

MANAGEMENT RESPONSE



DGD Midterm Evaluation 2025

Name of Country Programme: GF4C Vietnam

Date of the Management Response: 18 July 2025

Focal Person(s) for Follow-Up: Tuan Dam

Review and cleared by:

Recommendation/Point of attention No.1	Deepen market integration through demand generation. While production capacities have grown, market demand-especially in institutional settings-needs further stimulation. Consumer awareness campaigns, school procurement models, and digital traceability tools (e.g., QR codes) should be scaled to strengthen trust and uptake of safe and sustainable food.			
Management response	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted We recognize the need to deepen market integration through structural incentives. Our strategy prioritizes public procurement, regulatory standards, and efficient value chains to improve food safety by default. Consumer awareness and traceability tools will be used to complement these measures, ensuring benefits for producers without placing additional burdens on consumers”.			
Key action(s)	Timeframe	Responsible Person	Tracking	Comments
1.1 The programme raises awareness among consumers and communities on food-related				

topics such as food safety and hygiene and nutrition.				
<ul style="list-style-type: none"> Raise awareness by supporting local partners and farmers organization to run campaigns across social media (Zalo, Facebook), communication materials (leaflets, etc.) wet markets, and community events (in collaboration with local women's unions and FOS) to promote certified (PGS, VietGAP), traceable, and sustainably produced food, emphasizing health, safety, and environmental benefits, targeting consumers and buyers <p>Location: Hanoi, Vinh Phuc, Tuyen Quang.</p>	Q3 & Q4 2025 and 2026	Programme Manager	In Progress	
<ul style="list-style-type: none"> Collaborating with food supply actors like FOS and social enterprises to create short food chains (e.g., urban/peri-urban PGS vegetables) that bring safe and affordable food to underserved neighborhoods, e.g., low-income apartment complexes in Yen Lo and other cooperatives in Hanoi, while raising awareness about food origins, healthy diets, and traceability. 	Q3 & Q4 2025 & 2026	Programme Manager	In Progress	
<ul style="list-style-type: none"> Organize connection visits for food buyers/potential customers to production sites that adhere to PGS or VietGAP to understand and monitor the production procedures, also to connect the producers with potential buyers and help them be aware of customers' demands. <p>Location: Vinh Phuc, Hanoi.</p>	Q3 & Q4 2025 2026	Programme Manager	In Progress	

1.2 The programme supports improving traceability products for FOs.				
<ul style="list-style-type: none"> Collaborate with local government agencies to test food samples from wet markets to monitor food quality in Vinh Phuc and Tuyen Quang. 	Q3 & Q4 2025	Programme Manager	In Progress	
<ul style="list-style-type: none"> Provide training and hands-on guidance to help FOs enhance brand visibility, and labelling strategies that emphasis food safety, origin, and certification (PGS, VietGAP) in Hanoi and Ha Nam. Support FOs scale up QR code-based traceability systems in Tuyen Quang and Vinh Phuc. Promote traceability among wet market vendors using a simplified two-step approach in Tuyen Quang, Vinh Phuc, Hanoi and Ha Nam. 	2025 & 2026	Programme Manager	In Progress & Planned	
1.3 GF@S project conducts activities to improve food monitoring procedures at schools and school menus and raise awareness for students and other related actors on food and nutrition.				
<ul style="list-style-type: none"> Scale up the Good Food at School (GF@S) to 13 secondary schools, continuing improving curriculum-integrated materials on healthy diets, food waste reduction, and food traceability for students and parents in Hanoi. 	Q3 & Q4 2025	Programme Manager	In Progress	
<ul style="list-style-type: none"> Integrating nutrition education, food literacy, school gardening, and field visits to FOs into both classroom and extracurricular activities in Hanoi. 	Q3 & Q4 2025 2026	Programme Manager	In Progress	
<ul style="list-style-type: none"> Initiate GF@S in Vinh Phuc with lessons learned from Hanoi: food and nutrition 	2025 & 2026	Programme Manager	In Progress	

education, connect food supply actors like FOs and social enterprises to organise school-based events that showcase safe, traceable, and affordable food, facilitate schools and catering service providers to procure safe, traceable food from FOs for school.				
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Recommendation No.2	Strengthen cooperatives as community-based service providers (CBSPs). Cooperatives like An Hoa have already demonstrated potential in delivering services such as composting, marketing, and input supply. Structured support for others to transition into CBSPs - through peer learning, phased business development coaching, and access to incentives - will ensure continuity beyond donor support.			
Management response	<p><input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted</p> <p>Cooperatives have proved to be effective community-based service providers. Therefore, GF4C aims at strengthening capacity for these cooperatives, which in turn, improves their services to smallholder farmers.</p>			
Key action(s)	Timeframe	Responsible Person	Tracking	
			<i>Status (Planned/ In-progress/Completed)</i>	<i>Comments</i>
2.1 Evaluate cooperatives' capacity as community-based service providers in Hanoi, Tuyen Quang and Vinh Phuc. Those cooperatives with high potentials of CBSP will be selected for the capacity evaluation.	Q3 & Q4 2025	Programme Manager	Planned	
2.2 Develop toolkits models and manual for CBSPs to effectively provide services for members. Practical toolkits and templates cover service pricing, operational workflows, governance, and marketing, to enable cooperative replication and scaling of CBSP models. Local partners will be	Q4 2025	Programme Manager	Planned	

involved in developing the toolkits to contextualize them and the programme expects the local partners to embed the toolkits into their work beyond the timeline of the programme.				
2.3 Coach selected FOs based on CBSP capacity evaluation and toolkits.	2026	Programme Manager	Planned	Implemented by programme staff, using RO budget

