

Submitted by
Mekong Economics



The Her Turn Project Impact Evaluation Report

10 / 12 / 2024

Table of Contents

	1
Table of Contents	2
List of Tables and Figures	4
List of Tables	4
List of Figures	4
Executive Summary	5
EVALUATION FINDINGS	5
1. Introduction	7
1.1. Her Turn Program Overview	7
1.2. Theory of Change	7
2. Methodology	9
2.1. Overview of methodology	9
3. Evaluation Findings	12
3.1. Demographics	12
3.2. Evaluation Inquiry 1: To what degree is recruitment consistent with the program’s aims? Are any trade-offs made in the process?	12
3.3. Evaluation Inquiry 2: To what extent are VET programs accessible for participants? Do the learning and developmental outcomes fit with the expectations and requirements of employers?	17
Figure 3: <i>First Language of Respondents</i>	17
3.3.1. Skills and work ethic	18
3.3.2. Relevance of training	19
3.4. Evaluation Inquiry 3: How do participants experience the living conditions and pastoral support? To what degree does the project help develop confidence, and agency, and foster greater well-being?	19
3.5. Evaluation Inquiry 4: What is the experience and effects of leadership programs and other developmental support?	24
3.6. Evaluation Inquiry 5: What influence does the project have on the attitudes and behaviours of employers? What ripple effects does the project have on the hospitality and tourism industry more widely?	28
4. Conclusion	30
Appendix 1: Survey for Alumni	32
Appendix 2: Questionnaire for Employers	41

Appendix 3: Recommendations

42

FOR HER TURN:

42

List of Tables and Figures

List of Tables

Table 1: <i>KOTO's data on entrant demographics for Phase 2</i>	14
---	----

List of Figures

Figure 1: Evaluation Inquiries	8
Figure 2: Ethnic Identification of Survey Respondents	12
Figure 3: First Language of Respondents	16
Figure 4: Confidence in self-worth	19
Figure 5: Goal setting	20
Figure 6: Confidence in Communication Before and After Her Turn	21
Figure 7: Facing and Managing Stress and Challenges	22
Figure 8: Health and Well-being	23
Figure 9: Action Planning Abilities Since Graduation	25
Figure 10: Conflict Resolution Skills	26

Executive Summary

In October 2024, Mekong Economics Ltd. was commissioned by KOTO to conduct an independent impact evaluation of its *Her Turn* Program. The evaluation methodology incorporated both quantitative and qualitative research methods. One component was a survey, which consisted mainly of quantitative questions along with some qualitative ones, targeting *Her Turn* alumni as respondents. The survey design aimed to assess the program's impact on graduates' confidence, well-being, and socio-economic security. Additionally, qualitative interviews were conducted with employers of *Her Turn* graduates. These interviews were designed to explore how the program may have influenced employers' mindsets and behaviours regarding the promotion of diversity and equality in the workplace, as well how well aligned the learning outcomes of VET programs are aligned with employer's needs.

EVALUATION FINDINGS

Her Turn successfully delivers comprehensive, holistic training that is not only accessible to its target demographic but also equips participants with highly sought-after practical skills valued by employers. In addition, it fosters social and well-being skills that empower individuals and enhance their personal and professional development. Employers regard the program as exemplary, describing it as a model mentorship initiative that sets a benchmark for the hospitality and tourism industry. Its outstanding alignment with its objectives positions the *Her Turn* Program as a top-tier social investment. The key evaluation findings are:

- 1) ***Her Turn* successfully recruits its intended demographic. 87% of alumni belong to ethnic minorities, and 50% (of phase 2) are from government-certified poor or near-poor households**, showing that the program is supporting women from disadvantaged backgrounds.
- 2) **VET programs are accessible and align with employer's needs. 47% of respondents spoke Vietnamese as a second language, supporting** that the program is designed to accommodate diverse backgrounds and provides inclusive instruction. The program's learning outcomes align with employer expectations, with **100% of graduates employed after graduating** and employers praising alumni for their strong **work ethic, adaptability, and proficiency in communication and English skills**.
- 3) **The program has had an overwhelmingly positive impact on participants' well-being, confidence and self-esteem. 97% of respondents confirmed that *Her Turn* had positively impacted their ability to communicate with others.** The **majority of respondents** reported that they feel better equipped to manage stress. Further, the program contributed to an **overall 38% increase in life satisfaction** among participants, reflecting its profound influence on their personal and emotional development.
- 4) ***Her Turn's* development and leadership programs effectively prepare graduates with essential skills for both professional and personal growth.** A **significant majority** of respondents reported enhanced proficiency in two key leadership skills: **conflict resolution**

and communication. Notably, **93%** of participants indicated they feel more capable of setting goals compared to before their involvement in Her Turn. Of the respondents that completed the program at least two years ago, over one third (7 out of 18 respondents) have assumed managerial or supervisory roles, demonstrating its tangible impact on career advancement.

- 5) Employers commended the Her Turn program, recognizing it as an outstanding training initiative that delivers vital support and opportunities to disadvantaged youth. All three employers** interviewed expressed highly positive feedback about the program, emphasizing the mentorship and comprehensive training it offers to youth that are marginalised. They also noted how they had integrated elements of the program into their own onboarding programs.

1. Introduction

1.1. Her Turn Program Overview

Conceptualised in 1999 and formally established in 2001, KOTO, which stands for **Know One, Teach One**, is a social enterprise committed to enabling economically and socially disadvantaged youth through holistic hospitality training programmes. KOTO's Her Turn: "Women's Economic Empowerment in Vietnam" began in 2018. The Program's target demographic is disadvantaged women from rural, and remote locations in Viet Nam, and/or ethnic minority backgrounds. Compounded by numerous correlated challenges, such as geographical isolation, access to education, poverty, and social exclusion, this demographic of women is often subject to precarious livelihoods. The objective of the Her Turn program is not only to support them in finding economic independence by equipping them with practical skills for employment in the hospitality sector but also to foster personal well-being, enabling participants to build confidence and agency. This approach aims to ensure participants are empowered and resilient upon graduation.

In the first phase of the project, which ran between 2018 - 2021, 141 trainees enrolled in either program A - which lasts 24 months, or B, which lasts 6 months. **100% of graduates found employment after graduation.** The second and current phase of the project, beginning in May 2022, which has had 47 graduates so far, also has a **100% employment rate.**

KOTO delivers on its promise to support KOTO trainees to find employment. However, questions remain. For example, do alumni stay in employment after graduation? Do they experience career development? Has the program influenced the mindsets or behaviours of employers? These are indicators that the program contributes to the long-term empowerment of alumni. This Impact Evaluation will provide answers to such questions.

1.2. Theory of Change

KOTO's 'Her Turn' program is designed to empower disadvantaged young women by providing vocational education, fostering professional development, and facilitating access to decent livelihoods. The program addresses the disproportionate impact of COVID-19 on disadvantaged women, particularly those from rural, remote, and ethnic minority backgrounds or those not in employment, education, or training. Without intervention, these women face limited opportunities, precarious livelihoods, and heightened risks of exploitation and marginalization.

At the same time, the resurgence of Vietnam's tourism and hospitality sector presents a unique opportunity. As the industry recovers and grows its global and regional market share, employers face challenges in finding trained, high-quality workers. This demand creates a pathway to simultaneously address gender-based disadvantages while contributing to sustainable economic development in Vietnam.

The 'Her Turn' program employs a comprehensive approach that includes high-quality vocational education and training (VET) programs, which combine hospitality, entrepreneurship, and language skills development. These programs are tailored to meet the needs of disadvantaged young women, providing them with practice-based pathways to employment and small enterprise opportunities. Complementing the practical skills training, KOTO further empowers its trainees through its LIFE SKILLS training program, a critical element of its comprehensive and holistic vocational training approach. Participants also benefit from a safe and enabling environment that fosters resilience, builds self-esteem, and enhances social and leadership skills.

Graduates emerge with internationally certified qualifications, positioning them to secure decent, well-paying jobs in the hospitality and tourism sector. The program further addresses systemic barriers by collaborating with employers to create more inclusive workplaces and by offering leadership development programs for women with professional experience. This dual focus empowers graduates to progress into senior roles, challenge gender norms, and mentor others, contributing to a ripple effect within the industry.

In the long term, the program envisions reduced poverty and improved well-being for disadvantaged women and their communities. By advancing gender equality and providing women with pathways to leadership, the program also fosters sustainable economic development in Vietnam, aligning with Sustainable Development Goals such as No Poverty, Gender Equality, and Decent Work and Economic Growth.

The success of the 'Her Turn' program hinges on key assumptions, such as the willingness and ability of participants to engage with VET programs, the hospitality sector's capacity to offer decent work, and employers' commitment to fostering gender equality and enabling workplaces. These critical elements ensure that KOTO continues to drive transformative change for disadvantaged women and the hospitality and tourism industry in Vietnam.

2. Methodology

One key objective of this evaluation was to assess the attributable impact that KOTO's Her Turn Programme has on graduates. That is, to what extent has the Her Turn programme increased the livelihood opportunities and self-confidence and wellbeing of its alumni. A second was to explore how the programme has influenced the mindset of employers and the potential ripple effects that this may lead to in the hospitality industry more generally. To make this assessment we employed two different methodological approaches: phone interviews with alumni, using a mostly structured survey, and an open-ended qualitative Key Informant Interview (KIIs) with employers.

