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SECOND PERFORMANCE REVIEW OF THE GREEN CLIMATE FUND

Country case study report

Viet Nam

March 2023

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Second Performance Review of the Green Climate Fund

VIET NAM COUNTRY CASE STUDY REPORT

03/2023

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175, Art center-daero
Yeonsu-gu, Incheon 22004
Republic of Korea
Tel. (+82) 032-458-6450
Email: ieu@gcfund.org
<https://ieu.greenclimate.fund>

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Credits

Head of the GCF Independent Evaluation Unit: Andreas Reumann

Task manager: Dr. Archi Rastogi, Evaluation Advisor a.i., Independent Evaluation Unit

Editing: Beverley Mitchell

Layout and design: Giang Pham

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ABBREVIATIONS

AE	Accredited entity
CN	Concept note
CP	Country programme
DAE	Direct access entity
FFS	Farmer-field schools
FP	Funding proposal
GCF	Green Climate Fund
GDP	Gross domestic product
GHG	Greenhouse gas
IAE	International accredited entity
IEU	Independent Evaluation Unit
MARD	Ministry of Agriculture and Rural Development
MONRE	Ministry of Natural Resources and Environment
MPI	Ministry of Planning and Investment
NAP	National adaptation plan
NDA	National designated authority
NDC	Nationally determined contribution
PMU	Project management units
RPSP	Readiness and Preparatory Support Programme
SPR	Second Performance Review
UNFCCC	United Nations Framework Convention on Climate Change
VDB	Viet Nam Development Bank

A. INTRODUCTION

This country case study has been conducted as an input into the Second Performance Review (SPR) of the Green Climate Fund (GCF), as launched by the Board of the GCF through decision B.BM-2021/11. The SPR is being conducted by the GCF's Independent Evaluation Unit (IEU). The SPR focuses on assessing the progress made by the GCF in delivering on its mandate, as well as the results of the GCF, including its funded activities and its effectiveness and efficiency. The SPR is informed by multiple data sources and methods, including country case studies.

This report is based on desk research, interviews (see annex 1) and a hybrid country mission. This mission was a combination of remote interviews and one site visit. The country mission team included Colleen McGinn (lead consultant for ICF), Nghiem Thi Phuong Tuyen (ICF national consultant) and Daisuke Horikoshi (GCF IEU). National level online interviews were largely conducted in April and May 2022. The site visit was conducted in Thanh Hoa Province in May 2022 which includes a schedule and list of people consulted). Thanh Hoa Province is the location for the project “Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam” (FP013). FP013 was selected because it is the Viet Name project that has been under implementation for the longest time, and thus it has had the most opportunity to mature and generate emerging results.

B. BACKGROUND AND CONTEXT

This section presents information to help contextualize Viet Nam's experience with the GCF, including both the broader country (Table 1) and climate finance contexts.

1. COUNTRY CONTEXT

Table 1. Overview of Viet Nam country context

CATEGORY	COUNTRY
Demographics	<ul style="list-style-type: none"> Viet Nam's total population is 103,808,319, with 61 per cent of the population living in rural areas and 39 per cent in urban areas (Central Intelligence Agency, 2022; Socialist Republic of Viet Nam, Ministry of Natural Resources and Environment, 2019). About 37 per cent of Viet Nam's population live in poverty (World Bank, 2021b).
GCF group status	<ul style="list-style-type: none"> None
Governance conditions	<ul style="list-style-type: none"> Assessed on six World Bank governance indicators (2020), Viet Nam ranks high on Government Effectiveness (62nd percentile); is about average for Rule of Law (49th percentile), Regulatory Quality (47th percentile), Political Stability and Absence of Violence/Terrorism (45th percentile), and Control of Corruption (42nd percentile); and ranks the lowest for Voice and Accountability (12th percentile) (World Bank, 2022c). Fragile and conflict-affected state status: N/A (World Bank, 2022a). Governance: Viet Nam is communist state divided administratively into more than 64 provinces and five municipalities. The judiciary system is based on a civil law system. The highest court is the Supreme People's Court (Central Intelligence Agency, 2022).
Economic and	<ul style="list-style-type: none"> Development status: Lower-middle-income country (World Bank, 2022b).

CATEGORY	COUNTRY
development conditions	<ul style="list-style-type: none"> • Important economic sectors: Services account for 51 per cent of gross domestic product (GDP), followed by industry at 33 per cent and agriculture at 15 per cent. The Government of Viet Nam has identified increasing transparency in the business and financial sectors as key economic reforms (Central Intelligence Agency, 2022). • Outlook: Viet Nam's recovery remained resilient through COVID-19 due to containment of the virus through strict lockdown measures and border controls (International Monetary Fund, 2021). Although Viet Nam was one of the only countries to experience GDP growth in 2020, its performance was less than half of its posted GDP pre-pandemic. GDP rebounded by the end of the second quarter of 2021 but then slowed in July 2021 due to the COVID Delta variant (International Finance Corporation, 2021). GDP is expected to rebound in 2022 (World Bank, 2022d). To achieve its development goals, the economy would have to grow at a rate of 5.5 per cent per capita per year for the next 25 years (World Bank, 2022d).
Access to finance	<ul style="list-style-type: none"> • Viet Nam has a private sector led development model. The private sector has boosted investments and created productive jobs that support trade and an export-oriented growth model. Continuing to strengthen private sector development and investment will be key to Viet Nam realizing its high-income growth trajectory post-COVID-19 (International Finance Corporation, 2021). • The central government debt-to-GDP ratio rose from 40.5 per cent in 2012 to 50.9 per cent in 2016 but declined to 43.7 per cent in 2020 (International Monetary Fund, 2022). • World Bank Ease of Doing Business Index: Viet Nam ranks around the median, at 70 out of 190 countries (World Bank, 2021a).

2. CLIMATE CHANGE PRIORITIES, POLICIES AND INSTITUTIONS

a. Climate vulnerability

The development of Viet Nam is threatened by recurring climate-related hazards such as increased temperature, sea level rise and increased intensity of extreme weather events, including tropical cyclones, droughts and floods (USAID, 2017). These changing conditions are projected to have a range of impacts on the country's agriculture and agricultural productivity, water resources, fisheries, infrastructure, coastal ecosystems and energy (USAID, 2017). The country's coastal strip, large deltas and urban municipalities will be at increased risk (Socialist Republic of Viet Nam, Ministry of Natural Resources and Environment, 2019).

b. National climate change and related policies

Viet Nam's climate change policies and strategies are summarized in Table 2 below. Viet Nam has a guiding National Climate Change Strategy, and climate has begun to be integrated into other key policies, including the *National Target Programme for Climate Change Response and Green Growth for the period 2016–2020* (2017) and the *National Energy Development Strategy to 2030 with vision to 2045* (2020). Viet Nam has also submitted an updated nationally determined contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC). These policies identify the following climate-related priorities for Viet Nam:

- Low-carbon development, setting out actions and priorities for both mitigation and adaptation to 2030 and mainstreaming the NDC with socioeconomic development plans and the Sustainable Development Goals (NDC Partnership, 2020).

