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ISEE COVID

FINAL REPORT

**Leveraging Viet Nam's Social Impact Business Ecosystem
in Response to COVID-19 (ISEE-COVID Project)**

(From 8 March 2021 to 30 April 2025)



FINAL REPORT

Reporting Period	March 2021 – April 2025
Country	Viet Nam
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Responsible Party(ies)	Agency for Enterprise Development, Ministry of Planning & Investment
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I. BACKGROUND INFORMATION

Viet Nam made notable progress in poverty reduction and socio-economic development in recent decades. However, the COVID-19 pandemic exposed structural vulnerabilities within the economy, deepening inequalities and disproportionately affecting women, ethnic minorities, people with disabilities (PWDs), and other marginalized groups. These groups were not only more likely to experience job and income loss but also had limited access to support services and economic recovery opportunities. Social Impact Businesses (SIBs), which combine commercial viability with clear social and environmental missions, emerged as an innovative and promising solution to address these challenges.

Despite their potential, SIBs in Viet Nam face significant obstacles—including limited business management capacity, poor access to finance, fragmented support from intermediaries, and the absence of a supportive legal and policy framework. These issues were compounded by the pandemic, leading to the closure of many small enterprises and the loss of thousands of jobs among vulnerable populations. The SIB sector remains relatively nascent and under-recognized in Vietnam's business landscape, with few policy mechanisms in place to stimulate or sustain its growth. In 2020, when the COVID-19 pandemic hit the global economy, SIBs in Vietnam were severely affected not only in terms of business but also in terms of support services and employment opportunities that SIBs provide to vulnerable groups, especially women and girls.

In response to these challenges, the “Leveraging Viet Nam's Social Impact Business Ecosystem in Response to COVID-19” (ISEE-COVID) project was initiated. Jointly implemented by the Agency for Enterprise Development (AED) under the Ministry of Planning and Investment (MPI) and the United Nations Development Programme (UNDP), funded by Global Affairs Canada (GAC), the project was designed to enhance the resilience of SIBs in Viet Nam and contribute to reducing the impact of COVID-19 on vulnerable groups, especially women and girls.

To achieve this, the project has two primary objectives: (i) improving the effectiveness of SIBs, especially those led by women and vulnerable groups, to address the social and gendered impacts of COVID-19 and to accelerate the achievement of the SDGs; and (ii) strengthening the regulatory environment for SIBs to be more gender-responsive, inclusive and transparent, thereby supporting the resilience of SIBs to COVID-19 impact, with a particular focus on SIBs that are led by women and other vulnerable groups. In particular, it has three

main components which are (1) improve the capacity of SIBs themselves; (2) build the capacity of and coordination between SIB intermediaries, and (3) strengthen government policy-making capacities towards SIBs.

The project applied three main approaches for all activities, namely (1) COVID-19 responsive: Improve the resilience and adaptation of SIBs and other ecosystem stakeholders to respond to COVID-19; (2) Ecosystem-based: Improve the capacity of key stakeholders and strengthen their connections in the ecosystem and (3) Experimental: be ready to experiment innovative and new solutions in all project's components, including supports for SIBs, network, and policy process.

The project was to support Viet Nam's progress on SDG1-No Poverty, SDG5-Gender Equality, and related SDG2-Zero Hunger, SDG8-Decent Work, and Economic Growth, and SDG10-Reduced Inequalities. Through a comprehensive set of interventions—including capacity building, seed funding, market access initiatives, policy research and experimentation, and stakeholder engagement—the ISEE-COVID project sought to unlock the potential of SIBs as a critical force for inclusive and sustainable development in Viet Nam.

Below are the results achieved during the project duration (2021 – 2025).

II. PROGRESS REVIEW

1. General achievements

By the end of the project, Viet Nam's Social Impact Business (SIB) ecosystem had undergone a remarkable transformation—from a fragmented landscape into a vibrant, dynamic, and interconnected system—driven by the momentum of the ISEE COVID project. Through tailor-made capacity-building, networking, and business-matching initiatives, policy advocacy, and innovative pilots, the project significantly expanded the SIB community, strengthened ecosystem linkages, and encouraged more SMEs to identify as SIBs, thereby enabling them to benefit from the ecosystem.

Adopting a system-level, ecosystem-building approach, the project positioned itself as both a catalyst and connector—fostering collaboration among SIBs, intermediaries, large enterprises, impact investors, and policymakers. This inclusive approach, combined with strong stakeholder ownership and contributions that exceeded contractual commitments, enabled the project team to surpass targets for 39 out of 50 project indicators. The project also sparked

the emergence of independent SIB support initiatives by other donors and ecosystem actors, though most of these remain narrowly focused and not systemic.

About supporting Social Impact Businesses (SIBs):

558 SIBs benefited (60% women-led, 2% gender-diverse-led), generating employment for over **16,000 workers** (59% women), primarily from vulnerable groups. Participating SIBs experienced an average **revenue increase of 33%** compared to 2021, with over 160 developing plans to mitigate future shocks, such as COVID-19.

Support approaches were both vertical and horizontal:

- Vertical: Tailored programs were designed according to **enterprise maturity—Early, Growth, and Expansion stages**—with specific coaches, trainers, and varying lengths of supporting programs.
- Horizontal: The initial focus on COVID-19 recovery evolved to market expansion, accessing new financial resources, Impact measurement and Management, E-commerce, business management, and connections with larger enterprises.

Extensive online and offline networking significantly enhanced visibility and suitable support connections, raising SIB awareness and pride. Notably, 72 of 81 intensively supported SIBs expanded domestically and internationally, accessing 11 new international markets. SIBs also mobilized over 31 billion VND (approx. 1.6 million CAD) in funding. Vietnam's first Impact Measurement and Management (IMM) framework was successfully developed by the UNDP and its partners and utilized by both social impact businesses (SIBs) and business development experts, thereby enhancing impact measurement and investment attraction. Completing IMM reports also helps SIBs secure advantages to obtain impact loans and participate in government-supported programs. One hundred percent of SIBs who joined the intensive programs (lasting over three months) successfully integrated gender and environmental issues into their business plans.

About supporting the SIB intermediaries:

The project successfully transformed a fragmented ecosystem into a cohesive and dynamic network, facilitating the sustainable development of SIBs nationwide. Approximately **200 intermediary organizations and experts** received project support—nearly sevenfold the initial target—integrating gender and environmental issues into their services. Key supporting

activities of the project for intermediaries included tailor-made mentoring and coaching programs (for existing and new mainstream intermediaries) to improve their business models and enhance impact skills and knowledge, developing and testing new impact services, and in-person and virtual knowledge exchange tours within Vietnam and with more advanced SIB ecosystems. Notably, the number of SIB intermediaries has increased significantly to over 80 entities (UNDP, CSIP, 2024) from a very few in 2021 (Baseline assessment of the ISEE COVID project). Strengthened connections among intermediaries and experts fostered effective collaborations within and beyond the project, disseminating the ecosystem-building approach broadly to other supporting business projects.

Ecosystem and Partnership Development:

The SIB ecosystem has transformed from a fragmented to an open and integrated one, facilitated by numerous online and offline initiatives that enhance information exchange, market linkages, and efficiency. Partnerships deepened across government entities (MPI, MOST, provincial authorities), development partners (GAC, NORAD), between pioneering enterprises (Amazon, Unilever, VNPT, Simexco Daklak, Long Hau IP, Rolex, and others) and SIBs, and international cooperation platforms (Vietnam-Canada Impact Investment Forum, ASEAN Social Impact Ecosystem Virtual tour).

An Enabling Policy Environment to Support SIBs:

A key high-level result of the ISEE COVID project was the deep and transformative engagement of government officials at both central and local levels, who evolved from passive participants to active co-creators and implementers of Social Impact Business (SIB) support initiatives. Initially involved in capacity-building and knowledge-sharing activities, **265 officials** (51% women) significantly enhanced their skills and understanding. Their active leadership later became central to policy development and practical implementation efforts.

At the central government level, the Agency for Enterprise Development (AED) under the Ministry of Planning and Investment (MPI) played a crucial role. Their proactive involvement led to the integration of SIB concepts into national policies, resulting in **eleven gender-responsive policies supporting SIBs**—far exceeding the project's initial target of four. A major achievement was the launch of Vietnam's first White Book on SIBs, officially recognizing SIBs and laying a foundation for structured support mechanisms. Importantly, high-level government resolutions such as Resolution No. 66/NQ-CP (2024) and Politburo Resolution 68

(2025) formally mentioned SIBs, proposing their incorporation into Vietnam's legislative agenda by 2026. AED further institutionalized innovative methodologies piloted by ISEE COVID, including enterprise-stage-specific support programs, the SIB Innovation Champions model, and coaching approaches into their national support schemes.

At the local level, targeted capacity-building and policy pilots had a significant impact on provinces such as Cao Bang, Thua Thien Hue, and Tra Vinh Provinces. Over three years, local officials transitioned from limited SIB awareness to proactive leadership, initiating local activities and mobilizing resources effectively. In Hue's Phuoc Tich heritage village, in addition to the project's support, officials mobilized funding for over 15 impactful initiatives, visibly enhancing the community landscape and significantly increasing active SIBs participation. In Cao Bang, effective integration of ISEE COVID initiatives into provincial SME and startup support programs provided sustained, practical support for local SIBs. Expanding into Tra Vinh in 2024, the project successfully trained twelve SIB Champions, mostly local government officials, and became pivotal in enhancing the local SIB ecosystem.

Overall, the project profoundly changed the mindsets of government officials, empowering them to take meaningful and practical actions that established a solid foundation for the sustainable growth and development of Vietnam's SIB ecosystem.

Gender Equality and Environmental Sustainability:

Gender equality, environmental sustainability, and social inclusion were mainstreamed across project components. Over 60% of supported SIBs were led by women. Intermediaries integrated gender and environmental aspects into new impact services.

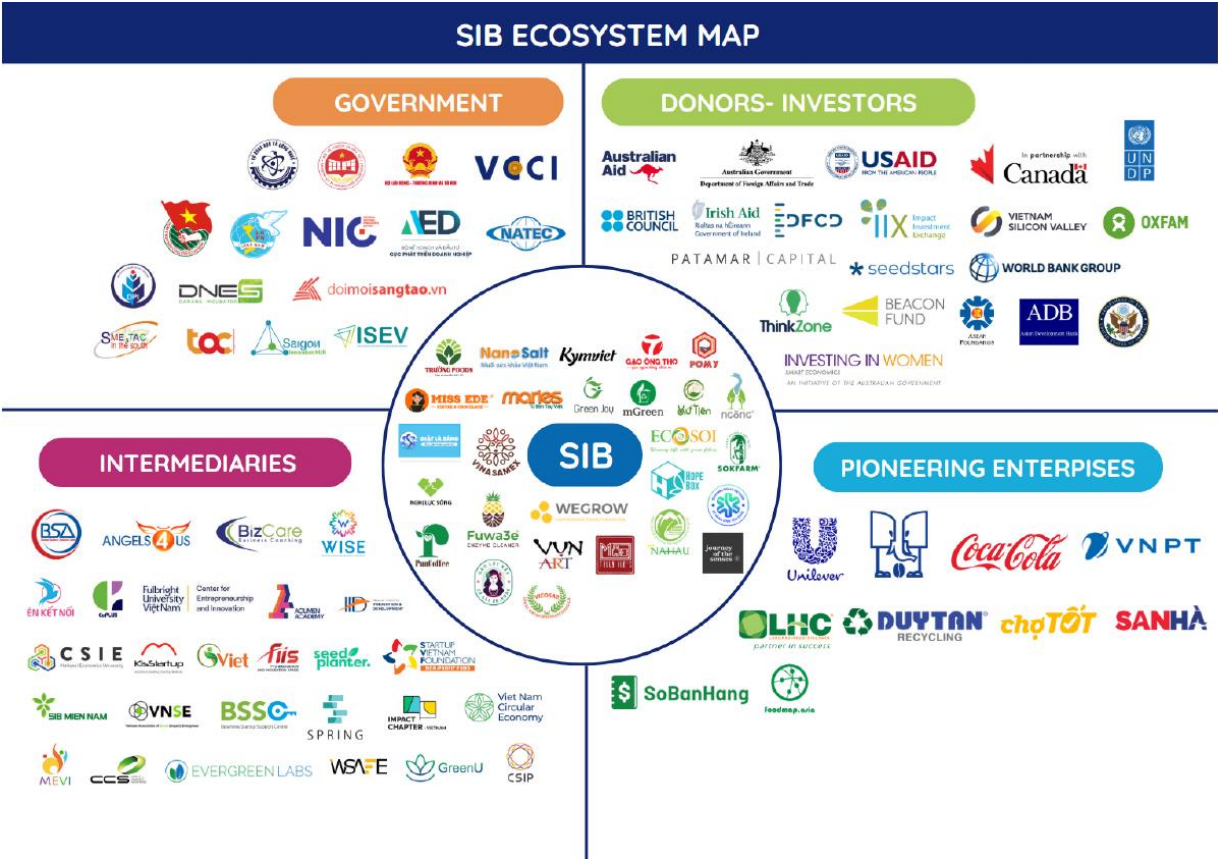
The Gender+ framework (based on Canada's GBA+) effectively addressed intersectional inclusivity, integrating these criteria into project activities and partner deliverables. The annual Gender Equality and Women's Empowerment Action Plans systematically enhanced awareness and capacities. The "Handbook on Mainstreaming Gender (+) in SIBs" offered practical integration tools, becoming a widely utilized resource.

As a result of these interventions, intermediaries and SIBs surpassed the project's targets, achieving 250% of the gender (+) integration target and 220% of the environmental integration target. These entities incorporated gender (+) and environmental actions into their service plans, focusing on areas such as gender-responsive business models and inclusive

leadership training for women, sustainable sourcing practices, and green practices, notably reducing plastic use and prioritizing eco-friendly products.

Summarize.