2.1. Overview of methodology

This evaluation focused on the key inquiries shown in Figure 1 below:

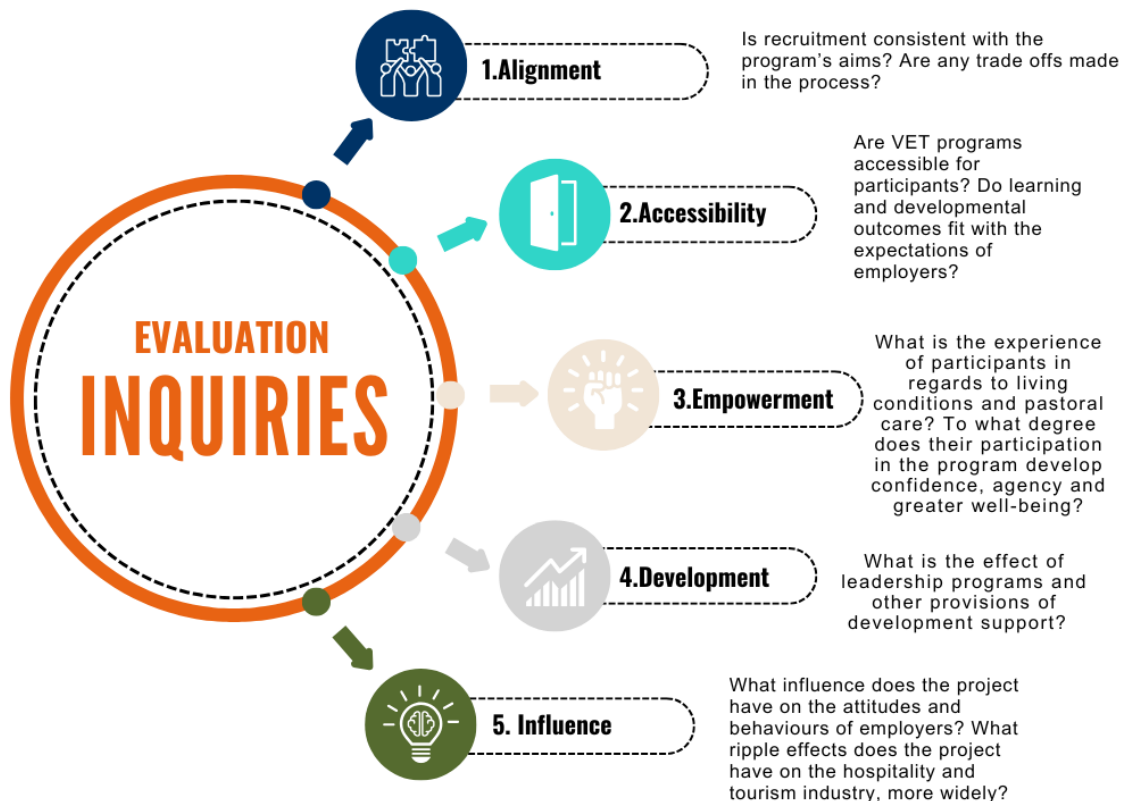


Figure 1: *Evaluation Inquiries*

KOTO aims to make sustainable improvements in livelihoods for its graduates and influence the attitudes and behaviours of employers, as well as the tourism and hospitality industry in general. To comprehensively address the program's impact and effect, a mixed-methods approach integrating both qualitative and quantitative methods was employed. This

combination ensures a robust analysis of the Her Turn program's alignment, accessibility, empowerment, development, and influence, providing depth and breadth in the findings.

Survey: A survey was conducted with alumni. Out of a list of 189 alumni MKE was able to schedule and conduct interviews with 43. The survey was mostly structured, with only some open-ended questions. The structured questions allowed for the assessment of measurable outcomes and trends across respondents, related to the evaluation inquiries. For example, to evaluate Alignment (Inquiry 1), quantitative data on the demographics of participants (e.g., percentage from ethnic minority backgrounds or government-certified poor households) was collected to confirm whether recruitment aligned with program goals. For Accessibility (Inquiry 2), survey data was used to assess the extent to which participants completed the program and secured employment, ensuring that outcomes met employer expectations. Indicators such as improved communication skills (97%) and increased confidence in goal setting (93%) provided clear metrics to measure the impact on Empowerment (Inquiry 3) and Development (Inquiry 4).

The inclusion of some open-ended questions allowed for the enrichment of the quantitative data collected, by giving insight into the lived experiences, such as their view program in enhancing their confidence, agency, and well-being.

Key Informant Interviews: Key informant interviews were performed with employers of Her Turn graduates that KOTO collaborates with. This method was deemed necessary for Evaluation Inquiry 5: Influence. These interviews were pivotal in understanding the program's impact on employers' attitudes and behaviours, as well as the ripple effects within the hospitality and tourism industry. For instance, employers shared detailed narratives illustrating how working with KOTO graduates inspired them to adopt more inclusive business practices.

Additionally, the employer interviews provided valuable insights into Development (Inquiry 4). The examples they shared about how Her Turn graduates stood out highlighted the effectiveness of KOTO's leadership training and mentorship programs in equipping graduates for managerial roles.

Limitations: Several limitations to this study warrant acknowledgement. The sample size of both KIIs and alumni respondents is one of the key limitations. There was a yield of 23 percent of successful interviews from the contact list provided by KOTO. There were multiple attempts to contact those on the list, at different times of day, however many contact details were not up to date despite the valiant efforts of KOTO to provide MKE with the correct information. The response rate is reasonable given that the contact list amounted to 189 respondents. However, as it is still a relatively small number, a high number would increase the generalizability of findings. This is also true for employer interviews, where only 3 interviews were secured.

Also, a larger sample size it may have led to a higher response rate to sensitive questions, such as siblings' earnings, as although some respondents answered this, it was only 6 out of the 43, so not enough to establish an understanding of a Return on Investment of the Her Turn program so far, by using siblings' income as a point of comparison.

A further limitation is the reliance on self-reported data. Respondents may have been reluctant to share negative information about the program, as they know the evaluation was administered through KOTO. KOTO's lack of comprehensive data on respondents further compounds the limitations of relying on self-reported data. Without detailed demographic or baseline data on participants, it becomes challenging to contextualize self-reported outcomes or assess the representativeness of the sample. This gap hinders the ability to identify patterns or correlations between participants' backgrounds and their experiences or outcomes within the program. For example, it may obscure whether certain groups face unique challenges or report differing levels of program impact. Additionally, the absence of this data limits opportunities for robust cross-validation or comparative analysis, potentially leading to an incomplete understanding of the program's effectiveness and areas for improvement.

3. Evaluation Findings

3.1. Demographics

Of the 43 respondents, all were female, and the average age was 23 years old. At the time of the interview, 56% were single, 40% were married and the remaining 4% preferred not to answer. 60% completed the Hospitality Operations/FOH training track, while 40% completed the Commercial Cooking/BOH track, both recognized by Box Hill Institute. Respondents were distributed across training programs of varying durations. Most respondents completed the 6-month training program; 3 respondents (7%) completed the 24-month program.

Current Employment and Income

Out of the 43 respondents, 79% are currently employed, while 19% are unemployed and 2% are studying and therefore not working. Among those employed, 53% work in the hospitality industry. For the remaining 26% employed in other sectors, job titles include phone sales staff, shop assistant, teacher, and tour guide, among others.

Most respondents (79%) reported having regular full-time employment, with 9% of these regularly employed individuals also working a part-time job. Additionally, 15% of respondents are self-employed, of whom 40% operate informal businesses (2 respondents) and 60% manage formal businesses (3 respondents). Among respondents, the current average monthly income is 7.5 million VND (approximately 256 USD). Most respondents earn between 5 million and 6.5 million VND a month, though a few senior graduates report incomes as high as 20 million VND. This is notably higher than the national average monthly income for female labor, which is recorded at 6.5 million VND by the General Statistics Office¹ Among those employed, 25% reported experiencing a negative income shock since graduating from Her Turn. The most cited reasons for these income shocks were family issues and personal illness. For respondents who are unemployed, the average length of unemployment is 4 months.

3.2. Evaluation Inquiry 1: To what degree is recruitment consistent with the program's aims? Are any trade-offs made in the process?

The following section evaluates the effectiveness of the recruitment strategies of the Her Turn program in reaching its target demographic—disadvantaged women. As KOTO lacked a comprehensive dataset on entrant demographics during Phase One, this evaluation relies more heavily on participant background information for entrants in Phase Two to assess the

¹ Vietnam General Statistics Office. (2024). *Socio-economic indicators in Vietnam, 2024* [Data set]. Retrieved from <https://www.gso.gov.vn/en>

program's success in keeping recruitment consistent with the program's aims. However, survey responses containing demographic insights from both Phases One and Two will also be utilized to provide a broader understanding of the program's performance in this area.

Demographic of Survey Respondents

From the survey responses collected, 88% of participants identified as being from ethnic minority backgrounds, while 12% belonged to the Kinh ethnic majority. Chart One provides a visual breakdown of the ethnic demographics, highlighting the diverse composition of the participants. As shown in Chart One, survey respondents encompassed 13 different ethnic groups: Kinh, Ê Đê, H'Mông, Mạn, Cò La, Tày, Gia Rai, Mường, Thái, Gáy and Dao. The majority ethnic out of respondents was with H'mong.

