

DEVELOPMENTAL EVALUATION OF BUSINESS WITH IMPACT (BEAM) PROGRAMME

Field Mission 3: Vietnam and the follow-up on Southern Africa projects

By

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List of abbreviations & definitions

BEAM	Business Finland and the Ministry for Foreign Affairs' joint programme BEAM – Business with Impact
BF	Business Finland
BIM	Building Information Modelling
CSO	Civil society organization
DFID	Department for International Development- UK
EEP	Energy and Environment Programme
ESG	Evaluation Steering Group
EUR	Euro
FCG	Finnish Consulting Group
FIBEV	Implementation of Open Infra BIM Concept in Vietnam
FORMIS	Development of a Management Information System for the Forestry Sector in Vietnam
FSC	Forest Stewardship Council
FWF	Finnish Water Forum
HCMC	Ho Chi Minh City
HRBA	Human rights-based approach
ICE	Institute of Construction Economy
ICI	Institutional Cooperation Instrument
IPP	Innovative Partnership Programme
IT	Information technology
KWSTT	KWS Timber Tech
LUKE	Natural resources institute Finland
MFA	Ministry for Foreign Affairs of Finland
MoC	Ministry of Construction of Vietnam
MoU	Memorandum of understanding
NGO	Non-governmental organization
PIF	Public sector investment facility
PoC	Proof of concept
R&D	Research and development
SME	Small and medium enterprises
ToC	Theory of change
ToR	Terms of reference
VAFS	Vietnam Academy of Forest Science
VMAP	Vietnam Market Access and Partnership Programme
VTT	Technical Research Centre of Finland
WP	Work package
WWF	World Wildlife Fund

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Executive summary

This report synthesises the results of the third field mission conducted as part of the Developmental Evaluation of BEAM Programme. The field mission was two-fold. Preparatory work for the Field Mission began in February 2019, continuing with mission planning and desk study in April, and projects interviews in Finland in late April - early May. The field mission to Vietnam took place on May 17–24, 2019.

To complement that, follow-up interviews on the nine Southern African BEAM projects (after the first field mission) were conducted in June 2019. The aim of the review mission was to assess the progress and outcomes of the BEAM/Vietnam projects and to assess the societal, developmental and business impacts of the programme as a whole.

The Field Mission paid particular attention to local collaboration both at the programme level and at project level. At the programme level, the Field Mission focused on the Finnish embassy, institutions, agencies, networks, etc. At the project level, it focused on partnering, networking, and utilisation of results in light of BEAM's anticipated contribution towards economic and societal change, as well as business ecosystems in its partner regions.

For the part of Vietnam, the assignment consisted of a document analysis and project partner and stakeholder interviews both in Finland and in Vietnam. Altogether ten projects were assessed individually and at the programme level. The relevant Team Finland representatives in the Finnish Embassy were also interviewed, as well as other relevant Vietnamese partners.

The first Field Mission for the BEAM Developmental evaluation was carried out February-March 2017 and included 9 projects in South Africa and Namibia. Two years after that mission, in June 2019, the BEAM Evaluation Steering Group decided to carry out a brief review on the same project portfolio, concentrating on the overall impact of the now completed projects.

The review of Southern African BEAM projects was carried out by phone interviews done by Kristiina Lähde with the project partners in Finland, and Steve Giddings with the project stakeholders in South Africa and Namibia. The interviews concentrated on the main evaluation questions of BEAM and did not aim to evaluate the individual projects.

Altogether, this Field Mission addressed the following evaluation questions:

1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?
2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?
3. What kind of additional value has the BEAM programme provided for projects/companies/partners?

Findings and conclusions from projects in Vietnam

The projects in Vietnam are very different from each other, and they represent various sectors: education, BIM / construction, forestry, water supply, IT and cleantech. These sectors are all relevant in Vietnam, and form the core of Finland's 2016-20 country strategy for transition (MFA, 2017).

It appears that the ex-ante assessment template and tool for development effects, introduced in 2018 to complete BEAM applications, has improved the companies' understanding of development impacts. Similarly, the excel-table for ex-ante assessment of anticipated impacts has emphasised the importance of development considerations in granting BEAM funding.

In most cases, the duration of BEAM funded projects has been **too short** and directed to **too early stages** to support the creation of development impacts or even outcomes. In the same time, the projects are not built on needs-based innovation, but rather designed to support the internalisation of companies in a new market area. Two of the projects do, however, show signs of development impacts.

Most companies that have received BEAM funding are relatively small and they have **little resources to familiarise with new markets** such as Vietnam. The more successful projects have included several partners and well-established networks built over a longer period of time. Also, **local partners have difficulties in getting funding** and often their **role is marginal** due to the nature of the projects. In some projects, however, there is active participation increasing the impact of BEAM projects.

BEAM funding has benefited the companies in many ways, but in most cases the short-term projects have not resulted in any concrete business development. The support provided by Finnish development cooperation programmes has helped companies to establish themselves in Vietnam and to get contacts in the country. There are signs of sustainability in some projects, while some companies are discouraged and have decided not to continue exploring the Vietnamese markets.

Review of projects in Southern Africa

The follow-up of Southern Africa BEAM projects consisted of interviews of both Finnish and South African and Namibian project partners of the nine projects included in the first BEAM Developmental Evaluation mission in February-March of 2017. At this point, all projects have been concluded and it was possible to have some perspective both to the results and sustainability of the projects, as well as to the challenges the projects have faced along the way.

Some of the key findings of this review:

- The challenges organisations face entering these markets should not be underestimated. Most if not all projects experienced substantial delays and other challenges, and not all were sufficiently prepared to weather them.
- Small companies especially tend to be too optimistic about their resources compared to the circumstances, and struggle to survive the almost inevitable delays and setbacks.
- The amount of time needed to enter these markets while simultaneously developing a new product or adapting an existing product for the market needs is considerably longer than the timeline of a typical BEAM project.

As can be expected, there's a range of different outcomes and different levels of success from the 9 projects:

- Two research projects completed the research but were not able to continue the work to more practical piloting or implementation projects
- Two of the projects were clearly preparatory in nature and were expected to produce market understanding and to create relationships and networks leading to further projects or other initiatives, which they succeeded in doing.
- Two company projects lead to both companies changing their approaches. Both are still making progress in the same market, but with a different product and business logic.
- One consortium consisting of universities and companies came to halt just before the pilot was supposed to start, due to corruption probe in the partnering municipality. A larger consortium is now preparing a larger initiative targeting several countries, based on the learning and contacts from this project.

- Another consortium with a university and several companies succeeded in building relationships and a local ecosystem and has now started a larger project with EU Interreg Central Baltic Program funding.
- One joint project between a university and a company succeeded in using the project results to attract larger partners and is now opening the first commercial plant with good growth potential. New initiatives are also starting to investigate the suitability of the solution for different value chains in other countries.

Recommendations

1. BF and MFA should routinely share knowledge related to business development instruments. They should decide jointly the kind of projects to be funded by BEAM or by Finnpartnership and they should decide about the system of making a comprehensive database of companies receiving support from different instruments (BEAM, Finnpartnership, EEP...).
2. BF should actively engage in mapping and developing company consortia, that could have a common representative in a country like Vietnam. The interesting sectors and ecosystems can be signalled by the Finnish embassy which already reports about the economic and political situation in the country.
3. BF, in collaboration with MFA, should design a roadmap for companies to visualise where and when the support for what kind of activity is available and at what stage of work.
4. BF and MFA should emphasise in calls for proposals the need for the Finnish companies to have constant local presence and engagement from Finnish companies as well as cultural sensitivity in the country of operations. This includes regular contact, strong presence in Vietnam, face-to-face communication and appreciation of Vietnamese know-how.
5. BF and MFA should support the companies in understanding what is meant by “development impacts”. In this, the successful pilots can be used as examples, such as the proof of concept achieved by the FCG.

FINDINGS	CONCLUSIONS	RECOMMENDATIONS
1. How and to what extent BEAM programme and its projects are making progress towards achieving development impact?		
<ul style="list-style-type: none"> The main challenges for generating sustainable development impacts in the projects observed in Vietnam are a) their preparatory or exploratory nature; b) short duration and small budget which do not favour engaging in serious development of technologies, partnerships and approaches Only the education and infra construction projects have been able to contribute to some extent to economic, societal and developmental objectives. Most projects were not designed to lead directly to development impacts but to get to know the country, the market, Vietnamese partners and pilot the technology. There is a lot of interest in Finnish technology among Vietnamese companies as it is considered reliable and of good quality. Resourcing for Asian markets is a challenge for Finnish SMEs. 	<ul style="list-style-type: none"> In most cases the duration of BEAM funded projects has been too short and directed to too early stages (incl. market surveys) to support the creation of development impacts or even outcomes. In the same time, the projects are not built on needs-based innovation but rather designed to support the internalization of companies in a new market area. 	<p>Companies still need more sparring from BF and MFA for understanding what is meant by "development impacts". In this, the successful pilots can be used as examples, such as the proof of concept achieved by the FCG.</p>
2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?		
<ul style="list-style-type: none"> BEAM has succeeded in increasing the number of projects in Vietnam, and some companies have initiated their internalization with the support from BEAM. The number of projects funded by BEAM in Vietnam has been growing but in the same time the amount of funding has decreased, and the type of project has changed. Also, all the four projects started in 2018 are still in the phase of searching for Vietnamese partners. For most companies BEAM is only one among the instruments used for developing operations in Vietnam. Many projects have benefited from VMAP and they have worked with Vietnamese start-up consultancy companies that can assist in understanding the markets in Vietnam and building the networks in the country. Finnish companies appear to have insufficient understanding on Vietnamese markets and culture / communication practices Working, networking and being present in Vietnam, has provided opportunities for the successful projects All BEAM-funded projects in Vietnam fall under the five priority areas of the Finnish strategy for transition in Vietnam (MFA, 2017): water; forestry; science, technology and innovation; energy and other cleantech solutions; and education. And are also supported by the Vietnamese government. The most successful projects have some things in common: long-term links with Vietnamese companies, universities and people; permanent representative in Vietnam or frequent visits to Vietnam, including regular communication; relevant and well- 	<ul style="list-style-type: none"> Most companies that have received BEAM funding are relatively small and they have little resources to familiarise with new markets such as Vietnam Getting to know Vietnamese companies and building collaboration would need a more permanent stay in Vietnam. 	<p>BF should actively engage in mapping and developing Finnish SME consortia, that could have a common representative in a country like Vietnam. The interesting sectors and ecosystems can be signalled by the Finnish embassy which already reports about the economic and political situation in the country.</p> <p>BF and MFA must emphasise in calls for proposals the need for the Finnish companies to have constant local presence and engagement from Finnish companies as well as cultural sensitivity in the country of operations. This includes regular contact, strong presence in Vietnam, face-to-face communication and appreciation of Vietnamese know-how.</p> <p>BF and MFA should routinely share all the knowledge related to business development instruments. They should decide jointly the kind of projects to be funded by BEAM or by Finnpartnership and they should decide about the system of making a comprehensive database of companies receiving support from different instruments (BEAM, Finnpartnership, EEP...).</p>

<ul style="list-style-type: none"> developed product or service; well-motivated partners who feel the need for developing their work or business. 		
<p>3. What kind of additional value has the BEAM programme provided for projects / companies / partners?</p>		
<ul style="list-style-type: none"> BEAM has allowed the companies to familiarise with Vietnam, the sector / ecosystem and market for their products or services. It has benefited the companies in many ways but in most cases, it has not resulted in any concrete business development. 		<p>BF in collaboration with MFA must design a roadmap for companies to visualise where and when the support for what kind of activity is available and at what stage of work.</p>

1. Description of the BEAM programme

BEAM Programme

The aim of the Business Finland (BF, former Tekes) and the Ministry for Foreign Affairs (MFA) joint programme BEAM – Business with Impact, is to generate new, sustainable business in developing countries. The five-year programme (2015-2019) has a total budget of EUR 50 million, equally financed by BF and the MFA. The immediate objective of BEAM is that participating private sector enterprises, education and research organisations and civil society organisations in developing countries and in Finland create new innovations, new knowledge and knowhow. BEAM assists Finnish companies and other actors in using innovations to address global development challenges, by converting such innovations into successful and sustainable business in Finland and in developing countries.

BEAM does not have sector-specific objectives, while the anticipated impact areas include three specific themes or aspects: a) economic b) environmental and c) social impact. The intended direct beneficiaries of the BEAM-programme are Finnish companies and other actors, as well as their partners in developing countries. Secondary or final beneficiaries of the BEAM-programme are people living in developing countries: rural small farmers, ethnic minorities, disabled people, women, men, children, elderly people etc.

Developmental evaluation of BEAM

The developmental evaluation of BEAM begun in September 2015. It is planned to continue through the duration of the programme. One important objective of the developmental evaluation is to document the progress and the choices made during the programme implementation, and to provide the programme management team with informative means to learn from experiences to improve the service delivery. At the same time, the evaluation provides means to verify achievements against intended results as well as unintended consequences – both positive and negative.

The three work packages (WP) of the developmental evaluation have covered several tasks (Table 1), including the first field mission to Namibia and South Africa in February 2017 and the second field mission to India in December 2017. The WP2 was completed in mid-2017 and the implementation of WP3 will continue until the end of 2019.