As Viet Nam accelerates efforts toward inclusive and sustainable economic growth—with the private sector at the center—SIBs are uniquely positioned to drive innovation, create jobs, and tackle social and environmental challenges. With continued support from development partners such as Global Affairs Canada, the foundation laid by the ISEE COVID project offers a scalable model for advancing an impact-driven private sector in the years ahead.



Picture 1. The SIB Ecosystem of Viet Nam in 2024¹

¹ Only some SIBs logos were shown due to the limited space.

PROJECT HIGHLIGHTS



SIB

558 SIBs

benefited from the project

60%

are women-led



16.186 workers

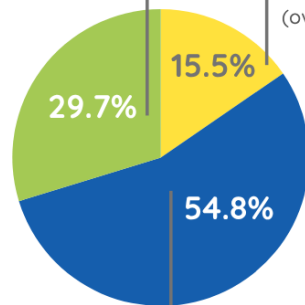
in the SIBs benefited from the project, mainly women, ethnic minorities, people with disabilities and gender-diverse communities... including women, ethnic minorities, and people with disabilities



Impact Measurement and Management (IMM) Framework for SIBs developed, trained and implemented

SIBs participating in basic support programs (less than 1 month)

SIBs participating in intensive support programs (over 3 months)



SIBs participating in growth support programs (from 1-3 months)



72 SIBs

successfully expanded their domestic and international markets



Export to

11 international markets



6 SIBs successfully mobilized funding with total value of over

31 billion VND

Ecosystem

200

Experts and intermediaries are supported to design, implement and improve service quality for SIBs.

65 coaches to support SIBs - SIB Champions

were trained, contributing to the development of a network of experts in localities such as Cao Bang, Thua Thien Hue, and Tra Vinh.

56 intermediaries

have been enhanced in capacity and connected internationally with Canada, South Korea, the Philippines, Indonesia and Malaysia.

Ecosystem Connectivity Initiatives



Quarterly Networking Activities and High-level policy dialogue alongside SIB Ecosystem's Annual Festival

SIB CONNECT



More than 1000 members

of 3 nationwide SIB networks to foster knowledge-sharing and partnerships to expand businesses.

Policy

White Book on Social Impact Business 2023

provide official definition and operation situation of SIBs.

Contribute to 11 relevant supporting policies for enterprises (including SIBs)

by completing 8 policy research and several consulting workshop.



265 representatives

from government agencies gained better understanding and capacity to support SIBs

Policy experiments to support SIB Ecosystem in Thua Thien Hue and Cao Bang

contributed to the development of local SIB ecosystem.

Picture 2. Project highlights

2. Key Actions and Specific Results

2.1. Immediate Outcome 1: Improved capacity of SIBs, especially those led by women and vulnerable groups, on sustainable business development and financing

Over the three-year implementation period, the project significantly surpassed its targets in enhancing the capacity of SIBs, particularly those led by women, ethnic minorities, persons with disabilities (PWDs), and gender-diverse groups. A total of **558 SIBs directly benefited** from the project through capacity-building activities, technical assistance, and financial support, achieving **186% of the original target**. More than **160 SIBs developed shock-response strategies**, exceeding the planned 90. Revenue increased in **71–83%** of participating SIBs across different years, with the highest growth rates over **10 times in comparison with 2021**. The number of business plans integrating **gender and environmental dimensions** exceeded expectations by **41% and 56%**, respectively. The intensive incubation and acceleration programs supported a combined **59 SIBs**, more than **three times higher** than the collective targets. Moreover, **253 successful investor connections** were made, and **70 SIBs** finalized online transactions, more than **doubling** expectations. These achievements translated into tangible impact: a total of **16,186 individuals**, primarily women, ethnic minorities, people with disabilities, and gender-diverse groups, had jobs and livelihoods created by SIBs, far exceeding the original target of 9,000. Collectively, these results demonstrate how inclusive and targeted support mechanisms have significantly enhanced the capacity of SIBs to grow, innovate, and access capital in an increasingly challenging post-pandemic environment.

Beyond the quantitative results, the project played a transformative role in improving the capacity, resilience, and sustainability of SIBs across Vietnam. By offering a portfolio of customized training, technical support, coaching, and market access interventions tailored to SIBs at various development stages, the project empowered them to recover from COVID-19 impacts, expand to new markets, and access new sources of finance.

Among **81 SIBs** participating in intensive support programs, **72 successfully expanded their domestic and international markets**, unlocking **eleven new international markets**. Additionally, the project helped SIBs mobilize **over 31 billion VND (more than 1.6 million CAD)** in funding to scale their operations. A key milestone was developing and implementing Viet Nam's first **Impact Measurement and Management (IMM) framework**, which was aligned with

the UN Sustainable Development Goals (SDGs). This framework was introduced through training sessions for both SIBs and impact experts, with each SIB paired with an expert to complete its IMM report. As a result, SIBs gained valuable insights into their impact and enhanced their ability to secure funding—several **received impact loans** within six months of completing their reports.

Supported SIBs also reported stronger leadership, better business planning, and improved operational sustainability. The combined effect of these achievements demonstrates the project's strong contribution to inclusive economic recovery and sustainable development through targeted support to impact-driven enterprises.

One of the project's highlights was raising awareness among businesses themselves about what it means to be a Social Impact Business (SIB). From there, many SMEs started to define themselves as SIBs. They became proud of their unique business models—ones that generate income while addressing social and environmental challenges.

“Being a SIB once felt like I was trapped in a beautiful outfit, hidden away in a dark room, longing to shine. My heart has always been deeply committed to creating jobs for ethnic minority families by teaching them how to cultivate medicinal herbs under the forest canopy, and harnessing the power of indigenous plants to develop healthcare products. Yet, I often found myself silenced by the fear of judgment, worrying that others might deem my dreams unrealistic. Thankfully, through the ISEE COVID project, I discovered a community of impact entrepreneurs who shared my struggles and aspirations. With the support we received, I’ve found the courage to share my story with the world. Now, I proudly watch as our e-commerce platform flourishes, with more customers than ever choosing to support our mission.”- Mr. Nguyen Van Thanh, founder of Green Alliance, Hue Province.

Key achieved and planned indicators of outputs: (please see full indicators in Annex 1)

INDICATOR	Total over three years	Target	Evaluation
IO1.1. Total number of SIBs, segregated by female-led/men-led and by EMs-led/PWDs-led/LGBTQI+ led	558 (60% female-led /38%men-led / 2% gender diverse-led	300 (60% female-led /40% men-led %EMs-led (60%	Exceeded quantitative target

INDICATOR	Total over three years	Target	Evaluation
(which are further segregated by EM female/female with disabilities/LGBTQI+ female), which directly benefit from the project.	15% EMs-led (68% led by EM female) 4% PWDs-led (38% led by PWD female)	led by EM female), %PWDs-led (60% led by female with disabilities), %LGBTQI+ led (60%led by LGBTQI+ female)	Sex disaggregation not met
IO1.2. Number of SIBs (participating in the project, segregated by female-led/men-led and by EMs-led/PWDs-led/LGBTQI+ led (which are further segregated by EM female/female with disabilities/LGBTQI+ female), have revenue increased.	92 (66% female-led /28% men-led /5% gender diverse-led 26% EMs-led (79% led by EM female), 8%PWDs-led (71% led by female with disabilities))	90 (60% female-led /40%men-led %EMs-led (60% led by EM female), %PWDs-led (60% led by female with disabilities), %LGBTQI+ led (60% led by LGBTQI+ female)	Exceeded target
OP 1.1.2.1. Number of SIBs participating in the incubation program and receive seed-funding, segregated by female-led/men-led and by EMs-led/PWDs-led/LGBTQI+ led (which are further segregated by EM female/female with disabilities/LGBTQI+ female)	59 (68% female-led /29% men-led / 3% gender diverse-led 12% EMs-led (100% led by EM female), 14% PWDs-led (63% led by female with disabilities))	18 (60% female-led /40%men-led %EMs-led (60% led by EM female), %PWDs-led (60% led by female with disabilities), %LGBTQI+ led (60% led by LGBTQI+ female)	Exceeded target
OP 1.2.3.1. Number of meetings and connections with investors and funding agencies made for SIBs, segregated by female-led/men-led and by EMs-led/PWDs-led/LGBTQI+ led (which are further segregated by EM female/female with disabilities/LGBTQI+ female)	253 (63% female-led /36% men-led / 1% gender diverse-led 12% EMs-led (92% led by EM female), 8% PWDs-led (63% led by EM female))	150 (60% female-led /40%men-led %EMs-led (60% led by EM female), %PWDs-led (60% led by female with disabilities), %LGBTQI+ led (60% led by LGBTQI+ female)	Exceeded target

Through these efforts, the project has played a pivotal role in strengthening the financial and operational sustainability of SIBs, enabling them to scale and thrive in both domestic and international markets. Please find one successful story below:

BhNong is one of over 70 Social Impact Businesses (SIBs) that participated in the intensive support programs of the ISEE COVID project. BhNong received a COVID-19 Recovery Support Package valued at approximately CAD 5,200, along with tailored training and one-on-one coaching on business management, domestic and export market development, and fundraising skills.

As a result of this comprehensive support, the company developed a new product—vegan sprouted brown rice milk—that expanded its domestic market and secured its first export order to China at the Canton Fair. Notably, in 2023, BhNong successfully raised CAD 260,444 in exchange for 20% of its shares through the SharkTank program. The business is currently working with over 20 farming households to cultivate brown rice as a raw material. All employees are women (approximately 18–20 individuals), earning wages considered above average in the local area.



"I once left my quiet, rural village in search of opportunities in the city, chasing the same dream that many others from poor communities. But no matter how far I went, my heart remained anchored to my homeland. Eventually, I found myself returning—not as someone defeated, but with a burning desire to build something meaningful right where I came from.

Starting my business wasn't just about success. It was about creating jobs for my people—the Bh.Nong ethnic community—and protecting the heritage of our traditional brown rice. I dreamed of a future where, at the end of each workday, Bh.Nong women in their purple uniforms would step out of the factory with pride and joy, knowing they had a stable, safe job in their own village. That dream is now becoming reality, and it's only the beginning."

Ms. Minh Nga Vo- CEO- BhNong



2.2. Immediate Outcome 2: Strengthening the Ecosystem of Intermediary Organizations Supporting SIBs, Particularly Those Led by or Serving Women and Vulnerable Groups

2.2.1 Supporting the SIB Intermediaries.

By the end of 2024, the SIB ecosystem had transformed into a dynamic, cohesive, and actively engaged network, thanks to the project's comprehensive support, from a previously fragmented ecosystem.

The project implemented a wide range of capacity-building initiatives, reaching nearly **200 intermediary organizations**, including both established entities and new entrants supporting SIBs, **nearly 7 times the original plan**. Their services were designed with strong gender and environmental integration, reaching 157 and 143 services - nearly **250% and 220% higher** than the targets of 45, respectively. Regarding intermediaries' leaders, the project engaged 83 leaders, 75% of whom were women, **four times** the initial target of 21. These efforts enabled SIB intermediaries to develop and apply more appropriate models for accessing, providing training, and supporting SIBs—especially those operating in rural areas or led by/serving women and other vulnerable groups.

Key interventions included:

- **For existing intermediaries:** Enhancing governance, business sustainability, and gender/environmental integration, impact measurement and management, facilitating regional learning exchanges.
- **For mainstream and new intermediaries:** accelerate capacity to design and test new SIB support services, emphasizing sustainable finance.
- **Addressing geographical disparities:** through the SIB Innovation Champion program, training experts in urban and rural areas, and enhancing local expertise, ecosystem connectivity, and service quality.
- **Connect and exchange knowledge for the SIB Ecosystem of Viet Nam:** virtual forum and tours with the Canadian ecosystem and the ASEAN ecosystems.

Report of UNDP and CSIP (2023) showed that most organizations supporting Social Impact Businesses (SIBs) are concentrated in major cities such as Hanoi and Ho Chi Minh City, with a higher presence in the Northern region and significantly fewer in the Central and Southern regions of Viet Nam. In response, the project prioritized support programs for new/mainstream intermediaries and SIB Innovation Champion training initiatives, with over **65%** of selected organizations and individuals coming from the Central and Southern regions.

The results clearly demonstrate impact: **15 intermediaries successfully developed and tested new products and services to support SIBs**. This achievement was made possible through synergized funding from **GAC and NORAD**, enabling participants not only to gain

enhanced knowledge but also to design programs focused on social impact in general and plastic-related initiatives in particular.

In addition, the **SIB Innovation Champions** network was especially connected and active in **Thua Thien Hue Province (Central region)** and **Tra Vinh Province (Southern region)**, where active local champions worked closely with stakeholders to co-create and strengthen the local SIB ecosystems.

Key achieved and planned indicators of outputs:

INDICATOR	Total over three years	Target	Evaluation
ImO2.1. Number of intermediaries benefiting from the project.	200	30	Exceeded target
ImO2.2. Number of intermediaries' services that are designed and delivered with integration of gender issues.	157	45	Exceeded target
ImO2.3. Number of intermediaries' services that are designed and delivered with integration of environmental and climate change issues.	143	45	Exceeded target
ImO2.4. Number of intermediaries' leaders participating in the project, segregated by female and male, improve their capacity to support SIBs.	83 (75% female)	21 (60% female)	Exceeded target



"As an agricultural expert, I've always been driven to support farmers—predominantly ethnic minority communities living in remote areas. People often ask how, as a woman, I manage to do this kind of work. While other experts may hesitate to go to far-flung, the most difficult regions, I willingly step forward. I simply think: If not me, then who?"

Every time I come to a village to teach people how to grow crops and make organic fertilizers or pesticides, I feel a deep sense of happiness. Seeing the villagers gather eagerly to learn, sitting cross-legged in their stilt houses, with young mothers carrying babies on their backs while listening to me, especially when the damaged crops, affected by chemicals, become green again—those are the moments when I know my work truly matters."

Ms Thi Thu Nguyen- SIB Innovation Champions- CEO of MEVI

Ms. Nguyen Thi Thu is one of the pioneering SIB Innovation Champions. She applied the coaching skills she learned during the SIB Innovation Champion Launchpad program in her work. By asking the right questions, Thu inspired the ethnic minority women to think critically and devise their own solutions. Thu developed a comprehensive impact program that could provide business services for SIB in rural and remote areas, create local champions, and also strongly engage the local authorities. This model is now implemented in four provinces and will be scaled up.

