



Community-based Climate Change Action Grants Program

**Partnership for equitable Resilience to the impacts of climate
change of the Coastal communities in deltas of Vietnam - PRC
Project**

Project Design Document

OXFAM

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Acronyms

CBDRM	Community-based Disaster Risk Management
CC	Climate Change
CCA	Climate Change Adaptation
CCCAG	Community based Climate Change Action Grants
CCDAF	Community CC and DRR Adaptation Fund
CFSC	Committee for Flood and Storm Control
CLAD	Community Livelihood Adaptation Fund
DARD	Department of Agriculture and Rural Development
DOLISA	Department of Labour, Invalids and Social Affairs
DONRE	Department of Natural Resources and Environment
DPI	Department of Planning and Investment
FIG	Farmer Interest Group
GoV	Government of Vietnam
MARD	Ministry of Agriculture and Rural Development
MCD	Centre for Marinelife Conservation and Community Development
MEAL	Monitoring, Evaluation, Accountability and Learning
MONRE	Ministry of Natural Resources and Environment
MRD	Mekong River Delta
NTPCCA	National Target Program to Respond to Climate Change
PC	Peoples Committee
PCCAP	Provincial Climate Change Action Plan
PCVA	Participatory Capacity and Vulnerability Assessment
PMU	Provincial Management Unit
PSC	Provincial Project Steering Committee
RRD	Red River Delta
SEDP	Socio-Economic Development Plan

Project information

Project lead	Oxfam (Oxfam Australia for Contract Management, Oxfam in Vietnam for implementation in Vietnam)		
Collaborating partner organisations	<p>Oxfam Australia, Oxfam Great Britain and Oxfam Novib will be working with the following partners to implement the proposal:</p> <ol style="list-style-type: none"> Centre for Marinelife Conservation and Community Development (MCD). MCD is a Vietnamese non-government organisation started in 2003, devoted to coastal community livelihoods, marine conservation and sustainable coastal development in Vietnam. Provincial Government Department of Agriculture and Rural Development (DARD) in Tien Giang and Tra Vinh Provinces. DARD is a section within the Ministry of Agriculture and Rural Development, and is responsible for managing the sectors of Climate Change Adaptation, Disaster Management, Agriculture, Fisheries, Water and Sanitation. 		
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1. Executive Summary

The target coastal communities proposed for assistance by this project in the Red River Delta (RRD) and Mekong River Delta (MRD) are amongst the most vulnerable communities to the impacts of climate change (CC) in Vietnam. The project sets out to address 4 key problems: (1) low adaptive capacity because of limited information and knowledge on climate change, and the presence of poverty and landlessness; (2) some of the most important livelihoods of poor women and men are under threat from climate change and development pressures; (3) natural resources and the ecosystem services they provide are degrading and increasingly vulnerable to climate change; (4) and existing climate change adaptation (CCA) practice and policies do not reflect local challenges or incorporate the knowledge, experience and needs of the most vulnerable. All these concurrent problems result in the extreme vulnerability of people living in poverty and especially women to the unavoidable impacts of climate change.

The overall objective of this 30 month AUD2.99 million project is to increase the resilience of 51,000 of the most vulnerable people, especially women, living in coastal communities affected by the impacts of climate variability, change and disasters. Specifically, the project aims to reduce risk and improve the livelihoods of people that are poor, landless or land-poor, disabled and women-headed households, in 31 targeted coastal communes¹ in the

¹ Vietnam Third level administrative subdivisions

Red River and Mekong River Delta to the impacts of climate change by: (1) raising the awareness of vulnerable people and empowering them to work with local authorities to integrate their particular needs for CCA and DRR into local level management and development plans; (2) increasing livelihood and eco-system resilience of the most vulnerable people in the targeted coastal communes; (3) ensuring that project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy in Vietnam.

The project will be implemented by Oxfam through a strategic partnership with the Vietnamese NGO, Centre for Marinelife Conservation and Community Development (MCD), and provincial government counterparts such as DARD and Department of Natural Resources and Environment (DONRE). The project's strategy for change is to work with the most vulnerable people, especially women in the 31 targeted communes to raise their awareness and understanding of the unavoidable impacts of climate change. With increased understanding of their vulnerability they will be facilitated to work with local government using participatory methods to integrate livelihood and ecosystem adaptation into local development and disaster management plans including innovative co-management approaches. These plans will pilot tangible adaptation activities for the most vulnerable in each community, with lessons learned from these pilots and key local planning changes providing a body of evidence with which to influence key provincial and national policies and practice. Case studies will be compiled and disseminated to NGOs and donors to influence climate change adaptation practices in Vietnam, the region and at global scales.

The major risks to the project arise during implementation. These include: ineffective livelihood models resulting in low support; gender equality and women's rights issues not fully understood and applied by counterparts or community leaders resulting in low project impact; counterparts are unable to ensure personnel and time commitments due to competing priorities resulting in delayed and poor implementation with project outcomes not being reached. These risks will be managed jointly with counterparts selected based on their capacity and shared vision and mitigated by ensuring full involvement of the community through utilisation of participatory approaches, and by ensuring the delivery of high quality training and appropriate capacity strengthening approaches and by ensuring project interventions are implemented in a timely manner.

Project sustainability will be achieved by ensuring government counterparts and the target communities have ownership of the project throughout the implementation period and by ensuring project activities are integrated into established structures and processes. This will be achieved by: (1) providing training, and strengthening the local government's capacity to access supplementary financial resources from Government of Vietnam CCA and DRR programmes; (2) building community awareness and leadership capacity to take action; (3) handing over management and implementation responsibility for scaling-up activities by the end of the first year; (4) fostering process and policy ownership by involving counterparts and communities in contributing to project learning and advocacy and (5) by integrating project interventions into established structures and processes, strengthening long term sustainability through systemic change.

2. Situation Analysis

The target coastal communities proposed for assistance by this project in the Red River Delta (RRD) and Mekong River Delta (MRD) are amongst the most vulnerable communities to the impacts of climate change (CC) in Vietnam. In the RRD, three coastal provinces are targeted, Nam Dinh, Thai Binh and Hai Phong Province. In the MRD, two coastal provinces are targeted, Tra Vinh and Tien Giang Province. In each province a number of communes in 7 vulnerable coastal districts are targeted as follows: Nam Dinh Province, Giao Thuy district (5 communes); Thai Binh Province, Tien Hai district (3 communes); Hai Phong Province, Cat Hai district (3 communes); Tra Vinh Province, Cau Ngang and Chau Thanh district (10 communes); and Tien Giang Province; Go Cong Tay and Tan Phu Dong district (10 communes). The most vulnerable people living in these coastal communes are those who are: poor or near-poor, landless or land-poor; reliant on natural resources for their livelihoods; and marginalized from decision making processes (women, disabled, elderly and children). In the Mekong River Delta, many of the poor are also ethnic Khmers who face discrimination.