Table 1. The phases of the developmental evaluation of BEAM

Work Package 1:

- 1.1 State of the Art Analysis
- 1.2 Analysis of Ramp-up Phase
- 1.3 Evaluability conclusions and recommendations

Work Package 2:

- 2.1 Meta-analysis
- 2.2 First portfolio Analysis
- 2.3 Field Mission 1 (Southern Africa)
- 2.4 Validation workshop
- 2.5 Mid-term review of BEAM

Work Package 3:

3.0. Management
3.1. Field Mission 2 (India)
3.2. Impact workshop
3.3.A. Update of the BEAM Impact Framework
3.3.B. Second portfolio analysis of BEAM projects, in accordance with the updated impact framework
3.3. C. Validation workshop
3.4. Field Mission 3 (Vietnam)
3.4. BEAM lessons seminar
3.6. Final report

For the last year of the developmental evaluation (2019), three main activities have been planned:

- Field mission #3
- BEAM lessons seminar, and
- Final reporting.

2. Focus of the field mission

Field Mission to Vietnam

The timing and the geographical and thematic focus of the third review mission was discussed and agreed with the BEAM management at the Evaluation Steering Group (ESG) meeting of 5th February 2019. According to the ESG meeting minutes, Vietnam was thought to provide a good opportunity to mirror the new impact framework and to collect progress data on projects. The second portfolio analysis showed that there were nine on-going BEAM projects in Vietnam, and altogether Vietnam had fourth-most project partners in BEAM. Later one more project was added to the list of field mission projects.

The focus of the mission was on projects, which had already implemented activities and reported results. A few recently started and/ or newly approved projects were included in the project list. The Terms of reference (ToR) of the mission are attached as Annex 1 and the mission implementation plan, including an evaluation matrix as Annex 2. At the programme level, the aim of the Field Mission was to focus on the Finnish embassy, institutions, agencies, networks, etc. At the project level, the focus was on partnering, networking, and utilisation of results in light of BEAM's anticipated contribution towards economic and societal change as well as business ecosystems.

The partners and other actors were defined by the evaluation team in the implementation plan for the Field Mission.

In line with the above, the review aims to answer the following evaluation questions:

1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?
2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?
3. What kind of additional value has the BEAM programme provided for projects/companies/ partners?

In line with the above, the review mission had two main areas of investigation:

- BEAM projects and their progress

- BEAM processes and services from the projects' point of view

Table 2 shows the ten projects reviewed in Vietnam.

Table 2. Description of projects reviewed in Vietnam

	Name of the Project	Project description
1	Global export potentials of open infrastructure BIM concept - case Vietnam (FIBEV)	The aim of the research project by Oulu University was to develop a new conceptual and exportable overall model of open infrastructure information modelling based on the Finnish and European experience and following the results of previous Innovative Partnership Programme (IPP). The aim was also to study, experiment and promote the implementation and use of the Infra BIM (building information modelling) concept in Vietnam and to find other and larger business opportunities for the Finnish export companies. According to the final report the results were positive and there are opportunities for further co-operation in Vietnam. The Finnish partners were the companies WCP Finland, Novatron and Viasys VDC, while the Vietnamese partners were the universities in Hanoi and Ho Chi Minh City (HCMC) as well as the Ministry of Construction (MoC).
2	Ecosystem for managing water supply risks and investments in communities - cloud services and expertise from Finland	The aim of the Finnish Water Forum (FWF) project was to create an ecosystem that by utilising the risk management application and expertise helps to identify the key risks and processes for managing water supply in the communities. The implementation of the project was divided into three components (i) the mapping of the operating environment and creating commitment (ii) developing application and presentation material; and translating this material into Vietnamese, (iii) business meetings to form a consortium of a pilot project and developing its business model.
3	FCG University hub project (2016-17)	The purpose of the Finnish Consulting Group (FCG) project was to prepare an in-depth market investigation for creating a university hub that provides preparatory training for Vietnamese students before starting their degree studies in Vietnam. The study examined the Vietnamese market (size, marketing, competitors, permits, facilities, costs, etc.) and the supply in Finland and the interest of Finnish export companies operating in Asia to support operations / to fund their operations in support of their local recruitment and employer brand. The project ended in 2017 and the study proposed to start operations in Ho Chi Minh City as a pilot together with the local TDTU University. The final report of the project confirmed that the technical implementation of the project was done according to the project schedule and budget. The partners included Finnish applied science universities and the consulting company Wise Consulting.
4	Finland Education Centre in Vietnam - Research and Pilot Phase (2017-2018)	The second FCG project focused on establishing a training centre in Vietnam to implement the preparatory training for Vietnamese students before starting degree studies in Finland. The project was implemented by a consortium of Finnish educational establishments and Vietnamese partners in Hanoi and HCMC: Van Lang university and the consulting agency Taleed Ltd. The duration of the training is about 9 months and the students will be charged a fee to be paid to the Training Center for completing the Finnish degree. Higher education institutions receive students in English-language degree programs who are prepared for studies in Finland by attending an intensive period of language training (English and some Finnish), Finnish culture, economics and pedagogy, and completing part of their actual studies.

5	Research and manufacture W2E Solid waste management plant with TiO2 exhaust gas treatment system in Tra Vinh Province, Vietnam	Ecohel Oy (owned by Nordautomation Oy) proposed to research and construct a W2E Ecohel multifuel power plant (100t/day) in Duyen Hai District, Tra Vinh Province together with Petech Engineering Corporation (HCMC) and Institute of Nanotechnology (Vietnamese National University, HCMC). The plant would recycle waste and produce electricity. The aim was that the Vietnamese partners would provide an exhaust gas treatment system to be integrated in the Ecohel technology with locally developed. The project was implemented only partially.
6	Helsinki Heaven Goodio	The project aimed to create a new, international business model for the food sector that supports both Goodio's growth and developing countries' economic, social and humanitarian conditions. The primary target country of the project was Vietnam, where the business model was to be built and tested with local actors. The core of the business model to be developed in the project was the full transparency of the whole value chain from raw materials through entire production and up to the end consumer. The development of the business model required the development of production conditions in the target country, the construction of the transparency of the value chain and the testing of transparency marketing benefits through new and / or renewed products. The project activities were transferred from Vietnam to Peru after the first visit to the country.
7	Korkia Oy / Eera Industrial Development Oy.	Since 2009, Eera has carried out energy projects in Vietnam together with Neste. Software Robotics business was started in Eera 2014. Software robotics can automate routine information work processes. The project influences the development of local expertise as a partner in customer companies and to improve business performance and productivity. The BEAM project in Vietnam has four components: (i) Market research (i.e. customer behaviour, pricing, customer needs and competition), 2) Developing a Business Model to Meet Local Needs, 3) Developing an operational model to respond to local needs, 4) Piloting different technologies in the local market, to ensure that they work with the most common software and data architectures used in Vietnam.
8	Ferroplan Oy	The company designs and manufactures conveyor solutions for handling bulk and bulk goods. As a manufacturer of conveyor solutions, the company is one of the leading players in Finland and it had already operated in Vietnam. The corporate strategy is to seek growth from the environmental technology side. The BEAM project carried out by Ferroplan divides into three components: (i) Making an internationalization strategy. The internationalization strategy aims to create continuity in the region's operations, (ii) Market surveys: the aim is to find out, through a market survey, what water treatment and solid waste treatment projects are available in Vietnam and in Cambodia, Laos and Myanmar, (iii) Finding out financing for growth. The goal of the company is to become a major editor for large-scale long-term water treatment and solid waste treatment projects. The project was implemented only partially.
9	KWS Timber Tech Oy	The company (also supported previously by the bilateral Vietnam Market Access and Partnership Program VMAP) proposed to reduce the use of tropical hardwood from natural forests in Vietnam and their imports from many countries, by developing the use of plantation tree species such as acacia, rubber tree and malaleuca. The project tested the heat and pressure glue method developed in Finland by using fast drying of plantation timber. In the same time, a market survey was conducted in Vietnam to understand the interest of furniture industry in the new drying technology. The Vietnamese partner was the consultancy company Co-Plus, which had been assigned to work with KWSTT already during VMAP.

10	Sennet Oy	The company develops a concept for collecting and disposing of plastic waste from rivers. During the River Recycle project, the company aims to achieve the following goals: (i) Testing the system in Vietnamese Market in order to learn how the equipment works to drive product development and to work with local operators to develop operational models, (ii) market and customer needs surveys, (iii) Vietnam's PoC Pilot and mapping, (iv) internationalization and Business Plan. A plan will be drawn up at the end of the project, i.e. how to go to the international market (go-to-market plan), what kind of company structure is needed for further development and international growth (corporate structuring), and how the product development and growth will be financed. The project has been only partially implemented.
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The follow-up on Southern African BEAM projects

The first mission for the BEAM Developmental evaluation was carried out February-March 2017 and included 9 projects in South Africa and Namibia. Two years after that mission, in June 2019, the BEAM Evaluation Steering Group decided to carry out a brief review on the same project portfolio, concentrating on the overall impact of the now completed projects.

The review was carried out by phone interviews done by Kristiina Lähde with the project partners in Finland, and Steve Giddings with the project stakeholders in South Africa and Namibia. The interviews concentrated on the main evaluation questions of BEAM and did not aim to evaluate the individual projects.

3. Methodology

Preparatory work for the Field Mission began in February 2019, continuing with mission planning and desk study in April, and projects interviews in Finland in late April - early May. The field mission to Vietnam took place on May 17–24, 2019.

The evaluation consisted firstly of deskwork including familiarising with funding applications, assessments by Tekes / BF and MFA, as well as intermediary and final reports. Interviews and other interactions with Finnish and Vietnamese project partners, BEAM team, Finnish embassy in Vietnam, Business Finland and MFA were carried out to bring new aspects to light and influence mission plans accordingly. The interviews with the project proponents and Vietnamese partners were structured to answer the questions in the evaluation matrix, which is included in the implementation plan in the Annex 2. The complete list of interviewed persons is available at Annex 3.

The third field mission included the following tasks:

1. **Desk study (collection and analysis of information)**
 - a) The review of the material made available by Business Finland and MFA for each project
 - b) The review of any intermediate reports in each project
 - c) The final selection of projects for evaluation during the mission
2. **Project interviews in Finland**
 - a) Interviewing main project partners; understanding each project progress in Vietnam, identifying main contacts to interview during the mission
 - b) Decision of Vietnamese partners to visit during the field mission
 - c) A detailed mission plan as a deliverable
3. **Mission preparations and organising interviews**
 - a) Contacting project partners in Vietnam, as well as the Embassy and Business Finland
 - b) Organising meetings and travel logistics in Vietnam
 - c) Detailed time table and interview list as a deliverable
4. **Field Mission**
 - a) Interviews (Embassy, Business Finland, project partners, other relevant informants such as consultants)
 - b) Further interviews with some of the main project partners and MFA after returning to Finland.
5. **Reporting & briefing**

Limitations of the review mission:

- The time for the field mission in Vietnam was short and it was not possible to go very much in depth with the interviews
- Some of the interviews in Vietnam were not covered as planned due to the adiposeness of a team member. Nevertheless, the interviews conducted in Finland confirm the findings made in the completely covered projects.
- Although the evaluation aimed at detecting signs of impact produced by the projects in Vietnam, due to the nature of the projects, the analysis is mainly focused at output level.

4. Main findings by evaluation questions

4.1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?

4.1.1 How are short-term effects and long-term development impacts generated and achieved? What are the initial signals/signs of impact?

Due to their short duration, most BEAM projects in Vietnam have not generated impacts and even the short-term effects are limited. Table 3 summarises the short-term achievements which are more outputs than outcomes as well as some effects validated during the evaluation. The table also summarises the anticipated long-term development impacts in Vietnam as described in the funding applications and the evaluation observations on their progress towards achieving development impact.

As the Table 3 shows, in some projects the anticipated development impacts were few and rather unrealistically described while in some there were almost no possible development impacts anticipated. MFA application assessments recommended the funding of the projects although shortcomings in anticipated development impacts have been recognised. Majority of the projects are purely business oriented with an aim to sell their products and services, and do not have an aspiration towards achieving any of the SDG goals or MFA development objectives.

Apart from one application, all the other projects in Vietnam included a discussion of short-term effects and an assessment of expected long-term development impacts. The main challenges for generating sustainable development impacts in the projects observed in Vietnam are a) their preparatory or exploratory nature; b) short duration and small budget which do not favour engaging in serious development of technologies, partnerships and approaches. Several projects in Vietnam have been short and limited to surveying and investigating potential partners, finding out about the interest in the technology and studying the feasibility of the offered solutions. The projects constitute of brief visits to Vietnam and quick market surveys. As a result, one of the companies completely changed its plans after their first visit and now focuses on a different country.

Only the most recent one of the ten BEAM projects (Sennet Oy) has submitted the ex-ante assessment template for development effects as part of its project application, no comparison is therefore possible. The ex-ante assessment template and tool were created by the MFA in 2018 for assessing anticipated development impacts in BEAM project applications received from companies. This is a considerable improvement because the template forces the company to think about development impacts in detail, gather necessary information about the context where the project will be implemented and formulate the ideas in a focused manner.