2.2.2 Strengthen connections and collaboration within the SIB ecosystem.

To accelerate the growth of a resilient and inclusive social impact business (SIB) ecosystem in Viet Nam, the ISEE-COVID Project has championed cross-sector collaboration and convened diverse stakeholders through a series of high-impact in-person and virtual platforms. These initiatives have helped foster shared leadership, catalyse innovation, and shape a unified national direction for ecosystem development.

INDICATOR	Total over three years	Target	Evaluation
OP 2.1.1.1. A network for SIB intermediaries established, whose agenda includes the response to crises such as COVID-19	7	01 network established	Exceeded target
OP 2.1.1.2. Number of SIB network members	1039	100	Exceeded target

Beyond its original indicators, the ISEE COVID project achieved additional impactful outcomes. The project produced Viet Nam's first comprehensive "**Landscape Report on SIB Support Organizations**" providing an in-depth analysis of intermediaries, their roles, relationships, and challenges, along with strategic recommendations for their continued development and contribution to the SIB ecosystem. Furthermore, the project significantly advanced the awareness and understanding of the SIB concept through active participation in major ecosystem forums, such as the Impact Business Forum hosted by Forbes Vietnam and the TechFest Vietnam series from 2022 to 2024. These strategic outreach initiatives effectively embedded the SIB model into broader discussions on innovation and entrepreneurship, engaging over 1,000 stakeholders and solidifying the role of social impact within Vietnam's national development agenda. Collectively, these results illustrate the project's role not only as

a facilitator of planned activities but as a key driver of additional, meaningful contributions to the sustainability and visibility of Viet Nam's SIB ecosystem.



"Special thanks for the impactful connection from the SIB ecosystem. Following the initial interaction at SIB CONNECT 2024, after meetings and site visits, Simexco Daklak has placed its first test order for the Net-Zero pallets. These pallets were used for our coffee containers exported to the US in April 2025"

Mr Le Duc Huy- Chairman, Simexco Daklak

2.2.3 Establishing and Strengthening Viet Nam's First Comprehensive Support Center for SIB- SIB Hub:

Since its establishment in June 2022, the SIB Hub—Vietnam's first comprehensive support center dedicated to Social Impact Businesses (SIBs)—has demonstrated significant quantitative achievements and tangible impacts. Acting as a national focal point for information sharing, service provision, and ecosystem networking, the Hub effectively met all numeric targets: over 250 SIBs received tailored technical support incorporating gender, social, and environmental considerations; 29 training and knowledge-sharing events were successfully organized; nearly 600 connections with experts, investors, distributors, and support organizations were facilitated; and VND 1 billion in loan capital was mobilized. Additionally, product exhibitions at two Hub locations generated more than VND 106 million in direct sales for participating enterprises. The Hub also successfully built a vibrant online community, growing to over 1,060 members, significantly raising public awareness about the SIB concept.

Despite these clear quantitative achievements, SIB Hub faced notable challenges in achieving broader, outcome-based objectives. Initially envisioned as the primary focal point representing the interests and voices of the SIB community to policymakers, SIB Hub's impact at this strategic advocacy level remains limited. While the Hub's strategic location within the

Ministry of Planning and Investment's premises enabled initial government engagement—particularly with the Northern SMEs Support Center—its structural independence from direct governmental oversight limited its capacity to formally influence policy discussions.

The most critical challenge facing SIB Hub is its sustainable business model and cash flow generation. Similar to other intermediary organizations serving disadvantaged enterprises, SIB Hub's target clients—particularly vulnerable SIBs—often lack the financial capacity to pay for support services directly. Consequently, the Hub remains financially reliant on external funding sources, including donor grants and state budgets. This dependency creates tension between operating as a self-sustaining commercial entity and fulfilling a mission-driven role similar to that of an NGO.

However, despite these operational and structural challenges, valuable lessons and best practices from the SIB Hub have been systematically documented, shared, and formally transferred to the Agency for Enterprise Development (AED) under the Ministry of Planning and Investment. Comprehensive data sets of 230 SIBs, operational guidelines, successful strategies, business models, and practical lessons are now publicly available through imapvietnam.org. The project team strongly believes that disseminating these resources widely will substantially benefit future initiatives, enabling similar models to avoid past challenges and achieve greater success.

Ultimately, while acknowledging the inherent difficulties faced, SIB Hub's contributions have laid crucial groundwork for future replication. The robust collection and dissemination of lessons learned, practical insights, and operational frameworks significantly enhance prospects for more effective ecosystem support models, ensuring lasting, impactful development of Viet Nam's growing SIB community.

2.3. Immediate Outcome 3: Strengthened capacity of government policymaking that enables SIBs to be gender-responsive, inclusive and transparent.

A key highlight of the ISEE COVID project was the meaningful engagement of government officials at both central and local levels, who transitioned from being mere recipients of knowledge to proactive co-creators and implementers of support initiatives for SIB. Initially, government officials participated in capacity-building and knowledge-sharing

activities, with **265 government officials** (51% women) significantly enhancing their skills through training sessions and policy pilot activities. However, over time, they evolved into active leaders, driving significant interventions.

At the central level, officials from the Agency for Enterprise Development (AED) under the Ministry of Planning and Investment (MPI) played an instrumental role. Their active involvement contributed to the successful integration of SIB concepts into policies, resulting in **eleven gender-responsive policies supporting SIBs**, surpassing the initial target of four. A major milestone was the launch of **Vietnam's first White Book on SIB**, officially recognizing SIBs and laying a foundation for structured support mechanisms. For the first time, SIBs were formally acknowledged in high-level resolutions such as **Government Resolution No. 66/NQ-CP (2024)** and **Politburo Resolution 68 (2025)**, proposing the inclusion of SIBs in the legislative agenda by 2026.

Notably, AED integrated innovative methodologies piloted by ISEE COVID, such as stage-specific enterprise support, the model of creating business support experts (like SIB Innovation Champions), and coaching practices, etc... into its national support programs. This was confirmed by the email from the Director General of AED to the Resident Representative of UNDP and the Development Counselor of the Embassy of Canada.

At the local level, the project had a significant impact on provinces such as Cao Bang and Thua Thien Hue through targeted capacity-building and policy pilot interventions. Over three years, local officials evolved from having a limited understanding of SIB concepts to becoming proactive leaders, initiating local activities, and mobilizing resources. The provincial plans to support SIB development in Thua Thien Hue and Cao Bang have been developed; however, the ISEE COVID project has limited resources and can only focus on a few impactful activities. In Hue's Phuoc Tich heritage village, over 15 comprehensive initiatives were implemented using local and international funding sources mobilized by the staff of DPI, visibly transforming the community and increasing the quality and quantity of active SIBs. In Cao Bang, through the partnership between the Department of Planning and Investment and the Department of Science and Technology, project activities were integrated into provincial SME and startup programs, resulting in sustained and practical support for SIBs.

In its final year (2024), the project expanded to Tra Vinh Province, launching initiatives to build a local SIB ecosystem and training local government officials to become SIB Champions. Twelve SIB local champions graduated from the program, mostly local government officials,

becoming key drivers of local SIB support activities, significantly strengthening the province's business ecosystem.

Notably, many SIBs and SIB Champions who were supported under Components 1 and 2 of the project were actively involved in the local policy pilots under Component 3. This cross-component collaboration—between public officials and motivated grassroots actors—played a vital role in the success of local SIB ecosystems.

Overall, the project achieved transformative impacts that extended beyond quantitative results, profoundly changing the mindsets of government officials and leading to practical, meaningful actions, thereby establishing a robust foundation for the sustainable development of the SIB ecosystem.

Key achieved and planned indicators of outputs:

INDICATOR	Total over three years	Target	Evaluation
IO2.1: Number of gender-responsive policies having SIBs included in Viet Nam (national and provincial level)	11	4	Exceeded target
IO2.2. Establishment of an annual policy dialogue on SIB development that engage voices from female leaders and female beneficiaries of SIBs	4 (67% female)	Annual dialogue system on SIBs (50% female participation in dialogues)	Achieved
OP 3.2.1.1: Percentage of participations in the policy consultation workshops that are female leaders and female beneficiaries of SIBs, SIB intermediaries and other stakeholders	64%	60%	Exceeded target
OP 3.3.1.1: Number of local government officials participating in the capacity building program, segregated by female and male	265 (51% female, 49% male)	90 (60% female, 40% male)	Exceeded quantitative target Sex disaggregation not met



"Hearing the story of a young female CEO returning from the city to her poor hometown, determined to create jobs and change lives, truly moved me. Her gratitude for the timely support from the ISEE COVID project was heartfelt, and as someone who also came from the countryside, I understand how much the right support at the right time can mean.

Some ideas can revive entire villages; some people's determination can transform entire communities. I deeply respect the efforts of SIB leaders and sincerely thank GAC and UNDP for walking alongside us at AED to build such a meaningful and inspiring ecosystem. I hope we can continue this journey and further strengthen Viet Nam's SIB movement."

Mr. Anh Tuan Bui- Director General- Agency for Enterprise Development (AED), Ministry of Planning & Investment

2.4 Gender (+) and Environmental Integration in the project.

The project adopted a Gender Plus (Gender+) framework, based on Canada's GBA+ (Gender-based Analysis Plus) approach, which uses an intersectional lens to address various factors such as ethnicity, disability, and sexual orientation, alongside gender. This approach has proven instrumental in making SIBs more inclusive and effective in their impact-driven business models. Over the course of the project, gender (+) and environmental indicators were integrated into the terms of reference and deliverables for all partners, ensuring a consistent focus on these issues across the entire implementation cycle.

Every year, the project team updated the Annual Gender Equality and Women's Empowerment (GEWE) Action Plans, which provide a structured approach to raising awareness, building capacity, and disseminating best practices related to gender and environmental sustainability within the SIB ecosystem.

An important outcome of the project was the development of the "Handbook on Mainstreaming Gender (+) in Social Impact Businesses," a practical guide offering tools, techniques, and best practices for integrating gender and environmental issues into SIBs' operations. This resource has become a valuable reference for SIBs and ecosystem intermediaries alike, contributing to the successful mainstreaming of these principles in business practices across the sector.

From 2022 to 2024, the project organized 13 training sessions, engaging 265 participants (64% women, 2% gender-diverse individuals) on enhancing the integration of gender (+) and environmental considerations into SIBs. These trainings emphasized the importance of incorporating gender and environmental sustainability into business models, organizational culture, and brand narratives. Ongoing technical support, including biweekly meetings with contractors, further bolstered this effort.

As a result of these interventions, intermediaries and SIBs surpassed the project's targets, achieving 250% of the gender (+) integration target and 220% of the environmental integration target. These entities incorporated gender (+) and environmental actions into their service plans, focusing on areas such as gender-responsive business models and inclusive leadership training for women, and sustainable sourcing practices. Notable examples include GreenU, which provided training on female leadership, and Bizcare, which designed gender-based solutions for SIBs.

At the enterprise level, 100% of SIBs involved in intensive programs developed business models that incorporated gender and environmental considerations. Key initiatives included creating more jobs for women, ethnic minorities, and people with disabilities, as well as implementing gender-sensitive working policies and green production practices. SIBs like Vun Art, Truly Hue's, Miss Ede, GreenJoy, and SokFarm have led the way in integrating these values into their operations.

The project also embedded gender and environmental criteria into its gender-sensitive communication activities and in policy reviewing and piloting programs, as well as its monitoring and evaluation system from the outset. A gender plus - disaggregated baseline survey in 2022 provided critical data for planning and reporting, while the integrated SIB Hub data system, updated regularly from 2023 to 2024, informed programming and reinforced transparency. Periodic reports from SIBs and partners reflected gender- and environment-disaggregated indicators, ensuring accountability and promoting continued progress.

The details of Gender and Environmental issues and Project interventions can be found in Annex 3 and Annex 4.

Key achieved indicators include:

INDICATOR	Total over three years	Target	Evaluation
Im02.2. Number of intermediaries' services that are designed and delivered with integration of gender issues.	157	45	Exceeded target
Im02.3. Number of intermediaries' services that are designed and delivered with integration of environmental and climate change issues.	143	45	Exceeded target
OP 2.2.1.5. Level of gender issues integrated in the capacity building programs	100%	100%	GEN2 Achieved
OP 2.2.1.6. Level of environmental and climate change issues integrated in the capacity building programs	100%	100%	Achieved
OU1: Number of vulnerable people, segregated by female/male and by other vulnerable groups (EMs/PWDs/LGBTQI+ and EM female/female with disabilities/LGBTQI+ female), having jobs and livelihoods created by SIBs	16186 (59% female, 1% gender diverse, 40% male 41% EMs 2% PwDs)	9000 (60% female)	Exceeded quantitative target Sex disaggregation not met
OU2: Level of income increase for vulnerable people that work for SIBs or belong to the workforce of SIBs' supply chain (Average Increase Compared to 2021)	2022: 30% 2024: 37% ⇒ Overall Average Increase: 33%	5% compared to 2021	Exceeded target

These results illustrate the project's success in embedding gender (+) and environmental considerations throughout its cycle, ultimately strengthening the SIB ecosystem and promoting inclusive, sustainable growth.

Overall, the project laid a strong and sustainable foundation for advancing a gender-responsive, inclusive, and impact-driven SIB ecosystem that will continue to grow beyond the project's lifetime.

3. Financial report

On 30 April 2025, total project expenditures reached 100% of the budget transferred from GAC to UNDP, over CAD 3,000,000 (due to the difference in exchange rate between CAD, USD, and VND). The accumulative financial report can be found below.