According to the Ministry of Agriculture and Rural Development (MARD)², the effects of climate variability and change in the two low lying river deltas include: less predictable, unseasonal, and more extreme rainfall, unseasonal fluctuations in ambient temperatures; more frequent and extreme typhoons (winds and storm surges)

² <http://siteresources.worldbank.org/INTVIETNAM/Resources/MARDEng.pdf>

and sea level rise (SLR). This will result in increasing Salinization of coastal agricultural land and fresh water sources; increasing coastal erosion and critical ecosystem degradation most visible through rapid mangrove loss. These climate change effects are already having or will have major impacts on the viability and sustainability of these communities' livelihoods that include irrigated rice farming; vegetable farming; shrimp, fish, crab and clam aquaculture; fishing; and the collection of aquatic products from canals, rivers and the coastal mangroves. All these livelihoods are heavily dependent on natural resource systems, which are themselves vulnerable to development pressures, over-exploitation, climate change, and disaster risks.

The development challenge faced by the most vulnerable is their poor resilience to climate variability and change, and storm and flooding related disasters. The experience of Oxfam and its partner, the Centre for Marine Life Conservation and Community Development (MCD), from recent Climate Change Adaptation (CCA), Disaster Risk Reduction (DRR) and sustainable livelihood projects, and the consultations during the design phase of this proposal with government counterparts and poor people including women point to the following compounded problems:

Problem 1: Lack of or low capacity to adapt to climate change and increasing exposure to disasters because; information and knowledge on climate change and DRR is limited in local level government agencies and communities; and levels of poverty and landlessness reduces adaptive capacity.

Problem 2: Some of the most important livelihoods of poor women and men are under threat from climate change and development pressures. Rice cultivation is threatened by saline intrusion into fresh water sources, less predictable and unseasonal rains, and storm damage. Aquatic products and fish collection from coastal ecosystems such as mangroves and mudflats are threatened by over-exploitation, SLR and coastal erosion. Hired labour for agriculture and aquaculture is under threat if these farming systems succumb to disease (e.g. clam aquaculture), extremes in temperature and salinity, and SLR. Small-scale trading in aquatic products is threatened if the aquatic products themselves are affected by climate change and over-exploitation. Loss of livelihoods could potentially drag these vulnerable groups further into poverty.

Problem 3: Natural resources and the ecosystem services they provide such as fresh water for irrigation and drinking water are being degraded or Salinized as a result of over-extraction and will be compounded by SLR. Open access mangroves and mud-flats are being over-exploited by the poor and landless in the absence of community or resource user involvement in management. The degradation or loss of these natural habitats is increasing vulnerability to climate change.

Problem 4: Vulnerable groups such as women and ethnic Khmers have minimal voice in how they are to be involved in CCA, DRR and natural resource management, and existing CCA, DRR and natural resource management practice and policies do not always reflect local challenges or incorporate the knowledge, experience and needs of these vulnerable groups.

Climate change is expected to exacerbate current gender inequalities. Women tend to depend more on the natural environment for their livelihoods than men do, and so are more vulnerable than men are to its variability and change. Women and girls are typically involved in gathering aquatic products in the coastal zone for food and money. In times of climate stress, they must cope with fewer resources and a greater workload. Female headed households have fewer assets and are subsequently affected severely by climate related disasters. Women's claim to their agricultural land is often insecure, and their role as carers means they have little time to be involved in community decision-making. Without their perspectives and participation, there is a real risk that adaptation plans could actually make women more vulnerable to climate impacts, and less empowered in their communities.

Presently there are gaps and weaknesses in government CCA initiatives to address the problems above and to recognise the particular vulnerability of women to climate change. The Government of Vietnam (GoV) National Target Program for Climate Change Action (NTPCCA), 2009-2015, aims to integrate climate change actions into development strategies, programs, and plans in all sectors. This project will support this initiative at the local level. Each Province in Vietnam is required to produce a Provincial Climate Change Action Plan (PCCAP) which will identify and prioritize climate change adaptation actions. Of the 5 target provinces, presently only Nam Dinh has completed its PCCAP. The other Provinces are presently completing their PCCAPs. The gaps in these initiatives include: (1) a lack of capacity building for provincial and local government agencies; (2) limited community consultations or participation of vulnerable peoples; (3) natural resources and ecosystem services are not assessed for their vulnerability and there is no integration of livelihood and ecosystem adaptation needs; (4) little experience at integrating CCA needs into development planning, particularly at commune and district levels; (5) disaster risks are considered, but the PCCAPs do not contain community-based or focused approaches to DRR as is advocated in the GoV's Community-Based Disaster Risk Management (CBDRM) program which include commune

level Committee for Flood and Storm Control (CFSC) plans; (6) presently there is no policy or operational links between government initiatives such as the NTPCCA and the CBDRM program.

Oxfam has recent experience in the MRD to address these gaps. For example, two related projects in Ben Tre Province³ and the VANGOCA project⁴ in Dong Thap and Tien Giang have utilised Participatory Capacity and Vulnerability Assessments (PCVA) to assess the vulnerability of communities to climate change and disaster risks in an integrated manner, and to identify livelihood and non-livelihood adaptation options. The project in Ben Tre moved into a second phase in June 2012 with support from New Zealand Aid, enabling the whole Oxfam program to develop the participatory analysis and planning methodologies further.⁵ The PCVAs are conducted at the community level and involves the participation of community members. Tools utilised during the PCVAs allow a gender and poverty differentiated assessment of vulnerabilities and adaptive capacity, thus allowing for the special needs of women and the poorest to be met. However, Oxfam's in-country experience with PCVAs and adaptation planning has to date not focused on integrating natural resource assessments and management approaches. As a result a strategic partnership with MCD has been developed to deliver the necessary skills and capacity to do so. MCD will bring its considerable experience with natural resource management, in particular its experience in developing community-based co-management of coastal resources.

Projects by Oxfam and other INGO and VNGOs (such as VANGOCA, JANI, UNDP SCDM project) have already contributed lessons for the government's formulation of CCA and DRR related policy and strategy papers. However, the effective implementation of the policies and strategy papers has not yet started, and the relevant departments at the Provincial, District and Commune levels are largely still unaware of the policies or how to implement them. As a result, the real need is support at the Provincial and local government levels on how to implement these policies (eg. CBDRM) and how to integrate CCA and DRR actions into the commune level SEDP and CBDRM plans.

