNIDO's and IFAD's support to both Provinces – will be replicated to other value chains as well. It is estimated that the target per Province is equivalent to some 800 – 1,000 households.

The identification of women and youth growers – and the groups they are part of – will be greatly facilitated by the extensive census data available with communes, district and province. These have already ample experience in targeted interventions through the project activities undertaken in both Provinces. This facilitates a poverty focus in the swift identification of the target beneficiaries.

Parallel to the identification of growers, the other actors in the value chain, beginning with existing small- and medium enterprises, including traders, will be identified. The idea is to engage a reasonable representation across the whole value chain in the roll-out of the project; and specifically, in identifying relationships and good practices that need be consolidated through the e-platforms.

#### **Potential impact**

A 15-month concerted effort will suffice to establish a digital structure that underpins the transactions and relations that form the flesh of a fruit value chain. This is an essential step towards enhanced transactions and increased added value in the value chain. However, given that this effect would only gradually kick-in as the building of the digital structure progresses; the impact in terms of product diversification, volumes traded, contracts signed and value added would – at the close of the 15-month window – only be in its early stages.

The link of the 'Building Forward Better' project to the new projects in both Provinces is therefore a condition that ensures a multiplication of the impact over the years to come. It is foreseen that the model established by 'Building Forward Better' will be expanded both in geographical coverage, as well as in terms of commodities, so that the lion share of the Districts (90%) in the two provinces will see an increasing number of their women and youth (plus 20%) engaging with digitally enhanced fruit value chains.

| Target  | Description  |
|---|--|
| <b>Main Goals</b>   |  |
| <b>Goal 1. End poverty in all its forms everywhere</b>  |  |
| TARGET_1.2  | 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions                           |
| <b>Goal 5. Achieve gender equality and empower all women and girls</b>  |  |
| TARGET_5.5  | 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life                             |
| TARGET_5.b  | 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women   |
| <b>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b> |  |
| TARGET_8.2  | 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors |
| TARGET_8.6  | 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training   |

## SDG Indicators

| Indicator Code | Description   |
|----------------|---|
| C010201        | 1.2.1 Proportion of population living below the national poverty line, by sex and age |
| C050502        | 5.5.2 Proportion of women in managerial positions                                     |
| C050b01        | 5.b.1 Proportion of individuals who own a mobile telephone, by sex                    |
| C080201        | 8.2.1 Annual growth rate of real GDP per employed person                              |
| C080601        | 8.6.1 Proportion of youth (aged 15–24 years) not in education, employment or training |

## Contribution to SDGs

| Participating Organization                   | % TARGET_5.b | % TARGET_8.6 | % TARGET_5.5 | % TARGET_8.2 | % TARGET_1.2 | % Total    |
|--|--------------|--------------|--------------|--------------|--------------|------------|
| UNIDO  | 25           | 25           | 15           | 15           | 20           | 100        |
| IFAD   | 25           | 25           | 15           | 15           | 20           | 100        |
| <b>Total contribution by target</b>          | <b>50</b>    | <b>50</b>    | <b>30</b>    | <b>30</b>    | <b>40</b>    |            |
| <b>Project contribution to SDG by target</b> | <b>25</b>    | <b>25</b>    | <b>15</b>    | <b>15</b>    | <b>20</b>    | <b>100</b> |

## List of documents

| Document                                      | Document Type | Document Source   | Document Abstract  | Modified By                         | Modified On  |
|---|---------------|-------------------|--|-------------------------------------|--------------|
| <a href="#">Figure 4 Theory of Change.png</a> | Other Docs    | Concept Narrative | Figure 4: Theory of Change: Build Back Better for Women and Youth in the Fruit Value Chain in the Mekong River Delta | alberto.solaro.del.borgo@one.un.org | Aug 31, 2020 |

