



“Promoting forest governance and legal timber trade through the EU-  
Vietnam Free Trade Agreement (EVFTA)” Project

**CAPACITY BUILDING NEEDS ASSESSMENT (CBNA)  
for VNGO-EVFTA Members and Related Civil Society Organisations  
(CSOs) in Monitoring EVFTA Implementation**

## Content

1	INTRODUCTION.....	1
2	GOALS AND OBJECTIVES.....	1
2.1	Goals.....	1
2.2	Objectives.....	2
3	METHODOLOGY.....	2
3.1	CBNA Framework.....	2
3.2	Collecting Data.....	3
3.2.1	Target Audience.....	3
3.2.2	Semi-Structured Interviews.....	4
3.3	Analysing Data.....	4
4	FINDINGS.....	5
4.1	Candidates Analysis.....	5
4.2	Organisations that are Involved or interested in EVFTA.....	6
4.3	Internal Governance, Financial Management and Human Resources.....	7
4.3.1	Structure - Internal Governance.....	7
4.3.2	Financial Management.....	8
4.3.3	Human Resources.....	10
5	CAPACITY ENHANCEMENT.....	11
5.1	Capacity of Organisations Related to EVFTA Monitoring.....	11
5.2	Recommended Training Contents.....	12
6	SWOT ANALYSIS.....	13
7	CRITERIA FOR SELECTING MEMBER ORGANISATIONS.....	14
8	STRATEGIC AND OPERATIONAL PLAN.....	15
8.1	Strategic Plan.....	15
8.2	Operational Plan.....	16
8.2.1	Capacity Building.....	16
8.2.2	Organisation and Coordination.....	17
8.2.3	Monitoring and Evaluation.....	17

## **List of tables**

Table 1. Profile of Candidates .....	5
Table 2. Education Qualification and Areas of Work of Surveyed Entites .....	6
Table 3. Recommended Training Contents .....	12
Table 4. Recommended Training Methods.....	13
Table 5. Capacity Building Plan .....	16
Table 6. Organisation and Coordination Plan.....	17
Table 7. Monitoring and Reporting Plan .....	18

## **List of figures**

Figure 1. Evaluation Framework .....	3
Figure 2. Types of Organisation .....	4
Figure 3. Proportion of Organisations that are Involved or Interested in EVFTA .....	7
Figure 4. Perceptions Regarding Organisations' Internal Governance .....	8
Figure 5. Perceptions Regarding Organisations' Financial Management .....	10
Figure 6. Perceptions Regarding Organisations' Human Resources .....	11
Figure 7. Capacities of Organisations.....	12
Figure 8. SWOT Analysis of Member Organisations.....	14
Figure 9. Criteria for Selecting Member Organisations.....	15
Figure 10. Operational Strategy.....	15
Figure 11. Flowchart for Data Collection and Reporting .....	18

## **1 INTRODUCTION**

On 30 March 2020, the European Council passed the decision to ratify the EU -Vietnam Free Trade Agreement (EVFTA) after this Agreement was approved by the European Parliament on 12 February. It was the final step under the EU's internal procedures for the EVFTA to enter into force. Once ratified by the National Assembly of Vietnam and both parties notified each other of the completion of their applicable legal procedures, the Agreement officially took effect from 1 August 2020. EVFTA would be a great opportunity for Vietnam's export and market diversification, especially in agricultural, forestry and fishery products that Vietnam has competitive advantages. The EVFTA Agreement would provide an opportunity for trade liberalization in timber products. However, the openness of the free market comes with a high risk of illegal logging and trading since Vietnam is a wood importing and processing country, and a transit country for goods. The development of the bilateral timber trade requires independent oversight under the EVFTA Trade and Sustainable Development (TSD) chapter. This requires the active participation of Civil Society Organisations (CSOs).

To reinforce and inherit the results achieved in the VPA process, promote and enhance the role of CSOs in monitoring EVFTA implementation related to sustainable timber trade, competent members of the VNGO-FLEGT network that are interested in both the VPA/FLEGT and EVFTA and several related CSOs will be selected to create the VNGO-EVFTA network.

For the members of this network to effectively participate in EVFTA, a capacity building needs assessment for the VNGO-FLEGT network members and related CSOs on monitoring EVFTA implementation is necessary. The assessment will identify the capacity building needs and provide recommendations to improve these capacity gaps for the network members. Thereby, supporting the organisations in the network with sufficient knowledge to monitor the implementation of EVFTA as well as effectively contribute to policy dialogue on issues related to sustainable timber trade.

## **2 GOALS AND OBJECTIVES**

### **2.1 Goals**

#### ***General Goals:***

Assess the capacity needs of VNGO-FLEGT members and related CSOs and based on the assessment, propose a plan to establish VNGO-EVFTA, and a capacity building plan for VNGO-EVFTA members with the aims of making effective contributions to the monitoring of EVFTA implementation and policy dialogue related to sustainable timber trade.

### ***Specific Goals:***

- Evaluate the organisational structure and capacities of VNGO-FLEGT members and related CSOs and their level of knowledge about VPA and EVFTA;
- Develop criteria for selecting members participating in VNGO-EVFTA;
- Evaluate participants' understanding of monitoring VPA and EVFTA
- Assess the need for training on VPA and EVFTA
- Develop plans and programs for capacity building for VNGO-FLEGT members and related CSOs on monitoring EVFTA and policy dialogues related to sustainable trade between Vietnam and the EU.