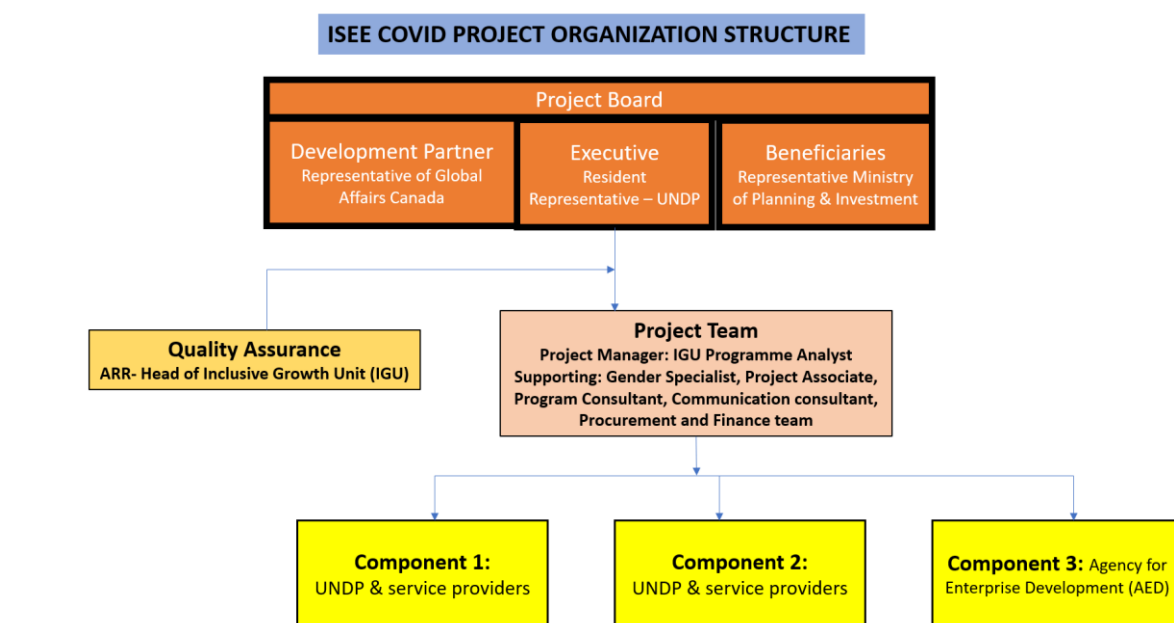
	Activities / Years	2021	2022	2023	2024	2025
A.	Component 1: Improved capacity of SIBs, especially those led by women and vulnerable groups, on sustainable business development and financing	16,695	411,715	340,471	111,780	0
B.	Component 2: An Improved ecosystem of Intermediaries supporting SIBs, especially those led by women and vulnerable groups	14,308	231,223	507,932	247,158	0
C.	Component 3: Strengthened capacity of government policymaking that enables SIBs to be gender-responsive, inclusive, and transparent	-	22,883	280,892	141,698	0
D.	Monitoring and Evaluation (M&E)		28,235	21,742	28,980	37,880
E.	Project Management, Audit, Operation	84,947	143,356	274,693	267,421	47,976
	Total	115,950	837,412	1,425,730	797,038	92,724

4. Project management and Oversight:

The ISEE-COVID project is implemented under the direction of the Ministry of Planning and Investment (MPI), with the Enterprise Development Department (AED) serving as the project's lead agency, while UNDP is responsible for oversight and technical support. UNDP oversees the implementation of Component 1 – Strengthening the capacity for sustainable business development and financial access for SIBs, and Component 2 – Enhancing the ecosystem of intermediary organizations supporting SIBs, particularly those focused on women and vulnerable groups. AED is responsible for directly implementing Component 3 – Strengthening policy development capacity to support SIBs, with an emphasis on gender inclusivity, transparency, and equity. Issues related to gender (+) and the environment, as well as activities aimed at creating impact across all three components, are strongly supported and guided by UNDP, ensuring consistency and effectiveness throughout the implementation process.

Effective collaboration and communication among stakeholders, including GAC, UNDP, MPI, and other partners, have played a pivotal role in ensuring the smooth implementation of the project and achieving the intended outcomes. Maintaining and strengthening these collaborative relationships is crucial for the successful execution of the project's initiatives. Furthermore, the flexibility in coordinating and linking with local government programs and leveraging non-financial resources has significantly contributed to the project's success during its pilot phase.

Project oversight is conducted annually by the Project Steering Committee, which includes representatives from UNDP, the Enterprise Development Department, and the Canadian Embassy in Vietnam. This committee ensures that the project activities are on track and that the established goals are met.



Picture 3. ISEE COVID project organization structure

III. RISK, ISSUES AND LESSONS LEARNT

1. Audit results and Risk management

Audit results:

Over the nearly four years of project implementation, UNDP conducted two spot checks with AED using the audit service of an independent audit company. Both times, the results were assessed as positive, with risk levels rated as Low. At the beginning of 2025, UNDP Viet Nam welcomed the global UNDP audit mission, and the ISEE COVID project was selected as one of the spotlight projects for focused auditing. The outcome confirmed that the ISEE COVID project demonstrated good practices in complying with UNDP regulations in project management.

Summary Table of Risk Mitigation Measures

Risk Category	Risk Mitigation Measures
Financial Mismanagement/Corruption	<i>On the Responsible Party (Agency for Enterprise Development):</i> - UNDP and AED signed a Letter of Agreement (LoA) every year, based on the annual work plan - At the end of each quarter, AED reported to UNDP about their spending in this quarter and asked for an advanced budget for the next quarter.

Risk Category	Risk Mitigation Measures
	- End of the year, AED reported all expenditures and activities' results to UNDP On granting for SIBs/ intermediaries: - The UNDP, AED, and an independent evaluation board comprising well-known experts, investors, and SIB ecosystem leaders collaborated to select the most suitable SIBs/intermediaries to receive grants. - A robust grant monitoring framework was developed and implemented. Spending plans of SIBs were required to be approved by the direct coach and UNDP Program Analyst. A maximum of 30% of the grant was transferred after the plans were approved, and the remaining 70% was assigned only after the SIBs had completed all activities outlined in their plans. - Bi-weekly, SIBs and Coaches(who supported SIBs and monitored SIBs' activities), or intermediaries reported to UNDP over a six-month support period - Project fund management followed international standards and UNDP rules, helping minimize financial vulnerabilities. On the procurement process: - All procurement tasks under the ISEE COVID project were made to follow the UNDP's policies on procurement, which could be found in this LINK. - All payments are made upon the approval of relevant Deliverables - Monitoring by bi-weekly meetings, UNDP directly joined in designing and implementing activities. Direct communication channels between UNDP and beneficiaries were created and are active.
Climate Change and Environment (CCE)	- Rapid environmental assessments (SESP) were conducted for all businesses/contractors' proposals, following UNDP global safeguards. - CCE-related selection criteria were integrated to encourage proactive engagement. - Awareness raising and technical support on CCE issues (e.g., reducing emissions, reducing plastic, sustainable production, ecosystem restoration...) were provided. SIBs were supported in transforming their business models and connected with CCE networks. - M&E templates and guidance were developed to track climate-related progress.
Policy and Regulatory Environment	- UNDP leveraged strong partnerships with the Agency for Enterprise Development (AED), under the Ministry of Planning and Investment, to push for enabling policies.

Risk Category	Risk Mitigation Measures
	- Every year, the target and action plans on policy advocacy are reviewed and updated based on the actual situation - Ensure the participation and leading role of AED, and the local government authorities in relevant project interventions
SIB Ecosystem Sustainability	- Instead of a single intermediary network, the project strengthened multiple community-led networks (e.g., Connecting Swallow, SIB Southern Club). - Built capacity and empowered the local government officials to become the local SIB Champions - Advocacy for support policies that aim to unlock public and private funding for developing the SIB ecosystem. - Exit strategies were developed for the sustainability of key initiatives (SIB CONNECT, SIB Leaders Gathering...).
Gender and Social Inclusion (GBA+)	- Targeted support services prioritized and provided for women-led, ethnic minority, PWD, and gender-diverse led SIBs through the project's interventions. - Gender and social dimensions were integrated into business models and planning tools through the use of tailored templates and technical guidance for SIBs, and into capacity-building programs for government officials, intermediaries, and communication materials. - Special training sessions were provided on women's leadership, sexual harassment prevention, inclusive business culture, and DEI (Diversity, Equality, Inclusion) for SIBs and SIB intermediaries. - Best practices were documented and shared across the ecosystem.

2. Lessons learned

After three years of implementation, the ISEE COVID Project has drawn important lessons that can guide future initiatives aimed at strengthening the SIB ecosystem in Viet Nam:

- **Effective Collaboration and Communication Among Stakeholders:** Close coordination between GAC, UNDP, MPI, and other partners played a vital role in ensuring smooth project implementation and achieving the planned results. Maintaining and further strengthening this collaboration will be critical for future initiatives. Additionally, the project's flexibility in coordinating with local government programs and mobilizing non-financial resources significantly contributed to the success of the pilot phase.

- **High flexibility** in engaging and connecting with local government programs, as well as mobilizing in-kind contributions, played a crucial role in the project's success at the pilot stage.
- **Connecting SIBs with Pioneer Businesses:** Promoting the value of SIBs within the community of pioneer businesses and facilitating connections between SIBs and these enterprises proved to be a promising strategy for driving ecosystem growth. However, this process requires substantial time and effort. Given the expertise and abundant resources that pioneer businesses can offer, future programs should focus on expanding these partnerships to create more development opportunities for SIBs.
- **Bridging the investment gap for SIBs** remains a challenge, as most SIBs are still small in scale. Some have successfully raised approximately **\$500,000**, primarily from domestic investors. Expanding opportunities for matching domestic angel investors and venture capital funds could be an effective strategy, particularly for SIBs seeking investments below **\$1 million**.
- **The Impact Measurement and Management (IMM) Report** has attracted strong interest from **SIBs and impact experts**. As buyers' and investors' **ESG requirements** continue to evolve, securing additional resources to **continue and expand IMM implementation** will be critical.
- **Stakeholder engagement** has seen initial successes, but long-term, sustainable linkages remain limited—both among SIBs and between SIBs, large enterprises, and intermediary organizations. Strengthening these connections should be a key focus moving forward.
- **Scaling up participation and capacity-building efforts** is essential. While the project employed diverse implementation methods, resource constraints limited the number of participating SIBs, intermediaries, and government officials. Future projects should prioritize expanding outreach and engagement to maximize impact

3. **Exit strategy:**

With the formal conclusion of the ISEE COVID project, UNDP and the Agency for Enterprise Development (AED) initiated a series of transition measures to sustain the project's impact and continue advancing the Social Impact Business (SIB) ecosystem in Viet Nam.

Continued Capacity Building and Support for SIBs

- **For High-Quality Capacity Building Programs:** UNDP has fully transferred the SIB Innovation Champions training materials and methodology to the SIB Champions and intermediaries, along with three years of direct mentoring and technical support. We are confident that these champions will continue to serve as key drivers for strengthening the SIB ecosystem across the country. The network of over 70 SIB Champions, including a growing number of local government officials acting as Local SIB Champions, is expected to continue offering peer support and mentoring. Particularly, local champions embedded within provincial authorities are well-positioned to mobilize public resources and leverage development projects to further assist local SIBs.
- **For Intermediary Organizations:** With the rapid increase in the number of organizations currently supporting or with the potential to support SIBs in the last 3 years, the project's capacity-building initiatives have equipped them with improved business models and service delivery tools. These intermediaries are expected to continue providing quality support to a growing number of SIBs nationwide.

Policy Advocacy and Institutionalization

With the inclusion of the SIB model in high-level resolutions issued by the Politburo and the Government of Viet Nam, and with the upcoming revisions of the Enterprise Law and the SME Law in 2026, there is a concrete opportunity to institutionalize the SIB concept within national legislation formally. This would help open opportunities for SIBs to access government support mechanisms. However, sustained policy advocacy will be essential in the coming period to ensure the successful legal recognition of SIBs.

Knowledge and Information Transfer

UNDP has formally handed over all project-related knowledge assets to the new Agency for Private Economy Development (APED), including:

- Research and analytical reports;
- Activity documentation (results, lessons learned, templates);
- Training materials for SIBs, intermediary organizations, and government agencies;
- Communication assets (videos, photos, press coverage).

APED is expected to use these resources to continue scaling up SME and SIB support programs by leveraging the best practices and lessons learned from the ISEE COVID project.

Financial Sustainability of the SIB Ecosystem

The inclusion of SIBs in official policy documents and resolutions opens up new channels for mainstream financial support from the government and other sources. It is anticipated that SIBs and ecosystem actors will increasingly benefit from these mechanisms going forward.

As for UNDP, we remain committed to positioning SIBs as a core driver of inclusive and sustainable development. Supporting SIBs will remain a strategic priority across future programmatic initiatives aimed at empowering vulnerable groups and fostering innovation and resilience in Viet Nam.

SIB Ecosystem Connectivity:

The project's networking and ecosystem-building initiatives have been, and will continue to be, sustained—particularly through active online communities. Human connection remains the most resilient foundation for collaboration. Besides, the wide range of online exchange groups—connecting SIBs with each other, as well as with support organizations and government agencies at both central and provincial levels—continues to operate actively. These platforms are regularly used to share information, exchange experiences, and explore new business opportunities. These strong, people-centered connections were built during the project and are expected to endure and evolve beyond its conclusion.

4. Emerging challenges:

For policy:

- Despite the inclusion of the SIB term in high-level resolutions (Resolution No. 66/NQ-CP by the government and Resolution 68 by the Politburo on private economic development), this concept has not yet been integrated into the relevant laws, implementation circulars, or decrees. The absence of official legal status still limits access to public support schemes, preferential procurement policies, and impact-linked financing.
- While national-level policymakers strongly support the SIB concept, local government officials require additional time to comprehend it fully.

- There remains a critical need to formalize the definition of SIBs, necessitating ongoing policy advocacy efforts extending beyond the duration of the ISEE COVID project.