Recommendation No.3	Address financial viability and living income gaps. Income tracking must go beyond gross values to assess actual gains in purchasing power. Monitoring should compare income increases against changes in market prices, production costs, and household needs. Tailored business planning and linkages to government incentives can further support financial autonomy.			
	<input type="checkbox"/> Accepted	<input checked="" type="checkbox"/> Partially accepted	<input type="checkbox"/> Not accepted	
Management response	This recommendation will require the Global Support Team (GST) to work with the programme team to decide and make an agreement on the tools to be used. This recommendation will require the Global Support Team (GST) to work with the programme team to decide and make an agreement on the tools to be used.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			<i>Status (Planned/ In-progress/Completed)</i>	<i>Comments</i>
3.1 Discuss and make an agreement with the GST to ensure alignment on the design and tools for Farmers' survey to ensure consistency along the whole programme period.	Q4 2025 and 2026, To be applied in 2027-2031.	Programme Manager	Planned	
3.2 Gather information of available support for cooperatives in terms of developing and implementing more viable business plan and inform them through Food Coordination Board meetings, GF4C partners meetings and through GF4C Partners' Zalo group.	Q4 2025 and 2026 To be applied in 2027-2031.	Programme Manager	In Progress	

3.3 Select and provide in-depth mentoring on business planning and financial management for FOs that have business orientation and service provision for members. Examples: Yen Lo (Hanoi), Tan Hoa, Kien Dai and Vinh Quang (Tuyen Quang).	Q2, 3, 4 2026	Programme Manager	Planned	
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Recommendation No.4	Institutionalize PGS and local food system models. While formal national recognition of PGS remains a longer-term goal, interim progress can be made by embedding PGS practices into local government policies and school food guidelines. Advocacy should be based on accumulating field-level evidence and gradual demonstration of quality assurance impacts.			
	<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted <p>Although the idea of aligning school procurement standards and local government policies with PGS certification is appealing in principle, this recommendation is not feasible under current conditions in Vietnam. Reasons are: a) School food guidelines and curricula are centrally managed and require approval from the Ministry of Education and Training; b) PGS is a technical system for agricultural production, not easily translatable into national educational or procurement frameworks; and c) Our 4 partners are already aware of PGS and integrate this mechanism into their work plan with technical manuals. To institutionalize PGS, it needs long-term attempt with advocacy at high-level authorities (central level) and concrete and extensive evidence from wider locations.</p>			
Management response				
Key action(s)	Timeframe	Responsible Person	Tracking	
			<i>Status</i> <i>(Planned/ In-progress/Completed)</i>	<i>Comments</i>
4.1. Document the economic effectiveness of PGS to showcase its benefits for farmers organization and cooperatives and local partners. PGS is a low-cost mechanism for quality monitoring and is a preparation phase for producers who want to get 3 rd -party certification later.	Q3 & Q4 2025	Programme Manager	In Progress	

4.2. Implement advocacy activities for PGS at community (cooperatives/farmers groups) and local levels (commune/provincial). Expected result is that these targets will adopt PGS mechanism in their internal operation (eg cooperatives, producer groups) or embed it into their work (relevant local partners such as the Agriculture Extension Centers or Departments of Agriculture)	2026	Programme Manager	In Progress	
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Recommendation No.5	Enhance digital inclusion and youth engagement. Expand the use of user-friendly platforms such as Zalo among producers, vendors, and buyers. Support young food entrepreneurs with tailored incentives and incubator models, ensuring that future food system actors are prepared, innovative, and connected.			
	Management response	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted The programme totally agrees with the promotion of digital inclusion in the stages of food supply. We also want to enhance the youth engagement in agriculture.		
Key action(s)	Timeframe	Responsible Person	Tracking	
			Status (Planned/ In-progress/Completed)	Comments
5.1 Train producers and farmer organisations in using digital platforms (e.g., Zalo, Facebook). Farmers' organizations with willingness to improve their marketing through social media will be selected to mentor 1-1.	2025 - 2026	Programme Manager	In Progress	
5.2. Promote youth participation in cooperative management and CBSP roles: <ul style="list-style-type: none"> Identify young entrepreneurs and assess their needs 	2025 - 2026	Programme Manager	In Progress	

<ul style="list-style-type: none"> • Design tailored-mentoring plans for young individual/group entrepreneurs • Implement incubator/mentoring programs, aiming at viable economic business. 				
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Recommendation No.6	Improve outcome-level monitoring and adaptive planning. Indicators such as inclusive business adoption (IM2.3), net profit margins (IM2.4), and policy leverage (EE3.1) should be tracked in relation to their enabling factors across domains. Where targets are no longer feasible due to external constraints, adjustments should be co-developed with stakeholders using real-time field evidence.			
	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Not accepted The programme team agrees with this recommendation.			
Key action(s)	Timeframe	Responsible Person	Tracking	
			<i>Status (Planned/In-progress/Completed)</i>	<i>Comments</i>
6.1 Adjust the information collection system accordingly <ul style="list-style-type: none"> • The project team will work with global MEL teams to update and refine the current monitoring system to better reflect outcome-level indicators and enabling factors. 	Q3 & Q4 2025	Programme Manager	Planned	Follow up in 2026
6.2 Conduct annual reviews of key outcome indicators (e.g., IM2.3, IM2.4, EE3.1) <ul style="list-style-type: none"> • Organise annual internal data review to track progress on inclusive business adoption, net profit margins, and policy influence. 	Q3 & Q4 2025 and 2026	Programme Manager	Planned	Follow up in 2026
6.3 Involve local stakeholders in the annual MEL reflection consultation <ul style="list-style-type: none"> • Use annual partner meetings and biannual sessions of the Provincial Food Coordination 	Q3 & Q4 2025 and 2026	Programme Manager	In Progress	Follow up in 2026

Boards to validate monitoring results, especially outcome-level indicators.				
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