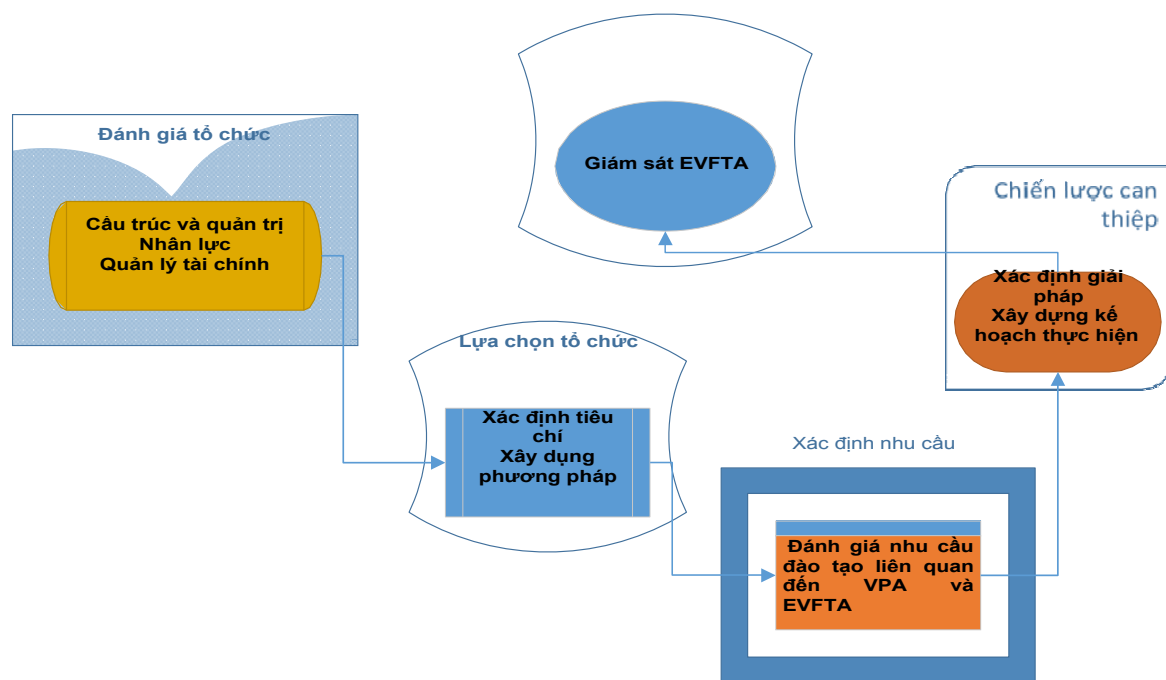
### **2.2 Objectives**

- Capacity Assessment of VNGO-FLEGT members and related CSOs (organisational structure, capacity, capacity building needs, willingness to join VNGO-EVFTA).
- Proposed selection criteria for organisations participating in VNGO-EVFTA
- List of potential candidates to join VNGO-EVFTA
- Plans and solutions for capacity building for VNGO-EVFTA members and EVFTA monitoring and evaluation strategy

## **3 METHODOLOGY**

### **3.1 CBNA Framework**

The evaluation framework has four main steps (Figure 1). The first step is to assess the organisation, including assessments of the organisation's structure and governance, human resources, and management capacity of member organisations. The second step is to select eligible candidates for the EVFTA monitoring network. In this step, the research team will identify criteria for screening and selecting candidates that meet the standards. After selecting eligible candidates, the next step is to determine the current status of the organisations' competencies, and the weaknesses of network members and conduct surveys to collect members' suggestions on ways to improve the capacity of network members. The final step is to develop a capacity building plan, a plan for coordination, organisation and implementation of the network's monitoring activities.



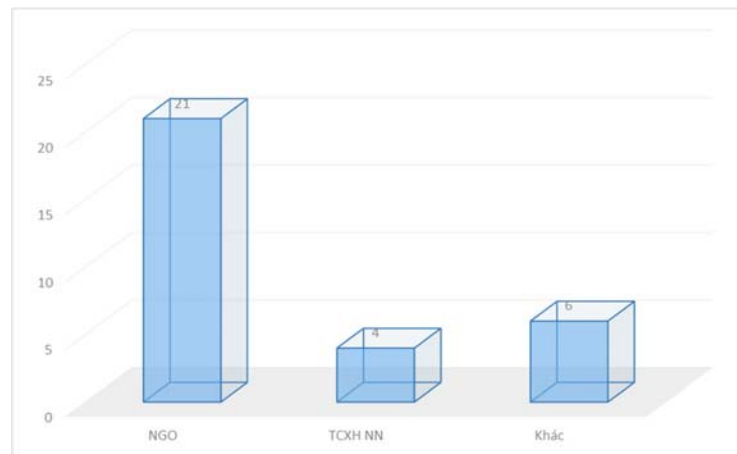
**Figure 1.** Evaluation Framework

## 3.2 Collecting Data

### 3.2.1 Target Audience

The target audience of this assessment are VNGO-FLEGT members and organisations outside of the network but have activities related to monitoring in general. Participation in the survey is entirely based on the organisations' interest in monitoring implementation of EVFTA.

31 organisations have participated in the survey, categorised into three groups: non-governmental organisations (NGOs), state NGOs, and others (Figure 2). NGOs are characterised by non-profit activities that are not in the public sector, and the source of fund mainly comes from fundraising for projects. State NGOs operate under the motto of self-management, with funds mostly come from the government budget. Organisations that do not fall in the types mentioned above are called other organisations, for example, faculties in universities or research institutes. Two-thirds of surveyed entities in the survey are NGOs (21 out of 31 organisations), with State-NGOs and others accounting for nearly one third (10/31 organisations).