MCD has already implemented 3 co-management initiatives that have been institutionalised at the district level in Khanh Hoa, Nam Dinh, and Thai Binh provinces⁶. However, these initiatives have been at a limited scale involving one commune in each Province and need to be scaled-up. Both Oxfam and MCD have had considerable experience with sustainable coastal livelihoods. Oxfam's 5 year intervention in Tra Vinh province resulted in the introduction of highly profitable farmer-owned clam aquaculture cooperatives and integrated mangrove-shrimp polyculture systems that could be scaled up. MCD's livelihood interventions in the Red River Delta, which also could be scaled-up, have included adapting clam culture to climate and salinity variability; tilapia-shrimp and mangrove-shrimp culture livelihoods; earthworm raising, compost-based fertilizer production; diversified home gardens; and community-based ecotourism. The strategic partnership between Oxfam and MCD will make possible an integrated livelihood and ecosystem approach that is being advocated (see project strategy below).

Oxfam and MCD's strategic partnership, is built on the combined experience with community-based approaches to CCA, DRR, sustainable livelihoods, and natural resource management, with a focus on women, and the utilisation of the PCVA as a key tool by which resilience of the target communities can be increased provides an innovative platform to advocate with local government partners for effective CCA initiatives that address the most pressing needs of the target communities.

Similarly, Oxfam's experience through the VANGOCA project has highlighted the potential of utilising community level experience to influence the development and implementation of national policies. The project has been able to influence the process to implement the National Community-based Disaster Risk Management Program and was implemented in one of the target provinces for this project (Tien Giang). The experience in promoting Community Based Disaster Risk Management (CBDRM) approaches at the community and government levels and the strong relationships developed at these levels are a sound basis for the implementation of this project.

³ 1. Project names: 1. 'Managing Climate Risks through Livelihood Diversification'; 2. 'Building equitable resilience to the impacts of climate change and disasters.'

⁴ Project name: 'Consolidating Lessons for Disaster Preparation and Mitigation in Dong Thap and Tien Giang: a participatory model for Viet Nam's National CBDRM program.'

⁵ Project name: 'Building equitable resilience to the impacts of climate change and disasters'

⁶ Project name: 'Supporting Poor Vietnamese Coastal Communities in Advancing Sustainable Livelihoods and Conserving the Environment.'

3. Project Description

3.1 Objectives

The overall objective of the project is to **increase the resilience of the most vulnerable people, especially women, living in coastal communities affected by the impacts of climate variability, change and disasters**. The working definition of resilience in this project is the ability of vulnerable communities and their ecosystems to resist, absorb, accommodate to and recover from the effects of climate variability, change and disasters.

Specifically, the project aims to reduce risk and improve livelihoods of 51,000 vulnerable people (26,000 women and 25,000 men) including poor, landless, disabled and women-headed households, in 31 targeted coastal communes in the RRD and MRD to the unavoidable impacts of climate change.

The project objective will deliver on the broader aim of Community-based Climate Change Action Grants Program (CCCAGP) of AusAID, which is *“To increase the resilience of communities in developing countries to the unavoidable impacts of climate change”*. The project strategy and focus is on community-based approaches to CCA and DRR which supports AusAID’s CCCAG community level focus and commitment to strengthen people’s ability to respond and adapt to climate change.

The integrated CCA and DRR component of the project will also address AusAID’s three country priorities for Vietnam as well as contribute to the Vietnamese government’s implementation of the NTPCCA and CBDRM initiative by **developing human resources** within counterpart government agencies and communities to meet the objectives of the NTPCCA and the CBDRM programs while focusing on community needs. It will **integrate the results** of adaptation and disaster planning at the community level **into economic planning** by incorporating analysis and lessons into Socio-Economic Development Plans (SEDP) at local government levels. And it will address **environmental sustainability** by assessing and implementing integrated livelihood and ecosystem adaptation needs (agriculture, aquaculture and fisheries) in the context of climate variability and change.

The design phase consultations with government counterparts and target beneficiaries of poor women and men have validated the objective of the project. Government counterparts and target beneficiaries have stated the need for awareness raising and human resources development to better understand and manage climate risks. They have also articulated the high priority need for livelihood options particularly for poor households that integrate adaptation and reduce exposure to risk. Government counterparts have requested help with climate change and DRR assessment methods, and workable implementation guidelines. These needs are also articulated at the national level through Vietnam’s second national communication to the UN Framework Convention on Climate Change, and the NTPCCA and CBDRM initiatives.

3.2 Expected Outcomes

The project expects to achieve 3 outcomes in order to meet the above change objective of increased resilience:

Outcome 1: Awareness of local Climate Change impacts for poor vulnerable people (in particular women) raised and they work with local authorities to integrate adaptation and risk reduction into local management and development plans.

By the end of year two, 51,000 people, or 26,000 men and 25,000 women will understand and be able to use climate information to make decisions for their livelihood adaptation and/or risk reduction options. The number of women participating in decision making processes for developing commune level SEDPs and CFSC plans will increase by 30% from the baseline. Eight hundred (550 male and 250 female) staff of the local authorities will be able to identify the gender-differentiated impacts of climate change on their sectors and are able to adjust their own plans accordingly.

Outcome 2: Increased livelihood and eco-system resilience of the most vulnerable coastal communes to climate change.

By the end of year two, 11,000 vulnerable people (6,000 women and 5,000 men) including poor, landless, disabled and women-headed households will have received direct assistance with livelihoods. All 7 districts will have guidelines to apply a community-based co-management approach that incorporate CCA knowledge to managing coastal natural resources in at least one commune enabling 55% of target communes to practice

sustainable management of critical local coastal and marine resources. 60% of target households will have received funding to implement adapted livelihood strategies by the end of year two and 40% of female beneficiaries will report positive experiences in negotiating for better prices for their produce in the market. Finally, at least two innovative market value chain based livelihoods will have been piloted, one in the RRD and one in the MRD by the end of the project

Outcome 3: Project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy

At least 30% of local men and women, and local counterpart staff will be aware of legal and regulatory documents related to CCA and DRR and utilise them in their work by the end of the project life. The gender needs and aspirations identified by communes are addressed in PCCAPs, CBDRM Action Plans and natural resource co-management plans. CC and DRR policy makers at provincial and national levels use project learning and good practices during SEDP development at local level (commune) and national CBDRM implementation processes at commune level. Oxfam and MCD will have a clear advocacy strategy to promote gender sensitive CCA, DRR and natural resource management strategies.

3.3 Project Strategy

Partnership strategy: Oxfam and MCD have formed a strategic partnership to implement this project. This partnership underpins the whole project strategy by leveraging the different skill sets and eco-regional experience of the two partners. Oxfam's work in the Mekong River Delta has largely been focused on DRR, CBDRM and sustainable livelihoods, but there has been less in-country experience with coastal natural resource management⁷. MCD's work in the Red River Delta has been focused on coastal natural resource conservation and community development, but has had little focus on DRR and CBDRM. Both organisations have had considerable experience in sustainable coastal livelihoods, with a focus on increasing opportunities for women and their empowerment, and have been gradually building their CCA skills and experience through recent projects. On the latter, Oxfam is able to draw on its global knowledge base and experience that has developed robust processes and integrated tools to analyse climate and disaster vulnerability such as the PCVA which will be utilised during this project. Through this strategic partnership, both organisations will build additional organisation capacity. Oxfam will take a lead with the CCA and CBDRM training initiatives and transfer this knowledge to MCD and counterparts. MCD, on the other hand, will take a lead with community-based natural resource management/co-management training initiatives and transfer this knowledge to Oxfam and counterparts. As will be made clear below, Oxfam and MCD's strategic partnership will be essential to the adoption of the following strategies to deliver on the change objective and outcomes.