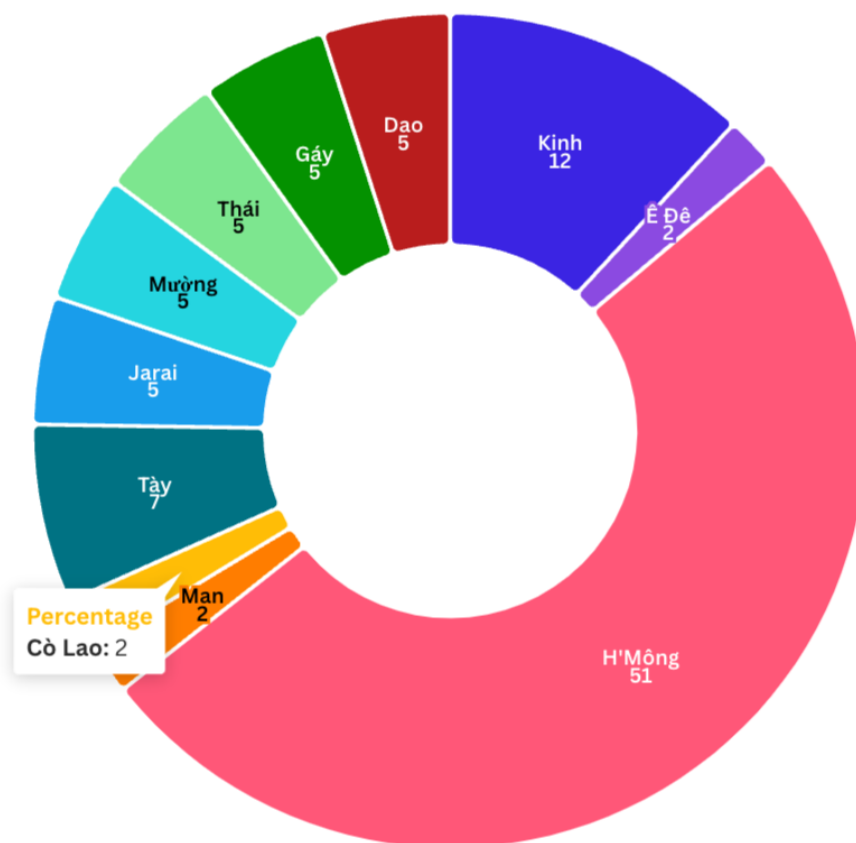


Figure 2: Ethnic Identification of Survey Respondents.

Survey representation aligns with the respondent demographics described in both the Year One Her Turn Phase Two report and the Her Turn Phase One Final Report. KOTO is thus consistent in its recruitment of women from ethnic minority backgrounds. This focus is critical to ensuring the program stays aligned with its core aim of empowering marginalized women.

In Vietnam, poverty rates among ethnic minorities are significantly higher than among the Kinh majority². Poverty rates among the H'mong has been reported to be 52.6%³, whereas the national poverty rate was reported to be 5% in 2020⁴. Residing mainly in the Central Highlands and Northern mountainous regions, women from ethnic minorities face systematic barriers such as limited access to education, healthcare and job opportunities.

The information collected on entrants since the commencement of Phase 2 highlights that participants face significant systematic barriers. Approximately 87% of entrants come from ethnic minority backgrounds, and 50% are government-certified as belonging to poor or near-poor households. Additionally, most participants discontinued their education at the high school level and have never had access to vocational training opportunities. Furthermore, data collected on Her Turn entrants by KOTO reveals that some Phase 2 participants also confront personal barriers, such as family bereavement or experiences of domestic violence. This background information on entrants' underscores KOTO's commitment to recruiting women from highly disadvantaged backgrounds, aligning with its mission to empower those who face systemic and personal barriers to opportunity.

No	Province/City	Ethnic	Demographics
1	Ha Giang	H'Mông	Ethnic minority, KV135, without vocational training
2	Hoa Binh	Mường	Single mother, ethnic minority, KV135, without vocational training
3	Lao Cai	H'Mông	Ethnic minority, near-poor, without vocational training
4	Dak Nong	Mạ	Ethnic minority, KV135, without vocational training
5	Yen Bai	H'Mông	Ethnic minority, low-income household, without vocational training
6	Lao Cai	Tày	Ethnic minority, not professionally trained
7	Son La	H'Mông	Ethnic minority, KV135, without vocational training
8	Hoa Binh	Thái	Ethnic minority, KV135, without vocational training
9	Hoa Binh	Thái	Ethnic minority, low-income household, KV135, without vocational training
10	Thanh Hoa	Thái	Ethnic minority, near-low-income household, KV135, not professionally trained
11	Hoa Binh	Mường	Separated, family violence, ethnic minority, KV135, without vocational training

² United Nations Development Programme (UNDP). (n.d.). Fact sheet: Poverty reduction in Vietnam. Retrieved November 26, 2024, from <https://www.undp.org/vietnam/publications/fact-sheet-poverty-reduction->

³ Nhân Dân. (n.d.). The Hmong ethnic group in Vietnam. Retrieved November 26, 2024, from <https://special.nhandan.vn/hmong-ethnic-group/index.html#:~:text=According%20to%20the%20'Basic%20characteristics,the%20percentage%20of%20trained%20workers>

⁴ World Bank. (2020). Vietnam poverty and equity assessment. Retrieved November 26, 2024, from <https://www.worldbank.org/en/country/vietnam/publication/2022-vietnam-poverty-and-equity-assessment-report>

12	Ha Giang	Dao	Ethnic minority, KV135, without vocational training
13	Quang Nam	Tày	Ethnic minority, KV135, without vocational training
14	Vinh Long	Kinh	Rural woman, not professionally trained
15	Binh Phuoc	Kinh	Rural woman, not professionally trained
16	Lai Chau	La Hủ	Ethnic minority, low-income household, KV135, without vocational training
17	Dak Lak	H'Mông	Ethnic minority, KV135, without vocational training
18	Lam Dong	Cơ Ho	Ethnic minority, near-low-income household, KV135, without vocational training
19	Hanoi	Kinh	Near-poor household, divorced parents, mother with severe health problem, without vocational training
20	Son La	H'Mông	Ethnic minority, KV135, father with kidney failure, without vocational training
21	Yen Bai	H'Mông	Ethnic minority, KV135, without vocational training
22	Hanoi	Kinh	Rural woman, not professionally trained

Table 1: KOTO's data on entrant demographics for Phase 2

The alignment of recruitment with the program's aims is further reinforced by insights shared by alumni about where they believe they would be if they had not participated in Her Turn. Many respondents indicated that without the program, they would likely be working in lower-paid roles, such as on a farm or in a factory. While salaries in agriculture, manufacturing, and hospitality can vary, respondents' reflections, combined with indicative salary data⁵, suggest that the hospitality sector offers better learning potential. Furthermore, hospitality roles often provide opportunities for career progression into higher-paying managerial positions. These responses highlight alumni's recognition of the barriers they faced in entering the hospitality industry before Her Turn, evidencing that the recruited demographic is consistent with the program's aims. Below are examples of statements that reflect these perspectives:

"If I hadn't joined KOTO, I wouldn't have the opportunities I have now and would still be working on the farm at home." (Survey Respondent, Her Turn Alumni).

⁵ According to sources, the average annual gross salary for a farm worker is approximately 46.6 million VND, equating to about 3.9 million VND per month. SalaryExpert. (n.d.). Farm worker salary in Vietnam. Retrieved December 4, 2024, from <https://www.salaryexpert.com/salary/job/farm-worker/vietnam>

In contrast, factory workers earn an average annual gross salary of around 66.9 million VND, or approximately 5.6 million VND per month <https://www.salaryexpert.com/salary/job/factory-worker/vietnam>.

the hospitality sector offers varying wages depending on specific roles. Hotel staff, for instance, typically earn between \$200 and \$400 per month, which converts to roughly 4.7 million to 9.4 million VND. <https://firstman.asia/average-salary-in-vietnam-2024.html>

“I think that if I hadn’t joined KOTO, I would be working as a factory worker. KOTO provided me with a job and helped me achieve stability.” (Survey Respondent, Her Turn Alumni).

“If I hadn’t joined KOTO, I’d probably be farming. KOTO greatly impacted me by providing life plans, skills, and a stable job with consistent income.” (Survey Respondent, Her Turn Alumni).

Adaptations/Trade-offs

Originally, the target demographic for Program A was women aged between 18 - 22 from ethnic minority backgrounds. Program B was designed for beneficiaries aged between 18 - 28. The 6-month VET program was thought to better cater for the needs of women with family responsibilities and time constraints. However, in the Her Turn Impact and Learning Report for Year One, Phase 2, it was noted that the same challenges would prevent married women/women with children from participating in the 24-month program and would also prevent them from participating in the 6-month program. Additionally, some participants requested to switch to the 24-month program (Program A), perceiving it as more comprehensive and valuable.

After encountering a higher-than-expected dropout rate of 23% in Program B, KOTO proactively adjusted its recruitment targets for both programs. The recruitment target for Program B was reduced to 20 participants per intake, addressing the retention challenges. To compensate for the 30-position gap in Program B, the number of trainees in Program A was increased by 9 participants.

A further adaptation that was made in approach to recruitment after Year One of Phase 2 was the hiring of a Trainee Recruitment Coordinator. The recruitment coordinator has implemented various strategies to ensure the Her Turn program. The recruitment coordinator has implemented a range of strategies to ensure that the Her Turn program effectively reaches its intended target demographic. These include:

- Fostering active relationships with key recruitment partners, such as local NGOs and social organizations/enterprises operating in rural areas. Their community-based approach provides strong connections with local populations and a deeper understanding of KOTO’s target demographic, contributing 35% of potential candidates.
- Incorporation of program introductions and recruitment campaigns into KOTO’s charity events, such as the Winter Appeal, to engage ethnic minority groups.
- Collaboration with partners to participate in Open Days and Orientation Days at rural high schools, introducing the KOTO program to students and their communities.

3.3. Evaluation Inquiry 2: To what extent are VET programs accessible for participants? Do the learning and developmental outcomes fit with the expectations and requirements of employers?

Accessibility of VET programs for Participants

Demographic survey data indicates that the VET programs are generally accessible to participants, with several positive signs pointing to the inclusivity of the Her Turn Program in particular. For example, the program is not only accessible to ethnic minorities but also to those who speak Vietnamese as a second language. As shown in Figure 2 47% of alumni did not speak Kinh as their first language. This suggests that the VET programs are accessible for non-Kinh speakers.