**Figure 2.** Types of Organisation

### 3.2.2 Semi-Structured Interviews

The data was collected through online interviews. The questionnaires were prepared on Google Drive and delivered to candidates via email. If the respondent had any question, they would contact the research team for clarification. The answers were automatically saved on Google Drive. The questionnaire has four parts. Part 1: General information about respondents' organisation such as type of organisation, number of available staff, areas of activity, average annual budget. A set of closed-ended questions was designed for part 2, in which the questions focus on the organisation's governance, human resources, and financial management. Part 3 of the questionnaire includes closed-ended questions and multiple-choice questions focusing on capacity building and training needs of organisations. Open-ended questions in section 4 collect suggestions in developing strategies for monitoring.

### 3.3 Analysing Data

The responses were cleansed and input into the statistics software R Studio for processing. The study applied descriptive analysis (frequency, mean and standard deviation) for data analysis. In addition, to select candidates to join the network, our study used the factor rating method. As follows

$$\bar{x} = \frac{\sum_{i=1}^n a_i x_i}{\sum_{i=1}^n a_i}$$

In which:

$a_1, a_2, \dots, a_n$ : Weight

$x_1, x_2, \dots, x_n$ : Score for each criterion

i: Order of i from 1 to n

$\bar{x}$ : Weighted Average Score

Candidates with the score of  $\bar{x} = 4$  are selected to join the network.

## 4 FINDINGS

### 4.1 Candidates Analysis

The surveyed entities in this assessment have a variety of years of operation, staff resources, and funding sources. Some organisations have been in operation for 51 years but there are also new organisations that have just been established and operated in a short time (1 year). However, the average number of years of operation of these organisations is about 15 years, which is consistent with the rise of NGOs. International organisations have provided development assistance for Vietnam since 2002, which led to the emergence of many NGOs. Most organisations have two types of staff, full-time and part-time. Full-time staff work full-time for the organisation, while part-time officers work fewer hours and only engage in certain activities. Depending on specific needs, the organisation may or may not have contracts with part-time staff. According to the data, five organisations do not have full-time staff. The organisation's average number of full-time staff is nearly 9, one person higher than the average number of part-time staff. The average number of male employee in the surveyed entities is almost 11, twice as high as that of women. The number of male officers ranges from one to 40, while the number of female staff ranges from one to 14. There is a gender disparity within existing organisations. The average operating budget of the organisations is 2.7 billion/year, the organisation with the highest funding source is 16 billion/year. This shows that the operating budget of most candidates is rather modest.

**Table 1.** Profile of Candidates

<b>Category</b>	<b>Average</b>	<b>Std.Dev</b>	<b>Min</b>	<b>Max</b>
1. Years Active	15.4	9.9	1	51
2. Number of Staff				
2.1 Full-time	8.7	6.3	1	26
2.2 Part-time	7.8	9.3	0	34
3. Number of Staff				
3.1 Male	10.7	10.8	1	40
3.2 Female	5.8	3.5	1	14
4. Annual Budget (million VND)	2.764	4184	0	16000



The survey shows three education levels of the surveyed entities' staff, of which bachelor's accounts for the highest proportion, accounts for about 55%. Nearly 27% held masters or doctoral degrees and about 18% held associates or intermediate degrees. Statistics show that the majority of the staff of these organisations have had tertiary education.

Regarding the areas of work, these organisations are working in a variety of fields. However, the most common areas are sustainable agriculture and livelihoods (24%), policy advocacy and research (21,43%), climate change and disaster risk management (20,54%), natural resource management, biodiversity conservation (19,64%). Other fields such as health education, health care, afforestation account for 14,29%. Most surveyed entities h activities related to agroforestry development, which is a favourable condition to participate in VNGO-EVFTA.

**Table 2.** Education Qualification and Areas of Work of Surveyed Entities

	<b>Number of Employees</b>	<b>Percentage</b>
1. Education Level		
1.1 Intermediate and Associate's Degree	99	17.74
1.2 Bachelor's Degree	309	55.38
1.3 Graduate Degree	150	26.88
2. Areas of Work		
2.1 Climate Change and Disaster Risk Management	23	20.54
2.2 Natural Resource Management, Biodiversity Conservation	22	19.64
2.3 Sustainable Agriculture and Livelihoods	27	24.11
2.4 Policy Advocacy and Research	24	21.43
2.5 Other	16	14.29

## **4.2 Organisations that are Involved or Interested in EVFTA**

The assessment has also interviewed the organisations about the activities they were carrying out activities related to EVFTA. Results show that 41% of surveyed organisations work on EVFTA and the main activities are consulting on sustainable forest management and forest certification, trade in timber and timber products, policy advocacy and forest owner rights protection, promoting forest management and legal timber trade, monitoring of EVFTA, etc. Other than activities related to EVFTA, 86,2% of organisations plan to work on EVFTA in the near future. Activities they intend to carry out include dissemination of EVFTA; promoting fair trade in fisheries; supporting businesses for better access at EU markets through EVFTA; promoting forest governance and legal timber trade, etc. We can conclude that organisations have begun to pay attention to EVFTA. However, how organisations should contribute to the agreement must be coordinated and directed.



**Figure 3.** Proportion of Organisations that are Involved or Interested in EVFTA

### 4.3 Internal Governance, Financial Management and Human Resources

An assessment of governance, financial management, and human resources of surveyed entities was conducted through the organisation's perception. The assessment applied the Likert scale (Interval scale) with five levels from completely disagree, disagree, neutral, agree, and strongly agree to collect opinions of the organisations.

#### 4.3.1 Structure - Internal Governance

Organisational structure and governance are considered the backbone of an organisation. Five criteria have been chosen to examine organisations' evaluation of their structure and governance, creating the necessary rationale for examining the strengths and weaknesses of organisations, NGOs and state social organisations.