Community-based, gender focused strategies: Development change in the target communities cannot be achieved if vulnerable groups cannot take action because they lack awareness of climate change effects and fail to have their voices heard. Working directly with the target communities at the commune level is central to addressing the problem where women and other marginalised groups have had little or no voice in present government CCA and DRR initiatives. This is essential if government is to deliver better services and adaptation initiatives that can respond to the specific needs of the poor, landless or land-poor, people living with a disability, poor women and children. Intervening at the community level and working directly with commune level leaders will also provide more effective opportunities to focus on gender equality and women's empowerment, for example by directly providing leadership skills for women in the community (and commune government) to engage in climate change, DRR, and livelihood adaptation processes. CCA and DRR require considerable foresight and leadership skills to lead adaptation initiatives at a community level.

While the strategy involves working directly with the community, this does not mean that the government is bypassed. Indeed, it is central to the strategy that the government owns the project outcomes together with the community, as the government are ultimately accountable to the community for their actions reflected in various climate change and DRR management and development plans. Hence, government counterparts are a large recipient of the capacity building training to better analyse climate change vulnerability and to develop adaptation plans that involve, recognise and address the special needs of marginalised groups. Here, training in key participatory processes and tools such as the use of the PCVAs will be introduced by Oxfam.

⁷ Oxfam is able to draw on its global knowledge base and experience in areas such as natural resource management, however this experience will be limited by the lack of contextual and implementation knowledge which is where MCD's role is crucial.

Oxfam and MCD will initially work directly with local women and men as well as staff of the local government authorities to improve their knowledge, skills and methods in dealing with climate change impacts. From thereon, they will be supported, with Oxfam and MCD acting as mentors, to adjust their practice and planning processes to adapt to a changing environment. This process will systemically integrate project interventions into their existing practice, thereby promoting local ownership and sustainability of the project interventions.

Integrated livelihood and ecosystem strategies: Development change in the target communities cannot be achieved without improving economic opportunities and livelihoods to respond to climate variability and change. To build community resilience necessitates an integrated approach of addressing short, medium and long term livelihood adaptation, **and** increasing the resilience of the natural resources that underpin many of the key livelihoods in the RRD and MRD to development pressures and climate change. One without the other will not work. For example, the loss of natural resources such as mangroves will result in lost mangrove dependent livelihoods and ecosystem services such as natural storm protection barriers. Enforcing strict mangrove protection without providing alternative livelihood opportunities will just result in conflict or the status quo of over-exploitation whereby the mangrove will lose its resilience to climate change. Hence the project simultaneously seeks to address the need for livelihoods that respect the ecosystem services upon which they depend. Community-based strategies will directly involve the community in decision making over the use of local natural resources such as mangroves. Here, MCD will introduce and facilitate the development or expansion of co-management approaches in both the RRD and MRD while integrating livelihood opportunities into these initiatives where feasible.

Policy advocacy and learning strategies: Development change to build long-term resilience of vulnerable communities to respond to climate change cannot be achieved without better governance and policies that incorporate the voices of the most vulnerable people. Presently, CCA and DRR practice and policy needs to be changed to respond to poor and vulnerable people by including the knowledge, experience and needs of these people. The community-based and gender focused strategies will ensure that the project exposes these experiences and needs. Working in partnership with other INGOs and AusAID, the Oxfam and MCD will engage with government policy at national and sub-national levels to strengthen the country's responses to climate change and disaster risks. Lessons learnt during the project will be documented, shared and targeted as inputs into national policy initiatives. A key to the strategy is the involvement of vulnerable groups and local government counterparts in the preparation and contribution of case studies and lessons learnt, and their direct participation and advocacy for best practice and policy changes in various local and national forums.

3.4 Project Activities

The project will be implemented over a 29 month period in two phases: mobilization; implementation; and review/ exit. The implementation is broken down into an initial 5 month mobilisation phase before moving to a 24 month scaling-up and review phase (see Annex 1). The implementation strategy involves increasing government counterpart involvement, responsibility and ownership as the project moves from mobilisation, to pilot, through the scaling-up, and finally exit where government counterpart and communities will have full responsibility and ownership with activities incorporated into their own local plans. A key transition occurs between the pilot implementation where Oxfam and MCD will be working with the counterparts and communities in their respective Provinces to implement the full-range of activities in one pilot commune, and the scaling-up phase where government counterparts will take over the implementation in the remaining communes with Oxfam and MCD stepping back into a mentoring role to support and ensure quality outcomes.

The following section sets out the project activities that Oxfam, MCD and its counterparts will undertake in their respective Provinces to achieve the project objective and outcomes, and the strategies to be used. A detailed breakdown of activities and timelines is presented in Annex 1.

Outcome 1: Awareness of local Climate Change impacts for poor vulnerable people (in particular women) raised and they work with local authorities to integrate adaptation and risk reduction into local management and development plans

Output 1.1: PCVA and baseline surveys conducted

Activities between the mobilisation and pilot phase of the project are focused on training to conduct and implement gender differentiated baseline surveys and PCVAs. To achieve the sustainability strategy (Section 7), the activities are designed to strategically build on organisational and technical capacity, and to foster ownership.

Training in conducting PCVAs with the community will be provided by Oxfam and MCD, who will introduce and adapt participatory tools that will help local counterparts and the community to understand, identify and analyse key sources of climate change vulnerability and adaptive capacity. The PCVA includes a gender analysis of local capacity and vulnerability (adaptation planning process) and the results will inform local adaptation planning in Output 1.3 and livelihood development in Output 2.3. Local counterparts and participants will include DARD, DONRE, Department of Science and Technology (DOST), Department of Planning and Investment (DPI), the CFSC, and mass organisations such as the Women’s Union and Vietnam Red Cross. The training includes practical field implementation in the community.

The roll-out of the PCVAs will begin with Oxfam and MCD, in their respective Provinces, leading the implementation of the PCVAs in one pilot commune as a demonstration of process and methodology. During this pilot phase, suitable trainers and facilitators from government participants will be identified as trainers of trainers (TOT) to learn PCVA facilitation skills by co-facilitating with Oxfam and MCD staff. This will enable them to train other government staff in other districts and communes to conduct PCVAs. Following the pilot demonstrations, the PCVAs in the other communes will be implemented by the government counterparts with Oxfam and MCD acting as mentors to the counterparts.