- Reducing greenhouse gas (GHG) emissions by 9 per cent by 2030, and potentially by 27 per cent with international support, as outlined in the updated NDC (Socialist Republic of Viet Nam, 2020).
- As outlined in the updated NDC, improving adaptive capacity, enhancing resilience and reducing climate change risks, and aligning these actions with the national adaptation plan (NAP) (NDC Partnership, 2020).
- As outlined in the National Energy Development Strategy, aiming for renewable energy to supply 15–20 per cent of the energy mix by 2030 and 25–30 per cent by 2045. Viet Nam also aims for 7 per cent energy efficiency improvements for total final energy consumption in 2030 and 14 per cent by 2045, and to reduce energy sector emissions by 15 per cent compared to the business-as-usual scenario by 2030 and 20 per cent by 2045 (Climate Policy Database, 2020).

Table 2. Viet Nam national climate change policies and strategies

STRATEGY	STATUS	BRIEF DESCRIPTION
National climate policies	Enacted	<p>The National Target Programme for Climate Change Response and Green Growth for the period 2016–2020 (2017) aims to support a low-carbon economy and enhance the capacity of the Government to respond to climate change and implement measures for adaptation and GHG emissions reductions (Nhan Dan, 2017).</p> <p>The National Energy Development Strategy to 2030 with vision to 2045 (2020) focuses on developing renewable energy sources by easing the regulatory framework and improving the economic structure of the energy sector (Climate Policy Database, 2020).</p>
Updated NDC	Submitted (first update) November 2020 Submitted (second update) November 2022	Viet Nam was the ninth country to submit its updated NDC to the UNFCCC (NDC Partnership, 2020). The updated NDC presents mitigation and adaptation targets to 2030 and was improved by including GHG emissions from the industrial processes sector and economic and non-economic loss and damage (Antonich, 2020; Socialist Republic of Viet Nam, 2020). While numerically stronger than its first NDC, the updated NDC can be met with current policies and will likely not drive further climate action (New Climate Institute and Climate Analytics, 2020). Viet Nam submitted its second updated NDC in November 2022 (NDC Partnership, 2022).
NAP	Enacted 2020	Viet Nam’s NAP is for the period 2021–2030, with a vision to 2050 (Tran, n.d.). Priority sectors for adaptation include agriculture and rural development, transport, infrastructure and urbanization, natural resources, industry and trade, public health, and tourism and recreation (NAP Global Network, 2019). With support of the NAP Global Network, Viet Nam engaged the private sector in the NAP development stage and included the sector’s recommendations in the implementation phase. Key recommendations include supporting public–private partnership mechanisms, business and farmer cooperation models for building climate resilience, green finance and climate information services (Nguyen, 2020).
Adaptation communication	N/A	Viet Nam does not have an adaptation communication.
Long-term strategy	N/A	Viet Nam does not have a long-term strategy.

c. Institutional roles and responsibilities for climate change

The Ministry of Natural Resources and Environment (MONRE) is responsible for overseeing all climate change related actions and is the key focal point for the UNFCCC. Under MONRE, the Department of Meteorology, Hydrology and Climate Change coordinates climate change related activities, and the Department of Legal Affairs provides guidance on climate change related legislation. The National Committee on Climate Change (established in 2012 to implement the National Climate Change Strategy) serves as an advisory agency for the Prime Minister (Socialist Republic of Viet Nam, Ministry of Natural Resources and Environment, 2019; USAID, 2017). In addition to the Prime Minister, the Committee includes one Deputy Prime Minister, the Minister for MONRE and representatives from other ministries, some National Assembly representatives, as well as academics, scientists and other experts (Nachmany and others, 2015). The Committee oversees climate change policy, proposes strategic solutions, and mobilizes and coordinates resources but is not an implementing or administrative body (USAID, 2017). The Prime Minister chairs the Committee to ensure interministerial coordination and a holistic response to climate change across sectors and localities (Australian AID, 2016).

Viet Nam's third National Communication identifies the key gaps and technical and capacity constraints as a lack of information and data, experienced officials and experts, specialized equipment, financial resources and implementation guidelines (Socialist Republic of Viet Nam, Ministry of Natural Resources and Environment, 2019).

3. CLIMATE FINANCE CONTEXT

a. Support for readiness

Viet Nam ranks in the upper quadrant among developing countries in terms of readiness for climate finance. It has an ND-GAIN readiness score of 0.421, making it the ninety-ninth most ready country (University of Notre Dame, 2022).

Viet Nam has also worked in coordination with the NDC Partnership since 2016. Support has included mainstreaming the NDC into provincial socioeconomic development plans, developing a plan for implementation of the Paris Agreement, developing an NDC implementation plan, and establishing a development partner working group between the Government (through the MONRE the National Committee on Climate Change and the Ministry of Planning and Investment (MPI) focal points) and key partners (NDC Partnership, 2022).

b. Climate investment

Development finance to Viet Nam targeting climate change reached USD 3 billion from 2016 to 2019 (Stockholm Environment Institute, 2022). GCF total investment in Viet Nam totalled USD 146 million.

Adaptation. Development finance commitments targeting climate adaptation totalled almost USD 2 billion from 2016 to 2019 (Stockholm Environment Institute, 2022). Examples of recent climate fund projects include supporting integrated climate resilience and sustainable livelihoods in the Mekong Delta (via the Global Environment Facility) and mitigation activities for Viet Nam's cement sector (via the Nordic Development Fund) (Stockholm Environment Institute, 2022). Table 3 lists key adaptation investments in Viet Nam.

Table 3. Top development partners, sectors and instruments for adaptation investments in Viet Nam (2016–2019)

TOP DEVELOPMENT PARTNERS		TOP SECTORS		TOP INSTRUMENTS	
Name	USD (M)	Name	Share (%)	Name	Share (%)
International Development Association	1,000	Other multi-sector / cross-cutting	25.8	Multilateral development bank loans	80.1
International Bank for Reconstruction and Development	312	Water supply & sanitation	24.9	Official development assistance loans	12.8
Asian Development Bank	218	Agriculture, forestry and fishing	13.2	Official development assistance grants	6.9
Japan	189	Transport & storage	11.7	Multilateral development bank grants	0.23
France	62	General environment protection	12.7	Private development finance	<0.001

Source: Stockholm Environment Institute (2022). Aid Atlas.