■ Tiếng Kinh ■ Tiếng Ê Đê ■ Tiếng H'Mông ■ Tiếng Cò Lao ■ Tiếng Tày ■ Tiếng Gia Rai ■ Tiếng Mường
■ Tiếng Thái ■ Tiếng Gáy

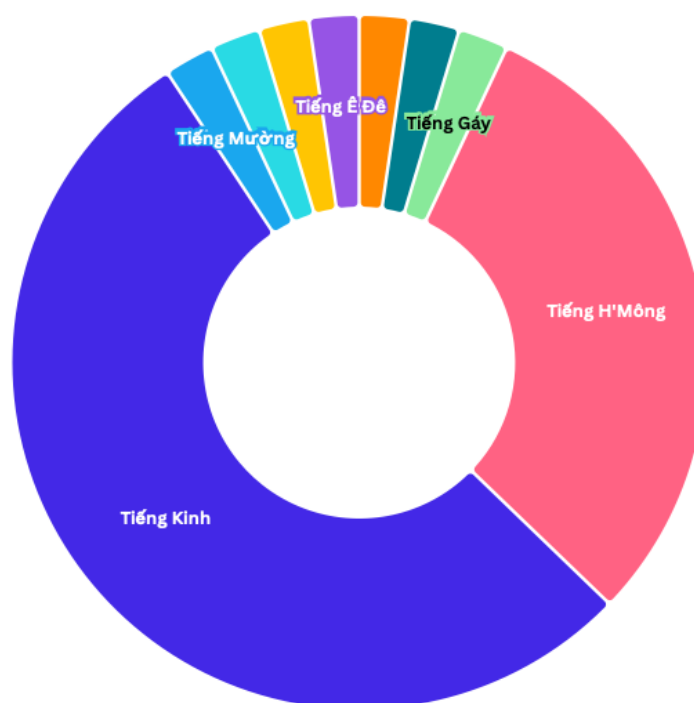


Figure 3: First Language of Respondents

The higher-than-expected dropout rate observed in Program B (23 per cent in Phase 2), which was initially designed to better support women with caregiving responsibilities, points to potential barriers that still exist for this demographic. Despite the program's intent, the dropout rates suggest that certain needs may not be fully addressed, requiring further consideration of how the program can better support participants with caregiving roles. However, as noted earlier, this was recognized by KOTO, who reduced the target recruitment of program B, allowing more funding to be allocated for a higher recruitment target for program A.

Nevertheless, the statements given by alumni show that for participants who chose to stay in the program support that it was accessible. Multiple respondents gave statements that illuminated how the VET program enhanced confidence and encouraged personal growth:

"This course helped me become more confident and open in communication. Moreover, it helped me secure a stable job." (Survey Respondent - Her Turn alumni).

"Living, studying, and working in an environment where I was taught soft skills and useful knowledge made me feel much more confident in communication and life." (Survey Respondent - Her Turn alumni).

"If I hadn't joined, I probably wouldn't have my current job. KOTO helped me develop skills for my current work, making it easier to find a job and specialize in my field." (Survey Respondent - Her Turn alumni).

"My current work heavily relies on the skills I learned at KOTO, which greatly influenced my professional development." (Survey Respondent - Her Turn alumni).

Finally, a key indicator of the accessibility of the VET programs is the employment rate among KOTO graduates. Since completing the program, 79% are currently employed, demonstrating that the program effectively equips participants with the skills needed to secure and maintain employment. This outcome is particularly significant given that many respondents come from ethnic minority backgrounds, which are often disproportionately affected by barriers to employment. Her Turn's success in helping these individuals overcome such barriers highlights the accessibility and effectiveness of the VET programs in providing opportunities for marginalized groups to build sustainable careers.

Alignment of learning and developmental outcomes with the needs of employers

The rate of employment is a persuasive indicator of the fact that the learning and developmental outcomes align with the needs of employers. However, what is further convincing is the testimonies from employers themselves. Below is analysis of two key trends observed from employer statements, indicating that the skills that the VET programs gave align with employer needs:

3.3.1. Skills and work ethic

All three employers interviewed noted the skills and work ethic of alumni as something that stood out for them. Their feedback emphasized that alumni possessed distinctive attributes that made them valuable contributors to the company:

"What stood out for me is about the skill and the training program from the students. They stay very strong in work ethics and their confidence in customer service." (KII 1).

"Despite being recent graduates, they adapted more easily than those with long-standing experience." (KII 2).

"KOTO alumni are highly skilled workers who quickly adapt. They come equipped with strong foundational skills and training, and once they join our organization, we further enhance their capabilities." (KII 3).

Employers could give specific examples of graduates that were distinctive to them. For example, a representative spoke about the outstanding qualities she witnessed from one graduate, discussing how the KOTO graduate was a staff member recognised for her exceptional service. She emphasised that she became a standout figure among customers, not just for her practical skills but for her unique ability to create meaningful connections with them:

“Every customer had something positive to say about her, as it was not only her practical skills but her personality. She made customers feel valued and have a very positive experience. She built a very good rapport with them” (KII 3).

3.3.2. Relevance of training

As well as highlighting how the skills and work ethics of KOTO graduates were admirable, employers also spoke about how the training was relevant to what they desired in the hospitality industry. For instance, employers highlighted the graduates' proficiency in English and strong communication skills, along with their mastery of core competencies essential to hotel operations. These attributes enabled them to integrate seamlessly into their roles and swiftly overcome the initial challenges often associated with adapting to a new work environment. Below are examples of their feedback:

“The communication skill and the English levels of the team are very good, so we do not find any challenges or difficulties the graduates face.” (KII 1).

“The program from KOTO is quite structured and close to the operations of the hotels.” (KII 1).

“They adapted very well to their roles and, after some time honing necessary skills, exhibited professionalism in their work—especially in environments that demand meticulousness and professionalism like restaurants and hotels.” (KII2).

3.4. Evaluation Inquiry 3: How do participants experience the living conditions and pastoral support? To what degree does the project help develop confidence, and agency, and foster greater well-being?

Living conditions and pastoral support

Survey results indicate that the Her Turn program successfully provided a supportive and nurturing environment for its participants. An overwhelming 97% of respondents confirmed that the program positively impacted their ability to communicate with others. Many shared how the program fostered an atmosphere where they felt supported and encouraged. Words like “friendly,” “helpful,” and “caring” were frequently used, suggesting that pastoral care was a key element of the program.

One respondent described their experience:

“The learning environment was quite good. I liked everyone, and they also liked me. The seniors were friendly, cheerful, and kind.” (K11 4).

Additionally, the significant number of "Agree" responses (33 out of 43) to the statement, “Since joining the 'Her Turn' program, I feel more confident about my self-worth,” suggests that the program had a significant impact on participants’ confidence. No respondents disagreed with the statement, and only 5% (2 out of 43) answered ‘Neutral’. This result points to the creation of a safe and secure environment that promotes personal growth. Moreover, participants also frequently highlighted the importance of interactions with teachers, peers, and mentors. These relationships are crucial in creating a space where self-development can thrive.

One participant noted:

“KOTO helped me become more open. Before, I was very timid because I had little exposure to the outside world. Thanks to KOTO, I became more confident as I met many people and shared many stories.” (Survey Respondent, Her Turn Alumni).

Another participant shared:

“During my time at KOTO, I felt everyone here was very friendly, caring, and sharing. I also learned from the senior trainees about behaviour and communication, so now I can confidently interact with people around me.” (Survey Respondent, Her Turn Alumni).

Since joining the "Her Turn" program, I feel more confident about my self-worth.

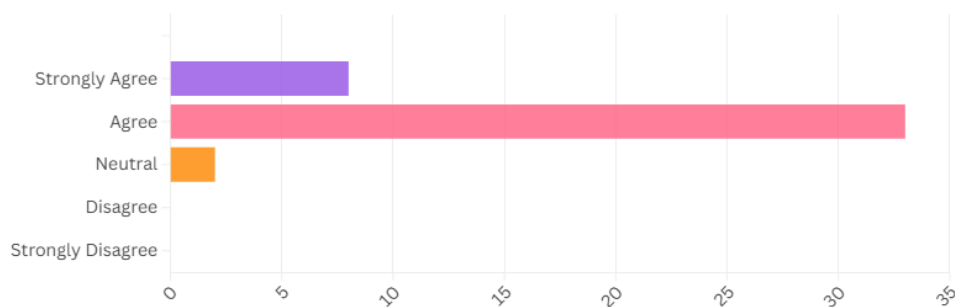


Figure 4: Confidence in self-worth.

Development of confidence and agency

Survey results indicate that the Her Turn program had a direct impact on alumni’s sense of agency - their ability to act independently and assertively. The ability to set goals and take actions for choices is a crucial component of agency. As shown in Figure 5, the majority of respondents (31 out of 43) disagreed with the statement “I do not have any specific goals”. This suggests that most alumni felt confident about their direction and purpose after completing the program. Additionally, the majority of respondents agreed with the statement “I often feel I have a specific or appropriate action plan to achieve my goals.” Approximately

93 per cent of respondents (40 out of 43) either agreed or strongly agreed with the statement ‘ ‘Her Turn” has given me the confidence to set goals, thanks to the resources and guidance it gave me”. This statistic reflects the program's effectiveness in instilling agency skills through structured learning and mentoring.

Goal Setting of Respondents after joining "Her Turn" Program

- I do not have any clear goals.
- I often feel that I have an appropriate or effective action plan to achieve my goals.
- The program has given me the confidence to set goals thanks to the resources and guidance the program provided me.