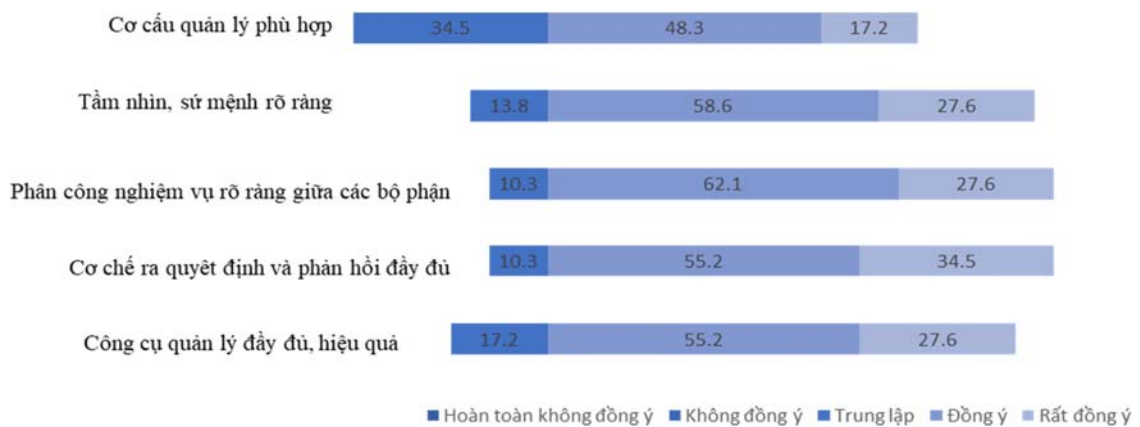
In terms of management structure, 48,3% and 17,2% agree or strongly agree respectively with the opinion that the current management structure is appropriate. However, 34.5% are neutral, meaning that they neither agree nor disagree with the statement that the management structure is satisfactory. Although nearly 66% think that the management structure is suitable, a large proportion of surveyed entities disagree or are neutral about this statement. The level agreement for each type of organisation is also different. For state social organisations, 80% agree. However, for NGOs, the rate is 50%, and with other organisations, the level of agreement is only 25%. Thus, we can conclude that it is necessary to continue to improve the current management structure of organisations.

Regarding organisational vision and mission, 13,8% have a neutral opinion while 58,6% agree and 37,6% strongly agree. Compared with organisations' perception of governance, the number of entities agree or strongly agree accounts for 86,2%, 20,2% higher. Thus, the surveyed entities have long-term (Vision) and short-term (mission) issues. For NGOs, 95% of the respondents agree or strongly agree, meaning that the NGOs see that they have a clear vision and mission.

Clear assignment of tasks is also one of the most important indicators of organisational

governance. The assignment of tasks between departments and among officers will help activities be implemented following the functions and tasks of the organisation. Only 10,3% have neutral opinions on a clear division of work between departments. The decision-making and feedback mechanism allows the organisation to have a clear delegation of authority, helping the decision-making process as well as the exchange and sharing of information. Both these indicators have received consensus among most organisations.

Effective management tools demonstrate the organisation’s capacity and the ability to use and update management facilities in the management and administration. In this criterion, 17,2% neither agree nor disagree, 55,2% agree and 27,6% strongly agree. For NGOs and other organisations, 30% and 75% are neutral yet only 20% of state social organisations share the sentiment. This shows that although there is a high consensus on management tools, NGOs and other organisations still have a desire to continue to improve the current management tools.



**Figure 4.** Perceptions Regarding Organisations’ Internal Governance

### 4.3.2 Financial Management

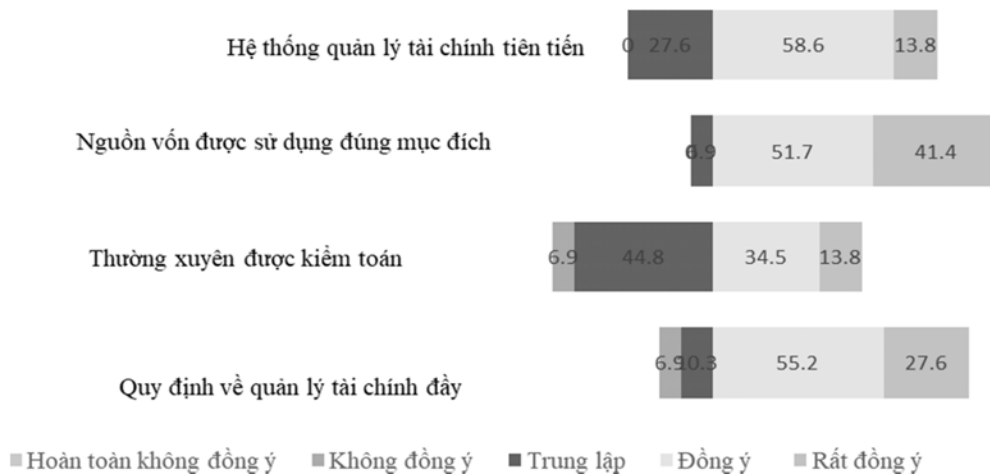
Financial management is one of the main pillars of an organisation. Financial management can affect the stability and development of an organisation. Weak financial management can lead to the risk of lack of transparency and threat to the existence of an organisation.

An advanced financial management system is considered one of the four criteria to evaluate the effectiveness of financial management in an organisation. It involves the efficient application of financial management tools and software, ensuring that financial metrics and reports are available at any time. With this criterion, 58,6% agree and 13,8% strongly agree. However, there are still 27,6% of the respondents either disagree or strongly disagree. The responses suggest that to some extent, there are organisations that need to continue to improve their financial management systems.