Mitigation. Development finance commitments targeting climate mitigation totalled USD 1.6 billion from 2016 to 2019. Recent climate fund projects include supporting integrated approaches for sustainable cities (via the Global Environment Facility); supporting integrated climate resilience and sustainable livelihoods in the Mekong Delta (via the Global Environment Facility); enabling upgrades to grid infrastructure to improve transmission and catalyse renewable energy investments (via the Climate Investment Funds); and strengthening sustainable urban transport in Ha Noi (via the Climate Investment Funds) (Stockholm Environment Institute, 2022). Table 4 lists key mitigation investments in Viet Nam.

Table 4. Top development partners, sectors and instruments for mitigation investments in Viet Nam (2016–2019)

TOP DEVELOPMENT PARTNERS		TOP SECTORS		TOP INSTRUMENTS	
Name	USD (M)	Name	Share (%)	Name	Share (%)
Germany	527	Energy	46.8	Official development assistance loans	49.2
International Development Association	251	Transport & storage	17.3	Multilateral development bank loans	38.9
Japan	201	General environment protection	16.4	Official development assistance grants	11.8
Asian Development Bank	184	Agriculture, forestry, fishing	7.2	Private development finance	<0.001
France	108	Industry, mining, construction	3.5	Multilateral development bank grants	<0.001

Source: Stockholm Environment Institute (2022). Aid Atlas.

c. GCF portfolio

National designated authority (NDA). The NDA in Viet Nam is located in the MPI.

Accredited entities. In addition to international accredited entities (IAEs) and regional direct access entities (DAEs), Viet Nam has access to one national DAE: the Viet Nam Development Bank (VDB). Table 5 provides information on Viet Nam's DAE

Table 5. DAE for Viet Nam

NAME OF DAE	DATE OF ACCREDITATION	ACCREDITATION LEVEL
VDB	1 July 2021	National

Readiness and project preparation. Viet Nam has received more readiness support from the GCF than other Asia-Pacific countries, on average.¹ Viet Nam has received two Readiness and Preparatory Support Programme (RPSP) grants (see Table 6), approved for a total of USD 3.2 million, of which USD 1.1 million has been disbursed.

Viet Nam developed a country programme (CP) in 2018. Viet Nam has had no Project Preparation Facility supported projects.

Table 6. RPSP grants to Viet Nam

RPSP GRANT NAME	DELIVERY PARTNER	APPROVAL DATE	OUTCOME AREAS
Viet Nam NAP Development and Operationalization Support Project	United Nations Development Programme	18 December 2018	Adaptation planning
NDA Strengthening + Country Programming	MPI	16 June 2017	NDA strengthening, including country programming

Source: IEU Datalab

Funding proposals (FPs). Viet Nam has received less GCF financing than other Asia-Pacific countries on average, despite being relatively early in accessing the GCF. Three projects have been approved for Viet Nam (see Table 7), for a total of USD 146 million in GCF financing.² There is a mitigation project, an adaptation project and a cross-cutting project, as follows.

- **FP013: Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam.** This is a cross-cutting project that started in June 2016, with a total budget of USD 40.5 million. The AE is the United Nations Development Programme (UNDP), and the executing entity is the Viet Nam Ministry of Agriculture and Rural Development (MARD). The main project objective is to strengthen storm and flood protection for coastal communities in Viet Nam through resilient housing, the planting and rehabilitation of mangrove forests, and systematized climate risk assessments for the public and private sectors.

¹ On average, Asia-Pacific countries have received USD 0.7 million in GCF financing. Source: IEU DataLab, RPSP grants approved for 2015 to 2022.

² On average, Asia-Pacific countries have received USD 104.3 million in GCF financing. Source: IEU DataLab, finance by results area for 2015 to 2022.

- **FP071: Scaling Up Energy Efficiency for Industrial Enterprises in Viet Nam.** This is a mitigation project started in March 2018, with total budget of USD 497.2 million. The AE is the World Bank, and the executing entity is the Viet Nam Ministry of Industry and Trade. The project focuses on the scaling up of energy efficiency investments in the country's industrial sector. This is to be done through a GCF guarantee instrument and technical assistance and capacity-building activities, combined with a dedicated credit line. It builds on ongoing efforts by the Government of Viet Nam to promote the efficient use of electricity and reduce consumption and emissions.
- **FP125: Strengthening the resilience of smallholder agriculture to climate change-induced water insecurity in the Central Highlands and South-Central Coast regions of Viet Nam.** This is an adaptation project started in March 2020, with total budget of USD 156.3 million. The AE is UNDP, and the executing entity is MARD. The project aims to empower vulnerable smallholders in the Central Highlands and South-Central Coast to manage increasing climate risks to agricultural production by securing water provision, supporting farmers to adopt climate resilient agriculture, and strengthening access to agro-climate information, credit and markets.

Table 7. Funded activity portfolio

FP	NAME	SINGLE/ MULTI- COUNTRY	PUBLIC/ PRIVATE	ADAPTATION/ MITIGATION	AE	APPROVAL DATE
FP013	Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam	S	Public	Cross-cutting	UNDP	30 June 2016
FP071	Scaling Up Energy Efficiency for Industrial Enterprises in Viet Nam	S	Public	Mitigation	World Bank	1 March 2018
FP125	Strengthening the resilience of smallholder agriculture to climate change-induced water insecurity in the Central Highlands and South-Central Coast regions of Viet Nam	S	Public	Adaptation	UNDP	12 March 2020

Source: IEU DataLab

There are no multi-country projects active in Viet Nam.

There are nine concept notes (CNs) and five FPs in the pipeline for Viet Nam. The interviews also suggest that many more CNs are being developed that do not appear in the official list, which is both dated and only includes CNs that have been formally registered with the GCF. The NDA may not be aware of all anticipated applications.

C. KEY FINDINGS

1. COUNTRY NEEDS, OWNERSHIP AND STRATEGY

a. Links of GCF programming to broader climate strategy and finance

Currently, GCF programming is substantially linked to broader climate strategy and finance processes in Viet Nam. Key stakeholders confirm that GCF activities are closely aligned to overall climate policy in the country and that climate change is a major priority of the Government of Viet Nam.

Viet Nam's long coastline and low-lying river deltas make it exceptionally vulnerable to sea level rise, typhoons, extreme rainfall and other climate hazards. The Government of Viet Nam is well aware and highly concerned about the human and economic losses caused by these hazards and has therefore developed a strong policy framework for climate change adaptation. The Government has also been increasingly embracing green growth and low-carbon development within the last decade; major incoming priorities include transportation and renewable energy.