|  |            |                   |  |                                     |              |
|--|------------|-------------------|--|-------------------------------------|--------------|
| <a href="#">Figure 1 Channels of Impact on agriculture and rural areas.png</a>                           | Other Docs | Concept Narrative | Figure 1: Channels of the COVID-19 pandemic impacts on agriculture and rural areas in Vietnam Source: IPSARD 2020, not yet published | alberto.solaro.del.borgo@one.un.org | Aug 31, 2020 |
| <a href="#">Figure 2 - Employees unable to work due to Covid-19 physical distancing measures.png</a>     | Other Docs | Concept Narrative | Figure 2: Employees unable to work due to COVID-19 physical distancing measures  | alberto.solaro.del.borgo@one.un.org | Aug 31, 2020 |
| <a href="#">Figure 3 Map of the Mekong River Delta.png</a>   | Other Docs | Concept Narrative | Figure 3: Map of the Mekong River Delta  | alberto.solaro.del.borgo@one.un.org | Aug 31, 2020 |
| <a href="#">UNCTAD_PG_Vietnam_Women Youth Value Chain.xlsx</a>   | Other Docs | Concept Narrative | Evaluation   | patrick.goettner@unctad.org         | Sep 09, 2020 |
| <a href="#">Reviewer#1_Viet Nam_Building Forward Better.xlsx</a>   | Other Docs | Concept Narrative |  | fshafique@unicef.org                | Sep 09, 2020 |
| <a href="#">Viet Nam_Gem Assessment.docx</a>   | Other Docs | Concept           | Feedback on disability and gender  | kalie.marsicano@undp.org            | Sep 16, 2020 |
| <a href="#">UN COVID-19 Socio-Economic Response and Recovery Plan Viet Nam - 24 July 2020_clean.docx</a> | Other Docs | Project Narrative |  | uzumma.erume@one.un.org             | Dec 04, 2020 |
| <a href="#">UN Assessment on the Social and Economic Impact of COVID-19 in Viet Nam_merged.pdf</a>       | Other Docs | Project Narrative |  | uzumma.erume@one.un.org             | Dec 04, 2020 |



| Outcome           | Output       | Description   |  |  |  |
|-------------------|--------------|---|--|--|--|
| Outcome 1         |              | Women and youth centred digitally enhanced business enabling environment  |  |  |  |
|                   | output 1.1   | Women led farmer groups mobilized and strengthened through digital communication tools  |  |  |  |
| <b>Activities</b> |              |   |  |  |  |
|                   | <b>Title</b> | <b>Description</b>  | <b>Lead Participating Organization</b> | <b>Participating Organization</b>  | <b>Other Organizations</b>   |
|                   | Selection    | Activity A Selection Identification of existing (priority) and new groups with a sizeable proportion of women and youth producers committed to improving their benefits from partaking in a fruit value chain | IFAD - International Fund for Agricul  | <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

| Outcome | Output            | Description   |  |  |  |
|---------|-------------------|---|--|--|--|
|         | Capacity building | Activity B Capacity building<br>Introduction of e-cooperation concept, establishment of digital cooperation platforms for organization of women and youth groups, training and capacity building of networks to provide enhanced support to members | IFAD - International Fund for Agricul  | <ul style="list-style-type: none"> <li>UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>Ministry of Agriculture and Rural Development</li> <li>Provincial Departments of Agriculture and Rural Development</li> <li>Fruit enterprise associations</li> <li>Farmers groups, Women's Union, Farmers' Union</li> <li>Private sector</li> <li>R&amp;D and technological institutions</li> </ul> |
|         | Output 1.2        | Enhanced capacity and digital accessibility of women and youth-focused support services (ICT, finance, extension, business advisory, skills development, etc.)  |  |  |  |
|         | <b>Activities</b> |   |  |  |  |
|         | <b>Title</b>      | <b>Description</b>  | <b>Lead Participating Organization</b> | <b>Participating Organization</b>  | <b>Other Organizations</b>   |
|         |                   |   |  |  |  |

| Outcome | Output        | Description   |
|---------|---------------|---|
|         | Accessibility | <p data-bbox="509 121 922 401">Activity C Accessibility In collaboration with existing service providers, develop / adapt digital platforms for one-window and integrated offering of digital services on access to finance, training, extension, innovation and value addition, certification, market information (price, requirements), market opportunities, etc.</p> <p data-bbox="938 121 1065 243">IFAD - International Fund for Agricul</p> <ul data-bbox="1122 121 1281 243" style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> <p data-bbox="1300 121 1443 1257">UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically:</p> <ul data-bbox="1300 533 1443 1257" style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