On the use of capital, more than 92% of the respondents said that their organisation's capital has been used for the right purposes, only a few disagree or strongly disagree. We can conclude that there is a very high consensus about capital use in organisations, that the capital has been used and is being used for the right purposes.

Independent audits help organisations recognise their shortcomings as well as suggestions for improving the financial management system. In stark contrast to other criteria, less than 7% and 44.8% of surveyed entities disagree or have a neutral opinion on this issue, respectively. This shows that many organisations have not been audited regularly. In terms of the type of activity, 40%, 25% and 50% of the respondents, respectively, are state-owned social organisations, other organisations and NGOs that have neutral opinions on the criterion. Therefore, strengthening the audit is also one of the matters that should be considered.

Although some of the surveyed entities disagree or are neutral about financial management regulations, the majority (82%) agree or strongly agree with them. Financial management regulations will force organisations to comply and meet the requirements in financial spending. It can be seen that there are quite a few organisations that have implemented well financial management regulations.



**Figure 5.** Perceptions Regarding Organisations' Financial Management

### 4.3.3 Human Resources

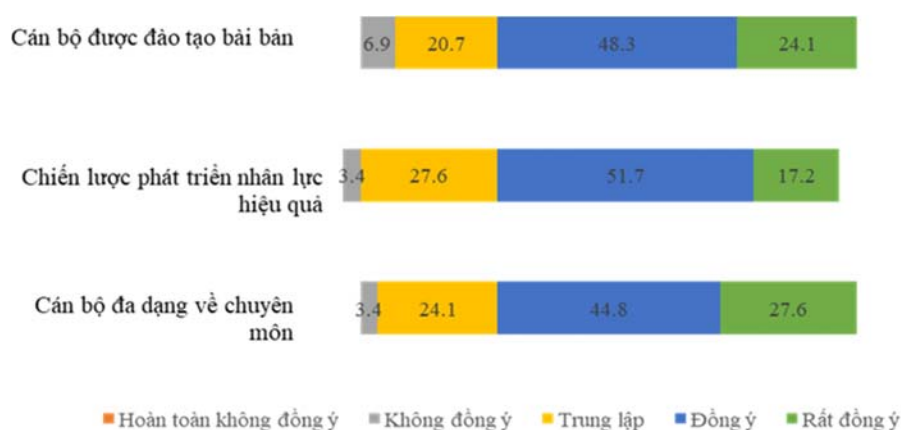
Human resources are one of the assets that contribute significantly to the success of an organisation. The assessment uses three criteria to evaluate the quality of an organisation's human resources.

If compared with the two previously mentioned pillars, organisational structure – internal

governance and financial management, in general, the level of consensus and agreement concerning human resources is lower. Figure 7 shows that 48,3% and 24,1% of the respondents agree or strongly agree with the criterion that their human resources are highly trained. The statement is also consistent with the characteristics of the surveyed entities in the interview when the data shows that nearly 83% of the staff hold an undergraduate or graduate degree (Table 2). In addition, some are neutral or disagree with this criterion, the cause may be that the ability to apply the learned knowledge into reality has not met expectations.

Compared with the criteria of highly trained staff, the number of neutral or disagreeing opinions is somewhat higher for the criterion of an effective human development strategy. An effective human resource development strategy helps the organisation improve, update, as well as equip the necessary skills for staff to meet the job requirements while also helping to orient the development of an individual in the organisation. The number of respondents strongly agree (17,2%) or agree (51,7%) about having an effective human development strategy is somewhat high, but there are also concerns about the issue.

Regarding the criteria for staff to have diverse expertise, the number of neutral or disagreeing respondents is similar to the criterion for highly trained staff and is lower than the criterion for an effective human development strategy. A diverse pool of expertise has the advantage of helping the organisation easily adapt to changes in the field of work, especially for NGOs when the priority areas for donor support are not stable. Most of the respondents think that the ministries are diverse in expertise (72,4%).



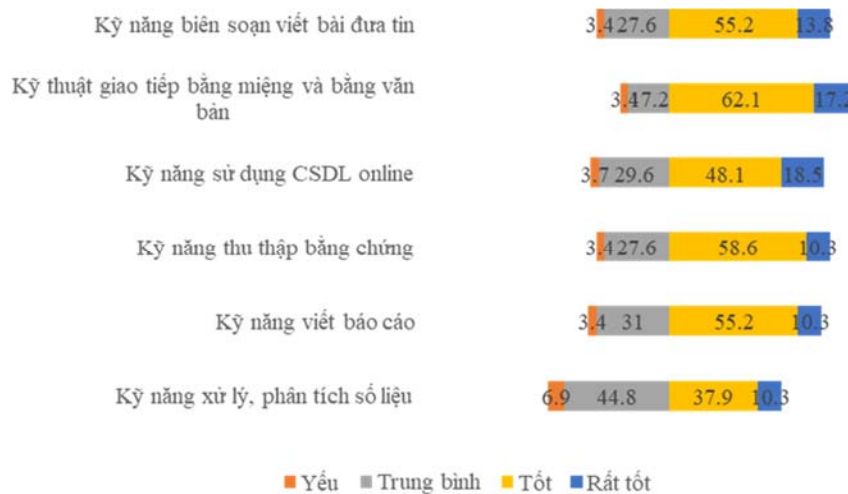
**Figure 6.** Perceptions Regarding Organisations' Human Resources

## 5. CAPACITY ENHANCEMENT

Capacity building for member organisations is one of the essential tasks for effective implementation of EVFTA monitoring. Therefore, to meet this expectation, it is necessary to consider the current capacity of organisations as well as identify the training needs proposed by them.