The GCF is seen as enabling and supporting government aims, and there are no complaints of any mismatch between GCF objectives and those of the Government of Viet Nam. As one government stakeholder declared, "we just presented an advanced draft of National Climate Change Strategy to 2050 ... thanks in part to GCF technical support."

The CP is strong and aligned. All FPs, proposals and CNs are reviewed by the NDA, as well as line ministries, to ensure consistency with Viet Nam's far-reaching National Climate Change Policy. There are, however, signs that the NDA is not always informed about what various actors intend in the future. The NDA indicates that it is sometimes notified of updates or new developments very late; meanwhile, some actors are in the early stages of preparing CNs, which have not yet been formally submitted and which the NDA does not yet know about. One of the reasons that the outdated CP (from 2018) has not been recently revised is reportedly because of uncertainties about what is actually in the pipeline.

The GCF Secretariat has primarily played a reactive role in Viet Nam with respect to the upstream programming process and aligning GCF partners and programmes with national and/or country strategy objectives. Interested agencies develop their own CNs and other materials and then contact the NDA and GCF when they are ready to submit. Stakeholders agree that the Secretariat has been "hands off" in respect to upstream programming processes and the early stages of strategy and proposal development. Indeed, there is some agreement that more frequent and direct interaction with the Secretariat would be welcome, especially from smaller agencies and newer partners to the GCF who are heavily reliant on the website and would appreciate clear, direct communication.

Overall, stakeholders are positive about the GCF's business model and structure, and they express eagerness and confidence to secure and manage GCF funding directly. On the other hand, there are calls for a more direct presence within Viet Nam. As one stakeholder said, "there will be challenges if there is no presence in country. I see that coming." There is significant demand for GCF engagement via individuals who are both consistently assigned to or are familiar with Viet Nam and who visit regularly, building relationships with all stakeholders.

Viet Nam's GCF portfolio shows some evidence of complementarity with other climate finance channels. As discussed above, the GCF is aligned with Viet Nam's climate change strategy and policies. The current GCF FP portfolio is channelled through IAEs – such as UNDP and the World Bank – each of which have their own country strategies, although they are aligned with the nationally owned ones.

b. Perceived comparative advantage of the GCF in country

Compared to other climate finance channels, stakeholders in Viet Nam report that the chief comparative advantage of the GCF is the amount of money that it is able to finance, for both adaptation and mitigation. The GCF is seen as the only source of funding available for major infrastructure or to scale out successful pilots across the nation.

On the other hand, the GCF is perceived as having slow and inflexible bureaucratic processes, which gives it a reputation as a difficult donor. Some also see the GCF processes as arbitrary and unfair. There are perceptions that (i) it does not follow its own rules (e.g. regarding page limits on proposals); (ii) transactional costs are excessive (especially for “smaller” pots of money like the SAP funding window); (iii) there is a lack of downward accountability to partners and beneficiaries; (iv) there is high staff turnover paired with a weak grasp of the Viet Namese context among decision makers; and (v) Board decisions are unpredictable.

Those who have tried to engage the GCF for more modest projects especially express frustration that **its approach is not fit-for-purpose for community-based work.** The two UNDP FPs do include community-based work; however, agencies shepherding CNs/FPs through the system complain, sometimes bitterly, about reviewers and/or rules that inhibit the approval of community-based programming.

The GCF is seen as averse to risk and not the most suitable donor for pilot projects and other experimentation. Partners chiefly engage with the GCF when they are prepared to scale out, rather than to explore new interventions.

c. Effectiveness of NDA, Secretariat and AE roles and relationship at the country level

Staffing and technical capacity at the NDA has been uneven, yet overall capacity is high.

Overall, the NDA presents as being informed, capable, eager and willing, and stakeholders confirm that the MPI has been presiding effectively and working professionally and efficiently within the local public administration context.

The NDA has changed from being housed at MONRE to MPI, and not all interviewed stakeholders agree it was the best decision. The division of responsibility and authority may place both agencies in a complicated situation. MPI lacks climate specialization but is better placed for budgeting and interministerial coordination. Climate change is the responsibility of MONRE, however. Some interviewees asserted that it would be prudent to target GCF capacity-building efforts in a way that reflects various ministries’ mandates.

The NDA’s working relationship with the Secretariat has been consistently strong since the initial resource mobilization period. Nevertheless, there are some frustrations that GCF processes do not seem to account for the complexity of government ones. For example, government interviewees perceive the GCF as having slow approval processes yet expecting the Government (through the NDA) to approve everything quickly. It was suggested that the GCF and its partners should also consider that government administrative processes can also be slow, especially when more than one ministry is involved. Too often, the NDA only receives documents and requests when it is time for their approval; however, the approval process requires not only the NDA but also consultations with multiple participating ministries. This can be time-consuming. The process could be more efficient if all parties – both the GCF and various partners – kept the NDA informed early and promptly.

AEs engage occasionally with the NDA. AE engagement with the NDA is reportedly ad hoc and often when NDA approval is needed for something specific, such as to obtain a no-objection letter. Some IAEs have strong and long-term relationships with the Secretariat. However, it appears that

smaller and newer AEs are isolated and struggling to navigate the GCF's complex systems. The NDA indicates that AEs sometimes inform the NDA about key developments very late. As mentioned previously, some actors are actively preparing CNs that have not yet been formally submitted and that the NDA does not yet know about.

Frustration about the lack of GCF presence or expertise on Viet Nam is magnified by what are perceived to be duplicative approval processes through both the NDA and the Secretariat and furthermore that the Secretariat does not defer to the NDA's authority.

2. IMPROVING ACCESS TO THE GCF

a. Access to AEs that cover country programming priorities for the GCF

Viet Nam currently has access to AEs that substantially, but not entirely, cover its programming priorities for the GCF. The major IAE is UNDP, for both the RPSP and FPs, and it has strong relationships with both the GCF and the Government. All parties involved express satisfaction with the arrangements through existing intermediary institutions, although there is also eagerness for the Government of Viet Nam to access GCF funding directly.

Agencies beyond the core set of actors, however, may be effectively excluded, and this particularly affects civil society and the private sector. This barrier effectively limits the types of programmes that may access the GCF, as well as their reach. For example, the World Bank and similar institutions have their own country strategies, and an external small- or medium-sized agency would have to align with them to be sponsored with a particular institution. IAEs are reportedly reluctant to simply "sponsor" other entities because the GCF is not an easy partner. There are signs that non-governmental organizations, private sector actors and smaller public agencies are having difficulty finding the right channels and support to engage with or access the GCF.