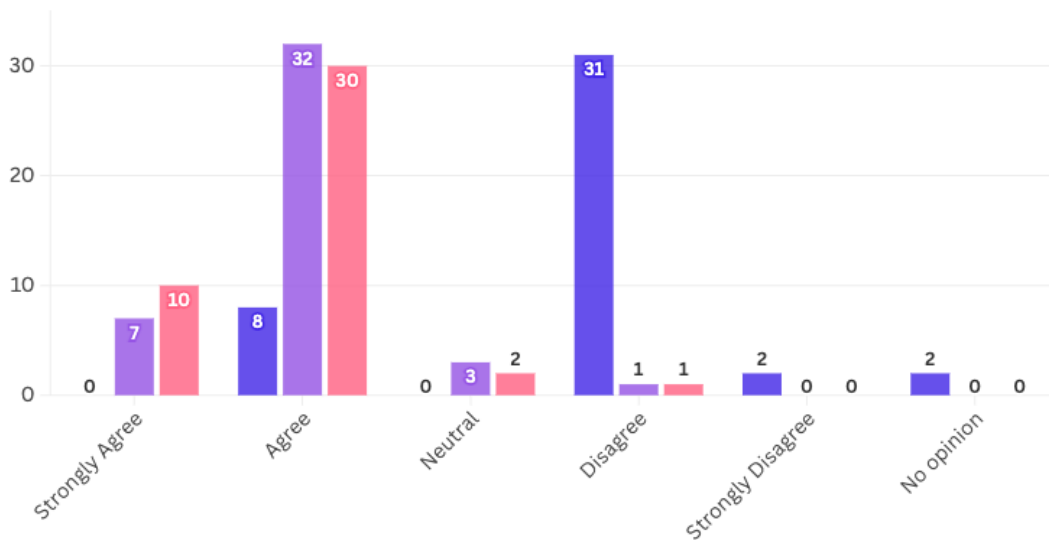


Figure 5: Goal setting

Moreover, respondents expressed sentiments that highlight how they became more proactive after they participated in the program. For example, one respondent commented:

"Before studying at KOTO, I was quite timid and hesitant to communicate with people around me. But after graduating from KOTO, I became much more confident, more proactive in many areas, and better at communicating and expressing my thoughts." (Survey Respondent, Her Turn Alumni).

Another respondent stated the following:

"Living, studying, and working in an environment where I was taught soft skills and useful knowledge made me feel much more confident in communication and life." (Survey Respondent Her Turn Alumni).

The capacity to make decisions and set goals for oneself is closely linked to particularly in one's capability to achieve those goals. As shown in the chart below, many more respondents reported to be confident in the ability to communicate their message after participating in the program. For instance, before the program, only 23% of respondents indicated they were confident in communication, and just 2% felt very confident. In contrast, after participating in

the program, the proportion of respondents who felt confident surged to 63% (27 out of 43 respondents), while those feeling very confident increased to 16%. This substantial growth highlights the program's positive impact on building communication confidence.

Confidence in Communication Before and After Joining the "Her Turn" Program

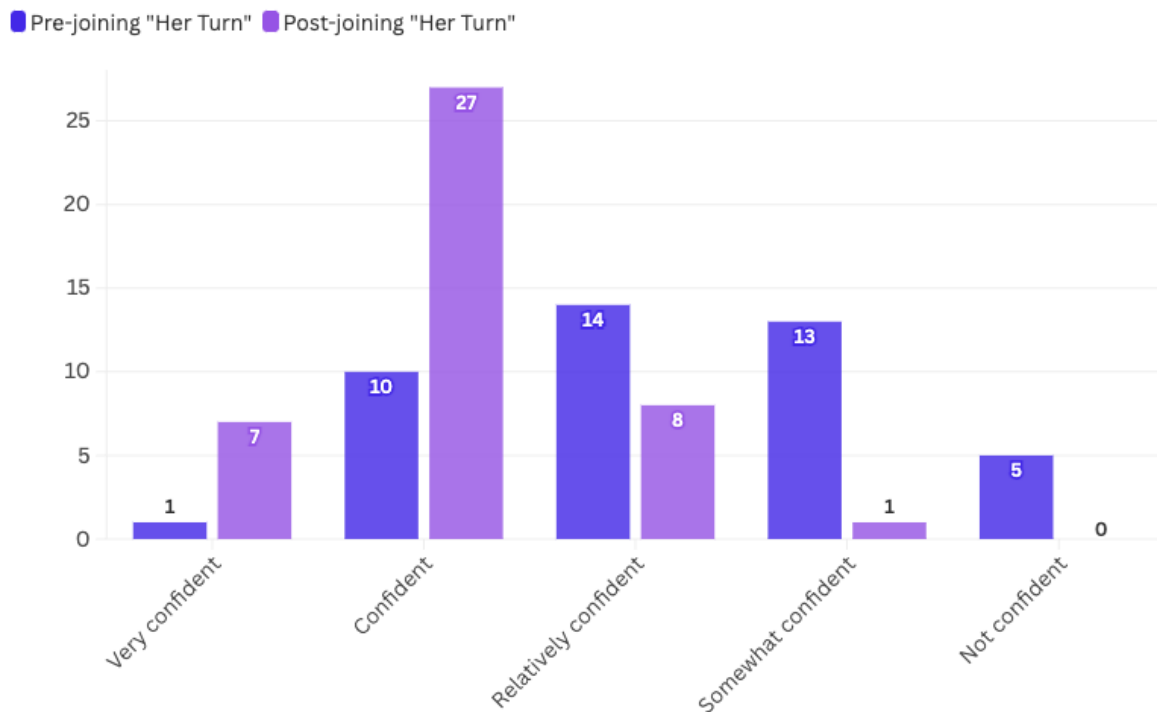


Figure Six: Confidence in Communication Before and After Her Turn

Well-being

Survey findings suggest that the program successfully fosters the greater well-being of participants. To assess how effective the project has been at contributing to respondents' well-being, questions centred around respondents' ability to manage stress, emotional well-being and health awareness.

When asked the statement "I often feel overwhelmed and stressed by the challenges in my life". There was variability in answers. Many respondents said they 'Agree' (15 out of 43) with that statement, however there was also a notable number of 'Disagree' (13 out of 43). Moreover, as shown in Figure 7 most respondents (27 out of 43) agreed with the statement "More than ever, I feel capable of facing and managing the stress in my life.; 4 respondents also stated that they 'Strongly Agreed' with that statement. This infers that although respondents still experience stress in their life, the program has had a positive impact on alumni's ability to manage stress overall. Further supporting that the program has helped participants manage and deal with stress and improve their overall wellbeing are statements given by alumni. Some examples are below:

“Because most KOTO students come from unique family backgrounds, including myself, I sometimes felt self-conscious about it. Family conflicts made me feel hurt and neglected my health. I often had many negative thoughts that I couldn’t control. But after joining KOTO, I learned discipline. Phones were collected, and we had set meal and sleep schedules. This improved my health and kept my mind happy. FOH training also taught me to smile with customers and manage emotions, reminding me to face challenges head-on.” (Survey Respondent, Her Turn Alumni)

“Through the program, I learned life skills and practical problem-solving. For example, if I mess up a dish, I don’t panic but calmly prepare a new one for the customer.” (Survey Respondent, Her Turn Alumni).

“KOTO helped me adjust my emotions to suit different situations. Before “Her Turn,” I couldn’t handle my personal issues and often let emotions take over. After completing the program, I learned to stay calm in all circumstances.” (Survey Respondent, Her Turn Alumni).

More than ever, I feel capable of facing and managing the stress and challenges in my life.

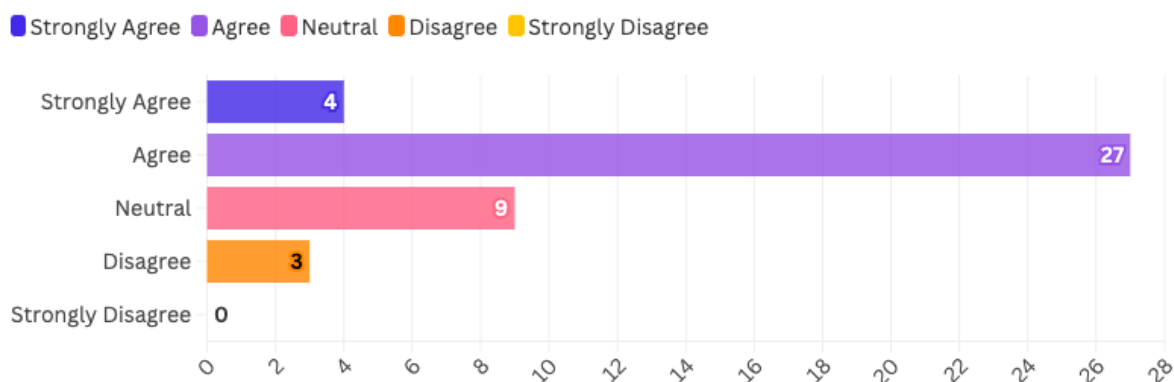


Figure 7: Facing and Managing Stress and Challenges

Furthermore, survey responses suggest that participants are aware of how to take care of their mental and physical well-being - "Strongly Agree" and "Agree" accounted for 88% of responses (38 out of 43) to the statement “I am aware of my health and how to take care of myself” . Although this perception cannot be said to be directly attributable to the program, the high increase in life satisfaction reported by participants suggests that the ‘Her Turn’ program has had a significant positive impact on participants' emotional wellbeing. The average life satisfaction reported by participants before participating in the program was increased by 38% after the program. Participants who initially rated their life satisfaction as low (e.g., 3, 4, or 5) experienced some of the largest increases in post-program satisfaction, jumping to scores of 8, 9, or even 10. This shift underscores the program's effectiveness in fostering overall wellbeing.