Output 1.2: Capacities of local authorities and communities strengthened, regarding risk management and adaptation to the unavoidable impacts of climate change

Complementing the training in conducting PCVAs, TOT training courses on CBDRM, CCA, gender mainstreaming, and ecosystem co-management will also be conducted by Oxfam and MCD for 25 core government trainers from each of the two regions. The core trainers will in turn conduct training at each district for commune level staff for the scaling-up phase. Oxfam and MCD will act as mentors to the government trainers during the scaling-up of the training in the districts. Other training activities include emergency response management training and simulations, depending on the specific needs of each commune, that are repeated at the second year to ensure standards are being maintained and to allow new staff to be trained. CCA and CBDRR require considerable foresight and leadership skills to lead adaptation initiatives at a community level. Oxfam and MCD will provide leadership training respecting gender roles for commune level leaders through 2 courses per commune per year. Climate change, DRR, and gender sensitive Information, Education and Communication (IEC) materials will be adapted and reproduced by Oxfam and MCD to provide support material for the various training workshops. Community level facilitators and volunteers will be trained to disseminate the material. To further spread community awareness beyond the direct participants and beneficiaries of the training, one community campaign per year for each commune is also planned on climate change, DRR and gender issues.

Output 1.3: Results of PCVAs integrated into local planning processes

In order for the community to identify and implement adaptation action, the PCVAs include local level adaptation planning to reduce the vulnerability of the communities within short, medium and long term timeframes, including the division of responsibilities and plans for how to implement and secure additional resources. Oxfam and MCD will train, facilitate and advise government counterparts on how the results of the PCVA can inform and be integrated in a range of local government planning instruments such as the SEDP, CFSC plans, and other sectoral plans.

Output 1.4: Community Climate Change and DRR Adaptation Fund established and managed by community and local government

The outcome of the PCVAs will detail prioritised community level initiatives focused on CCA and DRR measures that will be integrated into various local government planning instruments as per Output 1.3 above. These could involve the establishment of early warning mechanisms, mangrove reforestation initiatives and other soft adaptation measures, but is not envisaged to include water supply and sanitation initiatives. In order to fund these community selected initiatives a Community CC and DRR Adaptation Fund (CCDAF) of AUD 5,000/commune for the MRD and AUD \$3,000/commune for the RRD will be established and funded by the project. The total value of the CCDAF is approximately AUD 120,791 for 31 communes (order 4.4 in Annex 3).

At the start of the pilot phase, Oxfam and MCD will work with government counterparts to develop governance arrangements, and operational regulations and guidelines for the CCDAF. The envisaged governance arrangements will involve commune level decision making through a Committee consisting of representatives involved in CBDRM initiatives from the Commune Peoples Committee, CFSC, Red Cross, Women’s Union and other mass organisations. This Committee will select appropriate initiatives from the outcomes of the PCVAs and will

make recommendations for purchasing materials or support to DARD (MRD) and MCD (RRD). DARD and MCD will arrange to provide support and materials as per the community prioritised adaptation initiatives from contracting to acquittal during the implementation phase and after exit. The monitoring and evaluation of the implementation will include the participation of local men and women. Provincial government oversight and accountability will be provided by the Provincial Project Steering Committee (PSC) in the case of the MRD provinces, and the Project Management Unit (PMU) in the RRD provinces. This difference in oversight authority reflects differences in Oxfam and MCD's provincial relationships and legal status (see Annex 5).

DARD in the MRD provinces and MCD in the RRD provinces will be responsible for managing the fund while reporting to their respective PSC and PMU. The purchasing of materials and support will be according to an agreed financial management policy. Oxfam will work with DARD and MCD to provide support where necessary. Oxfam's finance Officer will be involved in selecting the bidder if the purchasing value is above a predetermined limit. DARD and MCD will also be responsible for fraud and corruption cases following AusAID and Oxfam policies. The risk assessment in Annex 2 recognises the risk that the CCDAF may be mismanaged or target groups may not benefit. This risk is being mitigated by the direct involvement of Oxfam and MCD's government counterparts in the management of the funds as well as the involvement of the community in outcome monitoring and evaluation. The outcome monitoring and evaluation will be carried out by independent consultants/auditors as a part of the project's overall MEAL framework and include an assessment of any irregularities in the management of the CCDAF. Lessons learnt will be identified and developed by Oxfam and MCD together with the government counterparts through the development of case studies involving the community.

Outcome 2: Increased livelihood and eco-system resilience of the most vulnerable coastal communes to climate change

Output 2.1: Co-management approach for managing critical coastal resources are applied by local government and communities

To support livelihood and ecosystem resilience in an integrated manner, training will be provided to local level government counterparts during the pilot phase on coastal and marine resources based livelihood adaptation and natural resource co-management approaches. Through the PCVAs, each district will identify one priority ecosystem to develop a co-management initiative. Innovative co-management approaches incorporating CCA needs will be utilized in 7 Districts (3 in RRD, 4 in MRD) for the community management of key coastal ecosystems by the end of the project. Implementing guidelines will be produced and community dialogues will be facilitated by MCD and government counterparts in both the RRD and MRD. Mobilisation and implementation will be conducted by local government counterparts with MCD playing a mentoring role. The government counterparts will include DARD, DONRE and the District Peoples Committee whose role is to authorise the co-management guidelines. To ensure sustainability, resource users who are poor, landless or land poor, will be targeted to participate in developing the guidelines and as direct beneficiaries of integrated livelihood initiatives incorporated in the co-management initiative.

Output 2.2: Community Livelihood Adaptation Fund established and managed by community and local government

The implementation of adaptive or new climate-proof livelihoods by the most vulnerable households will be funded by a Community Livelihood Adaptation Fund (CLAF) of approximately 4.5 to 5 million VND⁸ per household for 50-70 households per commune across 31 communes. The total value of the CLAF will be approx AUD 673,258 (order 5.3 in Annex 3) in value. The purpose of the CLAF is to fund adaptive or new climate-proof livelihoods, micro-business opportunities in the market value chain of locally produced agricultural, aquaculture or fisheries products, and vocational training to gain new livelihood skills. The target beneficiaries will be poor, landless or land-poor women and men. This fund is established as a separate fund to the CCDAF because the target beneficiaries of the CLAF are vulnerable people (the CCDAF provides community level assistance) and the fund's decision making body will have different representation to that for the CCDAF.

At the start of the pilot phase, Oxfam and MCD, in their respective provinces, will work with government counterparts to develop governance arrangements, and operational regulations and guidelines for the operation of the fund. The envisaged governance arrangements will involve establishing a decision making committee with community representatives of the target beneficiaries, formed as a Farmers Interest Group (see below), together

⁸ 1 AUD = 20,500 VND

with the Commune Peoples Committee, Women's Union and Farmer's Union. This Committee will manage and account for the funding of individual or household level livelihood, employment or vocational skills training initiatives during the implementation phase and after exit. As per the CCDAF, provincial government oversight and accountability will be provided by the Provincial Project Steering Committee (PSC) in the case of the MRD provinces, and the Project Management Unit (PMU) in the RRD provinces.