Newly accredited entities – both national and international – agree that the accreditation process has been arduous and difficult. This would be acceptable assuming that, once accredited, expectations are met that funding will flow smoothly and efficiently. However, there are complaints that legal processes, proposal applications and other steps are as slow and arduous as accreditation, and even duplicative. Meanwhile, more newly accredited partners appear unaware and unprepared for what is expected during the coming years. The transaction costs of doing business with the GCF are very high – for example, proposal development is resource intensive. If the GCF is not poised to meet partners' high expectations, relationships may deteriorate. One international agency reported that it will probably not pursue reaccreditation for various reasons, including perceived slow pace, high transaction costs and arbitrary decision-making by the GCF.

b. Meeting DAEs' needs for capacity-building to access the GCF

In Viet Nam, national DAEs' needs for capacity-building to access the GCF are not being met through GCF support. Viet Nam has only one DAE: the VDB. It has only recently been accredited, a process that was perceived as very difficult, and legal proceedings have only recently begun. It has not benefited from RPSP support, which in Viet Nam has been directed to the NDA. While there is high enthusiasm from both the Government and VDB about partnerships, already there are signs that the VDB may be insufficiently positioned to navigate the GCF and has a limited track record with climate change stakeholders, both in Viet Nam and abroad. The VDB's language and technical capacity to manage the legal proceedings or the demands of preparing GCF FPs are unproven.

3. PROGRAMMING AND IMPLEMENTATION

a. Meeting country programming needs through GCF readiness support

Viet Nam has engaged with the GCF's RPSP and/or ad hoc support for country readiness in several ways. There are three RPSP grants in Viet Nam. **Overall, the stakeholders interviewed are satisfied with the RPSP funding that has been extended to date.** Viet Nam is exceptionally vulnerable to climate change, and its needs exceed available resources. GCF funding for the RPSP is regarded as well targeted. **It is also clear that the ministries are prepared for readiness.**

Government agencies are high functioning, and there is a strong grasp among key stakeholders about what the GCF can do and what the RPSP is for. In other words, capacities are strong enough to meaningfully absorb and apply opportunities and learning gained through the RPSP in a way that generates significant results. This has led to, among other things, strengthening Viet Nam's climate policies, strategies and commitments, including Viet Nam's strong pledges at COP26 in Glasgow.

On the other hand, **slow RPSP processes are generating frustration and compromising momentum.** For example, one government official stated that the Prime Minister had assigned a key climate change responsibility to their department, but "we are still waiting for support from GCF. It takes three years to get anything through GCF. It's quite a long time. It's a gap, and we cannot complete our task on time because we are waiting. Please, can GCF consider shorter processes?" To maximize impact, it is essential for the right technical support to be delivered at the right time.

Overall, the existing grants are appropriate, but broadly there is opportunity to target specific weaknesses more directly. Knowledgeable stakeholders as well as the evaluators point to specific gaps that might be filled by RPSP support but presently are not, such as those listed below:

- Better preparing the newly accredited DAE (as per discussions above).
- Translating policy into practice, especially at the subnational level. Experts comment that too often, climate change commitments are poorly operationalized, and core concepts are misunderstood by national project management units (PMUs) and provincial administrators.
- Awareness of climate change policy and programming is confined to a few specialist ministries (especially at MONRE and MARD). There are concerns that key stakeholders and decision makers at government and non-government agencies that do not specialize in climate change are not prepared to articulate climate rationales or otherwise effectively engage with the GCF, even when they have mandates to do so.
- Supporting more bottom-up, inclusive and meaningful engagement of non-state actors – including the private sector, civil society and beneficiaries – in climate planning and programming. While consultation mechanisms are formally in place in Viet Nam and decentralization efforts are ongoing, many non-government partners are effectively quasi-state entities. Some interviewees suggested that the RPSP could support consultation with more independent civil society and private sector actors.

b. Effectiveness of processes for funding proposal origination, development and appraisal to meet country needs

Viet Nam has submitted several CNs and FPs, consistent with what might be expected (see section B.3.c), **and there are signs that the process for developing CNs and FPs is suboptimal.** There is high enthusiasm for CNs within the pipeline, especially among newly accredited entities who are eager to forge partnerships with the GCF. Although all parties embrace the generous amounts of funding that are only available to them through the GCF, **many voice frustrations with the process**, many of which have been touched on above already. There are signals that at least

some AEs are frustrated with the GCF bureaucracy, and that smaller ones in particular are overwhelmed by navigating the GCF's systems and procedures. **Examples of frustrations and perceptions that impede further engagement are as follows:**

- **Slow, bureaucratic, duplicative and inflexible processes**, including frequently changing templates, benchmarks and priorities, alongside inconsistency in feedback and who reviews/authorizes key matters. As an example, one stakeholder pointed out that CN page limits are not observed by the GCF in practice; reviewers ask AEs to expand and explain many points, resulting in a CN that exceeds the page limit.
- **Reviewers/decision makers who are unfamiliar with Viet Nam, the sector and/or international standards** (e.g., safeguards risks), leading to “total nonsense” requests for revisions and explanations and/or the striking out of essential components to an intended programme.
- **Frustration that the web platform** to submit applications is “buggy” and moreover that it parcels sections out to different reviewers, resulting in problems and requests to explain matters that are covered in detail elsewhere in the document.
- **The perception that GCF Board decisions are arbitrary.**
- **Suggestions that proposals developed by IAEs are largely prepared by specialists outside of Viet Nam**; meanwhile, smaller national or international agencies may have difficulty finding an AE to sponsor them. This dilutes country ownership.

Currently, stakeholders find the submission through appraisal process very challenging for the reasons noted above. Overall, stakeholders are deeply grateful for the GCF's generous funding envelopes, but voices call for a more efficient, transparent and fair process for reviewing and decision-making about FPs.

c. Sufficiency of funded activity implementation and supervision processes

The country has no projects currently implemented by a DAE; therefore, the GCF has had no engagement with DAEs during implementation to identify and manage risks and results. As noted above, there is only one newly accredited DAE; however, legal proceedings have not been completed, and it has not yet submitted any FPs.

There are indications, however, that the GCF's own slow and inflexible processes are compromising efficiency and effectiveness during implementation. For example, as implementation has progressed in FP013 (Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam), some issues have arisen that could be addressed by adjusting the programme. For example, many of the most poor/vulnerable households cannot afford contributions to weather-proofing their houses. Stakeholders have called for subsidizing them, but GCF processes for doing so are uncertain and glacially slow. Some course correction is warranted, but the effort is said to be prohibitively difficult and therefore avoided. These compromise learning and adaptive management within FPs.