| Outcome | Output            | Description  |  |   |                                       |  |  |
|---------|-------------------|--|--|---|---------------------------------------|--|--|
|         | Capacity          | Activity D   | Capacity                               | Provide hands-on training to women and youth producer groups to help them use the digital platforms to consolidate their market and sector relationships and to conduct transactions through the same | IFAD - International Fund for Agricul | <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |
|         | <b>Output 1.3</b> | Policy and advocacy platform for (a) the promotion and scaling up of women and youth centred value chains; (b) promotion of women's leadership roles in economic development; and (c) the promotion of social norm change on gender roles in sharing housework |  |   |                                       |  |  |
|         | <b>Activities</b> |  |  |   |                                       |  |  |
|         | <b>Title</b>      | <b>Description</b>   | <b>Lead Participating Organization</b> | <b>Participating Organization</b>   | <b>Other Organizations</b>            |  |  |
|         |                   |  |  |   |                                       |  |  |

| Outcome | Output   | Description   |
|---------|----------|---|
|         | Advocacy | <p>Activity E Advocacy Support the Women's and Youth Unions to more effectively represent the interest women and youth for partaking in digitised value chains in development planning sessions at Commune, District and Provincial levels.</p> <p>IFAD - International Fund for Agricul</p> <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> <p>UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically:</p> <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

| Outcome           | Output     | Description  |  |  |  |  |
|-------------------|------------|--|--|--|--|--|
|                   | Policy     | Activity F Policy Support Provincial policy development with respect to the development and replication of model fruit value chains targeted at women and youth. | IFAD - International Fund for Agricul  | <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |  |
| Outcome-2         |            | Enhanced competitiveness, safety and sustainability of women and youth-led value chains  |  |  |  |  |
|                   | Output 2.1 | COVID-19 safe food standards, good practices and technologies developed/ digitally promoted along the value chain  |  |  |  |  |
| <b>Activities</b> |            |  |  |  |  |  |
| <b>Title</b>      |            | <b>Description</b>   | <b>Lead Participating Organization</b> | <b>Participating Organization</b>  | <b>Other Organizations</b>   |  |
|                   |            |  |  |  |  |  |

| Outcome | Output              | Description   |
|---------|---------------------|---|
|         | Develop Digital GPs | <p data-bbox="516 121 899 180">Develop mobile application-based good practices along the value chain</p> <p data-bbox="938 121 1062 243">IFAD - International Fund for Agricul</p> <ul data-bbox="1123 121 1279 243" style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> <p data-bbox="1302 121 1446 1255">UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically:</p> <ul data-bbox="1302 533 1446 1255" style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

| Outcome | Output            | Description   |  |  |  |
|---------|-------------------|---|--|--|--|
|         | Disseminate GPs   | Raise awareness, promote and disseminate good practices through various digital communication channels (social media, YouTube, WhatsApp, etc.); through commune, district and provincial institutions; and through women and youth producer groups and cooperatives, etc. | IFAD - International Fund for Agricul  | <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |
|         | Output 2.2        | Women and youth centred digitally enhanced value chain upgraded   |  |  |  |
|         | <b>Activities</b> |   |  |  |  |
|         | <b>Title</b>      | <b>Description</b>  | <b>Lead Participating Organization</b> | <b>Participating Organization</b>  | <b>Other Organizations</b>   |
|         |                   |   |  |  |  |



| Outcome   | Output                        | Description   |
|-----------|-------------------------------|---|
|           | Upgrading value chain         | <p>Direct support to application of good practices by women and youth-led producer groups and enterprises along the value chain</p> <p>IFAD - International Fund for Agricul</p> <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> <p>UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically:</p> <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul>                 |
|           | Digitally linked supply chain | <p>Application of electronic supply chain management platforms to establish a coordinated and digitally linked supply chain from farm to market</p> <p>IFAD - International Fund for Agricul</p> <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> <p>UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically:</p> <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |
| Outcome 3 |                               | Improved digital access to new markets for women and youth  |