Table 3. Short-term achievements and effects; expected long-term development impacts of the projects

Name of the project	Validated short-term achievements and effects	Anticipated development impact (as in projects' funding applications)	Evaluator's observations on projects' outputs, outcomes and impact
FIBEV	<ul style="list-style-type: none"> - Finnish consortium for Infra BIM in Vietnam created - Review of Infra BIM in selected countries together with Vietnamese partner ICE-MoC: the high quality and advanced state of Finnish Infra BIM confirmed - Collaboration with MoC resulted in a national master plan funded by the Vietnam government to develop standards and guidelines for Infra BIM based on Finnish systems and to pilot BIM in pilot projects - Staff in a Vietnamese company trained and using BIM 	<ul style="list-style-type: none"> - Vietnamese industry can learn how to be able to do business also in international markets and improve their skills and know-how to participate more in large Vietnam construction projects - offer new concept with which the current infrastructure and transportation system in Vietnam can continuously to be developed and improved - develop the innovation knowhow, and increase the technology transfer especially from Finland 	<p>Possible development impacts of the project are not emerging fast, but some signs can be detected:</p> <ul style="list-style-type: none"> - As a result of the collaboration, the partner of the project ICE-MoC is now elaborating its infra BIM guidelines and standards, aiming at reducing construction costs and improving the productivity in the country. These guidelines and standards may later impact the whole country and its construction sector while the adoption of Finnish standards is expected to give Finnish companies a competitive advantage - The project has also resulted in learning in at least one Vietnamese company (Tedi South), which learns about BIM
FCG - University Hub	<ul style="list-style-type: none"> - A market survey about the possibilities for piloting an education in Vietnam; identification of size of market, marketing, competitors, permits, space, price level and supply in Finland - Interest of Vietnamese universities in collaborating with the Finnish consortium 	<p>Anticipated impacts of the education project for which the market survey is conducted:</p> <ul style="list-style-type: none"> - increase the value of Vietnamese students once returning to labour market of Vietnam - new views and ideas for the benefit of Vietnamese economy - positive impact in the education system in Vietnam through best practices from Finland - create links with Vietnamese higher education system and cooperate closely in research and innovation technology - mutual work in improvement of Vietnamese education system and in creation of new innovations 	<p>The market survey itself did not aim for developmental impacts in Vietnam, but for launching the second phase of the project (piloting of the education centre)</p>
FCG- Education centre	<ul style="list-style-type: none"> - Piloting of preparatory education centre (Pathway programme) in the premises of and with the private Van Lang University in HCMC. Fifteen students involved, 14 will start studies in Finland after the preparatory course. - New programmes started for teacher training and education centre will continue operating - Proof of concept for education centre promoting Finnish way of teaching and learning - Some economic return 	<p>Specified second phase development impacts:</p> <ul style="list-style-type: none"> - involve local university and local companies as partners in developing the products and implementing them in commercial basis - new jobs, new income and possibly even new joint enterprise - enhance entry to education and learning - give opportunity to provide examples on Finnish pedagogy and test them together with local partner into local context 	<ul style="list-style-type: none"> - The project has resulted in a well-established consortium of FCG and the involved Finnish Universities of Applied Sciences. It operates in the premises of the Van Lan university campus, developing jointly the courses and teaching with the university - The consortium impacts the teaching methods of Vietnamese teachers and learning of Vietnamese students by developing also the course contents and therefore bringing slowly changes into the current system - Collaboration has good prospects for generating new jobs at the local level
KWS Timber Tech	<ul style="list-style-type: none"> - Testing of alternative way to dry and modify Vietnamese plantation timber (acacia, rubber wood, melaleuca) with the thermomechanical technology of KWSTT: positive results, saving time and improving timber quality - A survey on the interest of Vietnamese furniture factories: high interest but they need to know 	<p>Enable new opportunities for enhanced utilization of Vietnamese timber species and increase the performance of Vietnam timber industry and national economy by</p> <ul style="list-style-type: none"> • replacing the imported timber with domestic timber species as a raw material in furniture industry • allowing higher value- added to local wood material presently used as chips for energy or particle board industry 	<ul style="list-style-type: none"> - There is no impact as the project focused on market survey and testing of the technology

	<p>more about the technology and the cost for investment and operations</p> <ul style="list-style-type: none"> - New consortium created for institutional collaboration instrument (ICI) application 	<ul style="list-style-type: none"> • producing up-to 10.000 direct and indirect new jobs by 2030 <p>New opportunities for Vietnam to be more materially independent from timber imports leading to higher domestic material and energy efficiency, forest sustainability, raw material traceability (FSC) and allowing more competitiveness in furniture industry in the EU and US markets</p>	
Goodio	<ul style="list-style-type: none"> - No short-term effects as the project target country was changed from Vietnam to Peru 	<ul style="list-style-type: none"> - improve the income of farmers and hence contribute to poverty reduction - contribute to the stability and predictability of farmers income and through that improve the possibilities for long term development of farming and creation of new jobs - new jobs and income development - start collaborating with those who are most capable and willing to improve the corporate governance - aiming to improve the working conditions through transparency requirements of our new business model - we aim to have environmental impact by choosing the partners who can improve their production methods to meet Goodio's standards of environmental factors and quality 	<ul style="list-style-type: none"> - No impact as the target country was changed
Eera Industrial Development / Korkia	<ul style="list-style-type: none"> - Market analysis conducted on RPA in Vietnam - New partner found for collaboration in banking sector 	<ul style="list-style-type: none"> - give Vietnam a competitive advantage over its competitors in business process outsourcing and processing of large quantities of data - facilitates the use of complex web-based services - substantial knowledge transfer to developing countries 	<ul style="list-style-type: none"> - No impact detected during the evaluation
River recycle / Sennet Oy	<ul style="list-style-type: none"> - Aimed at PoC in Vietnam for River recycle technology - A visit to Vietnam, piloting of plastic collection with WWF and Vietnamese company HTH - Result: the high quantity of organic material such as tree stumps in Vietnamese rivers is challenging for the developed technology, therefore more work is needed - local partners not identified, the whole recycling or incineration value chain should be developed - Sennet Oy partners with Lamor, a Finland-based international leader company in oil spill response and environmental solutions, providing technical development of the River recycle system - Other partners are WWF Finland, WWF Vietnam, VTT - the project still continues 	<ul style="list-style-type: none"> - create a circular economy around recycling plastic - benefits for the fisheries sector to improve their catch, with the lower plastic material in the rivers - Consumers of tourist services, both local and international will benefit from cleaning the beaches - increase the efficiency of the local waste pickers - In the beginning the positive environmental effects will be local, less plastic in the fresh water streams and river delta areas, better natural resource management (fisheries) etc. - in the medium- longer term the project aims at collecting millions of tonnes of plastic waste - a major effect on marine life in both the target countries and in the vast oceans of the planet 	<ul style="list-style-type: none"> - No impact detected as the project focuses on finding partners and familiarising with the situation in Vietnam. The project is still on-going.
Finnish Water Forum	<ul style="list-style-type: none"> - A cloud-based tool was designed for assessing the risks and prioritise the operations in water plants and waste water treatment plants 	<ul style="list-style-type: none"> - All the impacts discussed relate to the expected piloting project to be started later on – this is the preparatory phase 	<ul style="list-style-type: none"> - No impact detected as the business opportunities have not emerged.

	<ul style="list-style-type: none"> - A consortium of Finnish water sector companies was formed, Vietnamese partners engaged, and a project plan made for the piloting phase - the expectation of Government of Vietnam creating a national Water Trust using the available Finnish funding, did not materialise. 	<ul style="list-style-type: none"> - The project will contribute to various long-term economic impacts for the partner water utilities as the ecosystem service will help them to identify risk factors, decrease fault situations, increase the process reliability and prioritise the right investments that will further decrease risks and improve the water treatment processes. - The improved water quality will correlate with a decrease in disease and epidemics, which on the other hand will have a large impact on people's health and ability to work - improved water treatment, especially improved waste water treatment, will also contribute to a cleaner environment and better sanitation and hygiene - improve the safety of working conditions both at the water utilities as well as in the water utilities' overall sphere of influence (rivers, lakes, land etc.). - the provided service will give the local administration improved resources to govern and control the overall safety of both the water treatment processes and the safety of environment - Through the ecosystem service the piloting project will contribute to new knowledge, skills, use and transfer of technology, innovation knowhow and environmental awareness for more robust risk management and more sustainable water treatment processes, improved water quality and healthier environment 	
<p>Ferroplan Oy</p>	<ul style="list-style-type: none"> - More understanding of Vietnamese markets - Discussions with the local People's Committee and Department of Agriculture and Rural Development in An Giang province have not resulted in anything concrete 	<ul style="list-style-type: none"> - No impact assessment attached, no impact statement in the project application (1.5 pages) 	<ul style="list-style-type: none"> - No impact detected; the company has not found market for its products nor partners in Vietnam.
<p>Ecohel</p>	<ul style="list-style-type: none"> - A contract in June 2018 with Vietnamese Havacons company to supply technology to Duyen Hai Town solid waste treatment plant - The contract was failed by Ecohel, which has resulted in some reputational risks 	<ul style="list-style-type: none"> - solve all environmental-related problems caused by solid waste - reduce greenhouse gases and contribute to climate sustainability - reduce inequality, poverty, marginalization; increase jobs and supply electricity 	<p>As a result of failed contract, the project has had a harmful effect on its Vietnamese contracting company effecting also the province where the waste treatment plant was supposed to be built.</p>

4.1.2 How have the projects been able to contribute to economic, societal and developmental objectives?

Only the education and infra construction projects have been able to contribute to some extent to economic, societal and developmental objectives. The education centre established by the consortium of FCG and two Finnish universities of applied sciences and the local private university shows signs of economic sustainability and possibilities of improving learning and teaching methods in the limited environment of the Vietnamese university. The infra BIM project is contributing to economic and societal objectives through the standardisation of infrastructure construction sector that is improving the efficiency of using available resources and the labour.

As described above, most projects are only taking the first steps on their way to piloting or to full-scale interventions. Any actual contribution to wider objectives will possibly emerge at later stage when partners have been properly identified, collaboration established, and technology adapted to local conditions.

4.1.3 What factors have supported and / or hindered development impacts in the projects?

Most projects were not designed to lead directly to development impacts but to get to know the country, the market, Vietnamese partners and pilot the technology.

Some of the companies have either visited Vietnam several times before the project or worked previously as implementors of developing projects. Ferroplan, Finnish Water Forum and WSP Finland have all done business in Vietnam in various projects. Several Finnish applied science universities have visited the country on different occasions and probably the ones that are most capable and interested in operating in the Vietnamese context have now self-selected themselves in the education centre piloting project.

Often the companies that have been implementing development projects and working in countries like Vietnam for a long time are the ones to best understand the development impacts and know how to operate in the country, but this is not always the case. A company that has actually sold waste management plant equipment in Vietnam, made a meagre application with no description of development impacts that could be promoted with their work. Their plan was to sell the product through a PIF project but while the government of Vietnam was not interested in taking a loan for building a waste management plant, the company finished the funding before breaking any deal in the country. The water sector consortium companies have been in Vietnam for years, but their project resulted only on another piloting plan.

On the other hand, the consortium working on infra BIM was significantly helped by the Finnish university and one of the Finnish companies having already contacts in Vietnam. The company had previously implemented development cooperation initiatives and they are currently managing a large contract for building a bridge in HCMC. This has considerably increased the value of the project as it provides practical, concrete link to

Infra BIM and this has impacted the development in MoC and in a Vietnamese company learning on the site. Another Finnish company found that their machine control systems for construction are too advanced for Vietnam, but they are still communicating with the ICE about future opportunities. They invested in personal relations with Vietnamese colleagues, partner companies and ministry. The low level of technology in Vietnam has, however, hindered applying BIM in the construction and its application is currently only in the design phase – the machine control system demonstration is sitting in the office of the MoC. Although the Finnish company providing the systems has grown considerably in the last years, the human resources for assessing new and probably slowly emerging markets are still limited.

This is common to Finnish SMEs, which have few resources for internationalization. According to interviews, some companies are simultaneously feeling the markets in different areas. The low hanging fruits are often in Europe and extending the operations to Asia would need more people willing to spend their time in countries like Vietnam. One of the partnering companies got funding from Finnpartnership to develop a training centre on construction BIM in Vietnam, but there were not enough human resources to start the activities.

There is a lot of interest in Finnish technology among Vietnamese companies as it is considered reliable and of good quality. For example, the technology for drying and modifying timber has attracted curiosity among Vietnamese furniture companies which, however, need more information on the feasibility of technology for Vietnamese conditions and the actual costs of solutions. Currently a consortium of Finnish companies together with the Natural Resource Institute of Finland (LUKE), VAFS and Vietnamese Forest Inventory and Planning Institute are applying for ICI funding to develop a new project supporting Vietnamese forest industries. This would cover the establishment of the wood drying technology demonstration in a container. Any signs of future impact are still distant in the future, although in the case of successful introduction of efficient timber drying and modification technology the described impacts might later materialise.

Also, for example the technology for plastic collection from rivers (River recycle) needs to be further refined before any proof of concept prototype can be developed – any development impacts might emerge only after years. The company has visited Vietnam once and according to the interviews the plastic collection technology is now under development while much more networking is necessary to find local partners and support from the Vietnamese authorities.

4.2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?

4.2.1 To what extent has BEAM succeeded in following activities: a) Activation, initiation, definition of collaboration; b) Implementation of projects, piloting and demonstration of products and services; c) Engagement of potential partners and stakeholders?

a) Activation, initiation, definition of collaboration

BEAM has succeeded in increasing the number of projects in Vietnam, and some companies have initiated their internalization with the support from BEAM. The number of projects funded by BEAM in Vietnam has been growing but in the same time the amount of funding has decreased, and the type of project has changed. Also, all the four projects started in 2018 are still searching for Vietnamese partners.

For most companies BEAM is only one among the instruments used for developing operations in Vietnam. Many projects have benefited from VMAP and they have worked with Vietnamese start-up consultancy companies that can assist in understanding the markets in Vietnam and building the networks in the country. Some companies implemented previously development cooperation projects in water sector and in waste management and some received also Finnpartnership funding although it is not known whether the funding was directed to work in Vietnam. There have also been visits to Vietnam during many years by Finnish education institutions.