4. PROGRESS TOWARDS RESULTS AND IMPACT OF GCF INVESTMENTS

a. Evidence that intended outputs and outcomes have been achieved/are likely to be achieved

GCF funded activities are on track to deliver expected results in Viet Nam, despite the challenges posed by the COVID-19 pandemic during recent years. Table 8 **presents expected outcomes from Viet Nam's three FPs.** While it is too early to comment on actual results for two of the programmes, FP013 is approaching its fifth year of implementation. This programme

(Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam) operates in Thanh Hoa Province and has three components; the results of each are discussed in turn below. During the site visit, beneficiaries expressed gratitude for the programme and confirmed that it is well aligned with local needs (see Box 1 below).

- **Component 1: Construction of storm and flood-resilient housing.** The project has supported the construction of 1,403 resilient houses in Nga Son, Hoang Hoa, Hau Loc and Nghi Son districts to date. There are 7,015 people benefiting from the flood- and storm-resilient housing component, all from poor and disadvantaged households. Households were selected by the community and approved by the PMU. The selected households received GCF support for about 40 per cent of the total value of the house (VND 90–130 million/house); families self-financed the remaining 60 per cent. Six of the flood and storm-resistant house models were developed by the Ministry of Construction and approved by the provincial Department of Construction to make sure the models survive in the local conditions while complying with the criteria of the Ministry of Construction (e.g., hard foundation, hard frame, hard roof). Before building houses, the field staff from MARD and the provincial PMU had to conduct disaster risk assessments with community participation.
- **Component 2: Planting mangroves and livelihood development.** More than 100 hectares of new mangrove forest has been restored/regenerated, and nearly 300 hectares of multi-layered canopy mangroves have been planted. The survival rate of newly planted forests is 70–80 per cent. Meanwhile, livelihoods have been fortified and diversified through various avenues, including shrimp farming, fish farming and honeybee-keeping.
- **Component 3: Capacity-building.** Local people and local authorities, contractors and community monitoring teams have been trained on disaster risks, construction techniques, mangrove plantation techniques and livelihood models.

Table 8. Summary of expected outcomes (from project documents)

OUTCOMES	EXPECTED FROM GCF FUNDED ACTIVITIES
Reduced GHG emissions	FP071: Scaling Up Energy Efficiency for Industrial Enterprises in Viet Nam: <ul style="list-style-type: none"> • 12 MtCO₂e annually / 120 MtCO₂e lifetime
Increased resilience*	FP013: Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam: <ul style="list-style-type: none"> • Storm- and flood-resilient design features added to 4,000 new houses on safe sites, benefiting 20,000 poor and highly disaster-exposed people in 100 communes. • Regeneration of 4,000 hectares of coastal mangrove storm surge buffer zones. FP125: Strengthening the resilience of smallholder agriculture to climate change-induced water insecurity in the Central Highlands and South-Central Coast regions of Viet Nam: <ul style="list-style-type: none"> • Enhanced water security for agricultural production for vulnerable smallholder farmers in the face of climate-induced rainfall variability and droughts. • Increased resilience of smallholder farmer livelihoods through climate resilient agriculture and access to climate information, finance and markets.
Enabling environment**	FP013: Increased resilience of vulnerable coastal communities to climate change and related impacts in Viet Nam: <ul style="list-style-type: none"> • Increased access to enhanced climate-related, loss and damage data for private and public sector application in all 28 coastal provinces of Viet Nam.

Note: * Such as number of beneficiaries, value of physical assets, hectare of natural resource areas/land.
** Such as strengthened institutional and regulatory frameworks, technology deployment/dissemination/development/transfer/innovation, and market development/transformation at sectoral, local or national level.

Key drivers influencing the achievement of the intended project-level outputs and outcomes include the following:

- Strong commitment and working relationships among stakeholders
- Projects that are consistent with beneficiary needs and priorities
- High awareness among relevant government officials about climate change, and demand for both adaptation and mitigation initiatives in general and for the specific projects funded by these FPs
- High capacity within the public administration

No major unintended consequences associated with GCF funded activities were identified in Viet Nam.

Box 1. FP013 results at the community level

Residents in Thanh Hoa report that FP013 is already yielding tangible benefits that have improved their lives and livelihoods, such as the following.

- The newly restored mangroves are protecting property and improving incomes. Residents say that when there is a storm they can see that the irrigation dykes are not damaged in places that are shielded by healthy mangroves. Moreover, there are more fish and shellfish in them, so local people have more to eat and/or sell. People also enjoy picnicking in the shade and appreciating the trees, and the area is starting to attract visitors and tourists.
- Thanks to the housing component of FP013, local people can live safely in their own homes, even during floods and heavy storms. As one said, “Before, we had to evacuate! My house was almost broken, and my children’s jobs are far away. My new house was built at the end of 2019 with support from the project. Now we are safe all the year round. Last year when it flooded, we just ran upstairs! We didn’t have to flee! I am excited, because having a sturdy home in my old age is very meaningful.”
- FP013 financed training and start-up supplies to raise bees. Participating families are organized into a cooperative, to share tips and techniques and band together to sell honey. In addition to generating income, bees are pollinators and thus the entire community benefits from this ecosystem service. At the time of the site visit, the project was in the late stages of being set up, and villagers were looking forward to tasty treats at home and more money in their pockets.

Source: Field trip notes

b. Progress of funded activities towards paradigm shift

GCF funded activities in Viet Nam show emerging signals of paradigm shift; however, it is premature to draw firm conclusions. More time is needed for FPs to mature. Some key impacts are discussed in detail above and summarized in Table 9.