I am aware of my health and know how to take care of myself well

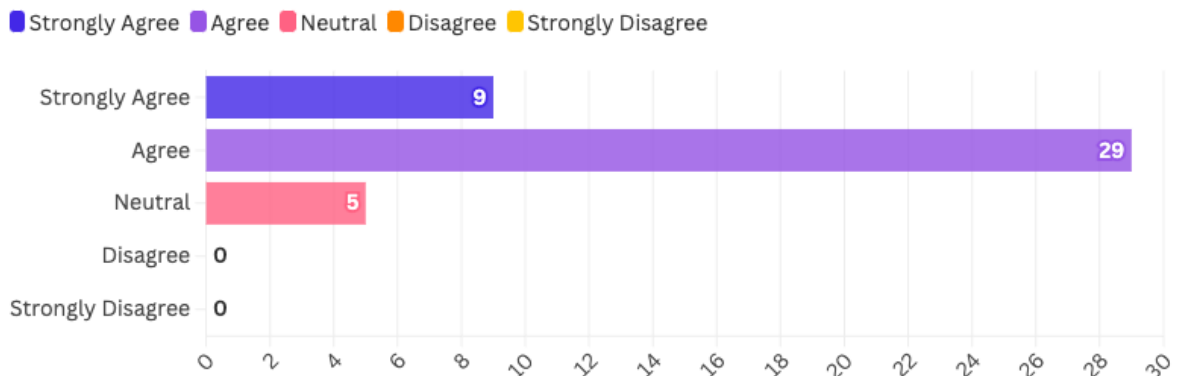


Figure 8: Health and Well-being

3.5. Evaluation Inquiry 4: What is the experience and effects of leadership programs and other developmental support?

The data collected from alumni respondents and employers highlights the significant positive impact of the leadership programs and developmental support included in the Her Turn Program. Three factors are indicative of this. Firstly, an overwhelming majority (93%) of respondents reported an increase in the ability to set goals since participating in the program, and most said they could establish effective action plans to achieve their goals. Secondly, participants reported a positive change in skills that are critical components of effective leadership: conflict resolution and communication skills. Thirdly, approximately 39% of respondents who completed the program more than two years ago reported having worked in a leadership position since graduating. Employer feedback reinforces these findings, emphasizing that alumni possess the skills and attributes necessary to excel in leadership roles.

Setting goals and developing effective action plans

As shown in Figure 3 (on page 17), most respondents reported an increased confidence in setting goals since participating in the Her Turn Program. This is a strong indicator that the Her Turn participants have had a positive experience with the leadership and development program provided by Her Turn which are key to personal and professional growth. Additionally, as shown in Figure 9 39 out of 43 respondents (approximately 90.7%) either "Agree" or "Strongly Agree" that they feel capable of establishing an effective action plan to achieve goals after completing the program. This highlights the program's success in equipping participants with the confidence and skills necessary for effective goal setting. Both these findings indicate that the program has had a positive impact on participants' strategic thinking and planning abilities - important attributes for personal and professional development.

(After graduating from the "Her Turn" program) I often feel that I have an appropriate or effective action plan to achieve my goals.

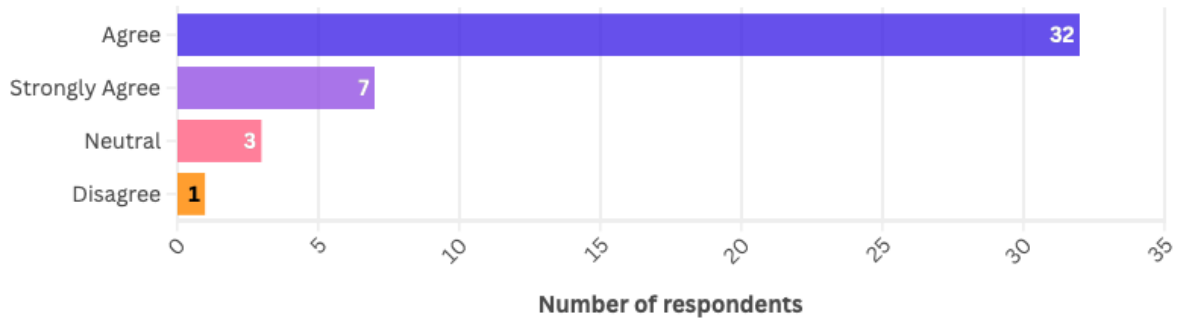


Figure 9: Action Planning Abilities Since Graduation

Conflict resolution and communication skills

As shown in Figure 10, only 6 respondents reported having 'Excellent' or 'Good' conflict resolution skills prior to completing the program. The number of respondents who reported having 'Good' or 'Excellent' conflict resolution skills after completing the Her Turn Program rose to 36, representing a substantial increase of approximately 70%. Additionally, 17 respondents rated their conflict resolution skills as 'Very Poor' or 'Poor' before completing Her Turn, whereas none reported having 'Very Poor' or 'Poor' resolution skills after completing the program. These findings underscore the effectiveness of the Her Turn Program in equipping participants with critical leadership competencies, fostering both confidence and practical skills essential for their development. Moreover, as shown in Figure 6 (on page 17), only 25% of alumni reported to be 'Confident' or 'Very confident' in communication skills before joining KOTO's program, a vital attribute for effective leadership. After completing the program, this figure rose to 34 respondents, or approximately 79%, demonstrating a remarkable improvement in participants' confidence in communication.

Conflict resolution skills before and after Her Turn

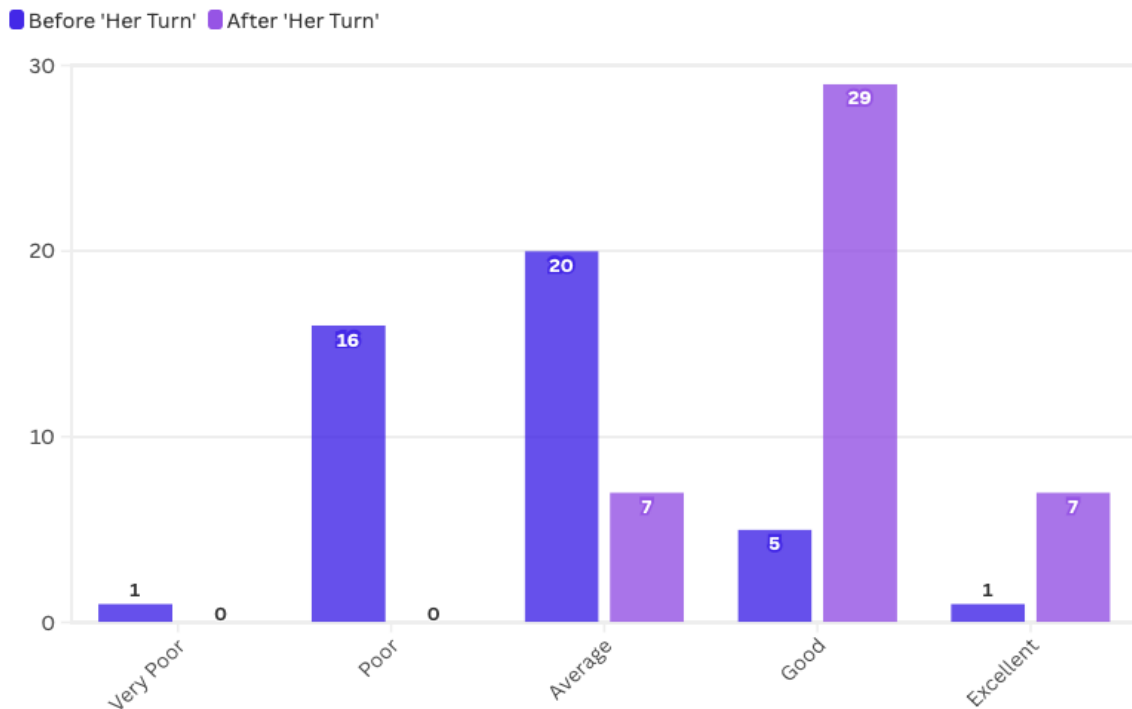


Figure 10: Conflict Resolution Skills

Capability to Progress into leadership roles

Out of total 43 respondents, 7 alumni reported having worked in leadership positions since graduating from the Her Turn Program. Leadership roles included Business Owner, Restaurant Manager, and Restaurant Supervisor, indicating that the program effectively equips alumni with the skills and confidence necessary to advance into leadership positions.

This conclusion is further reinforced by testimonials from employers, who highlighted specific examples of alumni demonstrating leadership qualities in professional settings. For instance:

“Another example, there was one moment I recall, I was doing a high-profile event where we were short-staffed due to unforeseen circumstances, and this graduate not only stepped up to manage additional responsibility, but also encouraged the team with time and composed manners. Their ability to take initiative and maintain pressure was far beyond this years’ experience.” (KII 1).

“Some of my employees, such as single mothers from rural areas, have become role models for others in the workplace due to their work ethic and positive spirit.” (KII 2).

These examples illustrate how the program fosters critical leadership attributes, such as resilience, initiative, and the ability to inspire others. Together, the data and employer feedback strongly suggest that the Her Turn Program is successful in preparing its graduates for leadership roles.

3.6. Evaluation Inquiry 5: What influence does the project have on the attitudes and behaviours of employers? What ripple effects does the project have on the hospitality and tourism industry more widely?

Influence of the Her Turn Program on the behaviour and attitudes of employers

While employers interviewed for this evaluation were already aligned with socially responsible values or had their own initiatives to support disadvantaged youth, such as IGH's RISE mentoring program, they spoke about how their interaction with Her Turn has amplified and reinforced their commitment to inclusivity and empowerment (KII 2, KII 3, KII 1). Employers also expressed admiration for the program and KOTO's impact more broadly. They described how hiring KOTO graduates not only adds professionally skilled team members but also has a transformative impact on workplace culture:

“KOTO is truly remarkable. The small group of KOTO trainees in my team not only contribute professionally from the skills they have learned but also bring an energy that inspires others. For example, some of my employees, such as single mothers from rural areas, have become role models in the workplace due to their work ethic and positive spirit.” (KII 2).