Getting to know Vietnamese companies and building collaboration would need a more permanent stay in Vietnam. Among the supported projects one started in 2015, two in 2016, three in 2017 and four in 2018. The projects started in 2018 are all focusing on market exploration and testing the technology in Vietnam conditions. The budgets are small, ranging between 50 000 and 67 500 Euro and applications rather modest, presenting Finnpartnership-type of activities. This means that apart from two Vietnamese consultancy companies, the four Finnish companies have not really developed collaboration with other Vietnamese companies and none of them has yet been able to define permanent partnerships.

Several interviewed Vietnamese consultants are critical about the behaviour of Finnish businesses: while they appreciate the Finnish technology, they also think that Finns keep contact too irregularly, the communication is sometimes too direct, and they don't spend enough time with possible Vietnamese partners. They would also like to see Finns acting and communicating faster and stronger, being more confident and active in marketing their products and services. Vietnamese do often not know Finland and Finnish technology: as one consultant put it, "Finns cannot market with noise, but it is needed here". It was also said that Finnish companies give up too easily, they don't understand that "the learning curve is slow and long" in the Vietnamese culture.

b) Implementation of projects, piloting and demonstration of products and services

All the projects have been implemented rather successfully apart from the project that was transferred to another country after the first familiarization visit to Vietnam and the project that failed to supply the technology described in the already signed contract. Piloting as well as demonstration of products and services was done only in the case of FIBEV and Education centre. Other projects were rather preparatory phases for piloting, and it was not even planned to start piloting yet. The implementation has mostly followed the original project plan.

c) Engagement of potential partners and stakeholders?

Finding good partners and engaging with them is a very important part of successful projects. Vietnamese culture and way of doing business necessitates personal relationships and presence in the country, which can be better guaranteed through a local partner.

Some supported projects have focused in finding Vietnamese partners through surveys and studies. KWSTT interviewed furniture companies but the real partner during the project was the consultancy company that assisted them in conducting the market survey. The same company is closely collaborating with them in developing other proposals. KWSTT is also proposing another project with the old Finnish partners, and a few new ones. According to interviews, there is interest in partnering with KWSTT even to co-invest and build a demonstration in Vietnam.

Learning about collaboration and building mutual trust between partners takes time. Therefore, some pilot activity needs to be implemented to allow this learning to take place. The education centre project started negotiating with a public university for the establishment of the centre, but just before signing the contract, the consortium found that the requests of the university were excessive. Consequently, another university identified during the survey was selected. According to the staff of the Vietnamese university, the collaboration has taught good lessons through challenging situations during the pilot year.

Some successful or at least functioning consortia have been created, FCG with originally four, finally two Finnish applied science universities partnering with Van Lang university; and the University of Oulu which partnered with a Finnish company working in Vietnam since long time, two other Finnish companies, public partner Ministry of Construction and one large Vietnamese infrastructure construction company.

Some proponents did not have an idea of partners when making the application and it seems that many had vague ideas about the country and the market. Water Forum had a group of companies ready before the project started but it did not help them in advancing their business. Some companies have been assisted by Vietnamese consultancy companies that help in networking and doing market surveys in Vietnam.

These persons are valuable in entering the Vietnam as many of them have access to businesses, networks and government organizations. In addition, they have been building their understanding of Finns and Finnish companies. Sometimes they assist other foreign companies working in same ecosystems or in ecosystems where Finnish products and services could be linked.

4.2.2 What are the reasons for successes and failures? Who are the potential partners that could increase the value of the programme?

Working in Vietnam, networking and being present in the country has provided opportunities for the successful projects to meet with more than one potential partner. Potential partners were defined by many, but the real collaboration can only start at the phase of piloting. This is shown by the Education centre example, where the real partner was selected only at the start of the piloting and the first Vietnamese consultant company partner was dropped when the piloting showed that the collaboration did not work well. The private university has proved very efficient and making fast decisions when problems arise although the public, more prestigious university might have other advantages as partner.

The FIBEV project has worked both with private and public sector, bringing them to joint meetings and workshops. This has resulted valuable and may bring more development impacts than focusing only on private sector. On the other hand, developing any value chain in Vietnam will need also the approval of government and public sector functionaries. The issue of corruption was never brought up in interviews in other than hypothetical terms.

KWSTT conducted the survey of possible partners and according to interviews, many furniture companies are interested in the technology. The large furniture sector in Vietnam would be an important partner but Finnish investment would be needed to create demonstration and piloting sites.

Finnish Water Forum and River recycle are the only projects that have Civil Society Organization partners, FWF in Finland and River recycle currently both in Finland and in Vietnam (WWF Finland and WWF Vietnam). CSOs have different access to the civil society and expertise at local level, which would increase the value of BEAM programme. The same applies to research organizations, which in case of Vietnam have been working in Finland for two projects and in Vietnam in one project.

4.2.3 Who are the end-users and how would they value the outcomes (if applicable)?

The anticipated end-users of technologies developed or transferred from Finnish companies are often Vietnamese companies or government agencies that would benefit from Infra BIM, banks that would use robotic process automation (RPA), the River recycle modular system to collect plastic waste or the KWS wood drying and modulating technology. In the case of FWF the end-users of developed services would be

Vietnamese waste treatment plants while the waste-to-energy and conveyor belt technologies were to be used in local government establishments. For the education centre, the end-users are Vietnamese students and teachers as well as the whole university.

The interviewed furniture industry would value the new technology provided by the Finnish company, but they need more information about the prices and cost effectiveness before committing to co-invest in building a demonstration site. For Infra BIM, the participating company and the MoC highly valued the collaboration, training and concrete assistance from the project. The teachers and administrative staff at Van Lang University have given positive feedback about the Pathway programme and the whole intervention by Finnish universities of applied sciences.

4.2.4 Are the selected sectors, business areas or ecosystems justifiable?

The Finnish strategy for transition in Vietnam (MFA, 2017) for the period 2016-20 has five priority areas: water; forestry; science, technology and innovation; energy and other cleantech solutions; and education. All BEAM-funded projects in Vietnam fall under these categories. They are also supported by the Vietnamese government and they offer opportunities for business.

Four of the projects addressed sectors and business areas that deal with waste management in Vietnam. Waste management is one of seven priority programs of the National Strategy for Environmental Protection, and the National Waste Management Strategy focuses on a complete waste collection by 2025, based on a model of circular economy. A report released by Science journal in 2015 showed that Vietnam ranked fourth among five countries which have the biggest volume of plastic waste, contributing to the creation of 8 million tons of plastic waste in oceans each year. Recycling, reducing and reusing waste is a huge global issue and the selection of the sector is highly justifiable.

While FIBEV directly supported the MoC in elaborating the standards and guidelines for Infra BIM, Water Forum trusted that the Finnish support for establishing a water trust fund would materialise in near future. The idea was that understanding the national Vietnamese water management-related standards and processes from the beginning, also through supporting the fund with Finnish expertise, would provide Finnish companies a competitive advantage. This justifies the used approach although the project did not lead to piloting.

Also, higher education is a justified sector: 1,2 million young people apply to universities annually but only 0,6 can be selected. The rest of the young people either go for studies abroad or do something else. Many foreign universities have started their courses in Vietnam or established their own subsidiary university in the country. The courses offered by some foreign universities are extremely expensive while the pricing of Van Lang-Finnish courses is much more reasonable.

4.2.5 Are there parallel or overlapping support programmes in the same areas or with same ecosystems?

All the projects are operating in sectors and ecosystems supported by the Vietnamese government and many international programmes.

Vietnam is one of the countries where the DFID-funded Global Infrastructure Programme has been launched in 2018 to “work with partner countries to expand their use of three leading infrastructure project planning, preparation and delivery methodologies”. One of the components in the Programme is Building Information Modelling (BIM) - a collaborative approach through digital technology to address costly inefficiencies and delays during project delivery. Under the MoU signed in 2018, the UK Government, through the UK’s digital construction institute, will work with the Steering Committee of BIM (Ministry of Construction’s Institute for Construction Economics) to develop standards and guidelines and support the implementation of a number of BIM pilot projects in Vietnam. There will be extensive training in Vietnam and also support to research.

In forestry, Finland supported FORMIS II (Development of a Management Information System for the Forestry Sector in Vietnam) programme until 2018. Currently there is an active group of some small companies developing markets in Vietnam, especially to sell software services using the forest inventory data produced by FORMIS. There are no other donors active in forestry. In November 2018 FORMIS organised a visit of Vietnamese forestry business delegation to Finland with the idea of developing partnerships and business opportunities between the two countries. The themes for the delegation were forest management, forest industry, research and development as well as funding opportunities. Companies and government organizations were selected from both countries based on their interest, which required good knowledge of the industry in both countries. The programme consisted of morning seminars on one theme, one-to-one meetings and visits. This has activated some collaboration and building of partnerships.

Many Commonwealth countries have education collaboration programmes in Vietnam and the Van Lang university hosts a recently started programme with the Victoria University in Australia. They are also preparing a similar collaboration with a university in Seattle. According to the Wise Consulting and Taleed Academy, there are many universities from the USA, New Zealand, Australia and also increasingly Italian universities that have started preparatory courses in Vietnam and offer a large variety of courses.

Several of the BEAM projects are linked to the ecosystem of solid waste management, which is a huge problem in Vietnam. Finland has been assisting Vietnam in this particular sector and there is both expertise and know-how about the related issues in Finland and in the MFA. The government, numerous CSOs and international organizations supported by different donors and development banks are working and investing to solve this and other waste-related problems in Vietnam.

The Energy and Environment Programme (EEP) in Mekong area has the objective of improving access to sustainable and affordable energy services and products in five Mekong countries, including Vietnam. EEP is funded by MFA Finland but all partner countries sit in the Steering Committee. The programme and its projects integrate the Result-Based Financing Scheme and Human Right-Based Approach. are integrated into the Programme and implementation of the funded projects. At least one of the BEAM project implementors has applied funds from EEP, but was rejected because of incomplete technology.

4.3. What kind of additional value has the BEAM programme provided for projects/companies/ partners?

4.3.1 In what ways and how well does the BEAM programme administration and management, which is cooperation arrangement between Business Finland and Ministry for Foreign Affairs, support programme implementation?

As mentioned earlier, in many cases BEAM has allowed the companies to familiarise with Vietnam, the sector / ecosystem and market for their products or services. It has benefited the companies in many ways but in most cases, it has not resulted in any concrete business development.

Business Finland office in HCMC and the Finnish embassy in Vietnam are often not aware of the projects and until now there has been little cooperation between the two offices: the embassy is located in Hanoi and BF in HCMC. The embassy gets very little information about BEAM (or Finnpartnership) projects although they are familiar with most of the project proponents. In MFA headquarters, the Unit for Eastern Asia and Oceania (ASA-10) and KEO-50 are not knowledgeable about the projects. The organizations and units work in silos and knowledge or information is not routinely shared between them.

Some companies find it difficult to understand where to apply for funds in the “funding jungle”. An interviewee mentioned, that while the exporting of construction expertise such as BIM is increasing, they cannot find the right person to talk to in BF. The merging of Finpro and Tekes has taken time and this is felt by some of the companies.

The quality of applications and reports from companies varies a lot. Some applications are only 2-pagers in Finnish while some are well developed including the detailed definition of activities, outputs, outcomes and expected impacts. The new ex-ante tool for development impacts has improved the defining of anticipated impacts, at least in the one case included in this evaluation. Reporting lacks details and some amazingly low-quality reports, repeating always the same information have apparently been accepted by BF. There is still no proper system for monitoring results and impacts and consequently, projects only report the activities.

It would also be useful for the projects to report back issues such as what is the increased understanding of the business environment in the target country and how does the ecosystem work.

The development policy of MFA has four pillars and it “strives to strengthen the rights of the most vulnerable, promote gender equality and improve climate change preparedness and mitigation” It has a strong focus on human rights based approach (HRBA) and the activities are based on the 2030 Agenda for Sustainable Development. The project documents and reports are very silent on these issues and the same applies to development effects information template: it does, however, enquire about human rights and climate change mitigation / adaptation as “any other potential development impact”.

4.3.2 What are the reasons for successes and failures?

With a long-term presence and effective communication, the most successful projects seem to have created networks and business relations that are likely to continue in the future. Two projects (education centre and FIBEV) have benefitted from a long-term presence of Finnish representatives in Vietnam. This was appreciated by the Vietnamese partners and mentioned by the Finnish companies as one of the reasons for success. Also, the comprehensive market survey that was made by the education consortium, included a list of possible partners and it was easier to find a new partner when the first one fell off.

In three of the projects, hopes were high to pilot the technology or service through PIF or other Finnish funding to Vietnamese government (Ferroplan, FIBEV, FWF). There are several PIF projects in pipeline for Vietnam, but the government of Vietnam is reluctant to take these loans. For example, Ferroplan has been involved in the concessional credit project to build the composting plant as part of the Binh Duong waste treatment complex in the southern province of Binh Duong (Biwase). The company hoped to participate as equipment provider in another PIF project.

The human resources to network and be present in Vietnam as well as the SME’s capacity to invest are limited. Applying for relatively small funds for short projects takes up resources and project management can take time. Finding suitable partners is not easy in short time.

4.3.3 What kind of challenges / important enablers can be identified in projects? (technological, administrative, cultural, economic /business/ market-related, etc.)?

The most important challenges and enablers are related to the technology and understanding of the Vietnamese culture. Well-made market studies, large networks and frequent social contacts in Vietnam have enabled success in some projects. Good and close relationship with assisting Vietnamese consultants has also proved important.