## 5.1 Capacity of organisations related to EVFTA monitoring

Competency in monitoring EVFTA was surveyed on six skills with four levels: weak, average, good and excellent (Figure 8). In terms of writing skills, 55,2% of the surveyed entities score good, 13,8% excellent, 27,6% average, and 3,4% weak. For evidence-gathering skills, 27,6% score average, and 3,4% weak. Report writing and using databases online skills, on the other hand, have a higher number of organisations score average or weak at 31% and 29,6%, respectively. For both skills, only a few organisations mark themselves weak. Contrary to the four skills mentioned above, many respondents score average on communication, data processing and analysis skills. 47,2% of respondents answer that their communication skills are average, while for data processing and analysis, 44,8% score average, and 6,9% score weak. Of the six skills listed, the two skills that many organisations struggle the most account for the highest proportion, namely communication and data processing and analysis skills. The remaining skills, though many of them were scored good and excellent, still need improvement.



**Figure 7.** Capacities of Organisations

## 5.2 Recommended Training Contents

Based on the analysis of organisations' capacity in monitoring, a list of training contents has been proposed. According to Table 3, 11 basic contents were suggested and arranged in order of priority, meaning two contents with the same number of suggestions would be ranked the same. The order of training contents in the current list is relative since the surveyed entities have different priorities. For example, 29 respondents suggested EVFTA impact analysis on stakeholders, 28 recommended application of information technology in monitoring, 27 suggested problem-solving tools and techniques, etc. A training session can combine multiple training contents; for example, training contents directly related to EVFTA can be aggregated into one training class (See Table 5).

**Table 3.** Recommended Training Contents

<b>Content</b>	<b>Number of Suggestion</b>	<b>Priority</b>
Analyse the impact of EVFTA on stakeholders	29	1
Data processing and analysis skills	29	1
Apply information technology in monitoring	28	2
Problem-solving and decision-making tools and techniques	27	3
General understanding of EVFTA	26	4
EVFTA and its impact on agricultural products	26	4
Skills to use online databases	25	5
Evidence collection and report writing skills	24	6
Communication techniques	22	7
Network management and operation	21	8
Other	5	9

Following the list, the surveyed entities also suggested training methods. The most recommended one is seminar (28.7%), followed by training face-to-face (26.6%), module training (25.6%), online training (16%), and other (2.1%). These methods should be combined so that learners can easily access and absorb knowledge.

**Table 4.** Recommended Training Methods

<b>Method</b>	<b>Number of Suggestion</b>	<b>Percentage</b>
Seminar	27	28.7
Face-to-face Training	25	26.6
Module Training	24	25.5
Online Training	16	17
Other	2	2.1

## 6. SWOT ANALYSIS

Based on the data collected from the interviews, the assessment also analysed the strengths, weaknesses, opportunities and challenges of the organisations. The results of this assessment are shown in Figure 9.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Having human resources in multiple fields</li> <li>Highly trained staff</li> <li>Advanced management system</li> <li>Suitable management structure</li> <li>Clear vision and mission</li> <li>Complete resources and tools for management</li> <li>Effective decision-making and feedback mechanisms</li> <li>Having a diversity of expertise among the staff.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Limited funding</li> <li>Lack of information and knowledge related to EVFTA</li> <li>Lack of experience in data analysis and processing</li> <li>Lack of experience in monitoring</li> <li>No experience in mobilising funding</li> <li>Some organisations do not have an effective human resources development strategy.</li> <li>The financial management system of some organisations is not audited regularly.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>EVFTA has come into effect</li> <li>The STD chapter in EVFTA requires monitoring</li> <li>The EU has agreed to finance projects related to monitoring EVFTA</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Lack of stakeholder collaboration</li> <li>The role and position of NGOs is not favourable for monitoring</li> </ul>

**Figure 8.** SWOT Analysis



## **7. CRITERIA FOR SELECTING MEMBER ORGANISATIONS**

Selection of member organisations for VNGO-EVFTA is an essential part of the assessment. Choosing the right organisation and the right audience is extremely important to the success and efficiency of the network in monitoring EVFTA.

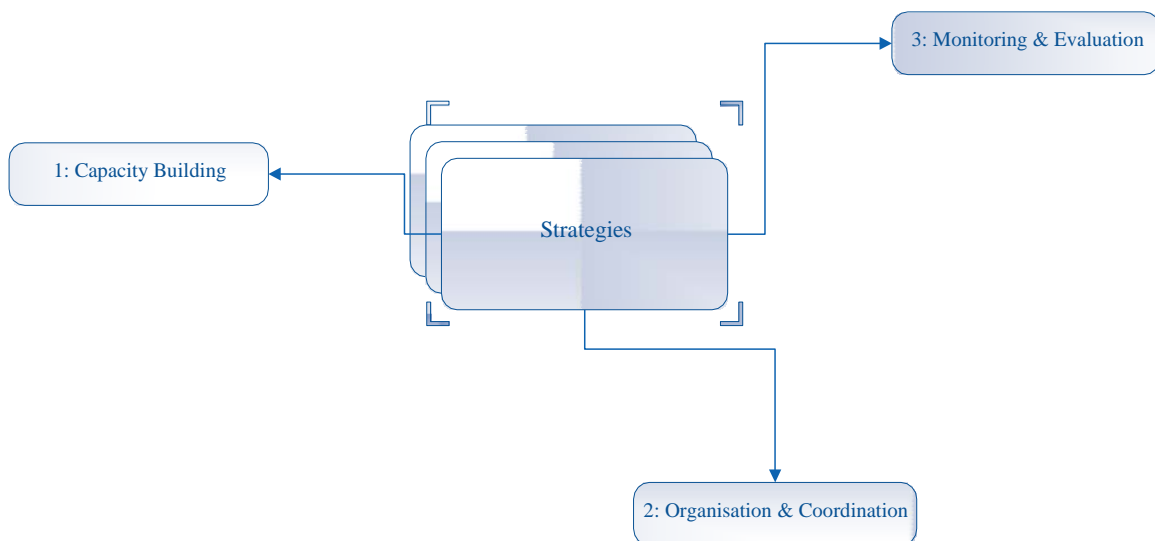
The research team developed the criteria and scored the criteria by importance through weights to select organisations that are eligible to participate in the network. There are 7 criteria built with a scale from 1 point to 7 points, of which 1 point is completely inconsistent with the criteria and 7 points is extremely suitable. Criteria are scored according to the importance of each criterion, with the lowest being 0.05 points and the highest with 0.3 points. According to Figure 10, the criterion of having capable human resources to participate in monitoring activities occupies the first important role. The second most important criterion is high commitment to network activities, followed by having improving forest governance as one of the most important goals of the organisation; experience with start-ups ranked third. The criterion of having funds for monitoring activities rank fourth and the other two criteria, which are having operations related to agriculture and forestry and having seven or more members, ranked fifth. Based on the criteria and their importance, the weighted average method has been applied to process data. An organisation's average of 4 points or higher is considered eligible to participate. Results showed that 27 out of 31 organisations were eligible to join the network (see Appendix 1 for details on the organisations score).