Industry transformations take time, but KOTO is paving the way by demonstrating how mentorship programs like Her Turn equip alumni with the skills needed to succeed in the hospitality sector. By addressing the intersecting challenges faced by underrepresented demographic groups, KOTO sets an example of how targeted training can dismantle barriers to industry entry. Furthermore, KOTO's partnerships with employer groups not only raise awareness about the struggles of disadvantaged youth but also highlight how training initiatives can help overcome these obstacles. This impact is evident in the testimonials shared by employers:

“Working with KOTO graduates can increase awareness among employers about challenges faced by disadvantaged youth, particularly in terms of access to education and employment opportunities.” (KII 1).

“If a company implements flexible work environments or mentorship programs for underrepresented groups, it could be influenced by insights gained from KOTO's partnership.” (KII 1).

Ripple effects on the tourism industry

The impact that working with KOTO graduates has on the mindset of employers may lead to the implementation of more inclusive policies, as one employer stated (KII 1). The potential of ripple effects on the tourism and hospitality industry, was also explicitly noted by another employer, who reflected on how collaboration with KOTO influenced their business practices:

“KOTOs collaboration has encouraged me to incorporate their values into my own business concepts. Many businesses have followed a similar path of sustainable tourism and recycling since I started in 2002. KOTO’s influence can truly inspire a wide range of businesses” (KII 2).

Employers noted how KOTO’s training model provides a framework for other businesses to emulate, promoting practices such as structured onboarding, mentorship, and skills development:

“We adopted practices like ‘Clean Talk’ from KOTO ⁶and used them with employees from ethnic minority backgrounds to help them adapt and excel in managerial roles.” (KII 1)

These examples illustrate how KOTO’s work catalyses broader ripple effects across the tourism and hospitality industry, setting benchmarks for inclusivity, and social responsibility. To further extend influence, employers interviewed proposed co-hosting workshops and created a wider sharing of success stories of graduates more widely (KII 1, 3).

⁶ “Clean talk” is understood in the way that communication should always be respectful at all levels, but still need to maintain the integrity and ponderousness of words, particularly when you are in a managerial level speaking to your staff who is senior than you.

4. Conclusion

This evaluation has determined that the Her Turn program is performing exceptionally well across all areas of inquiry. The key findings are as follows:

Recruitment Aligned with Program Goals

KOTO's recruitment process for Her Turn is aligned with the program's objectives. Notably, 88% of respondents are from ethnic minority backgrounds, and at least half of Phase 2 entrants come from government-certified poor households. Additionally, participants face significant personal challenges, such as domestic violence or family bereavement. This data highlights KOTO's dedication to recruiting women from disadvantaged backgrounds to empower them to overcome both systemic and personal barriers, fostering personal and professional growth.

Accessibility and Impact of VET Programs

Demographic data from the survey demonstrates the accessibility of KOTO's vocational education and training (VET) programs. Participants from ethnic minority backgrounds, including non-native Vietnamese speakers, completed the program and secured employment. Employer feedback was overwhelmingly positive, with respondents highlighting not only the participants' essential skills but also their outstanding qualities compared to other employees. This indicates a strong alignment between the program's training outcomes and the needs of employers in the industry.

Development of Confidence and Well-Being

The Her Turn program has achieved significant success in building confidence, agency, communication skills, and overall well-being among participants. Survey results revealed that 97% of respondents reported improved communication skills, and 93% gained confidence in setting and pursuing goals. Participants emphasized the supportive environment fostered by strong relationships with mentors, teachers, and peers, which they credited as instrumental to their growth. Additionally, the program's impact on well-being is noteworthy. 88% reported improved awareness of their mental and physical health, with many feeling better equipped to manage challenges. A 38% increase in life satisfaction, particularly among those who initially reported low scores, underscores the program's ability to empower individuals emotionally and socially.

Leadership and Career Advancement

Both quantitative and qualitative findings highlight the program's positive impact on participants' leadership and career development. Participants reported significant progress in areas such as goal setting, conflict resolution, communication skills, and the ability to assume leadership roles. Employer testimonials further validated these findings, providing examples of participants' resilience, initiative, and ability to inspire others in professional settings. These results affirm the program's success in cultivating leadership competencies and driving career progression.

Influence on employers and Industry Ripple Effects

The Her Turn program has not only shaped the attitudes and behaviours of employers but also inspired broader changes in the hospitality and tourism industry. Employers reported that working with KOTO graduates reinforced their commitment to inclusivity and social

responsibility. This, in turn, initiates a ripple effect across the industry, where one positive change leads to another, gradually transforming the sector to become more inclusive, equitable, and socially responsible.

Overall, MKE is of the opinion that the Her Turn program is exceptional in its dual focus on equipping disadvantaged young women with practical skills to excel in the hospitality industry, while simultaneously fostering their personal growth and resilience. This holistic approach ensures participants are not only job-ready but also empowered as individuals. KOTO's investment in its graduates creates inspiring role models. In turn, this sparks broader change within the industry by challenging stereotypes, promoting inclusivity, and encouraging others to follow KOTO's lead in driving social impact through targeted training and mentorship.

Appendix 1: Survey for Alumni

Hello, my name is (interviewees name). Can I confirm I am speaking with _____? My name is _____ and I'm calling on behalf of KOTO and Mr. Jimmy Phạm, founder of the organisation, to conduct a survey for KOTO's Her Turn program. Since you were a graduate of the program, I am calling to ask if you have time now to participate in the survey? Thank you for confirming your participation in the KOTO Her Turn alumni survey. Every single one of your responses is an invaluable source of information for KOTO, and results from the survey will help improve KOTO's future programming.

Your responses will be kept strictly confidential, and results will not be analysed or reported in any way that would identify you as an individual. Please feel free to be as honest as possible. That way KOTO can gain a comprehensive understanding of how the Her Turn program has impacted your life, and how Her Turn alumni and students can better support students and alumni in the future.

There are # questions in this survey. If you do not understand any questions asked during the interview process, please ask for further clarification. Are you ready to begin?

Section 1
Demographic info:

What is your year of birth?
What city or province are you currently living in?

What is your marital status?

Single
In a relationship
Married
Divorced
Prefer not to say
Other

What ethnic group do you identify as? (Kinh; Other [Box with name]; Prefer not to say)

Growing up, what Language did you speak at home? _____ (OR: Kinh; Other: [Box with name])

Section 2
I will now ask you some questions about your HerTurn class.

What is your Her Turn Class?

Which training track did you complete?

Commercial cookery (accredited by Box Hill Institute)

Hospitality (accredited by Box Hill Institute)

(Qualitative question) Can you give me one example of something that you learned from training with KOTO that was valuable/significant to you?

Section 3

I will now ask you some questions about any further education pursued since graduating from Her Turn.

Have you pursued any further education since graduating from the HerTurn programme? (If YES continue to question 10, if NO skip to question 11)

What is the name of the highest level of education you've received since graduating from KOTO?

If you are currently in school but have not yet graduated, please indicate your expected degree and course of study.

E.g Bachelor's in hospitality management

Country of study?

Section 4

Increased self-confidence and self esteem

These questions are designed to measure self confidence and self esteem both before and after graduating from the HerTurn Programme. Ask the participant to say if they strongly disagree, disagree, neither agree nor disagree, agree or strongly agree with the statement. (Likert scale)

Before graduation I felt that I am valuable or at least equal to others"

"Since participating in the HerTurn programme, I feel more assured of my self-worth"

"Before participating in the HerTurn programme, I felt proud of my achievements"

"Since participating in the HerTurn programme, I feel proud of my accomplishments."

Since participating in the Her Turn programme, feel proud of the progress I've made."

Section 5

Interpersonal skills

These next set of questions will be used to determine the positive impact that the HerTurn programme has had on developing interpersonal skills. Ask the participant to choose one of the following in relation to each statement: Very poor, poor, fair, good, excellent

Before participating in Her Turn, how would you rate your ability to resolve situations of conflict?

Since completing Her Turn, how confident are you in your ability to resolve conflicts or issues in your workplace or with others?

Before participating in Her Turn how confident were you in conveying your message to make people understand? (Extremely confident, very confident, moderately confident, slightly confident, never confident)

Since completing Her Turn, how confident were you in conveying your message to make people understand?

Has the programme influenced how you communicate with others? IF YES, ask: could you give an example of how?

Section 6

Questions on agency

Read out the following statements. Ask the participant to select one of the following options: Strongly disagree, disagree, neither agree nor disagree, agree or strongly agree

After graduating

I do not have any clear identified goals

I usually feel that I have a suitable or effective action plan or plans for reaching my goals

Her Turn gave me confidence in setting goals because of the resources and guidance it gave to me

Section 7

Health and wellbeing

Read out the following statements. Ask the participant to select one of the following options: Strongly disagree, disagree, neither agree nor disagree, agree or strongly agree

I often feel overwhelmed and stressed by the challenges in my life.

I feel equipped to manage stress and face challenges more often than not.

I frequently feel unhappy or anxious about my circumstances.

More often than not I feel content with where I am in life and the direction I'm heading.

I'm well aware of my health and know how to take good care of myself.

On a scale of 1 - 10, with 1 being the lowest score satisfaction and 10 being the highest, how would you rate your overall life satisfaction before participating in the Her Turn programme:?

On a scale of 1 - 10, with 1 being the lowest and 10 being the highest, how would you rate your overall life satisfaction after participating in the HerTurn programme?