Especially many of the newly introduced companies suffer from uncompleted technology that cannot be directly adopted in Vietnamese conditions and environment. Sometimes

the technology does not yet work in Finland, either, and there are no relevant reference projects. This is a serious challenge as for developing the exported technology more human resources are needed for research, development and piloting is needed. In two of the projects, a university has been involved as partner (University of Eastern Finland) or as the proponent (University of Oulu). In one project, the plan was to engage a Vietnamese research organization (Institute of Nanotechnology) but the collaboration was not successful. For River recycle project, an international company with its R&D laboratory is further developing the technology. Software companies, however, usually have their own coders.

The understanding of Vietnamese culture is often mentioned by both Finnish and Vietnamese interviewees as an important challenge in operations. This includes issues such as way and frequency of communication, presence in Vietnam and corruption. Companies have heard many stories about corruption and even if they haven't encountered any, it reduces their interest in investing more in the development of Vietnamese collaboration. In the education project, teachers were not prepared to pitch in front of Vietnamese students and their parents to sell the Pathway programme. Generally, Finns are considered very modest and this can be a challenge in projects.

4.3.4 How sustainable are the achievements, results and impacts of the projects? What is likely to happen to these activities and networks when project ends?

The results of only two interventions show at least partial signs of sustainability are the education centre and FIBEV projects. BEAM support is only one step in developing the activities in Vietnam and most companies and consortia need further funding to create something more durable.

4.4 Findings on the follow-up of Southern Africa BEAM projects

The follow-up of Southern Africa BEAM projects consisted of interviews of both Finnish and South African and Namibian project partners of the nine projects included in the first BEAM Developmental Evaluation mission in February-March of 2017. At this point, all projects have been concluded and it was possible to have some perspective both to the results and sustainability of the projects, as well as to the challenges the projects have faced along the way.

Some of the key findings of this review:

- The challenges organisations face entering these markets should not be underestimated. Most if not all projects experienced substantial delays and other challenges, and not all were sufficiently prepared to weather them.
- Small companies especially tend to be too optimistic about their resources compared to the circumstances, and struggle to survive the almost inevitable delays and setbacks.
- The amount of time needed to enter these markets while simultaneously developing a new product or adapting an existing product for the market needs is considerably longer than the timeline of a typical BEAM project.

As can be expected, there's a range of different outcomes and different levels of success from the 9 projects:

- Two research projects completed the research but were not able to continue the work to more practical piloting or implementation projects
- Two of the projects were clearly preparatory in nature and were expected to produce market understanding and to create relationships and networks leading to further projects or other initiatives, which they succeeded in doing.
- Two company projects lead to both companies changing their approaches. Both are still making progress in the same market, but with a different product and business logic.
- One consortium consisting of universities and companies came to halt just before the pilot was supposed to start, due to corruption probe in the partnering municipality. A larger consortium is now preparing a larger initiative targeting several countries, based on the learning and contacts from this project.
- Another consortium with a university and several companies succeeded in building relationships and a local ecosystem and has now started a larger project with EU Interreg Central Baltic Program funding.
- One joint project between a university and a company succeeded in using the project results to attract larger partners and is now opening the first commercial plant with good growth potential. New initiatives are also starting to investigate the suitability of the solution for different value chains in other countries.

In the following table more detailed findings, examples and quotes are presented grouped by the evaluation questions.

Table 4: Southern Africa project review findings

Evaluation question	Findings
How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?	
How are short-term effects and long-term development impacts generated and achieved? What are the initial signals/signs of impact?	Generated or expected impact areas include: Two large multi-country initiatives to continue the work of BEAM projects. with expected impact in improved urban living, sustainable growth in Southern African maritime markets etc, improved environmental practices in ports and logistics One project is implementing the first commercial plan with expected long term economic and environmental impact. Other expected impacts include more efficient farming and improved entrepreneurship skills, but so far with very limited number of people impacted.
How have the projects been able to contribute to economic, societal and developmental objectives?	Most projects have in contributed to capacity development of local partners: universities, NGOs, private and public sector. The project implementing the commercial plant aims to impact environmental objectives, rural livelihoods, improvements in local agriculture, improved self-sufficiency in terms of cattle feed and food production.
What factors have supported and/ or hindered development impacts in the projects?	Most projects quoted too short project cycle for real impact. Other hindering factors mentioned: "Due to corruption probe in target area all decision-making stopped. The coordinating Finnish company was too small to handle more delays; the partners pulled out." "The local partner did not want to continue collaboration." "Too short project cycle for real impact. Impact will come in the next phase project." "The project was a preparatory one and was not able to find company partners for implementation phase application"

	<p>"Multilateral partner decision making very slow, delayed the project by a year"</p> <p>"Concept changed more towards consulting with less direct impact"</p>
<p>How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?</p>	
<p>To what extent has BEAM succeeded in following activities: a) Activation, initiation, definition of collaboration; b) Implementation of projects, piloting and demonstration of products and services; c) Engagement of potential partners and stakeholders?</p>	<p>a) BEAM has been successful in activation and initiation of new projects to the area. Most projects said that they wouldn't have been able to implement the project without BEAM funding. Definition of collaboration has not been very successful in the target countries, the local partner in many cases felt they did not know what was going on and were not able to contribute to the content of the project. In one case where the project has already finished, one local partner did not know that and thought they were being excluded from the implementation.</p> <p>b) All projects were implemented. Out of the 9 projects, 4 were aiming to concretely pilot or demonstrate products or services. One was not able to complete the pilot due to corruption probe, one carried out a pilot project as planned but with no follow-up activities, one changed their concept, and one pilot seems successful at this point and going commercial.</p> <p>c) Most projects seemed to be able to recognise and engage relevant partners and stakeholders. The relationships with local partners, however, are seen by the local partners to be one-sided where they are not informed of what is going on in the project, their chances of impacting the project are low, or they are seen as subcontractors, informants or beneficiaries instead of partners.</p>
<p>What are the reasons for successes and failures? Who are the potential partners that could increase the value of the programme?</p>	<p>Examples of responses:</p> <p>"Initial project topic was not well defined and did not attract interest from the industry. The project was mainly built to fund a masters' thesis and did not focus on industry needs."</p> <p>"Disagreement between consortium partners prevented the project from getting any tangible results"</p> <p>"Unclear/insufficient communication between the company and local partner. Confusion between free and paid product."</p> <p>"Allocated time too short, when there are (inevitably) delays it causes difficulties"</p> <p>"When planning, it was understood that things take time but still it takes even longer time. One should double the reasonable planned timeline and then it might be realistic."</p>
<p>Who are the end-users and how would they value the outcomes (if applicable)?</p>	<p>Examples of actual or planned end-users are local middle-income people, a youth centre and the local youth participating in youth centre programmes, local farmers, or companies operating in the port. It is not possible to say based on these interviews how they would value the outcomes.</p>
<p>Are the selected sectors, business areas or ecosystems justifiable?</p>	<p>Broadly speaking yes. Most selected sectors and ecosystems were relevant and justifiable, although some projects were designed to cater to the offering of the Finnish partner companies and not so much to the local needs which caused problems in the piloting/implementation phase.</p>
<p>Are there parallel or overlapping support programmes in the same areas or with same ecosystems?</p>	<p>None recognised</p>
<p>What kind of additional value has the BEAM programme provided for projects/companies/ partners?</p>	
<p>In what ways and how well does the BEAM programme administration and management, which is cooperation arrangement between Business Finland and Ministry for Foreign Affairs, support programme implementation?</p>	<p>In general, the projects didn't recognise any implementation support from BEAM, but support from the Embassies and Finpro was appreciated.</p> <p>"Not much support beyond funding."</p> <p>"Implementation support phase is weak."</p> <p>"BEAM as an instrument is relatively easy to approach and the reporting is light which is a good thing."</p>
<p>What are the reasons for successes and failures?</p>	<p>"BEAM does not have resources to support the projects after the funding decision."</p> <p>"Insufficient understanding of the market and partner logic"</p> <p>"It takes time to understand the needs and to build company networks"</p>

<p>What kind of challenges / important enablers can be identified in projects? (technological, administrative, cultural, economic /business/ market-related, etc.)?</p>	<p>Challenges:</p> <p>"lack of systemic view"</p> <p>"focus on individual innovations instead of the market needs"</p> <p>"political and administrative difficulties"</p> <p>"Small companies do not have sufficient resources to be enough in contact with the local partners"</p> <p>Enablers: existing relationships with local partners and networks</p>
<p>What are the lessons learned for further planning of BEAM programme?</p>	<p>"BEAM should provide more advice already in planning stage, for companies to better understand the delays, politics, IP issues, culture of the target country, etc."</p> <p>"BF instruments are very narrow; it has been rigidly pre-defined what can be funded in which instrument. "</p> <p>"Two years is too short a time to get started in a developing country market"</p> <p>"Identification of systemic challenges and systemic solutions is absolutely necessary and there should be resources for that"</p> <p>"Small companies should be linked to larger consortiums or more system-level problem solving. Two small partners collaborating from different sides of the world is risky and shaky."</p> <p>"There should be more focus on the impact from the beginning, the companies need to understand that"</p> <p>"Other instruments can't support innovation or localisation of the products to the local markets and that is needed"</p> <p>"Project times too short, unrealistic to achieve results in that time frame. "</p> <p>"There should be a mechanism to get the SMEs to collaborate more. The group trips work well in that regard, people have to spend a lot of time together and that catalyses collaboration. Investing time and money on a trip also shows some motivation, workshops are too light and easy."</p> <p>"There should be a follow-up process for completed projects which are continuing operations in the market to discuss whether there's potential for next phase funding."</p>
<p>How sustainable are the achievements, results and impacts of the projects? What is likely to happen to these activities and networks when project ends?</p>	<p>"The collaboration, network building etc impacts are continuing even though the original innovation itself did not go to implementation phase"</p> <p>"At this point the product and business model seems very sustainable, and other projects are starting to investigate whether the model is applicable to different value chains"</p> <p>"The activities continue with a different, international funding and a larger project with several companies and countries. This is built on the networks and ecosystems achieved in the previous projects."</p> <p>"At the moment we are in preparations for a much larger project with a larger consortium targeting several market areas. Some of the original companies are still involved although they are a bit more cautious. This has been built on the experience, learning and networks achieved from the previous projects."</p> <p>"Work is still continuing with a slightly different business model even though the original project has ended"</p>

From this experience the projects recommend preparing for longer time periods, using a systemic and collaborative approach instead of focusing on individual companies or innovations; and developing a support system for the implementation phase.

5. Conclusions

5.1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?

Talking about development impacts in BEAM projects is a difficult issue. The evaluations of Finnish funded development projects and programmes have often difficulties in establishing signs of contributing to development impacts. Sometimes even outcome level changes are difficult to detect, and the reporting focuses mostly on outputs. Therefore, any assessment of signs of impact in the short BEAM projects has to be more speculative, rather than based on hard evidence.

The projects in Vietnam are very different from each other, and they represent various sectors: education, BIM / construction, forestry, water supply, IT and cleantech. These sectors are all relevant in Vietnam, and form the core of Finland's 2016-20 country strategy for transition (MFA, 2017).

It appears that the ex-ante assessment template and tool for development effects, introduced in 2018 to complete BEAM applications, has, to some extent, improved the companies' understanding of development impacts. Similarly, the excel-table for ex-ante assessment of anticipated impacts has emphasised the importance of development considerations in granting BEAM funding.

In most cases, the duration of BEAM funded projects has been too short and directed to too early stages to support the creation of development impacts or even outcomes. In the same time, the projects are not built on needs-based innovation but rather designed to support the internalisation of companies in a new market area. Two of the projects do, however, show signs of development impacts.

The most successful projects have some things in common: long-term links with Vietnamese companies, universities and people; permanent representative in Vietnam or frequent visits to Vietnam, including regular communication; relevant and well-developed product or service; well-motivated partners who feel the need for developing their work or business.

Regarding one project, the assessment by MFA advisor was negative due to the incompleteness of the marketed technology and the lack of references by the company. BF did, however, decide to approve the loan but the company has failed to perform. This has caused a reputational risk to all parties involved.

5.2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?

Most companies that have received BEAM funding are relatively small and they have little resources to familiarise with new markets such as Vietnam. The more successful projects have included several partners and well-established networks built over a longer period of time.

Local partners have difficulties in getting funding and often their role is marginal due to the nature of the projects. In some projects, however, there is active participation increasing the impact of BEAM projects. Examples of such partners include Van Lang university, the consultancy agency Co-Plus, and the construction company Tedi South. They are happy to work with Finnish companies; they feel that they are respected, and they trust the relevance of Finnish technology and services in Vietnam.

5.3. What kind of additional value has the BEAM programme provided for projects/companies/ partners?

BEAM funding has benefited the companies in many ways but in most cases the short-term projects have not resulted in any concrete business development.

The support provided by Finnish development cooperation programmes has helped companies to establish themselves in Vietnam and to get contacts in the country. Water, forestry and cleantech programmes, as well as the assistance from IPP 2 and VMAP, has been valuable. In the same time, many Vietnamese consultants have built their understanding of working with Finns, providing experience, expertise, networks and support to the BEAM projects.

BEAM is only one of the instruments used in Vietnam, also Finnpartnership, EEP and ICI are available for similar purposes. Many BEAM-funded market exploration projects could have been funded by Finnpartnership instead of BEAM as they are simple market surveys or visits to Vietnam for familiarising with the sector. Companies sometimes find it hard to know which funding to apply and where for the specific need they have.