	Weight
Having Funds for Forestry-related Monitoring Activities	0.1
Having Capable Human Resources to Participate in Monitoring Activities	0.3
Having Operations Related to Agriculture and Forestry	0.05
Having Improving Forest Governance as an Important Goal	0.15
Experience	0.15
Having at Least Seven Members	0.05
High Commitment	0.2

**Figure 9.** Criteria for Selecting Member Organisations

## 8. STRATEGIC AND OPERATIONAL PLAN

### 8.1. Strategic Plan



**Figure 10.** Strategic Plan

The strategic plan has three components: capacity building, organisation and coordination, and monitoring and evaluation. The capacity building strategy is implemented through training and experience sharing activities of the proposed contents. Since the members are based in different regions, the location of the training courses may vary. Along with capacity building, coordination and organisation are also necessary. Both require a network and a core team to manage and coordinate the members' activities. A statute with a high consensus of members should be developed and promulgated to maintain stability and unity among network members. In addition to the two strategies mentioned above, the network also needs to perform monitoring and evaluation. This strategy requires building a monitoring mechanism that mobilises member organisations' participation and controls the mutual monitoring process, ensuring trust and cooperation among members.

## 8.2 Operational Plan

### 8.2.1 Capacity Building

The capacity building plan implementation is scheduled between the 4th quarter of 2020 and the 4th quarter of 2023. It is expected that during this period, the network will hold three training courses and seven sharing sessions. Training courses will be organised as part of a project related to EVFTA. Experience sharing sessions will take place online with member organisations take turns hosting the event. Specific plans are in Table 5 below.

Activity	Goals	Time period	Responsible Organisations
1. Organising capacity building training courses	Organise 3 training courses		
<i>1.1 General understanding of EVFTA: (1) noteworthy contents of EVFTA and TSD; (2) the EU's experience in monitoring the implementation of EVFTA and proposing implementation methods in Vietnam with CSOs as the main targets; (3) the process of establishing DAGs; and (4) Impact of EVFTA on the balance of trade and stakeholders</i>		<i>Course 1: Q4,2020 Course 2: Q2,2021 Course 3: Q3,2021</i>	<i>SRD and other core members</i>
2. Organising experience sharing sessions	Organise 7 online sharing sessions		
<i>2.1 Collecting and analyzing data</i>		<i>Q2,2021</i>	<i>SRD and other members</i>
<i>2.2 Using online database</i>		<i>Q4,2021</i>	<i>SRD and other members</i>
<i>2.3 Collecting evidence and writing reports</i>		<i>Q1,2022</i>	<i>SRD and other members</i>

2.4 Oral and written communication skills		Q3,2022	SRD and other members
2.5 Network management and operation		Q4,2022	SRD and other members
2.6 Communication skills		Q1,2023	SRD and other members
2.7 Policy analysis skills		Q3,2023	SRD and other members

**Table 5.** Capacity Building Plan

### 8.2.2 Organisation and Coordination

Network coordination is carried out through several main activities including selecting members, electing core groups, establishing regulations and organising network assessment. Selecting members, electing core groups as well as developing rules should be conducted soon. Network evaluations will be conducted periodically, annually or unscheduled if necessary.

Activity	Goals	Time	Responsible Organisations
1. Selecting members	Members who meet the criteria to join the VNGO-FVFTA	Q4,2020	SRD
2. Electing core members	Elected a core group	Q4,2020	All members
3. Establishing rules	Completed regulations that specify the functions, duties and roles of member organisations and the core group.	Q4,2020	Core members
4. Conducting network evaluation	Organise annual meeting to review and evaluate	2021-2023	Core members