As mentioned above, the Farmers Interest Groups and commune level counterparts will be fully involved in assessing the needs of the targeted beneficiaries. They will make recommendations of livelihood adaptation options for the individual or household beneficiaries following an agreed set of regulations and guidelines. The beneficiaries will be identified through a selection process following an agreed selection criteria for selecting poor, near-poor and vulnerable individuals and households who are in need of livelihood adaptation assistance.

DARD in the MRD provinces and MCD in the RRD provinces together with their respective PSCs and PMUs will review and approve the recommendations. They will then be responsible for purchasing materials and support that will be provided directly to the beneficiaries. No cash will be provided to the beneficiaries so that the process can be streamlined and to ensure that materials are of an acceptable standard and are cost-effective. DARD and MCD will follow agreed financial management guidelines for the purchasing the livelihood materials. Oxfam's finance department will be involved in selecting the service provider, checking quotations and providing recommendations. The risks to the CLAF are similar to the CCDAF. Similarly, risk mitigation will be implemented through the direct involvement of Oxfam's and MCD's government counterparts in the management of the funds as well as the involvement of the beneficiaries in outcome monitoring and evaluation. The outcome monitoring and evaluation will be carried out by independent consultants/auditors as a part of the project's overall MEAL framework and include an assessment of any irregularities in the management of the CLAF. Additionally, a beneficiary feedback and complaints mechanism on the effectiveness of the livelihood adaptation materials and models that are being provided will be established. Lessons learnt will be identified and developed by Oxfam and MCD together with the government counterparts through the development of case studies involving the beneficiaries.

Output 2.3: Participatory CC livelihood adaptation activities implemented and supported by local authorities

The project will form Farmer Interest Groups (FIG) to gather poor farmers who have shared interests so that they can plan together for new livelihoods and actively participate in all activities with a view to self organisation, self governance and self help in achieving more resilient livelihoods and a better quality of life. The FIG will be split into two main categories: agricultural/aquaculture adaptation and off-farm opportunities. This output and activities deals with poor farmers only. Technical training to adapt existing livelihoods or to implement new climate-proof livelihoods will be supported with technical training from relevant experts, farmer field schools, study tours, or learning by doing. To ensure that households are able to financially manage their new livelihoods, training in household economic management will be provided to the FIG by local counterparts such as the Women's Union, supported by Oxfam and MCD in their respective provinces. For landless or land-poor households, and the disabled, off-farm employment opportunities will be assessed. This includes an assessment of micro-business opportunities in the market value chain of locally produced agricultural, aquaculture or fisheries products. Vocational training to provide skills to take up these new employment opportunities will be provided in cooperation with district and provincial vocational training centres, Department of Labour, Invalids and Social Affairs (DOLISA), Women's Union and other mass organisations, and small enterprises. Five million VND⁹ in material support for tools and equipment will be provided for new livelihoods linked to market value chains. To fund these livelihood initiatives, the FIGs will have access to the CLAF.

Outcome 3: Project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy

Output 3.1: Lessons learnt and good practices in CCA and CBDRM for vulnerable coastal communities documented

Oxfam's and MCD's experience and lessons from its previous and on-going CCA and DRR projects (New Zealand Aid Program, Partnership for enhanced disaster risk management project funded by AusAID/UNDP and Oxfam's own funded project) will guide implementation practice during this project which will contribute to a better understanding of community-based approaches for developing CCA and CBDRM action plans, and how to integrate these with local SEDP Plans.

⁹ 1 AUD = 20,500 VND

During implementation, Oxfam and MCD will facilitate workshops and field visits with their respective government counterparts to design the PCVAs, to conduct the PCVAs and the linking of the outcomes to the Commune level SEDPs and CFSC annual plans, and their implementation. This process will provide local government counterparts with experience on how to plan, resource and implement the community plans. The lessons of their experience will be drawn out through a series of bottom-up consensus-building learning-workshops, meetings and exchange visits facilitated by Oxfam and MCD during which community and local government counterparts will discuss, confirm or propose changes or new practice to existing ways in which CCA and DRR is implemented at the local level. The focus of these initiatives is on practice rather than policy though some analysis of policy coherence between CCA and CBDRR will also be undertaken.

As an outcome of these local level learning events, Oxfam and MCD will lead on producing documentation on what the community/beneficiary decides are successful adaptation practice and models, lessons-learnt case studies and guidelines. Case studies will involve participating local government counterparts and target vulnerable groups in order to capture their perspectives and give them an opportunity to voice their opinions.

Output 3.2: CCA/DRR/CC adaptive coastal livelihoods and resource management experiences and lessons shared and advocated in different targeted forum

The documented outcomes of the community level learning events will in turn be utilised for advocacy to higher levels of government and other relevant stakeholders. Workshops, meetings and exchange visits at district, provincial and national levels will be utilised to share and advocate the community generated lessons and good practice on CCA and DRR with government managers, policy makers, other INGOs, AusAID and the general public. Lessons learnt and advocacy material will also be distributed through different fora and media including TV, blogs, and websites.

In-country engagement with AusAID and other INGOs to share implementation knowledge, materials and resources, as well as challenges and successes will take place through six monthly partnership meetings. These meetings and sharing of information will be coordinated with the work of the wider NGO Climate Change Working Group and the Disaster Risk Management Working Groups in Vietnam. AusAID will assist to leverage this work to a higher level of policy engagement through the donor Support Program to Respond to Climate Change (SP-RCC) and bring common issues into policy dialogue with the Government of Vietnam.

Agreement was reached during the project design with other INGO CBCCAG project holders to coordinate national and provincial learning and advocacy events. The project will support local counterparts to participate in these events. These events include training, lesson sharing and advocacy initiatives. Lessons learnt themes and issues will be coordinated and jointly produced by the INGO partners. Training and IEC materials will be mapped by INGO partners by November 2012 to identify gaps and needs, and where sharing can result in cost savings and synergies. National level advocacy initiatives will be conducted as a group in order to avoid duplicated meetings and messages with government agencies.

4. Monitoring, Evaluation, Accountability and Learning (MEAL)

A detailed MEAL framework is presented in Annex 4 which includes monitoring and evaluation indicators at the objective and outcome levels. Results measurement, monitoring and evaluation for this project will be conducted as follows:

Baseline survey: A baseline survey will be conducted by December 2012 by Oxfam and MCD in their respective provinces to gather the basic information and status of the communities which will help to flesh-out the MEAL framework in order to know progress of the activities and impact of the project. An end of project baseline survey will also be conducted to measure change.