Table 9. Summary of evidence of dimensions of paradigm shift

DIMENSION	EVIDENCE FROM GCF FUNDED ACTIVITIES
Scale* and replicability**	<ul style="list-style-type: none"> • FP013 embraces a multidisciplinary systems approach to climate resilience, including both green and grey infrastructure alongside livelihood diversification and public education. This programme could be scaled out and reproduced across Viet Nam’s entire coastline. • FP071 is intended to deliver substantial mitigation impacts, alongside the economic benefits that derive from energy efficiency in the industrial sector. There is high potential for this project, if successful, to scale out and be replicated broadly in Viet Nam and beyond. • FP125 will strengthen water security and smallholder agricultural livelihoods in specific locations, but there is high potential to scale/replicate this intervention in

DIMENSION	EVIDENCE FROM GCF FUNDED ACTIVITIES
	other areas as well.
Sustainability	<ul style="list-style-type: none"> Under FP013, new and restored mangroves are highly sustainable, assuming that the right ecosystem management systems are in place. Improved livelihoods will yield important dividends over time. FP071 is poised to contribute to Viet Nam's transition to low-carbon development. FP135 is designed to reinforce livelihoods in water insecure locations, so that they are better equipped to withstand the vagaries of climate change.
Note:	<p>* Degree to which there has been a significant increase in quantifiable results within and beyond the scope of the intervention. This could include a situation where the GCF is scaling up earlier demonstrations, or the GCF project will be scaled up outside project bounds.</p> <p>** Degree to which the GCF investments exported key structural elements of the proposed programme or project elsewhere within the same sector as well as to other sectors, regions or countries.</p>

Some general concerns were raised that climate finance in Viet Nam has not always advanced certain aspects of systems change and paradigm shift, particularly regarding overcoming sectoral silos as well as to generating bottom-up meaningful participation (including participation by non-state actors and during project implementation, not just design). Urban/regional planning was pointed out as an example of a troubling silo; it is not emphasized because it does not fit clearly into the mandate of a single ministry. There is also opportunity to generate more sophisticated sector-specific approaches to both adaptation and mitigation and to mainstream them more strongly into broader planning, as there are signs that the climate lens has not “trickled down” broadly enough. These factors inhibit both speed and innovation in meeting the urgency of the global climate threat. While Viet Nam's climate change policy is far-reaching, the operationalization of it has been more timid.

c. Women and other vulnerable populations, including indigenous peoples

In Viet Nam, GCF funded activities under implementation address gender equality and social inclusion considerations, although there are also some gaps. **FPs have systems in place to ensure that women are included in the policy framework, decision-making processes, capacity-building opportunities, data/information/knowledge and sharing of benefits.** Box 2 presents some specific examples of how gender has been mainstreamed into activities under implementation. Stakeholders particularly emphasize that the Viet Nam Women's Union is exceptionally strong and capable, and its participation is mandated for all programmes.

Viet Nam is also home to 53 ethnic minorities (the preferred term, rather than indigenous peoples), who constitute 14.7 per cent of the population and primarily live in mountainous areas. The Committee on Ethnic Minority Affairs is responsible for representing their interests within the government (International Work Group for Indigenous Affairs, n.d.). **Only one of the FPs has significant provisions for ethnic minorities:** FP125, which concerns smallholder agriculture. Ethnic minorities represent 10 per cent of FP125's target population, and provisions to ensure that they both participate in and benefit from the programme are detailed in the project documents. Meanwhile, FP071 (renewable energy) also includes an Ethnic Minority Planning Framework to (i) ensure that the ethnic minority peoples receive social and economic benefits that are culturally appropriate; (ii) avoid potentially adverse effects on the ethnic minority communities; and (iii) minimize, mitigate or compensate for such effects when they cannot be avoided. One key stakeholder asserted, “for all the projects for GCF, we commit to all the values and compliance in terms of ensuring participation and empowerment of women, ethnic minorities”, and the evaluation team encountered no evidence that this is not the case. However, some stakeholders express concerns that participation and inclusion are not always as meaningful as they could be.

Viet Nam's gender and social inclusion policies vis-à-vis GCF projects do have gaps. Consultation with women, vulnerable groups and the private sector is systematic; as one stakeholder asserted, "this is one of the few countries with such a strong institution set up at all levels throughout the country. Quite fascinating! It was so nice to come here and not have to explain why gender is important in disaster risk reduction!" However, public administration in Viet Nam is state-centric, and thus these consultation mechanisms are not fully independent of the state apparatus. There is opportunity to broaden participation and allow for more critical and dissenting voices.

Secondly, some criticisms were voiced by stakeholders that the GCF's safeguard policies are too rigid, stringent and clumsily applied in a way that exacerbates the marginalization of disadvantaged populations and makes it difficult to fund programmes that reach them. For example, frustration was expressed that safeguards/risks that are suitable to large-scale infrastructure have been wrongly applied to micro-level infrastructure repairs in villages and that essential components of programmes that were specifically designed to reach disadvantaged populations are forbidden in a way that constitutes top-down vetoes on bottom-up programmes. In the words of one partner, "They go all, just don't do anything, don't touch anything, it's a risk ... You work on organic agriculture, oh no, have you evaluated environmental impact of your salad? I wonder if there is any ... funded project [categorized as low risk] for agriculture or forestry at all."

Box 2. Gender equity in FPs

Examples of gender equity in current FPs include the following.

FP013:

- Ensuring gender considerations are captured in enhancements to policies
- Engaging women through the community-based programme activities (i.e. risk assessments, mangroves regeneration/monitoring, housing)
- Tracking gender-disaggregated data for key disaster-related statistics via loss and damage databases
- Including at least 30 per cent women in commune-level community-based disaster risk management advisory groups, including in decision-making positions
- Increasing the role of the Viet Nam Women's Union in community planning and consultation processes

FP071:

- Embedding gender analysis within social impact assessment, intended to inform specific action plans to address identified gender gaps around the industrial sector that the project will support. For example, the selection criteria of executing entity lending and/or risk sharing would include preference to subprojects that improve working conditions for women or exclude any proposal that may have an adverse impact on gender gaps.

FP125:

- Operation and management of the shared ponds will be assured through the establishment of farmer-led "pond management groups" comprising gender-balanced and inclusive representation of the households benefiting from the pond. Rules and regulations for the use and management of the pond will be proposed, adopted and enforced by the members themselves, through majority agreement and ensuring gender equality and inclusiveness.
- Efforts are being made to improve agricultural systems and value chains towards pro-poor, ethnic minority inclusion and gender-responsive approaches.
- Farmer field schools (FFS) will be undertaken. These are not actual physical installations but rather flexible arrangements whereby farmers meet at farmers' fields, a government demonstration site, an input supplier, a market or wherever the particular curriculum demands. Farmers are expected to self-select; however, if the demand surpasses FFS capacities, preference will be given to women, youth and ethnic minority farmers.
- Climate resilient agriculture inputs and trainings will be presented to communities (men's and women's groups, ethnic minorities, poor, near-poor and non-poor smallholders) and local authorities.