| Outcome           | Output     | Description   |  |                                       |  |  |
|-------------------|------------|---|--|---------------------------------------|--|--|
|                   | Output 3.1 | Women and youth led innovation through increased digital access to value addition, branding, promotion and e-commerce |  |                                       |  |  |
| <b>Activities</b> |            |   |  |                                       |  |  |
|                   |            | Title   | Description  | Lead Participating Organization       | Participating Organization   | Other Organizations  |
|                   |            | Innovation  | Introduction of new value-added products (e.g. dried fruits, better packaging, processed products, etc.) in producer groups and SMEs | IFAD - International Fund for Agricul | <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

| Outcome | Output            | Description  |  |  |  |
|---------|-------------------|--|--|--|--|
|         | Expansion         | Branding and promotion of value-added products in new markets (high value national markets, e-commerce, tourism sector, sustainable regional export, etc.) | IFAD - International Fund for Agricul  | <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |
|         | Output 3.2        | Farm-enterprise, enterprise to enterprise contracts digitally facilitated and established  |  |  |  |
|         | <b>Activities</b> |  |  |  |  |
|         | <b>Title</b>      | <b>Description</b>   | <b>Lead Participating Organization</b> | <b>Participating Organization</b>  | <b>Other Organizations</b>   |
|         |                   |  |  |  |  |

| Outcome | Output      | Description   |
|---------|-------------|---|
|         | Matchmaking | <p>Organize digitally facilitated buyer meeting events, identify potential buyers, link producers to existing and new buyers and processors, etc.</p> <p>IFAD - International Fund for Agricul</p> <ul style="list-style-type: none"> <li>• UNIDO - UN Industrial Development Orga</li> </ul> <p>UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically:</p> <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

| Outcome | Output              | Description  |                                       |  |  |
|---------|---------------------|--|---------------------------------------|--|--|
|         | Agreement standards | Facilitate the development of long-term farm to enterprise business relationships that are based in principles that support reciprocity and mutual benefits. Examples of principles are transparency of agreements, living-up to commitments and disclosing failure to deliver. By emphasising such principles, a practice of more reliable agreements and contracts is to emerge between producer, enterprises and retailers. | IFAD - International Fund for Agricul | • UNIDO - UN Industrial Development Orga | UN Women provides technical support Central and provincial level governments in the target area; private sector, local civil society organizations, specifically: <ul style="list-style-type: none"> <li>- Ministry of Agriculture and Rural Development</li> <li>- Provincial Departments of Agriculture and Rural Development</li> <li>- Fruit enterprise associations</li> <li>- Farmers groups, Women's Union, Farmers' Union</li> <li>- Private sector</li> <li>- R&amp;D and technological institutions</li> </ul> |

## Signature Indicators

| Indicator Title     | Component Title | Description   | Category | Cycle  | Scope   | Value Type | Baseline Value | Baseline Year | Target Value | Target Year | Linked Outcome / Output   |
|---------------------|-----------------|---|----------|--------|---------|------------|----------------|---------------|--------------|-------------|---------------------------|
| Outcome Indicator 1 |                 | Percentage of funding allocated to proposals making a significant contribution to gender equality | Policy   | Yearly | Country | Percentage | N/A            | 2020          | 90           | 2022        | <b>Outcome:</b> Outcome 1 |
|                     | GEM Score       | GEM Score: 2 and higher   | Policy   | Yearly | Country | Percentage |                | 0             |              | 0           |                           |

|             |  |  |          |        |         |            |     |      |    |      |  |
|-------------|--|--|----------|--------|---------|------------|-----|------|----|------|--|
| Outcome 2.2 |  | Percentage of proposals enabling digitization in traditional industries and education services | Capacity | Yearly | Country | Percentage | N/A | 2020 | 50 | 2022 |  |
|-------------|--|--|----------|--------|---------|------------|-----|------|----|------|--|