For SIBs:

- **Micro and small-scale dominance:** Most SIBs remain micro or small in size, making them more vulnerable to market fluctuations and external shocks. Their dual focus on profit and social/environmental impact, while meaningful, can also strain limited resources and capacities.
- **Limited access to finance:** Access to capital remains a significant bottleneck. Most SIBs lack sufficient collateral or formal financial history to qualify for conventional loans. More systemic efforts are needed to expand access to concessional government funds and attract private sector investment (both domestic and international), especially below the USD 1 million ticket size.
- **Rising trade barriers:** International market access is becoming more challenging due to tightening environmental and due diligence requirements. Regulations like the EU Carbon Border Adjustment Mechanism (CBAM) and EU Deforestation Regulation (EUDR) require higher compliance standards—posing cost and capacity burdens on SIBs seeking global market entry.

For the Ecosystem:

- **Fragmented collaboration mechanisms:** Connections among ecosystem actors—SIBs to SIBs, SIBs to large enterprises, and SIBs to intermediaries—remain at a nascent stage. A more structured and sustainable coordination mechanism is needed to foster deeper and long-term collaboration.
- **Underdeveloped local ecosystems:** SIB ecosystems at the provincial level remain underdeveloped, particularly in rural or remote areas. Support infrastructure and access to mentors, intermediaries, and market linkages are limited, impeding localized ecosystem growth.
- **Low awareness among public stakeholders:** Awareness of the SIB model and its role in sustainable development remains low among many government officials and the general public. This hinders demand for SIB products/services and limits buy-in from policymakers.

- **Weak global integration:** The Vietnamese SIB ecosystem is only beginning to connect with international networks and platforms. More international exchanges, cross-border partnerships, and peer learning opportunities are needed to strengthen Vietnam's visibility and participation in the global impact business movement

IV. CONCLUSIONS AND WAYS FORWARD

In the coming period, the SIB ecosystem in Viet Nam stands before significant opportunities for strong growth, fueled by a stable macroeconomic environment, the government's increasing attention to the private sector and sustainable business models, and a rising trend among consumers favoring socially and environmentally responsible products.

With the SIB movement in recent years, with the pioneering of the ISEE COVID project, the SIB Ecosystem in Viet Nam became more vibrant and connected. The initial success included innovative and impactful SIB models, the increase in quality and quantity of the SIB intermediaries, and the strong leadership from the government of Viet Nam. However, the SIB ecosystem also faces significant challenges. The lack of formal legal recognition for SIB in implementing policies hampers their ability to access support policies and financing sources. Moreover, access to investment funds and bank loans remains limited, as the financial potential of impact-driven business models is not yet fully recognized. The development of local SIB ecosystems remains uneven, particularly in remote and disadvantaged areas, where SIBs encounter barriers to accessing information, networks, and support programs.

In this context, to ensure the sustainability of the SIB ecosystem and build on the positive results of the ISEE COVID project, strategic solutions are needed to improve the legal framework, expand financial opportunities, enhance capacity, and foster stronger connections between SIBs, larger enterprises, support organizations, and investors. The following recommendations propose specific measures to address existing barriers and promote the long-term growth of the SIB community in Viet Nam:

Improving the Legal and Policy Framework to Support SIBs

One of the biggest barriers to the growth of the SIB ecosystem in Viet Nam is the absence of a clear legal framework. Although the White Paper on SIBs has introduced an initial definition, the lack of formal legal recognition makes it difficult for SIBs to access support programs and financial resources. Specific steps should be taken to integrate SIBs into the national policy system:

- **Officially Recognize SIBs in the Legal System:** The revision of the Enterprise Law and the development of the Private Sector Development Strategy present opportunities to formally incorporate SIBs into the legal framework and expand definitions of green and inclusive businesses. Formal recognition would enable SIBs to access preferential policies, such as tax incentives, financial support, and government programs that promote sustainable enterprises.
- **Raise Awareness Among Government Agencies:** Organize training programs and policy dialogues to enhance government officials' understanding of the role of SIBs and how to effectively mobilize public-private resources, thereby creating a more favourable business environment for SIBs.

Improving Access to Finance for SIBs

In addition to legal barriers, access to finance remains a major challenge for SIBs. Most SIBs struggle to secure funding from banks and government support funds, while large corporations mainly engage with SIBs through Corporate Social Responsibility (CSR) activities rather than through impact investment. To address this bottleneck, appropriate financial mechanisms are needed to facilitate access to capital and encourage private sector participation in impact investing:

- **Expand Access to Government Financial Funds:** Simplify loan procedures for the SME Support Fund and the Innovation Fund to facilitate easier access to development capital for SIBs.
- **Encourage Private Sector Investment:** Promote the transition from traditional CSR to impact investment models. Develop incentive mechanisms for large corporations to partner with SIBs through sustainable supply chains and long-term investments.
- **Pilot Blended Finance Models:** Combine public capital with private investment to mitigate risks and mobilize greater funding for SIBs with strong development potential.

Enhancing Capacity and Expanding Market Access for SIBs

For sustainable development, SIBs require not only financial support but also enhanced capacity to adapt to market demands. Training on business management, innovation, and product development according to international standards will improve SIBs' competitiveness. Particularly, as international markets increasingly demand social and environmental

responsibility standards, supporting SIBs in obtaining international certifications and strengthening their export capabilities will open new business opportunities.

- **Develop a Comprehensive SIB Support System:** Establish SIB support centers in localities to provide consulting services, training, and market connection support.
- **Support SIBs in Exporting and Meeting International Standards:** Design training and financial support programs to help SIBs achieve certifications related to environmental and social standards (e.g., CBAM, EUDR) to enhance global market access.
- **Expand the SIB Ecosystem Nationwide:** Strengthen support programs for SIBs in remote and disadvantaged areas to ensure equal access to resources and connections with support organizations and larger enterprises.

Raising Awareness and Strengthening Collaboration Within the SIB Ecosystem

Awareness of SIBs among businesses, government agencies, and the public remains limited. Connections among SIBs, between SIBs and pioneer businesses, and among intermediary organizations are still in the early stages and need stronger promotion. Therefore, enhancing communication, raising awareness, and establishing sustainable collaboration mechanisms among stakeholders will be crucial for the robust and sustainable development of the SIB ecosystem.

- **Raise Awareness Among Local Authorities and Communities:** Develop training programs for government officials to deepen their understanding and encourage local government support for SIBs.
- **Strengthen Connections Between SIBs and Pioneer Businesses:** Create networks linking SIBs with large enterprises and intermediary organizations to foster business cooperation, knowledge sharing, and scaling up of SIBs.
- **Promote International Knowledge Exchange:** Expand cooperation programs with mature SIB ecosystems in countries like Canada, South Korea, and Europe to learn from successful models and adapt them to the Vietnamese context.

These recommendations aim to create a more enabling environment for SIBs to develop sustainably, contribute to inclusive economic growth, and advance Viet Nam sustainable development.

V. ANNEXES

ANNEX A. RESULT FRAMEWORK OF THE PROJECT (ATTACHMENT)

ANNEX B. GENDER PLUS INTEGRATION INTO PROJECT APPROACH AND ACTIVITIES

GBA (+) issues	Project's interventions
General issues on GBA (+) of SIB's owners and government officials	
Intermediary demonstrate a strong commitment to integrating gender into SIB training and guidance activities. Each intermediary organization has planned to ensure at least three training activities or support services for SIB that incorporate gender-related content in their activity plans. However, they still face limitations in awareness, skills, and tools needed for effective implementation.	Gender training: UNDP gender experts conducted training sessions for all intermediary organizations and SIBs participating in the project. Each session lasted two hours and was delivered either in-person or online, depending on partner needs. Guidance manual update: The gender integration handbook for SIBs was updated and widely shared, with a focus on key concerns such as gender- and environment-inclusive business models, equality, diversity & inclusion in corporate culture, gender (+) in quality management systems, and gender (+) in communication and impact storytelling. Practical tools and templates: Detailed guidelines and templates were developed for integrating gender and environmental considerations into SIB profiles, SIB six-month reports, and Intermediary Final Reports, specifically for intermediaries and SIBs in the Advance program. Ongoing support: Regular meetings with intermediaries provided guidance on addressing gender (+) issues and creating impact. Review and oversight: Intermediaries' action plan, training and communication materials, reports on results reviewed to ensure alignment with gender (+) integration goals and target indicators of the project GEWE Action Plan
The attention of government officials, especially those in rural and remote areas, to promoting the GBA (+) approach in supporting the business in general and the SIBs, in particular, is still limited. The	Gender requirements in TORs: Gender and intersectional (gender+) and environment requirement mentioned in all TORs Gender Plus cross-cutting support: Provide technical support to ensure GBA (+) issues integrated in researches, policy reviewing process, capacity building programs for government officers, communication materials, policy experiment activities, and final reports

national business statistic are lacking characteristic information of SIBs, including the GBA (+) related information.	
Specific GBA (+) issues of Women-focused SIBs	
Women leaders: lack of Leadership skills, technology, e-commercial; low power in decision making; Women workers: facing sexual harassment; Work-life unbalance; gender-pay gap; Breastfeeding, pregnant; Gender discrimination	Training support: assists SIB Hub in recruiting qualified training consultants, reviewing training programs, and delivering leadership skills training for SIBs, with a focus on women-led and vulnerable-group-led enterprises to ensure the training is effective for women leaders. Best practice sharing: Supports SIBs and intermediaries in exchanging best practices on promoting Gender Equality and Women’s Empowerment (GEWE) to the public. Impact storytelling & investment mobilization: Guides SIBs in pitching social impact stories to attract investment from impact donors. Risk identification: Supports SIBs and intermediaries in identifying gender and social risks when participating in events such as trade fairs and networking days. Showcasing impact: Highlights social and environmental impact stories in SIB products, including SIB Gift, Tour, and Go to Market initiatives.
SIBs led by/for people with disabilities (PWD), ethnic minorities, or gender diverse	
Intermediaries faces difficulties in facilitating SIB in identifying and addressing specific gender (+) issues of people with disabilities (PWD), ethnic minorities, or gender diverse in SIB business strategy and action plan	Gender (+) analysis integration in Gender training session: Incorporate gender (+) analysis into training content, providing opportunities for intermediaries and SIBs to discuss and analyze issues and solutions related to ethnic minorities, people with disabilities, and gender diversity using tools such as the Fishbone Diagram and SIB Profile. Best practice sharing: Share successful experiences from SIBs led or focused (PWD), ethnic minorities, or gender diverse (e.g, KymViet, Journey of Sense, etc.) to inspire SIB and intermediaries.

Facing social discrimination	Update the training content and join communication campaigns of the UN in Viet Nam on sexual harassment prevention, code of conduct, and against discrimination in all its forms.
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ANNEX C. ENVIRONMENTAL INTEGRATION INTO PROJECT APPROACHES AND ACTIVITIES

GAPs	PROJECT'S INTERVENTIONS
Some SIBs are not interested in Climate Change and Environment (CCE) yet, not aware of business responsibilities and opportunities for CCE issues	- Integrate CCE-related criteria for selecting benefited SIBs to encourage SIBs to focus more on CCE issues in their businesses and proposals. - Raise awareness of the supported SIBs and intermediaries, SIB networks on the responsibilities and opportunities of them on CCE
Some SIBs are interested in CCE but lack knowledge, skills, network for collective innovative activities, lack of resources for developing CCE adaptation, resilience products/services.	- Provide guidelines on related CCE topics for SIBs and intermediaries networks - Integrate related CCE topics (e.g., reducing greenhouse gas/carbon emissions; climate services, climate-resilient income-jobs creation for women and vulnerable groups; sustainable commodity production and manage environmental risk; ecosystem restoration; innovative adaptation products and services for climate resilience; green-grow, circular economic; avoiding single-use plastics) into capacity building, awareness raising, technical support of intermediaries' service for SIBs - Ensure SIBs plan for transforming business model/new service/product to recovery after COVID-19 that integrated CCE issues. - Connect SIBs with CCE resilience networks for collective innovative activities and supporting resources
Missing some CCE-related guidelines for data collection for M&E system	- Share good practices on CCE to the SIB network - Provide guidelines/reporting templates for SIBs and intermediaries, and contractors to collect CCE data for the M&E system

ANNEX D. COMMUNICATION OF THE ISEE COVID PROJECT

The communication strategy for the ISEE-COVID project includes three main phases: 2022 – Kick-off - Awareness; 2023 – Engagement - Growth; and 2024 – Amplification - Acceleration. A gender-responsive approach was applied in the communication strategy with the use of gender-inclusive language and imagery throughout project activities.

While 2022 serves as a kick-off phase for SIB-related communication activities to raise awareness with the set-up and launch of the project's visibility on multiple platforms, 2023 focuses on growing engagement on both mass and social media through these diverse communication channels. Specifically, the [Communication Plan for the engagement phase in 2023](#) revolves mostly around promoting SIB concept and nurturing interest in SIB-related activities. This phase is proven to be well-received by the target audience with significant improvement in terms of performance on both mass and social media, acting as a stepping stone for [the amplification phase in 2024](#) when all earned communication resources are synergized and accelerated for highlighting the project's outcomes and achievements.