Process monitoring: The logframe and activity schedule will be interpreted into a result-oriented system, with a set of indicators for measuring the project success that is being developed i.e. target group monitoring and evaluation. Six monthly reports will be produced to demonstrate the project progress of the project.

Output and outcome monitoring: In line with the logframe (Annex 6), both quantitative and qualitative indicators will be used throughout all project components to showcase evidence and to crosscheck apparent trends in

quantitative changes, as well as acknowledging that qualitative information provides rich and valuable insights into effectiveness in local terms of the project achievements.

Final evaluation: Oxfam will contract external consultants to conduct a final evaluation of projects appropriateness, efficiency, effectiveness, impact and sustainability of project implementation. Oxfam's Advisors based in Melbourne and Oxford will participate in the final evaluation. A mid-term evaluation is not proposed because of the short project duration.

Beneficiary participation in MEAL process: Project beneficiaries will be directly involved in the PCVA process to build their knowledge of vulnerabilities and risk to climate change and disasters. They will be directly involved in identifying the adaption options, fund utilization, progress monitoring and impact evaluation process. Indicators will be developed with local communities to define qualitative and quantitative indicators that report on project progress, performance and impact. The communities will be involved in defining the characteristics of resilient coastal communities and livelihoods so that the project can report on improvements in capacity to adapt to climate change and reduce disaster risk without actually having to experience a climate shock or a natural disaster. Oxfam is developing work with DfId on impact assessments to measure resilience of vulnerable communities.

Accountability mechanism for beneficiaries: A feedback and complaints mechanism for the project will be established to ensure that beneficiaries are receiving effective assistance and for complaints to be registered and addressed. The system will include the use of written letters, telephone calls, and notice boards to provide information and to manage complaints.

Learning and sharing: The project will develop case studies, blogs, YouTube, and Video clips to share widely with country, region and global audiences to learn from the project activities. It will also engage with the other INGOs funded under the AusAID CCCAGs, and AusAID in a partnership to foster collaboration, joint learning and engagement with the GoV.

Project fund audit: Oxfam will hire an independent auditor to audit project funds at the end of each year in order to monitor project cost effectiveness and financial management, rectify problems and to improve the system.

In order for the MEAL framework to be feasible, approximately 5% (AUD 152,728 / (order E, Annex 3) of the budget is being allocated to the implementation of the MEAL framework, being only direct costs. The indirect costs such as staff time have not been provisioned here. This MEAL budget allocation will ensure a robust and participatory MEAL system that will include high quality and rigorous beneficiary consultations to monitor outcomes and documentation of good practice and lessons learnt.

5. Reporting

Six-monthly and Annual reports: Oxfam will coordinate with MCD and counterparts to provide a 6-monthly and Annual monitoring and progress report to AusAID during the project. The reports will include a brief summary of progress towards the project outcomes, the status of key performance indicators, and any challenges to implementation and how they will be overcome. The report will include financial acquittals as well.

Completion report: At the conclusion of the project, Oxfam will coordinate with MCD and counterparts to submit a final project report to cover the whole of the project, and a final financial acquittal. A final independent evaluation of project's appropriateness, efficiency, effectiveness, impact and sustainability of project implementation will also be included as a part of the final report.

6. Risk Management

Annex 2 provides a detailed analysis of the identified contextual, design and implementation risks for the project. The most serious risks for the project are related to its implementation. They include:

- Livelihoods models that do not meet the needs of the project and/or the counterparts and communities resulting in delays to the planned activities and a low commitment to the project. The risk will be managed by Oxfam/MCD and the counterparts by ensuring that the livelihood models build on existing opportunities and are designed by counterparts and communities, with external technical support provided. Clear roles and responsibilities will be developed with counterparts during the livelihood design phase, and a funding agreement put in place.

- Gender equality and women’s rights issues are not fully understood and applied by counterparts and community leaders resulting in limited project impact of project activities on women’s economic status and empowerment. The risk will be managed by Oxfam/MCD by ensuring counterparts receive high quality gender training and clear guidelines on how to involve women in the project. Oxfam/MCD staff will monitor and provide feedback to counterparts.
- Counterparts are unable to ensure personnel and time commitments due to competing priorities resulting in delayed and poor implementation with project outcomes not being reached. Funds may also be spent on unauthorised activities. These risks will be mitigated by funding specific project staff from the counterparts through secondments, and providing capacity building training for provincial, district and commune staff on mandatory procedures and expectations as per donor contract and Oxfam policies. Oxfam/MCD will monitor, adjust or redesign the annual plans.
- The project will be implemented in two geographical areas by the government partners (DARD) in Mekong Delta and MCD (VNGO) in Red River Delta. Grant management in two geographical areas will require more administrative tasks to deal with the government counterpart and MCD partners. Oxfam, government counterpart and MCD will work together to prioritise the work and to reduce administration. Parties will share experiences and learning across the two geographic areas, and seek ways to improve efficiency.

7. Sustainability and Capacity Building

At counterpart level: Oxfam and MCD will support the counterparts to develop organisational capacity including human resources, governance, financial, strategic and operational planning, monitoring, evaluation and learning systems so that organisations are stronger and in a better position to access funding from the Provincial CFSC fund, and other national government programmes (such as the NTPCCA and CBDRM programme, etc). By providing training, and strengthening the local government’s capacity to assess and implement CCA and DRR measures to build more resilient communities, Oxfam and MCD will enable its government counterparts to take over operational responsibility for adaptation activities following implementation of the PCVAs and adaptation plans in the first pilot communes. During the scaling-up implementation phase Oxfam and MCD will take on a mentoring role during this transition phase to ensure high quality outcomes. The handover of responsibility for implementation activities will take place as soon as the 5th quarter which will ensure that the counterparts are fully operational by the exit phase.

At community level: To ensure community ownership, the target communities will have capacity built to action CCA initiatives in their communities and households, and they will be fully involved throughout implementation. The communities themselves will identify actual local issues to be addressed, with Oxfam and MCD facilitating the process. The project will offer tools and maximum space for people to learn to resolve their problems themselves through collective actions; the project will seek to build strong, durable linkages between the communities, local authorities and line agencies, so that they learn to work with each other to address key needs, and finally the community will take initiatives to solve their own problems through community consultations and advocating to local authorities where appropriate.

Policy level: The project aims to build the technical capacity and experience of government counterparts to develop and implement participatory community-based CCA and DRR initiatives, particularly in vulnerable communities. Process and policy ownership will be achieved by involving them in contributing lessons to develop best practice and policy in CCA and DRR advocacy initiatives at district, provincial and national levels.

Oxfam and MCD recognise the ambitious nature of the project in terms of achieving its change objectives and outcomes in a sustainable manner within the 30 month project cycle. Similar projects to this take at least 5 years to achieve sustainability, particularly when considering the time necessary to change current practice and to revise policy based on practical experiences generated in the same project. Although the project takes a staged approach where handover for implementation responsibilities to government counterparts occurs early in the project life, there may well be a need to extend the project life by a further 2 to 3 years so that government counterparts have time to test the approaches and to absorb the lessons. In turn, time is required for this local level experience to be fed into higher levels of government and to effect change in practice and policy.