## Imported Fund Outcome / Output Indicators

| Indicator Title               | Component Title | Description | Category | Cycle | Scope | Value Type | Baseline Value | Baseline Year | Target Value | Target Year | Linked Outcome / Output |
|-------------------------------|-----------------|-------------|----------|-------|-------|------------|----------------|---------------|--------------|-------------|-------------------------|
| No fund indicators available. |                 |             |          |       |       |            |                |               |              |             |                         |

## Project Indicators

| Indicator Title  | Component Title | Description   | Category | Cycle      | Scope  | Value Type | Baseline Value | Baseline Year | Target Value | Target Year | Linked Outcome / Output |
|--|-----------------|---|----------|------------|--------|------------|----------------|---------------|--------------|-------------|-------------------------|
| Output 1.1<br>Women led farmer groups mobilized and strengthened through digital communication tools   |                 | Number of organised women and youth partaking in the programme. 2,000 female and/or young fruit producers per Province participate in the model value chain support programme by the end of project | Capacity | At closure | Others | Number     | 0              | 2020          | 2000         | 2022        |                         |
| No components available.   |                 |   |          |            |        |            |                |               |              |             |                         |
| Output 1.2<br>Enhanced capacity and digital accessibility of women and youth-focused support services (ICT, finance, extension, business advisory, skills development, etc.) |                 | Frequency of using digital platforms to establish, maintain or use value chain relations. 80% of groups report using the digital platforms at least weekly  | Capacity | At closure | Others | Percentage | 0              | 2020          | 80           | 2022        |                         |

|   |   |          |            |        |        |   |      |   |      |  |
|---|---|----------|------------|--------|--------|---|------|---|------|--|
| <b>No components available.</b>   |   |          |            |        |        |   |      |   |      |  |
| Output 1.3 Policy and advocacy platform for (a) the promotion and scaling up of women and youth centred value chains; (b) promotion of women's leadership roles in economic development; and (c) the promotion of social norm change on gender roles in sharing | # of significant Provincial Resolutions promoting women and youth centred value chains.<br>One Provincial Resolution (per Province) articulating steps for promoting women and youth centred value chains | Policy   | At closure | Others | Number | 0 | 2020 | 1 | 2022 |  |
| <b>No components available.</b>   |   |          |            |        |        |   |      |   |      |  |
| Output 2.1 COVID-19 safe food standards, good practices and technologies developed/ digitally promoted along the value chain  | # of good practices, pre- and post-harvest technologies applied by the value chain operators.<br>5 new, significant, essential and viable good practices along the value chain applied                    | Other    | At closure | Others | Number | 0 | 2020 | 5 | 2022 |  |
| <b>No components available.</b>   |   |          |            |        |        |   |      |   |      |  |
| Output 2.2 Women and youth centred digitally enhanced value chain upgraded  | # of value chains upgraded/created to explicitly benefiting women and youth producers.<br>1 model fruit value chain established   | Capacity | At closure | Others | Number | 0 | 2020 | 1 | 2022 |  |
| <b>No components available.</b>   |   |          |            |        |        |   |      |   |      |  |
| Output 3.1 Women and youth led innovation through increased digital access to value addition, branding, promotion and e-commerce  | # of diversified primary products / product market combinations.<br>2 innovated primary products accessed to the markets  | Capacity | At closure | Others | Number | 0 | 2020 | 2 | 2022 |  |
| <b>No components available.</b>   |   |          |            |        |        |   |      |   |      |  |
| Output 3.2 Farm-enterprise, enterprise to enterprise contracts digitally facilitated and established  | # of producer – enterprise business relationships per producer group established digitally.<br>3 digitally facilitated business relationships with growth potential per producer group                    | Capacity | At closure | Others | Number | 0 | 2020 | 3 | 2022 |  |
| <b>No components available.</b>   |   |          |            |        |        |   |      |   |      |  |