Aligned with the three key project outputs, communication activities serve as cross-cutting support focusing on key objectives:

- (i) Growing engagement in the SIB ecosystem through key communications platforms for SIB, SIB intermediaries, and SIB supporting policies
- (ii) Systemizing materials and synergizing diverse resources for key communication campaigns
- (iii) Amplifying the project's key message in leveraging Viet Nam's SIB ecosystem

Key achievements in from 2022 to 2024

In 2022, the communication strategy, guidelines, and channels were developed and introduced. The communication strategy aimed to increase project visibility and optimize accessibility for the target audience, including SIB owners, managers of SIB intermediaries, policymakers, investors, and other stakeholders. Subsequently, the finalized communication guidelines were introduced to ensure the project's consistent visibility. The communication channels, including a website and social media handles on Facebook and YouTube (the two most popular channels among stakeholders in the SIB ecosystem), were officially launched and frequently updated. Based on the needs and expectations of users, determined after consultation with all stakeholders in the SIB ecosystem, including people with disabilities, the website was built and populated with the latest updates from project activities. The Facebook

page was frequently updated to nurture two-way communication with the target audience, while the YouTube channel was updated with approved videos of the ISEE-COVID project. From 2022 until 2024, through leveraging multiple channels, cross-platform communication allows the ISEE-COVID project to significantly extend their reach to a wider audience, making information on SIB and support programs more familiar and accessible. To (i) promote the project's visibility and activities and (ii) increase the awareness and engagement of the public and relevant stakeholders on the SIB concept, communication activities were initiated and implemented with key achievements such as:

- Key campaigns with high media coverage on both mass and social media:
 - [COVID-19 Adaptation Program Announcement 2022](#)
 - [SIB Connect 2022](#)
 - [COVID-19 Adaptation Program Announcement 2023](#)
 - [SIB Connect 2023](#)
 - [Thank-you SIB communication campaign](#)
 - [Policy advocacy communication campaign](#)
 - [Support programs for Social Impact Businesses \(SIBs\)](#)
 - [SIB Connect 2024](#)
- High performance on social media with frequent updates on ISEE-COVID's Facebook page. Compared to the project's visibility on social media in 2022, that of 2024 witnessed substantial improvement with:
 - 4,200 total page followers
 - 1.5 million views
 - 1.4 million total reach
 - 11,500 total content interactions
 - 69,800 visits
- Enhancement of the project's visibility with finalized communications guidelines which are applied in all communications products to guarantee the visibility of donors, implementers, and stakeholders. Specifically, the Global Affairs Canada's logo was shown and mentioned as the donor of the ISEE COVID project in all project events and relevant communication products.
- Increase in the visibility of the project on diverse channels with regular updates on communication platforms of the ISEE-COVID project and relevant stakeholders, including:

- ISEE-COVID Facebook:
<https://www.facebook.com/duanhotrodoanhnghieptaotacdongxahoitaiVN>
- ISEE-COVID Website: <http://iseecovid.vn>
- ISEE-COVID YouTube channel: <https://www.youtube.com/@duanisee-covid>
- SIB Hub Facebook Group:
<https://www.facebook.com/groups/1191561438263560>
- SIB Innovation Champion Launchpad:
<https://www.facebook.com/sib.ftu.fiis> and
<https://www.facebook.com/groups/2542676849205039/>
- FIIS: <https://www.facebook.com/fiisftu>
- Fulbright Center for Entrepreneurship and Innovation – CEI (Fulbright University): <https://www.facebook.com/FulbrightCEI>
- IID - Research Institute for Innovation and Development:
<https://www.facebook.com/iidvietnam>
- AED/MPI's Facebook Page:
<https://www.facebook.com/CongThongTinDoanhNghiep>
- CSIP: <https://www.facebook.com/csip.sevietnam>
- Canada's Embassy:
<https://www.facebook.com/CanadaVietnam>
<https://www.facebook.com/CanadaInVietnam>
<https://x.com/CanEmbVietnam>
- UNDP Viet Nam:
<https://www.facebook.com/undpvietnam/>
<https://www.linkedin.com/company/undp-in-viet-nam/>
<https://x.com/UNDPVietNam>
<https://www.youtube.com/c/UNDPVietNam1978>
- Increase in the number of members in SIB Hub Facebook Group, nearly three times higher in 2023 (from 350 members in early 2023 to 900 members at the end of 2023)
- Increase in the number of followers on SIB Innovation Champion Launchpad, a three-fold rise in 2023 (from 456 followers in early 2023 to 1400 followers at the end of 2023)
- Communications products were produced in multiple formats to serve different communication objectives (Please see the communication products in Annex)

(i) Growing engagement in the SIB ecosystem through key communications platforms for SIB, SIB intermediaries, and SIB supporting policies

Firstly, in line with Output 1 - Strengthen SIB capacity and Output 2 - Improve ecosystem of intermediaries supporting SIBs, a wide range of communication activities were implemented to promote the SIB concept and the project's visibility to the public and relevant stakeholders. In 2023, by leveraging multiple channels, cross-platform communication allows the ISEE-COVID project to significantly extend their reach to a wider audience, making information on SIB and support programs/activities become more familiar and accessible on both mass and digital media.

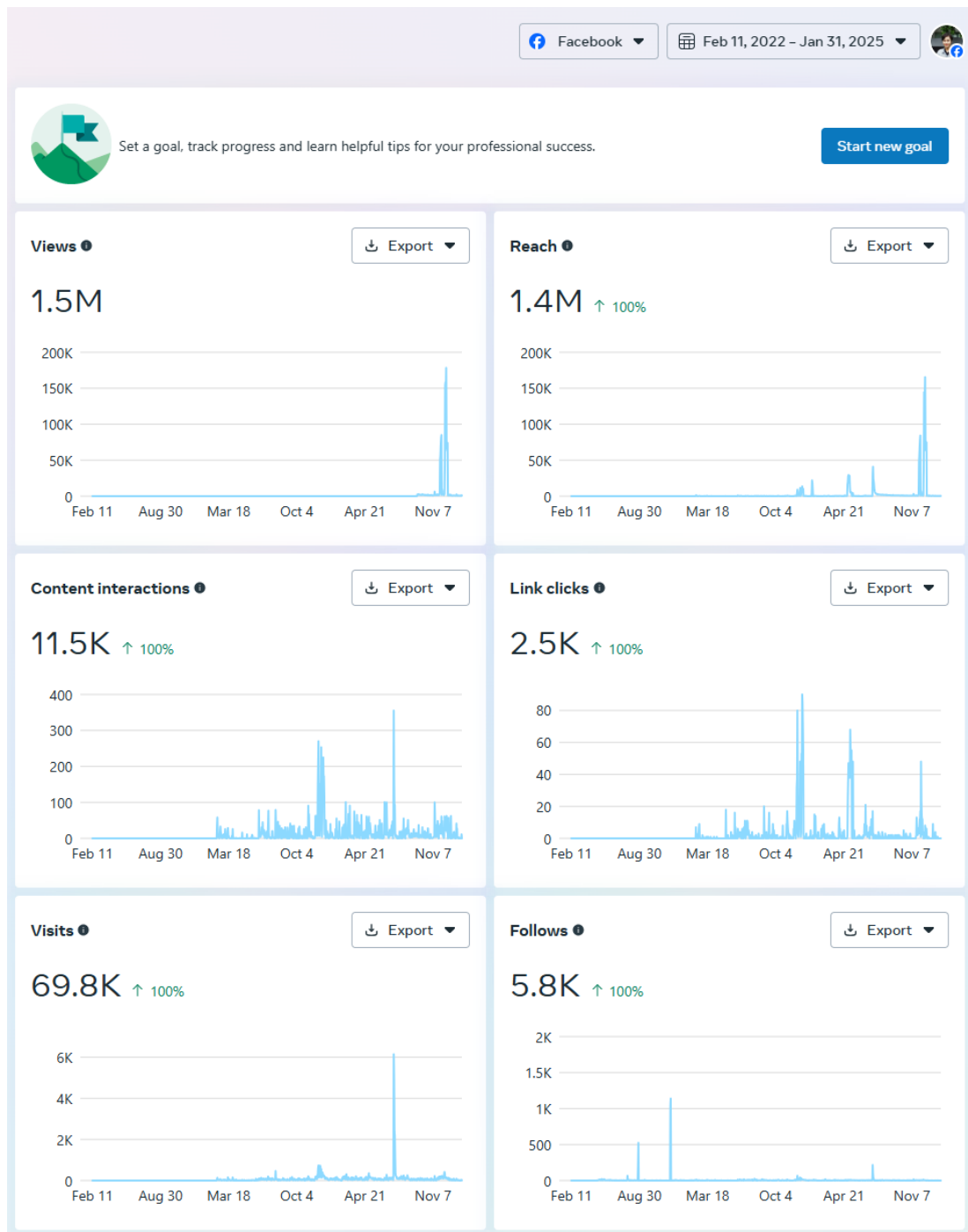
In terms of digital media, main communication channels for SIB ecosystem showed high performance through data extracted from:

- ISEE-COVID Facebook: <https://www.facebook.com/duanhotrodoanhnghieptaotacdongxahoitaiVN>
- ISEE-COVID Website: <http://iseecovid.vn>
- ISEE-COVID YouTube channel: <https://www.youtube.com/@duanisee-covid>
- SIB Hub Facebook Group: <https://www.facebook.com/groups/1191561438263560>
- SIB Innovation Champion Launchpad: <https://www.facebook.com/sib.ftu.fiis>

To illustrate, this platform demonstrates the rising strong interest from SIB, intermediaries, and relevant stakeholders in the SIB ecosystem. After three years, the ISEE-COVID project Facebook page witnessed substantial improvement with regular updates such as:

- 4,200 total page followers
- 1.5 million views
- 1.4 million total reaches
- 11,500 total content interactions
- 69,800 visits

The ISEE-COVID project Facebook page experienced significant growth in reach and content interactions during the periods aligned with key communication campaigns.



*Figure on social media performance of the ISEE-COVID's Facebook page
from 11 February 2022 to 31 January 2025*

On the other hand, both the SIB Hub and SIB Innovation Champion Launchpad saw significant growth on their Facebook platforms in 2023. The SIB Hub Facebook Group tripled in size, jumping from 350 members in early 2023 to 900 by year-end. Likewise, the SIB Innovation Champion Launchpad Facebook page experienced a threefold increase in followers, growing from 456 in early 2023 to 1400 by the end of the year. In 2024, both the SIB Hub and SIB

Innovation Champion Launchpad maintained stable engagement and experienced gradual growth in followers on their Facebook platforms in 2024.

Secondly, regarding Output 3 - Strengthen capacity of government on SIBs-related policies, a communication campaign plan was developed and implemented with AED/MPI to raise awareness and promote policy advocacy in support of SIB alongside other project activities on this component.

(ii) Systemizing materials and synergizing diverse resources for key communication campaigns to ensure coherence and consistency

In order to systemize the project's visibility with coherence and consistency in different communication platforms, the communication guidelines were finalised and applied in all communication materials/activities to guarantee the visibility of donor, implementers, and stakeholders. Specifically, the Global Affairs Canada's logo was shown and mentioned as the donor of the ISEE COVID project in all project events and relevant communication products.

By systemizing communication materials and synergizing diverse resources from SIB ecosystem, including SIB, intermediaries, and relevant stakeholders, key communication campaigns with high media coverage on both mass and digital media were initiated and implemented.

- [COVID-19 Adaptation Program Announcement 2022](#)
- [SIB Connect 2022](#)
- [COVID-19 Adaptation Program Announcement 2023](#)
- [SIB Connect 2023](#)
- [Thank-you SIB communication campaign](#)
- [Policy advocacy communication campaign](#)
- [Support programs for Social Impact Businesses \(SIBs\)](#)
- [SIB Connect 2024](#)

(iii) Amplifying the project's key message in leveraging Viet Nam's SIB ecosystem

Harnessing the thriving SIB ecosystem, four key communication campaigns and a wide range of digital content were created to highlight the project activities and widen its visibility to members in SIB ecosystem and relevant stakeholders.

In 2022, the first two campaigns, [COVID-19 Adaptation Program Announcement 2022](#) and [SIB Connect 2022](#) were implemented to raise awareness about the project, following campaigns were developed to grow engagement and leverage the momentum for amplifying the project key messages in promoting SIB ecosystem in Viet Nam.

In 2023, [The communication campaign for the COVID-19 Adaptation Program with the exhibition and press conference for the announcement of 30 SIB finalists](#) was jointly organized by the Global Affairs Canada (GAC), the Agency of Enterprise Development (AED) under the Ministry of Planning and Investment (MPI), and the UN Development Programme (UNDP). Taking the momentum from the project activities in 2022, this three-month campaign from June to August 2023 was planned and implemented with the support from members and stakeholders in SIB ecosystem through multiple communication channels.

Following the success of SIB Connect 2022, the [SIB Connect 2023](#) outstood as the largest communication campaign so far by the ISEE-COVID project, receiving high coverage on both mass and digital media. The event was the epitome of success in terms of synergizing diverse resources and collective efforts from members and stakeholders in SIB ecosystem. Together with GAC, AED, and UNDP, prominent SIBs, intermediaries, and relevant stakeholders such as large corporations, impact investors, and policymakers actively participated in the event, resulting in the welcome of over 350 participants and 25 speakers.

The [Thank-you SIB communication campaign](#) was integrated alongside with SIB Connect 2023 with follow-up activities to be completed in early 2024 to promote SIB concept and highlight social and environmental impact by SIB. Originally, it was a 2022 carry-over activity aiming to promote the SIB concept and SIB's products and services through viral online content with key opinion leaders on digital platforms. However, given the current context of SIB ecosystem, the approach of the campaign was thoroughly discussed, reviewed, and developed into a more SIB-centered strategy to (i) highlight the contribution of SIBs in the achievement of SDGs and (ii) call for more supportive environment for SIBs. Therefore, the communication campaign was integrated as part of the SIB Connect 2023 and is amplified in 2024 with a series of digital content on mass and social media.

The [Policy advocacy communication campaign](#) co-implemented with AED/MPI gained more than 1 million in reach through multiple platforms, including mass media, social media, and SMS campaigns. Taking the momentum from the project's Output 3 - Strengthen capacity of government on SIBs-related policies, this campaign was planned and implemented throughout 2024 with the support from members and stakeholders in SIB ecosystem on multiple communication channels, including a series of videos, articles, and digital content on SIB-related supporting policies.

The campaign to promote [Support programs for Social Impact Businesses \(SIBs\)](#) in July 2024 welcomed high engagement and interaction on the ISEE-COVID Facebook page and relevant

stakeholders, thanks to the supportive network that the project has built and maintained. As indicated from the ISEE-COVID Facebook Page's data, this period witnessed the peak time for content interactions, demonstrating considerable interests from members in SIB ecosystem for the project's activities.

Following the success of SIB Connect 2022 and [SIB Connect 2023](#) and concluding the project on a triumphant note, the [SIB Connect 2024](#) continued to outstand as the largest communication campaign by the ISEE-COVID project, receiving high coverage on both mass and digital media. The event was the epitome of success in terms of synergizing diverse resources and collective efforts from members and stakeholders in SIB ecosystem. Together with GAC, AED, and UNDP, prominent SIBs, intermediaries, and relevant stakeholders such as large corporations, impact investors, and policymakers actively participated in the event.