(Qualitative question): Can you give one example of how participating in the program influenced the way you handle stress, balance your personal and work life, or focus on your well-being?"

Section 8

Employment information

This section will ask you about your employment status after graduating from KOTO. Understanding how you have progressed since graduating from the Her Turn Programme will help give opportunities to improve their training and support services.

Are you currently employed? (If YES continue to question 39, if NO skip to question 39).

Current Employment (Regular)

Do you have regular employment, meaning guaranteed hours of work or full-time work for an employer? (If YES, continue to question 26, if NO skip to question 28)

Which job function (s) do you work in?

READ OUT OPTIONS AND ASK RESPONDENTS TO LIST ALL THAT APPLY, IF THEY DO NOT WORK IN THE HOSPITALITY INDUSTRY ASK FOR SPECIFICATIONS.

Front of house (e.g., server, host, bartender, barista)

Commercial cookery (e.g, line cook, chef)

Other, within the hospitality industry

Other _____

Since graduating from the Her Turn program, have you held or are you currently in a leadership position at work? This could include roles such as a supervisor, team leader, manager, or any position where you guide or oversee others

(FOR GRADUATES THAT GRADUATED BEFORE OCTOBER 2022 CONTINUE ON TO QUESTION 38, FOR GRADUATES THAT GRADUATED AFTER OCTOBER 22, SKIP TO QUESTION 39).

Have you been working with the same employer for more than 2 years? (Yes/no)

Current employment (Casual)

Do you have casual employment, meaning part-time work or no guaranteed hours of work for an employer or multiple employers (If YES, continue to question 29, if NO skip to question)

If you are casually employed, how many hours do you typically work per week for your casual employment?
(This should NOT include respondents' hours of full-time employment or hours of self-employment)

Which job function?

Hospitality industry
Non- hospitality industry

Current employment (Self)

Are you currently self-employed, meaning you are working for yourself or family rather than working for an employer, at either a formal household business, a registered enterprise, or informally? (if YES, continue to question 43, if NO, skip to question 47)

What is the designation of your self-employed business?

Formal household business
Registered enterprise
Informal business

What kind of business?
If it is a non-hospitality industry, please ask the respondent to specify.

Restaurant business
Non-restaurant business
Hotel
Tourism

Other, hospitality industry

Other _____

How many people does it employ, including yourself?

In a typical month between September 2023 and September 2024, how much profit did your business generate, in VND? If you are unsure, please estimate to the best of your abilities. If the business is newly established, ask for average profit generation since opening.

Current Income

What is your current gross monthly income in VND? (Explain that gross income is the total amount of money you earn from all income-earning activities before anything is taken out for taxes and other deductions.)

Have you experienced any negative shocks in your income since graduating from Her Turn? (Explain that negative shocks mean a drop in income eg., if you normally expect \$100/mo but your income dropped to \$70/mo or less at any point). Explain that negative shock can be due to external reasons - political/economic/environmental or personal reasons - family illness, emergency. IF YES, ask if they can specify the reason why.

YES _____

NO

(QUALITATIVE QUESTION - IF THEY OWN A BUSINESS) How do you think the skills-sets that you have learned contribute to your business establishment and development? How do you see your current business's vision and mission being influenced by the values/mindsets that you have been exposed to during your study time in KOTO? (Give examples for the interviewee to understand better. Ex: sustainable development, GEDSI,...)

Unemployed Status

How many months have you been unemployed?

If you are currently seeking a new job now, would you be interested in support from the Her Turn programme and its alumni? Yes/No

Section 9

This section asks about ways you have given back to the community since graduating from Her Turn.

Since you graduated from Her Turn, have you ever contributed to the community in any of the following ways?

Tell the respondent to list all that apply, or to please specify if other

Do volunteer work

Contribute financially to charities (eg., donate to KOTO, donate to build schools/houses in remote areas, etc.,)

Contribute to in-need communities by sharing expertise and experiences with trainees and staff)

Sponsor Her Turn trainees

Haven't contributed back

Other _____

Do you provide regular financial support to your family (outside of spouse or children)?

Regular meaning repeated payments on a regular schedule, eg., monthly, quarterly, yearly. (If YES, continue to question 42, if NO skip to question 45)

In a typical month, how much money do you send to your family in VND? Please estimate to the best of your ability.

Who is the primary beneficiary of your regular financial support?

Parents

Siblings

Extended family

Other _____

What are the main uses of financial support?

Inform respondent to specify if other

Building family home

Buying other assets (eg., motorbike, phone, other household durables)

Daily expenditures

Education costs

Funeral

Healthcare (eg., illnesses or accidents)

Maintaining family home

Wedding

I don't know

Other _____

(Qualitative question): Have you ever considered where you might find yourself today if you had chosen not to participate in KOTO's HerTurn Program? In what ways do you believe the program has influenced your personal and professional development?

Section 10
Sibling information

In this section I will ask you some information about your siblings. This will help us understand your family context more broadly.

Do you have any siblings who are three years older/younger than you? Yes/No (If YES continue to 46, if NO end of survey)

Have you provided any of them with direct financial support? Direct meaning you directly helped them with their education/tuition costs, or provided them with a regular allowance)

- Yes, all of them
- Yes, but not all of them (Continue to 50)
- No (Continue to 50)

What is their current employment status?

- Regularly employed
- Casually employed
- Self-employed
- Unemployed

What is their gender?

- a)Female
- b)Male
- c)Non-binary
- d)Transgender
- e)Prefer not to say
- f) Other _____ -

What is their relationship status?

- Single
- Married
- In a relationship
- Divorced
- Prefer not to say
- Other _____

What is an estimate of their current gross monthly income in VND? (Skip to 51 if unemployed).

Sibling without direct financial support

What year were they born in?

What is their current employment status?

Regularly employed
Casually employed
Self-employed
Unemployed

What is their gender?

a) Female

Male

Non-binary

Transgender

Prefer not to say

Other _____

. What is an estimate of their current gross monthly income in VND?

Appendix 2: Questionnaire for Employers

Background of collaboration with KOTO:

- What prompted your organisation to partner with KOTO? How did your working relationship with KOTO begin?
- Had you previously employed KOTO alumni? Do you consider a candidate who graduated from KOTO as a plus point during your CV filtering process?

Experience with KOTO graduates

- Can you share one or two positive experiences you've had while hiring or working with a KOTO graduate? Was there anything surprising or unexpected that made this experience stand out?
- How has your experience working with graduates from KOTO's Her Turn program influenced your perceptions about recruiting and working with disadvantaged women from rural, remote ethnic minority communities? What challenges or difficulties did the graduate face, and how did you identify and address these challenges to support the graduate in overcoming them?

Implementation of gender and diversity policies

- Can you describe any gender and diversity policies your company is currently implementing?
- How do these policies ensure accountability and inclusivity within your organisation? What additional policies or programs does your company provide to support women or ethnic minorities? (e.g., equal maternity leave, flexible hours, on-site childcare)?
- Have any of these policies been introduced recently? Were they influenced by your partnership with KOTO? Could you provide an example?
- As an employer, how has the engagement with KOTO graduates changed perceptions?

Equality in workplace

- What do you think defines an equal-opportunities workplace (e.g., equal pay, equal representation, inclusive leadership roles)?
- Can you describe any strategies your company uses to help ethnic minorities move into leadership positions? Have any of these strategies been adopted since employing KOTO graduates? If so, what inspired the implementation of these policies?

Impact

- Can you share examples of how your organisation has influenced other companies to adopt inclusive policies and practices?
- If not, can you suggest ways your organisation or KOTO could encourage other businesses to adopt inclusive policies and practices?
- Based on your observation of employees, what measures do you believe KOTO should implement to better equip graduates of their program for potential employment with companies such as yours?

Future Collaboration

- Do you think your company will be a willing partner to promote KOTO's work on gender and inclusion in the hospitality industry? Do you have thoughts on how?

Appendix 3: Recommendations

FOR HER TURN:

All three employers interviewed noted that one improvement to the Her Turn Program would be to increase the length of training in some areas:

"While KOTO provides very excellent active modules on soft skills such as communications, problem solving, or teamwork, more advanced workplace skill training and leadership development opportunities could be highly beneficial." (KII 1).

"If conditions allow, providing more support during the training phase would be excellent. The current training timeframe is effective, but with additional resources, KOTO could extend its programs to include more skills and knowledge, especially for those eager to learn and grow further." (KII 2)

"Longer training course, or more in-depth sessions to fully help them understand the skill/quality required. Especially on managing style, how to improve and develop managing style." (KII 3).

To address these comments made by employers, MKE advises KOTO considers incorporating the following:

Extend Training Duration for Key Skills:

Introduce an optional advanced training phase for graduates interested in leadership or specialized roles, focusing on areas such as management styles, problem-solving, and critical thinking.

Strengthen Leadership Development Programs:

Include leadership workshops, mentoring opportunities, and practical exercises to prepare graduates for supervisory roles. For example, partnering with industry leaders like IHG to design mentoring or job-shadowing programs where participants can observe managerial roles in real-world settings, such as hotel operations, customer relations, or team leadership.

FOR EVALUATIONS:

To strengthen the validity of claims made in future evaluations, it is recommended that KOTO keeps a more comprehensive entrant and alumni database. This would mean that evaluations do not have to be so dependent on future evaluations. MKE suggests:

- **Collect Baseline Data at Program Entry:** Introduce a structured intake process where demographic, socioeconomic, and baseline skills data of participants are systematically collected. This allows for a more accurate comparison between pre- and post-program outcomes, strengthening the ability to measure program impact effectively. Notably, this has begun in Phase 2 of the program, however it needs to become more detailed and comprehensive.

- Implement systems to monitor alumni outcomes over time, including employment stability, career progression, and personal well-being, to inform continuous improvement of the program.