The local BF office, Finnish Embassy in Vietnam or ASA-40 in the MFA are only partly familiar with (all) the projects, although many of the companies have been in contact with the BF and the embassy. There is little communication or consultation between these government organizations and information is not routinely shared.

A number of Finnish companies have tried to advance projects for PIF funding, but the Vietnamese government is reluctant to take loans. It seems, that sometimes BEAM funding is expected to lead to further support from MFA in the form of PIF, without

understanding that in Vietnam the government decides where and when to take loans. It is not known whether the companies have tried to influence the government.

Neither BF or MFA has a complete, comprehensive picture of BEAM, Finnpartnership or EEP funding provided for each company or a project / programme and there is some secrecy around the issue. In the same time, the companies are often not aware which funding they should apply for which purpose or whom to contact for knowledge about the country or for general support.

There are signs of sustainability in some projects while some companies are discouraged and have decided not to continue exploring the Vietnamese markets.

6. Recommendations

1. BF and MFA should routinely share knowledge related to business development instruments. They should decide jointly the kind of projects to be funded by BEAM or by Finnpartnership and they should decide about the system of making a comprehensive database of companies receiving support from different instruments (BEAM, Finnpartnership, EEP...).
2. BF should actively engage in mapping and developing company consortia, that could have a common representative in a country like Vietnam. The interesting sectors and ecosystems can be signalled by the Finnish embassy which already reports about the economic and political situation in the country.
3. BF, in collaboration with MFA, should design a roadmap for companies to visualise where and when the support for what kind of activity is available and at what stage of work.
4. BF and MFA should emphasise in calls for proposals the need for the Finnish companies to have constant local presence and engagement from Finnish companies as well as cultural sensitivity in the country of operations. This includes regular contact, strong presence in Vietnam, face-to-face communication and appreciation of Vietnamese know-how.
5. BF and MFA should support the companies in understanding what is meant by “development impacts”. In this, the successful pilots can be used as examples, such as the proof of concept achieved by the FCG.

Annex 1. Terms of reference for the field mission #3

Ministry for Foreign Affairs
EVA-11/ Mari Rökköläinen

Terms of Reference
29.03.2019

Developmental Evaluation of the BEAM Programme Terms of Reference for the Field Mission Spring 2019

1 BACKGROUND TO AND SCOPE OF THE REVIEW

The aim of the BEAM, the joint programme with the Business Finland and the Ministry for Foreign Affairs, is to assist Finnish enterprises and other actors in addressing global development challenges by converting such challenges into successful and sustainable business. The programme supports Finnish companies and other actors in developing, piloting and demonstrating innovations that improve well-being and sustainable development in developing countries while giving rise to international business opportunities for companies.

BEAM developmental evaluation is being implemented in parallel to the programme between 2015 – 2019. BEAM developmental evaluation supports programme management throughout the programme implementation. The objective of the evaluation is to assess the evaluability and the progress of the BEAM Programme. The implementation of the developmental evaluation is continuously adjusted to progress and evolution of the BEAM Programme, its implementation and the expressed needs of the BEAM management.

The developmental evaluation of BEAM includes several Field Missions as part of the evaluation work packages (WP). BEAM Field Missions are conducted as part of the developmental evaluation approach. Furthermore, for each BEAM Field Mission there will be a specific ToR, which more precisely defines the focus and objectives of that particular mission. During the work package 2 (WP2) of the evaluation, one Field Mission was conducted in Southern Africa in 2016 and the second Field Mission was conducted in India during the WP3 in 2017 (reported 2018). Two Field Missions have been replaced by analysis of two project portfolios in the end of 2016 and the end of 2018. The last Field Mission is to be carried out 2019 during WP3.

The timing and the geographical and thematic focus of the last Field Mission was discussed and agreed with the BEAM management and the Evaluation Steering Group (ESG) meeting of 2nd February 2019. Vietnam was chosen as the target country for the Field Mission and the mission will take place in the spring 2019. Vietnam was chosen as the target country due to the large number of BEAM projects, other Finnish-funded innovation programmes and Finland's transition strategy that emphasises the continuation of the economic relations between Finland and Vietnam after ending the development cooperation programmes. As part of the transition strategy, cooperation between Business Finland (BF) operational office in Ho Chi Minh City and the Finnish embassy in Hanoi has been strengthened. This cooperation supports realisation of the Field Mission.

The initial aim has been that all Field Missions form a coherent approach. Although the implementation plan for the third Field Mission will be prepared in line with previous Field Mission plans, the focus of the Field Mission may be slightly revised and the evaluation matrix can be further reviewed.

The focus of the mission will be on outcomes and effects, anticipated development impacts, long-term change and sustainability of the programme. Special attention will be paid on the mechanism of gaining development effects and impacts, generating local networks and on engagement of partners and stakeholders. In addition, the two previous Field Missions and the analysis of the two portfolios will form the basis for planning this third Field Mission. The impact framework that has been designed for BEAM will be applied as well. Synthesised information from all the Field Missions is important for further design of the second phase of the Beam programme ("BEAM2.0" preparation is in progress, but not formally decided yet).

2 PURPOSE AND OBJECTIVE OF THE FIELD MISSION

The overall **purpose** of the Field Mission is to support BEAM management and further design of the BEAM programme by providing insight on how the development effects and anticipated development impacts have evolved and during BEAM programme implementation and by analysing lessons learned from the field.

The **objectives** of the Field Mission in Vietnam are

- to collect field experiences and evidence the BEAM programme as a whole
- to assess progress and performance of the selected projects, against the set objectives
- to assess/reflect applicability of the updated impact framework of BEAM
- to provide information on how the local partners are engaged and how the cooperation with partners has evolved in BEAM projects
- to observe what are the strengths, weaknesses, good practices and challenges of implementation of BEAM programme and its projects

The results of the review will be reported to the ESG and the BEAM management, and also sent for the information of the Business Finland advisory board for the emerging markets, as the results will also contribute to the further design and decisions of the BEAM programme as a part of Business Finland concept. The field mission report will also contribute to the final report of the BEAM developmental evaluation. The evaluation team will review and then synthesise the results from all three Field Missions in the final report.

3 FOCUS OF THE FIELD MISSION

The Field Mission will have its geographical focus on Vietnam, where BEAM currently lists large number of projects and partners. The Field Mission focuses mainly on projects, which have already implemented activities and reported results. A few recently started and/ or newly approved projects will be included in the project list. The evaluation team shall update the list of BEAM projects with Business Finland. A detailed list of projects shall be presented in the implementation plan for the field visit by the evaluation team. Other innovation programmes and Finland's transition strategy will be considered as context for the BEAM projects.

The third Field Mission will pay particular attention to local collaboration both at the programme level and at project level. At the programme level, the Field Mission focuses on the Finnish embassy, institutions, agencies, networks, etc. At the project level, the Field Mission focuses on partnering, networking, and utilisation of results in light of BEAM's anticipated contribution towards economic and societal change as well as business ecosystems in its partner regions.

The partners and other actors shall be defined by the evaluation team in the implementation plan for the Field Mission.

4 EVALUATION QUESTIONS

The Field Mission will assess the **reach, relevance, efficiency** as well as potential effectiveness, sustainability and indications of impact of BEAM implementation in the region, as defined in the evaluation matrix.

This Field Mission will pay particular emphasis on the following evaluation questions:

1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?
 - How are short-term effects and long-term development impacts generated and achieved? What are the initial signals/signs of impact?
 - How have the projects been able to contribute to economic, societal and developmental objectives?
 - What factors have supported and/ or hindered development impacts in the projects?

2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?
 - To what extent has BEAM succeeded in following activities: a) Activation, initiation, definition of collaboration; b) Implementation of projects, piloting and demonstration of products and services; c) Engagement of potential partners and stakeholders?
 - What are the reasons for successes and failures? Who are the potential partners that could increase the value of the programme?
 - Who are the end-users and how would they value the outcomes?

3. What kind of additional value has the BEAM programme provided for projects/companies/ partners?
 - In what ways and how well does the BEAM programme administration and management, which is cooperation arrangement between Business Finland and Ministry for Foreign Affairs, support programme implementation?
 - What are the reasons for successes and failures?
 - What are the lessons learned for further planning of BEAM programme?

Evaluation sub-questions will be further elaborated and the evaluation matrix shall be described by the evaluation team in the implementation plan for the Field Mission.

5 GENERAL APPROACH AND METHODOLOGY

The Field Mission will include planning, conduction and reporting of the following:

- Desk study to review BEAM activities and project progress reports, as well as the defined project objectives, baselines, partners, etc.

- BEAM staff and project interviews in Finland to collect background info and evidence on progress and changes suggested by the previous reports of the evaluation; and

- Field mission (with on-site interviews and visits) to map up, trace and validate progress in the field on a sample basis and to identify changes in local conditions/networks of the partners. Specific evaluation methods and process tracing may be used in addition to interviews for identifying and validating the possible unexpected results as well as results that are not necessary monitored properly.
- After the Field Mission, a joint debriefing and validation session will be organised with the ESG, BEAM management, Business Finland and MFA.
- Reporting of the Field Mission will be concise, evidence based and conclusive including recommendations for the BEAM management as well Business Finland, MFA and the Team Finland emerging markets advisory board.

The Field Mission methodology will be planned in line with the previous two field missions, since the final report of Beam developmental evaluation will include also the lessons learned based on the synthesis of the three Field Missions.

A more detailed methodology shall be described by the evaluation team in the implementation plan for the Field Mission.

6 EVALUATION PROCESS AND DELIVERABLES

In line with the ToR, the evaluation team will prepare the implementation plan for the Field Mission. The implementation plan includes the description of methodology, modified sub-questions and the evaluation matrix, description of the relevant projects and partners in Vietnam, sample of case-studies in the field, information sources and material for desk analysis, estimated interviews, meetings and visits, reporting, resource allocation, timing and tentative travel budget.

The evaluation team shall produce the following deliverables:

Deliverable	Deadline
Elaborated evaluation matrix for the review and comments of the ESG	23.4.2019
Work plan and budget accepted by the ESG	29.4.2019
Field Mission	17.5. – 24.5.2019
Draft Mission Report for the comments of ESG	29.5.2019
Debriefing session after the Field Mission and ESG meeting	6.6. 2019
Final Mission Report delivered for the acceptance of the ESG	19.6.2019

The reporting will follow the guidance in the Evaluation Manual of the MFA. The review results will be presented by the evaluation questions in this ToR. For all evaluation questions findings, conclusions and recommendations will be presented. The main quantitative results will be summarised in graphs.

All deliverables are separately approved by the Evaluation Steering Group.

7. TRAVEL BUDGET FOR MISSION

Travel arrangements and cost will follow MFA's standard terms. Travel costs include flights, transport in the field, accommodation and daily allowance of the evaluation team.

The travel arrangement of the Field Mission should not exceed 7500 €.

Detailed budget estimate will be presented in the implementation plan of the Field Mission.

8. AUTHORISATION

Helsinki,

Anu Saxén
Director
Development Evaluation Unit
Ministry for Foreign Affairs of Finland

Annex 2. Implementation plan with evaluation matrix

Implementation Plan for BEAM Field Mission #3

Submitted for ESG approval, 23 April, 2019

1. Mission purpose, rationale and evaluation questions

BEAM field missions are conducted as part of the developmental evaluation approach. The purpose of the missions is to observe how BEAM and its projects are implemented in practice, and to deliver observations, feedback and development ideas back to the Evaluation Steering Group (ESG) and BEAM Management. Two missions have been conducted previously, one in Southern Africa in 2016 and one in India late 2017.

The initial timing and the geographical and thematic focus of this third review mission was discussed and agreed with the BEAM management at the ESG meeting of 2nd February 2019. Vietnam was chosen as the target country due to the large number of BEAM projects, other recently implemented innovation programmes (e.g. Innovation Partnership Programme, IPP2 and VMAP) and Finland's transition strategy that emphasises the continuation of the economic relations between Finland and Vietnam. As part of the transition strategy, there has been an attempt to strengthen cooperation between Business Finland (BF) operational office in Ho Chi Minh City and the Finnish embassy in Hanoi.

The initial aim has been that all Field Missions form a coherent approach. The focus of the Field Mission to Vietnam has, however, been slightly revised and the evaluation matrix has been reviewed. The mission will be guided by the Terms of Reference signed in MFA on 29th March 2019.

The focus of this last mission will be on outcomes and effects, anticipated development impacts, long-term change and sustainability of the programme. This information is important for further planning of "BEAM II" programme (not yet formally decided). Special attention will be paid on the mechanism of gaining development effects and impacts, generating local networks and on engagement of partners and stakeholders. In addition, the two previous Field Missions and the analysis of the two portfolios will form the basis for planning this third Field Mission.

The overall **purpose** of the Field Mission is to support BEAM management and further design of the BEAM programme by providing insight on how the development effects and anticipated development impacts have evolved during BEAM programme implementation and by analysing lessons learned from the field.

The **objectives** of the Field Mission in Vietnam are

- to collect field experiences and evidence the BEAM programme as a whole
- to assess progress and performance of the projects, against the set objectives

- to assess/reflect applicability of the updated impact framework of BEAM
- to provide information on how the local partners are engaged and how the cooperation with partners has evolved in BEAM projects
- to observe what are the strengths, weaknesses, good practices and challenges of implementation of BEAM programme and its projects.

The results of the review will be reported to the ESG and the BEAM management, and also sent for the information of the BF advisory board for the emerging markets, as the results will also contribute to the further design and decisions of the BEAM programme as a part of Business Finland concept. The field mission report will also contribute to the final report of the BEAM developmental evaluation.