Please see the communication products in Annex

Communication products

- [Media Coverage for COVID-19 Recovery Program 2023](#) - The Exhibition and Press Conference jointly organized by the Agency of Enterprise Development (AED) under the Ministry of Planning and Investment (MPI), the Global Affairs Canada (GAC), and the UN Development Programme (UNDP). The event was held to announce 30 social impact business finalists that receive vital technical and financial support from the "COVID-19 Recovery Program 2023"
- [Media Coverage for SIB Connect 2023](#) - The annual social impact business ecosystem high-level dialogue and festival with over 350 participants who are social impact businesses (SIBs), intermediaries, large corporations, impact investors, and policymakers.
- [Thank-you SIB Campaign Report](#) - A communications campaign implemented alongside SIB Connect 2023 with follow-up activities to be completed in early 2024 to promote SIB Concept and highlight social and environmental impact by SIB
- [Policy advocacy communication campaign](#) was jointly implemented by the Agency of Enterprise Development (AED) under the Ministry of Planning and Investment (MPI) and the UN Development Programme (UNDP).
- [Media Coverage for Support programs for SIBs in 2024](#)
- [Media Coverage for SIB Connect 2024](#) - The annual social impact business ecosystem high-level dialogue and festival with hundreds of participants who are social impact

businesses (SIBs), intermediaries, large corporations, impact investors, and policymakers.

- [Video on ISEE-COVID's Support for SIB Ecosystem 2023](#)
- [Video on SIB Ecosystem Progress 2023](#)
- [Communications Guidelines 2023](#)
- [Project Factsheet 2023](#)
- [SIB Connect 2023 Visual Harvest Note](#)
- [Video about SIB Connect 2023 on VTV News Prime Time](#)
- [Recap video of SIB Connect 2023](#)
- [Communication Plan 2023](#)
- [Video on ISEE-COVID's Highlight](#)
- [Videos of Thank-you SIB Campaign](#)
- [Videos of Policy advocacy communication campaign](#)
- [Video on SIBs and Pioneering Enterprises](#)
- [Video on Better Impact TOT](#)
- [Communications Guidelines 2024](#)
- [Video about SIB Connect 2024 on VTV News](#)
- [Communication Plan 2024](#)
- [White Book Factsheet](#)
- [White Book 2023](#)
- [Project Factsheet 2024](#)
- [SIB Ecosystem Map 2024](#)
- ISEE-COVID [Facebook](#):
- ISEE-COVID Website: <http://iseecovid.vn>
- ISEE-COVID YouTube channel: <https://www.youtube.com/@duanisee-covid>
- SIB Hub Facebook Group: <https://www.facebook.com/groups/1191561438263560>
- SIB Innovation Champion Launchpad: <https://www.facebook.com/sib.ftu.fiis>

UNDP in Viet Nam YouTube Channel:

<https://www.youtube.com/watch?v=HnBEMFEvouY&list=PLD50rE5h1TkfE1EvvZngFeXakkR2iWi8Z>

ANNEX E. KEY INTERVENTIONS OF THE PROJECT

The development stage of SIBs	Supporting programs by the project
<i>For early-stage SIBs:</i>	Establishing and Strengthening Viet Nam’s First Comprehensive Support Center for SIB: The first comprehensive support center for Social Impact Businesses (SIBs)—SIB Hub— has been officially established and put into operation since June 2022. The Hub serves as a national focal point for information sharing, service provision, and network building within the SIB ecosystem. Between 2022 and 2024, SIB Hub achieved significant milestones and demonstrated tangible impacts, contributing to the shaping and scaling of an effective SIB support model in Viet Nam: • Over 250 SIBs received tailored support through technical training programs that integrated gender, social, and environmental issues; business matchmaking activities; product exhibitions; and expert advisory services. • 29 training, networking, and knowledge-sharing events were organized, engaging a wide range of SIBs from across the country, with priority given to those led by women and vulnerable groups. • Nearly 600 connections were facilitated between SIBs and relevant stakeholders, including experts, investors, distributors, and support organizations. Notably, 32 SIBs were successfully matched with 9 distributors and 14 technical experts. • The Hub mobilized over VND 1 billion in loan capital for member enterprises and generated more than VND 106 million in sales for participating SIBs through product display initiatives at two SIB Hub office locations. • 141 SIBs became active members of the Hub, while its online community on social networks, such as Facebook and Zalo, grew to over 1,060 members, helping raise public awareness of the SIB concept. • 230 comprehensive SIB data sets were collected and analyzed to inform support services and future policy advocacy efforts. • Importantly, the first sustainable business model for SIB Hub was developed and

	packaged, laying the groundwork for potential replication in other localities. Over three years of implementation, SIB Hub has established itself as a trusted resource for the social impact business community in Viet Nam and demonstrated a central role in connecting, supporting, and advancing a more inclusive and resilient SIB ecosystem. E-commerce Training Program for Agricultural SIBs: To support SIBs, particularly those led by women in rural and remote areas, the project implemented a three-month blended learning program on e-commerce to facilitate post-COVID-19 digital transition. The program strengthened the digital capacity of 19 representatives from 10 SIBs nationwide. As a result, nine SIBs (100% women-led, 55% led by ethnic minority women) successfully launched online stores, with all participants reporting a minimum 30% increase in revenue and one SIB achieving a remarkable 298% growth. This initiative helped enhance digital skills, expand market access, and promote sustainable business development among SIBs.
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For growth-stages SIBs

COVID-19 Adaptation Program: To effectively support SIBs in responding to the challenges of the COVID-19 pandemic, the program was implemented in two phases (Phase 1: 2022–2023 and Phase 2: 2023–2024). In total, the program supported 59 SIBs from 15 provinces nationwide through training, networking, one-on-one coaching, and seed funding support (VND 100 million per SIB). All participating SIBs successfully developed business plans that integrated gender, environmental, and social dimensions and piloted new business models or products. Two outstanding SIBs from Phase 1 (Truong Foods and ECOSOI) successfully mobilized a total of VND 18 billion in funding through the Shark Tank Vietnam program. In Phase 2, the program contributed to the creation of 716 job opportunities, including 484 for women and 108 for ethnic minority workers. 100% of the SIBs successfully adjusted their business models to adapt to the post-pandemic context, with 18 SIBs expanding their markets and two SIBs exporting products to international markets such as the United States, Germany, Japan, and China. Most participating SIBs reported stable or increased revenues despite economic fluctuations, demonstrating the program’s effectiveness in strengthening the resilience, adaptability, and sustainable growth capacity of impact-driven enterprises.

The Business Competition to foster collective solutions by SIBs and lead firms: To foster sustainable growth and build long-term partnerships, the project launched a collaboration program in August 2024 connecting SIBs and leading corporations. Six SIBs participated in five specialized training sessions, 20 one-on-one consultations, and 18 business matchmaking sessions with companies like Unilever, Cho Tot, and Long Hau. All SIBs reported revenue growth ranging from 29% to 180%, and several formed strategic partnerships, such as Veritas Vietnam signing a trial order with Simexco Daklak, Banh Mi Ma Hai collaborating with Cho Tot on a community project. The program effectively bridged gaps between SIBs and large enterprises, driving practical and sustainable collaborations.

Impact Measurement and Management (IMM) Framework Training Program: To professionalize impact management among SIBs, the project localized and implemented the IMM training program, based on UNDP global materials and Duke University resources.

	The program combined training and tailored coaching, benefiting a total of 37 SIBs, with 13 successfully completing their IMM reports and leveraging these to refine business strategies, attract customers, and engage investors. Notably, Nam Dai Duong Cooperative used its IMM report to expand business partnerships and was recognized by local authorities as a good practice model. This initiative marked an important step toward enhancing transparency, strengthening impact management, and building a solid foundation for sustainable growth and resource mobilization among SIBs. Social Impact Business (SIB) Club and Impact Procurement Guideline: The project initiated the formation of the SIB Club and developed an Impact Procurement Guideline to strengthen collaboration between SIBs and large enterprises. Three consultation workshops were organized with 35 participants, resulting in the election of an Executive Committee and consensus on the Club's initial priorities. Although formal establishment under the Vietnam Young Entrepreneurs Association (VYEA) was not achieved due to internal challenges, a strong advocacy foundation and the finalized procurement guideline offer promising prospects for future advancement.
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For expansion-stage SIBs:	The Advanced Technical Supporting Program for SIBs: In 2023, the project launched an advanced support program for nine outstanding SIBs from the COVID-19 Adaptation Program phase 1, focusing on market expansion and financial access. Through 93 hours of intensive training and coaching, three SIBs mobilized a total of 1.1 billion VND, and eight SIBs expanded into international markets such as the US, Japan, South Korea, and Europe. The program demonstrated the export potential of SIBs while highlighting ongoing challenges related to access to credit and financial requirements. Building on the previous phase's success, the 2024 program expanded to support 12 agricultural SIBs from nine provinces (58% women-led, two led by ethnic minorities). Activities included 46 hours of training and coaching, investment connection sessions, and participation in major international trade fairs like the Canton Fair in China and the Vietnam Food Expo. As a result, seven SIBs successfully expanded domestic and international markets, and three SIBs secured over 7 billion VND in investment. The program also generated 756 job opportunities, including 577 positions for women, underscoring the vital role of SIBs in driving socio-economic development and improving incomes for vulnerable groups in Vietnam.
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Types of intermediaries	Supporting programs of the ISEE COVID project
Existing SIB intermediaries	Capacity building for existing intermediaries supporting SIBs, particularly SIBs led by women and vulnerable groups: In 2023, the project facilitated the formation of the Vietnam SIB Intermediary Network (VSIG) through three consultative meetings co-organized by CSIP and UNDP, engaging 38 stakeholders. Twenty-five representatives received training on the evolution of the SIB sector, support needs, and basic Impact Measurement and Management (IMM) practices, enhancing their ability to assess and report on impact aligned with the SDGs. Two ecosystem-building events were organized, attracting over 110 participants, including women, people with disabilities, ethnic

	minorities, and LGBTIQ+ representatives. These events fostered stronger collaboration between SIBs, intermediaries, and local authorities. In 2024, the Peer-to-Peer Pathways (PPP) mentorship program supported three intermediaries (GreenU, BizCare, and BSSC) in improving financial models, operations, and strategic partnerships through a four-week engagement with international experts. Tangible outcomes included GreenU's strategy to support high-impact SIBs, BizCare's upgraded incubation model and investor network, and BSSC's revenue model revision and partnership exploration. In parallel, the "Empowering Social Enterprises Across Asia" webinar series connected 58 participants with international insights on intermediary and SIB development across Korea, the Philippines, Southeast Asia, and Indonesia. Participant feedback showed 92% found the content useful or highly useful, with 71% indicating the sessions met expectations and 21% exceeding them.
	Impact Measurement and Management (IMM) Training Program for Intermediary Organizations Supporting SIBs: The program is designed to enhance the capacity of intermediary organizations in applying the Impact Measurement and Management (IMM) framework to support SIBs. A key milestone of the project was the development and implementation of the first IMM framework in Vietnam in 2022, aligned with the SDGs, and based on the experience of UNDP Vietnam and global materials from UNDP & Duke University. The IMM program was designed to help SIBs build capacity in measuring and managing social impact in a systematic and professional manner. The program consists of two main components: IMM training and IMM coaching for SIB (see outcome 1), and IMM TOT training for intermediaries. In 2024, a 3-day TOT training course on IMM was conducted for 24 participants from 19 intermediary organizations, with 67% women (67% from the North, 25% from the South, and 8% from Central Vietnam). Upon completing the training, 13 outstanding TOT participants were selected to directly provide hands-on coaching with support from a master coach for 10 selected SIBs (from IMM training for SIBs) in establishing

	and implementing IMM practices within their business models. As a result of the coaching from TOT trainers, supported SIBs gained a clearer understanding of their social and environmental impacts, which enhanced their ability to access funding. Several of them were able to secure loans within six months by presenting their impact reports. Furthermore, 13 IMM TOT trainers who completed the program received certification in IMM training and coaching. After the program, these intermediaries continued to support other SIBs or incorporated IMM into their organization's operational strategies.
Mainstream and new intermediaries	Capacity building for mainstream and new intermediaries - Better Impact Training (BIT) Program: To increase the quantity and quality of support services for SIBs, the project implemented the Better Impact Training (BIT) program, funded by GAC and NORAD. New and traditional intermediaries participated in intensive training, coaching, and advisory sessions to design, pilot, and plan new impact support services, receiving feedback from expert trainers and advisors. The program delivered 45 coaching sessions (37.5 hours) and 30 advisory sessions (30 hours) with local and international experts, along with two group meetings per cohort. As a result, 15 new intermediaries, mainly from Central and Southern Vietnam, and 40 leaders (75% women) successfully developed and piloted new services to support SIBs.
Individual experts to support SIBs	SIB Innovation Champion Launchpad Program: The program aims to build and develop a network of experts supporting SIBs nationwide, with a focus on expanding quality support networks, particularly in rural and underserved areas. From 2022 to 2023, the program achieved the following: • 60 experts (70% women) from 17 provinces participated in a 3-month program, which included foundational training, intensive practice, and a final event. • 55 experts (SIB Champions) completed the program and collectively delivered over 720 hours of quality training to 110 SIBs across the country. • 12 exceptional SIB Champions (67% women) from this network were selected to participate in