|   |   |       |            |        |               |   |      |    |      |
|---|---|-------|------------|--------|---------------|---|------|----|------|
| Outcome-1 Women and youth centred digitally enhanced business enabling environment                | District agencies pursue and support women and youth centred business in at least one fruit value chain.<br>Twelve Districts report concerted efforts by agencies in at least one fruit value chain | Other | At closure | Others | Number ra     | 0 | 2020 | 12 | 2022 |
| <b>No components available.</b>   |   |       |            |        |               |   |      |    |      |
| Outcome-2 Enhanced competitiveness, safety and sustainability of women and youth-led value chains | Value chain actors' confidence in women and youth-led producer groups.<br>80% of concerned value chain actors express confidence in long-term viability of the model value chain                    | Other | At closure | Others | Percentage ra | 0 | 2020 | 80 | 2022 |
| <b>No components available.</b>   |   |       |            |        |               |   |      |    |      |
| Outcome-3 Improved digital access to new markets for women and youth                              | Beneficiary confidence in imminent business improvement due to digital access.<br>80% of beneficiaries express an increase in business confidence due to digital access                             | Other | At closure | Others | Percentage ra | 0 | 2020 | 80 | 2022 |
| <b>No components available.</b>   |   |       |            |        |               |   |      |    |      |

## Risks

| Event  | Category  | Level | Likelihood | Impact   | Mitigating Measures  | Risk Owner            |
|--|---|-------|------------|----------|--|-----------------------|
| Risk 1: The intended leveraging of matching funds from beneficiaries and private sector does not materialize | <ul style="list-style-type: none"> <li>Financial</li> </ul> | Low   | Unlikely   | Moderate | The proposal foresees co-funding from beneficiaries, private sector and MPTF in primary processing (farmer group level) equipment; and from private sector and MPTF in secondary equipment (at SME-level). Co-funding may initially be difficult to negotiate, but once established is easily replicated. To set all parties on this track, a procedural manual will be developed by the PMU at the onset, building on existing matching fund manuals. | v.hoang-mai@unido.org |



|   |  |        |          |          |  |                 |
|---|--|--------|----------|----------|--|-----------------|
| Risk 2: Services and platforms for E-commerce are not tailored to the particular needs of the model value chain and/or target beneficiaries | <ul style="list-style-type: none"> <li>Operational</li> </ul>    | Low    | Possible | Minor    | Seed investment will be used to assist builders of e-platforms to develop modules that benefit the particular value chain and the specified target group; in order to remove the initial development cost. Once the service providers generate income from offering these platforms, further development (if any) will be funded on a realistic cost-sharing basis. A part of the funds will also be used to enhance the target group's access to digital technology and mobile equipment. | t.rath@ifad.org |
| Risk 3: SMEs and smallholder producer groups do not enter into robust agreements and do not always adhere to commitments                    | <ul style="list-style-type: none"> <li>Organizational</li> </ul> | Medium | Likely   | Moderate | The intervention will focus on building trust (rather than on contract formats). This is done by making the agreements on product quality, quantity and timely delivery in front of the communes; so that both parties feel they have a reliable and reasonable solution when things do not work out as planned.   | t.rath@ifad.org |

## Budget by UNSDG Categories

| Budget Lines  | Description | IFAD (7%)      | UNIDO (7%)     | Total          |
|---|-------------|----------------|----------------|----------------|
| 1. Staff and other personnel                              |             | 0              | 0              | 0              |
| 2. Supplies, Commodities, Materials                       |             | 90,000         | 90,000         | 180,000        |
| 3. Equipment, Vehicles, and Furniture, incl. Depreciation |             | 110,000        | 110,000        | 220,000        |
| 4. Contractual services                                   |             | 97,000         | 97,000         | 194,000        |
| 5. Travel   |             | 15,197         | 15,196         | 30,393         |
| 6. Transfers and Grants to Counterparts                   |             | 0              | 0              | 0              |
| 7. General Operating and other Direct Costs               |             | 85,000         | 85,000         | 170,000        |
| <b>Sub Total Project Costs</b>                            |             | <b>397,197</b> | <b>397,196</b> | <b>794,393</b> |
| 8. Indirect Support Costs                                 |             | 27,804         | 27,804         | 55,607         |
| <b>Total</b>  |             | <b>425,000</b> | <b>425,000</b> | <b>850,000</b> |