The evaluation questions are detailed in the evaluation matrix in Chapter 9.

2. Geographical and thematic focus of the field mission in Vietnam

As a principle, the field mission review focuses on BEAM projects, which have already implemented activities, and have submitted either a mid-term report or an end-report. Inclusion of other projects is decided if logistically possible.

BEAM/Vietnam consists of altogether 10 projects:

Organisation	Name of the project	Status	Type	Started	End date	Funding Euro
Oulun Yliopisto	Infra-alan avoimen tietomallintamiskonseptin globaalit vientimahdollisuudet – case Vietnam (FIBEV)	Ended	University	1.8.2015	31.5.2018	192 500
Suomen vesifoorumi ry, Finlands vattenforum rf	Ekosysteemi yhdyskuntien vesihuollon riskien ja investointien hallintaan – pilvipalveluja ja asiantuntijuutta Suomesta	Ended	Association	11.1.2016	11.7.2016	43 500
FCG Finnish Consulting Group Oy	Finnish University Hub In Vietnam	Ended	Company	1.11.2016	30.6.2017	100 000
FCG Finnish Consulting Group Oy	Finland Education Centre in Vietnam - Research and Pilot Phase	Mid-term report	Company	15.11.2017	31.5.2019	239 900
Ecohel Oy	Research and manufacture W2E Solid waste management plant with TiO2 exhaust gas treatment system in Tra Vinh Province, Vietnam	Mid-term report	Company	12.1.2017	31.12.2018	348 000
HELSINKI HEAVEN OY	Goodion liiketoiminnan kehitys ja konseptointi	Mid-term report	Company	7.7.2017	31.3.2019	269 600
Korkia Venture Insight Oy	RPA Vietnam	Approved	Company	4.1.2018	31.12.2018	67 500
Ferroplan Oy	Aasian markkinoiden kansainvälistymishanke	Approved	Company	12.1.2018	30.4.2019	50 000
KWS Timber Tech Oy	VMAP- pilotointi	Ended	Company	8.2.2018	31.12.2018	50 000
Sennet Oy	River Recycle Tempo	Approved	Company	17.12.2018	31.8.2019	50 000

Most projects have been implemented by companies, one by an association and one by a university.

The aim of the research project **Global export potentials of open infrastructure BIM concept - case Vietnam (FIBEV)** by Oulu University was to develop a new conceptual and exportable overall model of open infrastructure information modelling based on the Finnish and European experience and following the results of previous Innovative Partnership Programme (IPP). The aim was also to study, experiment and promote the implementation and use of the concept in Vietnam and to find other and larger business opportunities for the Finnish export companies. According to the final report the results were positive and there are opportunities for further co-operation in Vietnam. The Vietnamese partners were universities in Hanoi and Ho Chi Minh City (HCMC).

The purpose of the preparatory project **Ecosystem for managing water supply risks and investments in communities - cloud services and expertise from Finland** by Suomen Vesifoorumi was to create an ecosystem that by utilising the risk management application and expertise helps to identify the key risks and processes for managing watersupply in the communities. The implementation of the project was divided into three components (i) the mapping of the operating environment and creating commitment (ii) developing application and presentation material; and translating this material into Vietnamese, (iii) business meetings to form a consortium of a pilot project and developing its business model.

The purpose of the **FCG University hub project (2016-17)** was to prepare an in-depth market investigation for creating a university hub that provides preparatory training for Vietnamese students before starting their degree studies in Vietnam. The study examined the Vietnamese market (size, marketing, competitors, permits, facilities, costs, etc.) and the supply in Finland and the interest of Finnish export companies operating in Asia to support operations / to fund their operations in support of their local recruitment and employer brand. The project ended in 2017 and the study proposed to start operations in Ho Chi Minh City as a pilot together with the local TDTU University. The final report of the project assessed that the technical implementation of the project was done according to the project schedule and budget.

The second FCG project **Finland Education Centre in Vietnam - Research and Pilot Phase (2017-2018)** focuses on establishing a training center in Vietnam to implement the preparatory training before starting their degree studies. The project is implemented by a consortium of Finnish educational establishments and Vietnamese partners in Hanoi and HCMC (Van Lang university and consulting agencies Wise Consulting and Taleed Ltd. The duration of the training is about 9 months and the students will be charged a fee to be paid to the Training Center for completing the Finnish degree. Higher education institutions receive students in English-language degree programs who are prepared for studies in Finland by attending an intensive period of language training (English and some Finnish), Finnish culture, economics and pedagogy, and completing part of their actual studies.

The project **Research and manufacture W2E Solid waste management plant with TiO₂ exhaust gas treatment system in Tra Vinh Province, Vietnam** by Ecohel Oy (owned by Nordautomation Oy) proposed to research and construct a W2E Ekohell multifuel power plant (100t/day) in Duyen Hai District, Tra Vinh Province together with Petech Engineering Corporation (HCMC) and Institute of Nanotechnology (Vietnamese National University, HCMC). The MFA energy advisor did not advice funding the project proposal but Tekes approved it. Until now the project has received part of funding and there are two mid-term reports with scarce information about the project.

The **Helsinki Heaven Goodio** project aims to create a new, international business model for the food sector that supports both Goodio's growth and developing countries' economic, social and humanitarian conditions. The primary target country of the project is Vietnam, where the business model was to be built and tested with local actors. The core of the business model to be developed in the project is the full transparency of the raw materials and the entire production chain up to the end consumer. The development of the business model requires the development of production conditions in the target country, the construction of the transparency of the value chain and the testing of transparency marketing benefits through new and / or renewed products.

Korkia Oy / Eera Industrial Development Oy. Since 2009, Eera has carried out energy projects in Vietnam together with Neste. Software Robotics business was started in Eera 2014. Software robotics can automate routine information work processes. The project influences the development of local expertise as a partner in customer companies and to improve business performance and productivity. The BEAM project in Vietnam has four components: (i) Market research (i.e. customer behavior, pricing, customer needs and competition), 2) Developing a Business Model to Meet Local Needs, 3) Developing an operational model to respond to local needs, 4) Piloting different technologies in the local market, to ensure that they work with the most common software and data architectures used in Vietnam.

Ferroplan Oy designs and manufactures conveyor solutions for handling bulk and bulk goods. As a manufacturer of conveyor solutions, the company is one of the leading players in Finland. Corporate strategy is to seek growth from the environmental technology side. The BEAM project carried out by Ferroplan divides into three components: (i) Making an internationalization strategy. The internationalization strategy aims to create continuity in the region's operations, (ii) Market surveys: the aim is to find out, through a market survey, what water treatment and solid waste treatment projects are available in Vietnam and in Cambodia, Laos and Myanmar, (iii) Finding out financing for growth. The goal of the company is to become a major editor for large-scale long-term water treatment and solid waste treatment projects.

KWS Timber Tech Oy project (also supported by VMAP) proposed to reduce the use of tropical hardwood from natural forests in Vietnam and their imports from many countries, by developing alternative methods to use plantation tree species such as acacia, rubber tree and malaleuca. The project tested the heat and pressure glue method developed in Finland by using fast drying of timber. According to the final report by KWS TT, the project was implemented successfully and in addition to Vietnam, customer projects are underway in China and Malaysia. The company developed significant know-how to use hard-to-dry wood species and is now pursuing new development with the support of Business Finland.

Sennet Oy develops a groundbreaking concept for collecting and disposing of plastic waste from rivers. During the River Recycle project, the company aims to achieve the following goals: (i) Testing the system in Vietnamese Market in order to learn how the equipment works to drive product development and to work with local operators to develop operational models, (ii) market and customer needs surveys, (iii) Vietnam's PoC Pilot and mapping, (iv) internationalization and Business Plan. A plan will be drawn up at the end of the project, i.e. how to go to the international market (go-to-market plan), what kind of company structure is needed for further development and international growth (corporate structuring), and how the product development and growth will be financed.

The Finnish project partners will be interviewed before the visit to Vietnam and some of them have already been contacted to get a better understanding of which target country partners could be visited. Our aim is to meet Vietnamese partners of all these projects and/or to interview the VMAP consultants (Vietnam Market Access and Partnership Program) that have provided soft-landing services to Finnish BEAM companies.

3. Approach and methodology

As the approach to the field mission is iterative, the plans for next stages will be further elaborated and detailed during the mission preparation, as more information comes available. Interviews will be conducted with the staff of Business Finland both in Helsinki and in HCMC as well as MFA in Helsinki and in the Embassy of Finland in Hanoi. Relevant government stakeholders such as MOST and other relevant ministries in Vietnam such as MPI, MOET and MoF are likely to bring new aspects to mission plans accordingly. Any significant change or adjustment in the plan will be discussed with the ESG through email.

The third field mission will include the following tasks:

Desk study (collection and analysis of information)

- The review of the project proposal documents for each project
- The review of any intermediate and final reports in each project
- The final selection of appropriate projects for evaluation during the mission

Project interviews in Finland

- Interviewing main project partners; understanding each project progress in Vietnam, identifying main contacts to interview during the mission
- A detailed mission plan as a deliverable

Mission preparations and organising interviews

- Contacting project partners in target countries, as well as the Embassy, Business Finland Office and relevant stakeholders in Vietnam. Organising meetings and travel logistics in Vietnam.
- Detailed time table and interview list as a deliverable

Field Mission

- Visits to projects and interviews of partners

Reporting & briefing

- Presentation of the draft report 6.6.

4. Mission work plan

The tentative mission plan is the following:

Date	Programme
Monday 20.5., Hanoi	Interviews with the Finnish Embassy Interviews with project partners
Tuesday 21.5., Hanoi	Interviews with project partners Flight to HCMC
Wednesday 22.5., HCMC	Interview with Business Finland Interview with FCG Interview with IPP2 CTA Interviews with project partners
Thursday 23.5. HCMC	Interviews with project partners
Friday 24.5.HCMC, Hanoi	Interviews with project partners Flight to Hanoi Analysis of findings and drafting of conclusions

Depending on the number of partners in each project, we estimate 1-2 interviews in Finland and 1-3 interviews in locations per project. Some of the interviews may be done by phone or Skype if organising a meeting proves impossible.

5. Information sources

Data and information for the field mission plan will be gathered from the following sources:

Data / information	Source
1. Technical project information / data	BF / BEAM
2. Project applications and description	BF / BEAM
3. Project mid-term reports	BF / BEAM
4. BEAM portfolio analysis	Evaluation team
5. Project interviews in Finland (1-2 per project)	BF + BEAM + MFA
6. Partner, embassy, BF office and stakeholder interviews (1-3 per project)	Vietnam

6. Team and resource allocation

The field mission will be carried out by **Petri Uusikylä** and **Merja Mäkelä**, with **Kimmo Halme** supporting the concept design and desk study. Allocated resources are shown in the below table.

	P. Uusikylä	M. Mäkelä
Concept design and desk study	1	1
Field mission	7	7
Reporting	2	2
Total	10	10

The validation of the field mission results will be combined with the validation workshop for the final evaluation at the end of 2019.

7. Timing of tasks

Task	Anticipated timing
Concept design	26.2. – 28.2.2019
Mission plan and budget ready	23.4.2019
Desk study	15.-19.4. 2019
Project interviews in Finland	2.5. -10.5. 2019
Mission preparations and organising interviews	13.5.- 17.5. 2019
Field mission	17.5. – 24.5. 2019
Draft report and briefing	29.5. and 6.6. 2019
Comments to the report	16.6. 2019
Final report	19.6.2019

8. Reporting

The reporting will follow the guidance in the Evaluation Manual of the MFA. The review results will be presented by the evaluation questions in the ToR. For all evaluation questions findings, conclusions and recommendations will be presented.

The main quantitative results will be summarised in graphs. Interview notes or detailed project descriptions will not be published in reporting for confidentiality reasons.

9. Preliminary evaluation and interview questions (Evaluation matrix)

Main questions	Sub-questions	Data collection method
1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?	<ul style="list-style-type: none"> ○ How are short-term effects and long-term development impacts generated and achieved? What are the initial signals/signs of impact? 	Desk study of project application, application assessment Desk study of project application, application assessment. BF / MFA (BEAM mgt) interviews Project data (BF) Project applications and progress reports Interviews with Finnish project partners Interviews with local project partners / partnering organisations Other feedback from projects (reporting, survey) Observations by the evaluators
	<ul style="list-style-type: none"> ○ How have the projects been able to contribute to economic, societal and developmental objectives? 	
	<ul style="list-style-type: none"> ○ What factors have supported and/ or hindered development impacts in the projects? 	
2. How and to what extent have the BEAM programme and its projects, been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?	<ul style="list-style-type: none"> ○ To what extent has BEAM succeeded in following activities: a) Activation, initiation, definition of collaboration; b) Implementation of projects, piloting and demonstration of products and services; c) Engagement of potential partners and stakeholders? 	Desk study of project application, application assessment Desk study of project application, application assessment. BF / MFA (BEAM mgt) interviews Project data (BF) Project applications and progress reports Interviews with Finnish project partners Interviews with local project partners / partnering organisations
	<ul style="list-style-type: none"> ○ What are the reasons for successes and failures? Who are the potential partners that could increase the value of the programme? 	