	an advanced program to develop community support initiatives, particularly focusing on remote areas and vulnerable groups. The SIB Champions underwent 3 intensive training phases (bootcamp, hands-on practice, and final review), from which 3 regional initiatives were proposed and implemented: in the Northern Region (Cao Bang), building a local champion network, conducting ecosystem surveys, and proposing provincial-level policies; in the Central Region (Hue), incubating business models in Phuoc Tich and Pho Trach villages, connecting policies, and promoting product consumption; and in the Southern Region (Mekong Delta), supporting female entrepreneurs, offering advisory services, and developing the Green Coach network. A significant outcome is that post-training, the SIB Champions not only supported businesses directly but also trained others and built local SIB Champion networks in rural areas such as Cao Bang, Hue, and Tra Vinh. This marks a key step in spreading knowledge, fostering the SIB ecosystem from urban to rural areas, and emphasizing SIBs that support women and vulnerable groups. The program also ensured that elements of gender equality, inclusivity, and sustainable development were integrated into the technical assistance activities.
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Type of support for the ecosystem	Interventions
Networking initiatives	SIB Leaders Gathering: the SIB Leaders Gathering facilitated peer exchange and strengthened relationships across ecosystem actors. Held as the small and cosy gatherings, the gatherings were organized respectively by Lotte Ventures, BizCare, and the UNDP & Embassy of Canada, engaging more than 100 ecosystem members. These created a trusted space for peer-to-peer learning, inspired cross-sector innovation, and cultivated a strong community of SIB champions who are now actively leading change across regions and sectors. In addition, the creation of a Zalo group “SIB Ecosystem Vietnam,” continues to serve as an active platform for timely information exchange, funding updates, and partnership building. SIB Ecosystem Stakeholders Meeting: As an annual high-level consultation platform initiated by the ISEE-COVID Project, the SIB Ecosystem Stakeholders Meeting convened over 60 representatives each year from across

	the ecosystem—including leaders of pioneering SIBs, intermediaries, government agencies, impact funds, and leading enterprises. From 2022 to 2024, the meetings served as a critical coordination mechanism, enabling ecosystem actors to align efforts, identify policy and capacity gaps, and co-create a long-term roadmap for ecosystem development. The meetings’ continued success has significantly enhanced systemic thinking and collective ownership among key stakeholders, strengthening Viet Nam’s capacity to build a resilient, inclusive, and scalable SIB ecosystem. SIB Connect — The Flagship Annual Forum of the Viet Nam SIB Ecosystem: SIB Connect has emerged as the most prominent multi-stakeholder forum advancing the SIB agenda in Viet Nam. Over its three editions (2022–2024), the event convened over 670 participants, including enterprises, investors, policymakers, development partners, and intermediaries, helping shape the national narrative around SIBs. SIB Connect 2022 marked Viet Nam’s first high-level policy dialogue on SIBs, focused on exploring key issues in policy, investment, and intermediary development. SIB Connect 2023 catalyzed new momentum, expanded its influence to the SIB ecosystem, and launched Viet Nam’s first book of “White Paper on Social Impact Business, Viet Nam 2023.” SIB Connect 2024 served as a strategic launchpad for future ecosystem development, with a focus on impact investment, export opportunities, and SIB success stories. Overall, SIB Connects has not only amplified the visibility of social impact businesses but also positioned Viet Nam as a regional leader in ecosystem-based development. The forum’s legacy continues to shape policy and investment priorities well beyond the life of the project.
Exchange between Viet Nam ecosystem and other countries	Viet Nam–Canada Impact Exchange Forum: Held in September 2023, the Viet Nam–Canada Impact Exchange Forum aimed to strengthen collaboration between the two countries’ impact investment ecosystems. Attracting over 300 participants through four online events, the forum bridged ecosystems across borders. The forum made tangible strides in facilitating cross-border investment by connecting eight Vietnamese startups with 13 investors from both countries, resulting in 39 investment matchmaking sessions—of which 21 have already been held. These connections have unlocked new capital flows and technology-sharing pathways for Vietnamese impact enterprises. It also laid the groundwork for a more

	structured partnership between the two countries, reinforcing Viet Nam’s position on the global impact investing map. ASEAN SIB ECOSYSTEM VIRTUAL TOURS: The webinar series <i>“Empowering Social Enterprises Across Asia - A Virtual Tour”</i> significantly enhanced the capacities of 58 SIB intermediaries in Vietnam by sharing best practices from established ecosystems in Korea, Indonesia, and the Philippines. Participants explored intermediary development strategies, research and policy advocacy, and innovative funding mechanisms. Feedback indicated strong satisfaction: 71% reported that the webinars met expectations, 21% exceeded expectations, and 54% found the content highly useful. Complementing this, the Peer-to-Peer Pathways (PPP) Mentorship program provided direct mentorship from experienced ASEAN intermediaries to three Vietnamese organizations, focusing on improving incubation processes to attract investors, developing diversified fundraising strategies for financial sustainability, and integrating women's economic empowerment within agricultural value chains. Together, these initiatives substantially strengthened the strategic and operational capacities of Vietnamese intermediaries, contributing meaningfully to the growth and resilience of the local SIB ecosystem.
Grants for SIB-lead initiatives to fostering the connection and development of the ecosystem	Grant Packages to Foster the SIB Ecosystem: With the aim of strengthening and expanding Vietnam’s SIB ecosystem, the project has strategically implemented a series of catalytic grant packages from 2022 to 2024. These interventions have yielded tangible and sustainable impacts in fostering connectivity, building capacity, and expanding markets for social impact businesses. In 2022, the project launched the first round of ecosystem grants, resulting in the establishment and effective operation of three SIB-led networks, collectively engaging more than 270 members across major cities: • The Vietnam Network for Social Enterprises (VNSE), based in Hanoi, convenes 20 core members and 66 regular participants. It is now progressing toward formal registration as a

	national SIB association. The network has developed an action plan, a member handbook, and organized thematic workshops to strengthen the SIB community in Northern Vietnam. • “Én Kết Nối” (Swallow Connect), a youth-led network in Hanoi, has organized 30 events, generating 365 internal connections and 115 business collaboration opportunities, primarily focused on enhancing supply chain linkages among SIBs. • The Southern SIB Club, coordinated by VietLotus in Ho Chi Minh City, focuses on business training and support. It has hosted a public fair, attracting over 1,000 customers, significantly expanding the market visibility for SIB products in Southern Vietnam. In 2023, the project provided an additional two grant packages to strengthen the operational capacity of these networks. Under the theme “SIB CONNECT MARKET,” the Southern SIB Club collaborated with local authorities and leading tech companies such as VNPT, Viettel, and Zalo to support SIBs in leveraging e-commerce platforms. Notably, the Southern SME Support Center (TAC)—a governmental agency under the Ministry of Planning and Investment—was actively engaged, helping to mobilize public resources in support of SIBs. As a result, 334 new SIBs were mapped on iMapvietnam.org, a digital platform showcasing social impact businesses across the country; 20 SIBs joined the Vietnam chapter of Catalyst 2030, connecting them with global changemakers; 165 SIBs received tailored training based on needs assessments to enhance their entrepreneurial capabilities; Two SIB networks piloted new models for cross-selling, developed shared gift sets and catering service packages using SIB products, and successfully implemented three experiential SIB tours to connect consumers with impact-driven enterprises. In total, the grant-supported activities have directly benefited 185 SIBs nationwide, positively impacting approximately 10,000 individuals and households. Among these, 60.5% of supported SIBs are women-led, 14.6% are led by or serve vulnerable and gender-diverse groups, and 48.7% apply sustainable business models aligned with environmental and social goals. Through these strategic interventions, the project has significantly contributed to building a more resilient, inclusive, and self-sustaining SIB ecosystem in
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	Vietnam—fully aligned with the donor’s priorities and global development objectives.
Interventions in policy advocacy	Key achievements
Capacity Building for Government Officials on SIBs and Related Policies	To strengthen the regulatory environment to support the economic resilience of SIB, the first and most important step is to raise government officials' awareness of this group, as well as the existing policies that impact them. Thus, the project launched this activity, focused on building the knowledge and skills of government officials across Viet Nam. The primary goal was to enhance understanding of the SIB model, gender equality, environmental sustainability, and the pivotal role of government in supporting SIBs, particularly those led by women and vulnerable groups. From 2022 to 2024, the project implemented a series of training activities: one initial course in Hanoi in 2022 for 70 officials, five expanded courses across Hanoi, Cao Bang, Hue, Da Nang, and Tien Giang in 2023 engaging 230 attendees, and one advanced training program in 2024 focused on integrating gender, environment, and climate change considerations into policy implementation. Additionally, three policy workshops were organized in 2024 in Ho Chi Minh City, Hanoi, and Hai Phong. The workshops also brought together 198 representatives from government agencies, intermediaries, and SIBs/SMEs, strengthening the understanding and capacity of the broader ecosystem to implement supportive policies for SIBs effectively.
Policy Support to Develop a Gender-Responsive, Inclusive, and Transparent Legal Framework:	In the context of the limited formal recognition of SIBs within Viet Nam’s regulatory framework, the project prioritized efforts to build a solid legal and policy foundation for supporting these enterprises. The objective was to institutionalize the SIB concept and enhance scientific and practical knowledge to inform policymaking processes. Key activities included the development and publication of Viet Nam’s first-ever White Book on SIBs, finalized by the Ministry of Planning and Investment in December 2024 with project support. Furthermore, eight major policy studies were conducted, covering areas such as sustainable private sector development, state budget mechanisms, support

	for cooperatives, sustainable agriculture, and policy sandboxes for social impact startups. To complement these efforts, a comprehensive Policy Communication Package was deployed in 2024, featuring multimedia products (videos, articles, infographics, and SMS campaigns) to raise public and stakeholder awareness. These interventions delivered substantial results: the White Book formally established SIBs in national discourse; the studies provided strategic inputs for 11 gender-responsive policies; and the communications campaign reached over 1 million people and 44,000 enterprises nationwide, significantly enhancing knowledge and engagement across sectors.
Piloting Gender-Responsive SIB Support Policies at the Provincial Level:	To identify the best practices, barriers, and necessary conditions for scaling SIB-supportive policies nationwide, the project implemented policy pilots targeting community-based tourism in disadvantaged and remote areas. Based on consultations with local authorities and local conditions, the project selected two specific pilot sites: Pho Trach Village and Phuoc Tich Ancient Village (Phong Dien District, Thua Thien Hue Province) and Son Thuy Commune, Ban Ruoc Village (Trung Khanh District, Cao Bang Province). These locations were chosen for their potential in community-based tourism development and for the opportunity to foster inclusive and sustainable SIB ecosystems in underserved areas. The pilots aimed to localize and test newly developed policy tools and criteria through active engagement with local authorities and communities. In Thua Thien Hue, the project supported the Department of Planning and Investment in building a local SIB ecosystem by piloting sustainable tourism initiatives in Phuoc Tich Ancient Village and Pho Trach Village. Activities included a video promotion contest that reached 243,000 online users and a “FAM TRIP & HACKATHON” program where 12 businesses designed three tourism products, one of which was operationalized. At the end of 2023, the People’s Committee of Phong Dien District (Thua Thien Hue Province) approved an Action Plan for developing the local SIB ecosystem, enabling the local government to

	mobilize additional resources for the future implementation of the plan. In 2024, further efforts were designed to enhance destination visibility and support local businesses, households, and SIBs in improving service quality and attracting customers. Specific activities included training 34 local tour guides (91% graduation rate), organizing an art contest reaching 200,000 people online, and developing tourist maps and signage, laying foundations for sustainable tourism branding. In Cao Bang, the project piloted policy support for SIBs in community-based tourism, aiming to foster sustainable local development and inter-sectoral cooperation. The objective was to enhance service quality, promote local cultural identity, and strengthen the role of ethnic minority-led SIBs. Key activities included organizing two training courses for 70 participants (2023–2024), providing intensive consulting to 10 SIBs, and facilitating cooperation among provincial departments, mass organizations, and local communities. As a result, 100% of trainees gained a solid understanding of sustainable tourism, 70% of previously uninvolved households expressed interest in providing services, 60% generated new product ideas, and five households registered for provincial support programs. The program significantly improved service quality and boosted local inter-sectoral collaboration.
Connecting Provincial Departments of Planning and Investment to Strengthen SIB Support	To strengthen the capacity of local authorities in supporting SIBs, the project organized a connection event in Hanoi with the participation of 30 officials from 13 provincial Departments of Planning and Investment. The objective was to enhance knowledge sharing and promote the exchange of experiences on effective models for supporting SIBs at the local level. Participants were provided with an overview of the SIB ecosystem, current support policies, successful implementation models from Thua Thien Hue, Cao Bang, and Tra Vinh, and introduced to sustainable technology solutions. In addition, the delegation conducted field visits to two exemplary SIB models, Kym Viet and Hanh Silk, to gain practical insights. This activity created a meaningful

	platform for local officials to exchange lessons learned and propose concrete directions for building a sustainable and context-appropriate SIB ecosystem across different provinces
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ANNEX F. LIST OF ALL PROJECT AND TECHNICAL REPORTS

Various public documents can be found when click [HERE](#)

No	Title of Document
1	SIB White Book
2	RESEARCH REPORT: Promoting the Development of Supporting Organizations to Strengthen the Social Impact Business Ecosystem in Vietnam
3	Policy Studies (Vietnamese)
3.1	Research on barriers to entrepreneurship and business development of women-owned enterprises, social impact enterprises and policy recommendations on women's economic empowerment
3.2	Research report framework for monitoring and evaluating policies to support women-owned SMEs, SMEs employing many female employers and SMEs that are social enterprises according to the provisions of the law on supporting SMEs and decree no. 80/2021/ND-CP
3.3	Research Report: Developing criteria to identify SIB
3.4	Research and Proposal for developing a circular by the Ministry of Finance guiding the mechanism for management and use of government budget funds to implement the "program to support the private sector in sustainable business practices for the period 2021–2025"
3.5	Research and Policy Development to Support Cooperatives in Viet Nam in Enhancing Capacity and Competitiveness Towards Sustainable Development in the Context of COVID-19
3.6	CONSULTANCY REPORT: Developing Support Solutions for Social Impact Businesses in the Agricultural Sector to Strengthen Resilience and Climate Change Adaptation
3.7	Study on the Application of Pilot Policies to Develop Social Impact-Oriented Innovative Startups in Viet Nam
4	Training materials on Social Impact Businesses (SIB) for Government Officials
5	Impact Procurement Checklist
6	Gender Mainstreaming Handbook
7	M&E Project Indicators