- The project strives for equal gender participation in all activities as well as promoting increased opportunities for women through specific activities. Increased income from climate resilient agricultural production, along with potential partnerships for market linkages, will empower women farmers to participate more fully in decision-making and economic activity.
- The project will ensure that women are adequately represented on decision-making boards and committees, including the PMU.
- The project will develop specific strategies to include and target female and ethnic minority farmers for interventions to ensure gender equal participation.
- Both male and female farmers will enhance their capacity to understand climate change information and use this to inform farming practices and crop choices.
- Both male and female farmers will increase their capacities in climate resilient agricultural production, accounting for women's daily routines and promoting both genders' participation in agricultural decision-making.
- Male and female farmers will build their capacities in farming as a business, value addition for irrigation schemes and rain-fed farming. The project will develop strategies to build the capacities of female farmers, in particular in leadership and marketing skills (e.g. by ensuring that at least 25 per cent of FFS facilitators are women and that at least 20 per cent are ethnic minorities).
- Advocacy and awareness should be adjusted to most effectively reflect gender-specific differences. As women and girls become more empowered members of their communities, they may more effectively advocate community improvements to better serve their needs, which can increase the adaptive capacity of their communities.
- The project will address the fact that women often have major roles in producing food and will therefore be key partners in the co-development of climate and farm practices information messaging so that they are also reached effectively.
- Develop awareness-raising/training for all stakeholders to draw attention at the implication of access to climate information, irrigation and farming practices, and gender equality.

d. Catalysing public and private finance

Evidence that the GCF is catalysing public and private finance is uneven. The GCF's expectations about co-financing have been problematic on several fronts. Stakeholders expressed that if the GCF intends to better position itself to leverage co-financing, it should consider ways to forge more effective partnerships across all parties. Interview partners perceive that the GCF is now expecting AEs to pledge some amount of co-financing in their FPs, but several agencies at various stages of proposal preparation express concerns with this requirement. Notably, most agencies struggle to commit co-financing unless the FP is approved, placing partners in a chicken-and-egg dilemma. Furthermore, the GCF's slow and uncertain approval processes make it impossible for some to secure co-financing, because the AE or executing entity cannot commit to a timeline before the GCF does. Meanwhile, if there are process-related delays on the part of the GCF or anyone else, the roles, responsibilities and authority among the various funders is unclear, and this is deeply problematic for the sequencing of a workplan. Another issue is that as proposals are being prepared, commitments between the GCF, implementer and co-funder are not legally binding across parties, which places one or more of them at great financial and reputational risk if there are changes vis-à-vis other parties, for whatever reason. Co-financing can be a legal and operational challenge in such circumstances; one co-funder who had committed to independent "parallel funding" on their own terms was surprised to learn that they were a "co-funder", and furthermore that the GCF expected it to be beholden to GCF rules.

Private sector engagement in GCF funded programmes is strong overall. There are obviously opportunities in FP071, which is focused on energy efficiency in industrial enterprises, and in FP125's agriculture programmes, which include important engagement across the value chain.

However, the GCF is an intergovernmental organization, and the Government of Viet Nam is state-centric; it is arguable that the programmes are fundamentally government-driven. The RPSP stands out as helping to position the Government to allocate or leverage financing, particularly 1903-15690 (NAP Development and Operationalization) and 2008-16443 (Strengthening Capacity to Accelerate Green Finance).

e. Knowledge management and learning efforts within GCF funded activities

GCF funded activities under implementation show limited generalizable evidence of knowledge and learning efforts. Indeed, there are signs that learning is siloed in some cases. Knowledge management and learning appear to largely follow the strategies and tools of whichever stakeholders are involved.

D. EMERGING LESSONS FOR THE GCF

The following emerging lessons can be drawn from the Viet Nam case:

- **The case of Viet Nam suggests that the GCF's business model works well with high capacity government counterparts and trusted IAEs.** Viet Nam has a strong and sound National Climate Change Strategy, high-level commitment to climate action and a competent public administration. It is well poised to partner with the GCF and marshal global climate finance effectively. Relationships with IAEs are also strong and characterized by mutual respect, trust and long-term relationships. In these contexts, RPSP investments yield many benefits. Opportunities for improvement include making readiness funding nimbler to respond to emerging issues in the climate arena; directing readiness funding to smaller/newer partners beyond the NDA and other well-established stakeholders; and targeting readiness funding to specific gaps rather than general capacity-building.
- **The scale of resources available from the GCF is warmly welcomed; however, the GCF is seen as a slow, inflexible, arbitrary and difficult partner to work with.** There are signs that issues related to applying for smaller amounts of resources are especially problematic: the high transactional costs are not necessarily worth more modest grants, and review and other processes are reported to be inappropriate for smaller-scale and community-based work.
- **Newer and national partners (e.g. DAEs) find accreditation difficult and may not have realistic expectations of what it takes to access GCF funding.** Newer and smaller partners express high expectations and confidence that partnering with the GCF will be smooth and straightforward once they are accredited, and thus they may be unprepared for the ongoing challenges and transactional costs of doing business with the GCF. The RPSP may not reach agencies beyond the NDA or national government.
- **Co-financing expectations may be unrealistic** and reflect imbalances of power, and authority/responsibility/expectations may not be aligned among all parties.

The Government of Viet Nam is strong in mainstreaming gender and ethnic minorities into consultation and planning processes through formal government mechanisms. Broad-based, bottom-up participation is more elusive, and more meaningful opportunities for the engagement of non-government actors (including civil society, the private sector and marginalized populations), including both participatory processes and distribution of benefits, could be better supported through the RPSP or project mechanisms.

Appendix 1. LIST OF INTERVIEWEES

NAMES	AFFILIATION
Princess Kaite Corporal	GCF Secretariat
Diane McFadzien	GCF Secretariat
Samantha Rabine	GCF Secretariat
Hiroki Miyazono	Japanese International Cooperation Agency
Takaaki Kato	Japanese International Cooperation Agency
Yun Yamanaka	Japanese International Cooperation Agency
Shinji Maruyama	Japanese International Cooperation Agency
Baas Brimer	Luxembourg Development
Alain Jacquemin	Luxembourg Development
Thanh Nga Tran	MONRE
Nguyen Thuhien	MONRE
Ryutaro Takaku	Asian Development Bank
Anh Tran Tu	MARD
Vu Thai Truong	MARD
Bui My Binh	MARD
Observers	MARD
Duy Đoàn and two colleagues	MPI
Thai Truong Vu	UNDP
Anh Tran Tu	UNDP
Khusrav Sharifov	UNDP
Xuan Lai Doai	UNDP
Bui Viet Hien	UNDP
Nguyen Thuy Ha	VDB
Hong Vu	VDB
Huong Pham	VDB
Linh Nguyen	VDB
Bich Vu	VDB
Toan Vu	Institute for Social and Environmental Transitions

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Independent
Evaluation
Unit

Independent Evaluation Unit
Green Climate Fund
175, Art center-daero. Yeonsu-gu
Incheon 22004
Republic of Korea
Tel. (+82) 032-458-6450
ieu@gcfund.org
<https://ieu.greenclimate.fund>