	<ul style="list-style-type: none"> ○ Who are the end-users and how would they value the outcomes (if applicable)? ○ Are the selected sectors, business areas or ecosystems justifiable? ○ Are there parallel or overlapping support programmes in the same areas or with same ecosystems? 	<p>Other feedback from projects (reporting, survey)</p> <p>Observations by the evaluators</p>
3. What kind of additional value has the BEAM programme provided for projects/companies/partners?	<ul style="list-style-type: none"> ○ In what ways and how well does the BEAM programme administration and management, which is cooperation arrangement between Business Finland and Ministry for Foreign Affairs, support programme implementation? 	<p>Desk study of project application, application assessment</p> <p>Desk study of project application, application assessment.</p> <p>BF / MFA (BEAM mgt) interviews</p> <p>Project data (BF)</p> <p>Project applications and progress reports</p> <p>Interviews with Finnish project partners</p> <p>Interviews with local project partners / partnering organisations</p> <p>Other feedback from projects (reporting, survey)</p> <p>Observations by the evaluators</p>
	<ul style="list-style-type: none"> ○ What are the reasons for successes and failures? ○ What kind of challenges / important enablers can be identified in projects? (technological, administrative, cultural, economic /business/ market-related, etc.)? 	
	<ul style="list-style-type: none"> ○ What are the lessons learned for further planning of BEAM programme? ○ How sustainable are the achievements, results and impacts of the projects? What is likely to happen to these activities and networks when project ends? 	

10. Tentative travel budget for mission

Travel arrangements and costs will follow MFA Standard terms and all travel will be in economy class. The budget includes 3 days in Hanoi and 3 days in Ho Chi Minh City including the weekend and travel days from 17th until 24th of May.

BUDGET - BEAM EVALUATION FIELD TRIP TO VIETNAM

	Amount	Price, Euro	Total, Euro
Travel, flights to Vietnam	2	1200	2 400
Travel, flights in Vietnam	4	150	600
Travel, transport in Vietnam	lumpsum	350	350
Daily allowance	14	57	798
Accomodation	12	120	1 440
Total			5 588

Annex 3. Proposal for the completion of Vietnam Field Mission, 2019-06-06

1. Background

The work plan of Developmental Evaluation of BEAM includes three Field Missions, of which the last one focused on Vietnam. The implementation of the Vietnam Field Mission has been interrupted and this document is evaluation team's proposal to the BEAM Evaluation Steering Group (ESG) for the completion of that Field Mission assignment. The proposal has been presented and discussed at the ESG meeting on 2019-06-06.

2. Objective of the Field Mission

As stated in the *Terms of Reference* (Annex 1) for the Field Mission Spring 2019, the **purpose** of the Field Mission was to support BEAM management and further design of the BEAM programme by providing insight on how the development effects and anticipated development impacts have evolved during BEAM programme implementation and by analysing lessons learned from the field.

More precisely, the key evaluation questions related to the Vietnam Field Mission were:

- 1. How and to what extent BEAM programme, and its projects, are making progress towards achieving development impact?*
- 2. How and to what extent have the BEAM programme and its projects been able to find, reach and engage relevant partners and stakeholders in the target country to the programme?*
- 3. What kind of additional value has the BEAM programme provided for projects / companies / partners?*

The specific **objectives** of the Field Mission in Vietnam were to

- collect field mission experiences and evidence to the BEAM programme as a whole
- assess progress and performance of the selected projects, against the set objectives
- assess/reflect applicability of the updated impact framework of BEAM
- provide information on how the local partners are engaged and how the cooperation with partners has evolved in BEAM projects
- observe what are the strengths, weaknesses, good practices and challenges of implementation of BEAM programme and its projects.

3. Implementation of the Field Mission

Preparatory work for the Field Mission began in February 2019, continuing with mission planning and desk study in April, and projects interviews in Finland in early May. The field mission to Vietnam took place on May 17–24, 2019. The workplan for the meetings is shown in Annex 2.

Table 4. Anticipated implementation timetable

Task	Anticipated timing
Concept design	26.2. – 28.2.2019
Mission plan and budget ready	23.4.2019
Desk study	15.-19.4. 2019
Project interviews in Finland	2.5. -10.5. 2019
Mission preparations and organising interviews	13.5.- 17.5. 2019
Field mission	17.5. – 24.5. 2019
Draft report and briefing	29.5. and 6.6. 2019
Comments to the report	16.6. 2019
Final report	19.6.2019

Parts of the tasks are incomplete against the implementation plan. The Table 2 below lists the completion status of desk-study and project interviews in Finland and Vietnam of each BEAM project selected to the analysis.

Table 5. Conducted desk-study and project interviews in Finland and Vietnam

Organisation	Name of the project	Desk study completed	Project interviewed in Finland	Project interviewed in Vietnam
Oulun Yliopisto	Infra-alan avoimen tietomallintamiskonseptin globaalit vientimahdollisuudet – case Vietnam (FIBEV)	Fully	Yes	Yes
Suomen vesifoorumi ry, Finlands vattenforum rf	Ekosysteemi yhdyskuntien vesihuollon riskien ja investointien hallintaan – pilvipalveluja ja asiantuntijuutta Suomesta	Fully	Yes	No
FCG Finnish Consulting Group Oy	Finnish University Hub In Vietnam	Fully	Yes	Yes
FCG Finnish Consulting Group Oy	Finland Education Centre in Vietnam - Research and Pilot Phase	Fully	Yes	Yes
Ecohel Oy	Research and manufacture W2E Solid waste management plant with TiO2 exhaust gas treatment system in Tra Vinh Province, Vietnam	Fully	Not available for interview	Yes
HELSINKI HEAVEN OY	Goodion liiketoiminnan kehitys ja konseptointi	Fully	Partly	No activity in Vietnam
Korkia Venture Insight Oy	RPA Vietnam	Fully	Yes	Partly
Ferroplan Oy	Aasian markkinoiden kansainvälistymishanke	Fully	Partly	No
KWS Timber Tech Oy	VMAP- pilotointi	Fully	Yes	Yes
Sennet Oy	River Recycle Tempo	Fully	Yes	No

Completion status of information collection through interviewing and visiting other relevant stakeholders such as representatives of ministries, agencies in Finland and Vietnam is listed in Table 3 below.

Table 6. Conducted stakeholder interviews in Finland and Vietnam

Organisation / institute	Name	Interview / visit held
Embassy of Finland, Hanoi	Marko Saarinen	Yes
Ministry of Science and Technology	Ms. Nguyen Thi Ngoc Diep, Mr. Lý Hoàng Tùng,	No
Vietnam Academy of Forest Science, Quang Tri	Mr Dinh (Director), Mr. Nguyen Duy Wong (Coordinator), Forest Science Centre of North of Central Vietnam, Dong Ha City, Quang Tri	Yes
Business Finland, Ho Chi Minh City	Eija Tynkkynen	Yes

The initial purpose of the team was to check during the first two days the necessity of interviewing other organisations and institutions and book the meetings accordingly for the last day of the mission (25th May).

4. Overall status

Based on the status report, the evaluation team considers that the Vietnam Field Mission is reasonably complete, as

- All background and project desk studies have been completed prior to the mission.
- Project interviews in Finland have been completed to the extent reasonable and possible.
- With regard to project interviews in Vietnam, which were the primary source of information, three projects out of 10 have not been interviewed and two have been covered partially.
- With regard to stakeholder interviews, only one important (MOST) has not been covered.

However, as one mission team member is going to be replaced by another, some work may need to be repeated. In particular:

- Some of the project background work will need to be done again
- It is not yet certain that (5/10) the background interviews are properly documented and documentation available to the evaluation team. Hence, some background interviews in Finland may need to be conducted again.

On the basis of ESG discussion, it has been confirmed that already the information and views gathered from successful parts of Vietnam Field Mission are able to provide useful feedback and respond to the Evaluation Matrix questions. It is therefore the aim to a) complete the Vietnam Field Mission to the extent possible, and b) to utilise any remaining resources to the best benefit of the evaluation.

5. Proposal for completion

The Vietnam Field Mission resources included 10 working days per person, of which one day was allocated to concept planning, seven days for practical mission conduction (including interviews in Finland) and two days for reporting.

To complete the mission in line with its original objective, we suggest to reallocate the 10 working days followingly:

- a) To the extent necessary, **background analyses and project interviews in Finland will be conducted again** (5 interviews)
- b) Those interviews that were planned for the Vietnam Field Mission, but have not been conducted (up to 5 interviews), will be **re-contacted by phone & email from Finland and invited for a phone/Skype interview**.
- c) For those projects that turn out to be impossible to reach and/or too difficult to organise a phone interview with, **assistance of local Business Finland office is inquired**.
- d) **Field Mission Report for Vietnam will be written** on the basis of all information available this way. It is considered that the information already at hand is sufficient (but not complete) for that purpose.
- e) Depending on the success of organising phone interviews, **any remaining resources will be reallocated to additional follow-up interviews of BEAM projects in South Africa**.

These projects have been interviewed during the first BEAM Field Mission (2016) and our local Evaluation Team Member Steve Giddings can be mobilised for in situ interviews. It is our estimation that at least 5 such project interviews could be conducted in South Africa. Earlier Field Mission in Africa utilised the same Evaluation Matrix as the Vietnam Field Mission, hence its results could be used for the reflection and integrated in the Vietnam Field Mission Report.

In line with the above, we anticipate that the preparation, conduction and reporting of the 10 (5+5) Vietnam BEAM project interviews and subsequent Mission Report preparation will consume altogether **seven working days** (preparation 1, interviews 4, reporting 2), leaving 3 working days to be re-allocated to the interviews in South Africa. In addition to that, we propose to utilise additional 4 working days that have been allocated to Steve Giddings for his contribution to the Final Reporting be also used for these interviews. Hence **interviews in South Africa would have up to 7 working days allocated**, allowing 5-7 project interviews (subject to further confirmation).

We trust the above procedure would bring sufficient view of the BEAM projects progress and success in Vietnam, as well as efficiently bring some complementary reflection of more advanced BEAM projects from a similar country. It would also be an efficient way of utilising the evaluation resources for the benefit of the BEAM evaluation within reasonable time frame.

With the above plan, we aim to deliver **Draft Mission Report by the end of June 2019**, allowing sufficient time for the feedback of the ESG before its next meeting on August 20th 2019.

Annex 4. List of interviews and source materials

Vietnam-related interviews in Finland

Rauno Heikkilä, Professor, Structures and Construction Technology, University of Oulu

Petteri Palviainen, BIM Development Manager, Novatron

Henri Horn, Senior Energy Advisor, MFA Finland

Marita Meranto, Desk officer, Cambodia, Laos, Thailand, Vietnam Mekong region, MFA Finland

Venla Voutilainen, Programme officer, Vietnam, MFA Finland

Anh Thu Tran Minh, Consultant

Anssi Mikola, Managing Director, Sennet Oy

Minna Patosalmi, Ferroplan

Sami Nupponen, Goodio

Tomi Torri, Korkia / Eera

Anna Soirinsuo, WWF Finland

Annika Launiala, MFA Finland

Annika Kaipola, MFA Finland

Southern Africa-related interviews in Finland

Aape Pohjavirta, Funzilife

Jukka Lähteenkorva, FoodKnow

Sami Lehto, Ranchising

Mika Kautonen, University of Tampere

Lassi Linnanen, Lappeenranta University of Technology

Minna Keinänen-Toivola, Satakunta University of Applied Sciences

Pietari Keskinen, Aalto University

Interviews in Vietnam

Marko Saarinen, Head of Development Cooperation, Embassy of Finland, Hanoi

Eija Tynkkynen, Business Finland, HCMC

Tu Anh Dang, Chief Representative, Wise Consulting Finland Oy, Hanoi

Nguyen Kieng Hiep, Project Director, Havacons (Hai Van Construction Investment JSC), HCMC

Antti Karjalainen, Director, Bridge & Technology Export, WSP Finland Ltd, HCMC

Dr. Ta Ngoc Binh, Deputy Head of BIM Task Group, Institute of Construction Economics - Ministry of Construction, Hanoi

Do Manh Toan, Programme Coordinator, Vesiotec

Nguyen Ngoc Lan, BIM Manager, TEDI South, HCMC

Truong Tan Trung, Infrastructure Engineer & BIM Coordinator, BIM Department, COTECCONS, HCMC

Truong Chi Nhan, BIM Coordinator, BIM Department, COTECCONS, HCMC

Jari Poikonen, CEO, Finland Education Centre in Vietnam at FCG Consulting Ltd /Van Lang University

Nguyen Dang Tuan Minh, Co-Founder & Manager, KisStartup

Ngo Minh Hung, Head, International Cooperation and Scientific Research Department, University of Van Lang, HCMC

Dr My Dieu, Rector, University of Van Lang

Pekka Ritvanen, Founding partner, KWS Timber Tech

Nguyen Thi An Nhan, General Manager, Co-founder, *CoPLUS* Investment and Consultancy JSC, Project, Legal and Investment Consultant, Hué

Mr. Dinh, Director of Forest Science Centre of North of Central Vietnam, Dong Ha City, Quang Tri

Mr. Nguyen Duy Wong, Coordinator, Forest Science Centre of North of Central Vietnam, Dong Ha City, Quang Tri

Bao Nguyen, Vice President, Engineering & Quality, Scansia Pacific Co. Ltd, Dong Nai

Bi Bi Jayton, Human Resources Director, TALEED Academy, HCMC

Maria Dang, Co-founder and CEO, TALEED Academy, HCMC

Ringo Han, Operating Director, TALEED Academy, HCMC

Thien Hung, Sales and Marketing Director, TALEED Academy, HCMC

Tapio Leppänen, Team Leader, Simosol

Interviews in Southern Africa

Samuel John, Namibia University of Science and Technology

Justine Tjimune, MERLUS Fishing

Bartholomeus (Jegg) Christiaan, Keetmanshoop Municipality

Frikkie Holzhausen, Lithon Ltd

Goliath Tujendapi, Namibia Meat Board