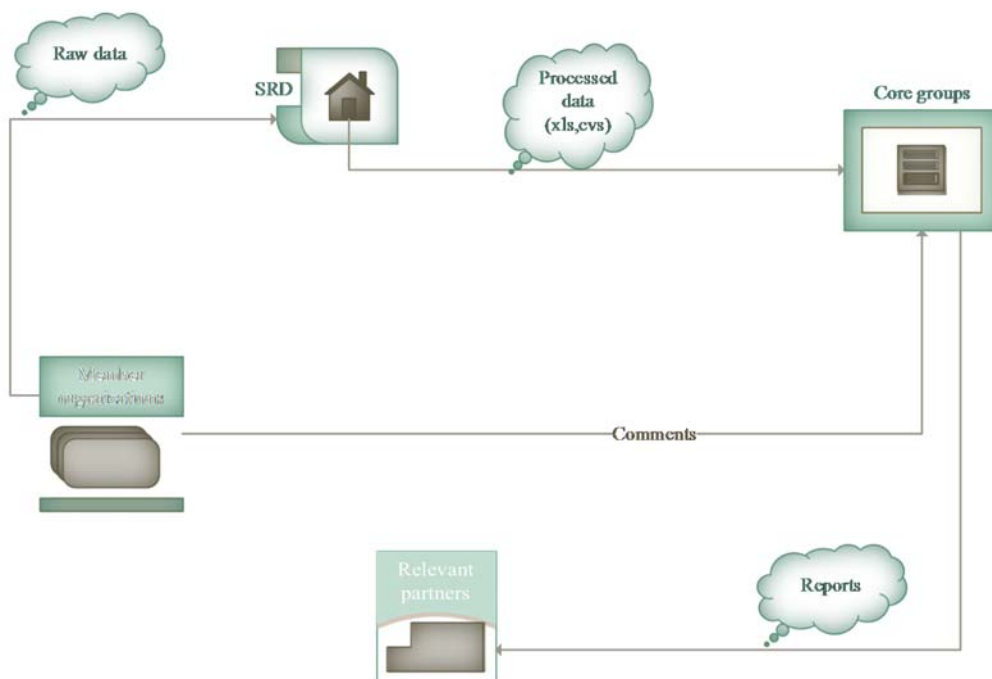
**Table 6.** Organisation and Coordination Plan

### 8.2.3 Monitoring and Evaluation

The network monitor and evaluate through four main activities. The network needs to have a monitoring mechanism by April 2020. Once there is a monitoring mechanism in place, it will monitor through collecting information and evidence; member organisations will utilise their capabilities and strengths to collect the data to support monitoring. This will be carried out from Q1 2020 to Q4 2023. With the available data, the members will actively participate in forums, presenting and sharing monitoring results. Lessons learned during monitoring will be documented and shared with the network. Documentation will take place every six months, from 2021 to 2023.

Activity	Goals	Time	Responsible organisations
1. Developing a monitoring mechanism	Establish a monitoring mechanism	Q4,2020	Core members
2. Monitoring	Collect data for monitoring	2021-2023	All members
3. Participate and present the reports in forums and conferences	Present the reports in conferences	2021-2023	All members
4. Document the activities	All activities and their conclusions are documented and shared to the public	2021-2023	All members

**Table 7.** Monitoring and Reporting Plan



**Figure 11.** Flowchart for Data Collection and Reporting

Figure 11 shows a schematic diagram of an organisation's system of data collection and evaluation. According to this scheme, member organisations are responsible for collecting raw EVFTA-related data and sending it to an online data storage established by the network. SRD is responsible for data aggregation and analysis, processing and forwarding to the core team. Core team members will receive the data and write reports/newsletters based on these data. The core team will share reports and receive feedback from network members. After receiving the approval of the members, reports/newsletters will be sent to other stakeholders.

### Appendix 1. The List of Member Organisations and Their Weighted Average Score

No	Name of Organisation	Score	Province
1	Central Highlands Center for Community Development and Climate Change Adaptation (CHCC)	4.05	Dak Lak
2	Vietnam Rubber Association	4.2	Ho Chi Minh city (HCMC)
3	Center for Rural Resources Development Research	4	Ha Tinh
4	Ha Giang Union of Science and Technology Associations	4.8	Ha Giang
5	Vietnam Environmental Collaborators	6.5	Quang Nam
6	The Research Institute of Sustainable Forest Management and Forest Certification	4.8	Hanoi
7	Center of Creativity and Community Connect (CC&CC) (under Vinh Long Union of Science and Technology Associations)	4.3	Vinh Long
8	Forest Stewardship Council (FSC)	2.1	Hanoi
9	The Center for Education and Development	5.4	Hanoi
10	Bentre Startup Creative Group (BTSCG)	2.45	Ben Tre
11	MCD	4.3	Hanoi
12	International Cooperation Center (ICC) - Thai Nguyen University	3.3	Thai Nguyen
13	Centre for Environment & Biological Resources	6.35	Nghe An
14	Yen Bai Center for Science Technology Development and Community Healthcare	5.05	Yen Bai
15	Center for Sustainable Community Development	4	Hanoi
16	Phu Tho Union of Science and Technology Associations	5.35	Phu Tho
17	P	6.5	Hanoi
18	Binh Dinh Union of Science and Technology Associations	4.1	Binh Dinh
19	Handicraft and Wood Industry Association of HCMC – HAWA DDS Project	5.5	HCMC
20	Center for Rural Development in Central Vietnam	6.2	Thua Thien Hue
21	Centre for Sustainable Rural Development	6.7	Hanoi
22	Thai Nguyen University of Agriculture and Forestry, Forestry Department	6.1	Thai Nguyen
23	Centre for Environment & Biological Resources	4	Nghe An
24	Dong Nai Trade Promotion Center	4.8	Dong Nai
25	Vietnam Forest Owners Association (VIFORA)	4.1	Hanoi
26	Consultative and Research Centre on Nature Resource Management and Climate Change Adaptation (CORENACCA)	6.1	Thanh Hoa
27	Lien Thanh Co., Ltd	5.7	Binh Duong
28	Thanh Hoa Timber and Forestry Products Association	4.1	Thanh Hoa
29	Forest Products Association of Binh Dinh	6.8	Binh Dinh
30	Van Hien University	3.1	HCMC
31	Thanh Hoa Forestry Association	5.1	Thanh Hoa

