8. AusAID Safeguards and Cross-cutting Issues

Child Protection: Oxfam’s child protection policies are of a similar nature and scope as, and in line with AusAID’s policies. Oxfam has a zero tolerance approach to child abuse and exploitation. Oxfam believes all children under

the age of 18 have a right to protection from abuse or exploitation. Whilst different cultures may have different levels of tolerance, Oxfam will not tolerate any child abuse or exploitation as it goes against the very beliefs, values and aims of the organisation. Oxfam has a responsibility to ensure that all employees, volunteers, consultants and counterparts are given clear guidance about the standards of behaviour and practice required of them at all times when they are in contact with children. Oxfam has a code of conduct and a mandatory reporting system for any suspected or alleged child abuse. MCD has developed a child protection policy and is committed to implementing and ensuring children rights are protected according to Vietnamese law. The policy's scope includes all MCD staff, volunteers, consultant and partners. MCD has a responsibility to ensure MCD activities do not tolerate any breaking of Vietnamese law on protection, care and education for children by anyone working with MCD or represents MCD in anyway.

During the mobilization phase of the project, Oxfam and MCD will meet and agree on the definitions of what constitutes child abuse, and provide orientation to Oxfam, MCD and government counterpart's staff working for the project in particular those working in ways likely to come in contact with children, on the principles, policies, codes of conduct, and necessary systems to handle any instances identified of abuse including internal reporting to Oxfam and to AusAID. Oxfam, MCD and government counterparts will be accountable for implementing the child protection policies and procedures to meet AusAID and internal standards, and during field monitoring. Oxfam, MCD and government counterparts will write a separate section about child protection related actions in the six monthly and project completion

Gender Equality: Oxfam and MCD shares AusAID's commitment to gender equality and empowerment. In this project, gender equality and the promotion of women's rights will be at the core of this project intervention. This will be achieved through the direct participation of women in CCA and DRR training, assessments, adaptation planning and adaptation activities. In line with AusAID's policies, women will be targeted for leadership training and they will be the major direct beneficiaries of the economic opportunities arising from the economic livelihood adaptation activities. Gender equality and the promotion of women's rights will be at the strategic core of this project. During planning and implementation, all project activities will take gender balance into consideration to ensure that women have an equal voice in the planning and decision-making process. Project activities in the livelihoods, DRR and coastal resource management components will endeavour to establish gender roles in favour of women and female-headed households as the project intends to address inequity as part of building community resilience to climate change and disasters. More emphasis will be given to building women's knowledge, skills and leadership role for supporting the implementation of the project. In all aspects of project monitoring, evaluation, accountability and learning, Women's Rights will remain a focus. Specific feedback from women will be actively sought. Participatory monitoring methods will be applied to ensure that women's voices will be heard. The Women's Union will be actively engaged to mobilise women and to ensure their active participation and leadership in project activities.¹⁰

Both Oxfam and MCD have in-house expertise on gender equality and mainstreaming gender. Recently, Oxfam hired a Senior Technical Advisor (Vietnamese nationality) to strengthen the capacity of its partners on technical issues related to gender equality and mainstreaming. The Technical Advisor will work with Oxfam's counterparts and MCD to build the capacity of staff to conduct gender analysis, evaluation of gender training materials, incorporate gender into the MEAL framework to ensure that staff and counterparts understand their roles in promoting and practicing gender equality and mainstreaming. The Women's Unions at all levels will support Oxfam's and MCD's counterparts to improve capacity on implementing gender sensitive project activities.

Environmental management: AusAID's environmental management policy upholds the Commonwealth Environment Protection and Biodiversity Conservation Act of 1999 to avoid or ameliorate any negative impacts of aid activities and to refer activities with significant negative environmental impacts to the Minister for approval. This project seeks to implement integrated and relevant solutions through a sustainable livelihoods approach, more inclusive co-management of natural resources, disaster risk management and emergency preparedness, and adaptation strategies that will contribute to improving the adaptive capacity and resilience of local communities and ecosystems. Activity 2.2.1 will ensure that livelihood adaptation options are assessed for their environmental impacts and sustainability to avoid the possibility of mal-adaptation.

¹⁰ For more information on Oxfam's approach to climate change and improved gender equality, refer to Oxfam and UNDP publication at: <http://policy-practice.oxfam.org.uk/publications/responding-to-climate-change-in-vietnam-opportunities-for-improving-gender-equa-112555>. For information on MCD's commitment to gender equality and opportunities, see: <http://www.mcdvietnam.org/en-US/News/360seaandcoastalzone/genderequality/2009/06/Gender-equality-and-development/222.aspx>

Inclusive Development: Oxfam and MCD will work with the DOLISA in the provinces on the best way to mainstream disability issues and invalids' unique vulnerabilities into project work. Disability disaggregated data will be captured, and people living with disability will be included in project activities. They are also likely to be identified as vulnerable groups in the PCVA process

Anti-corruption: Oxfam has a framework for risk and assurance in addition to risk analysis processes for each. This consists of a Fraud and Corrupt practices Prevention Policy and Toolkit, including compliance registers, risk registers and internal audit processes. These tools will be used as training inputs in various activities involving the management of project funds.

Recently, AusAID provided a short training course to Oxfam and MCD staff to raise awareness about AusAID's fraud and anti-corruption policy. Oxfam, MCD and government counterparts will in turn organise training for counterpart staff to improve their knowledge of the policies and what is necessary to prevent corruption and fraud cases. In the event of any suspicion of fraud or corruption arising out of the beneficiary feedback and complaints mechanism, or financial audits, Oxfam, MCD and their counterparts will report this to AusAID within five working days and arrange an investigation to determine if any corruption and fraud was committed.

In particular, extra precautions will be taken in the monitoring of the CCDAF and CLAF. Oxfam's finance and audit team will establish guidelines and a mechanism for monitoring the funds and their use by counterparts. Monitoring will be conducted at two levels. Firstly, at the operational level, Oxfam finance staff will conduct internal audits of the funds for early detection of any signs of fraud and corruption. Secondly, Oxfam will hire external auditors to conduct independent audits on a yearly basis, providing an added level of security. At the same time the participation of beneficiaries in the feedback and complaints mechanism, and MEAL evaluations will also help to monitor and prevent fraud and corruption.

Disaster Risk Reduction: Some of the core principles of AusAID's policy on disaster risk reduction that are built into the design of this project include:

- Disaster risk reduction must be integrated into development activities
- Capacity development is a central strategy for reducing disaster risk
- Responsibility for disaster risk reduction should be decentralised
- Effective disaster risk reduction requires community participation
- Gender is a core factor in disaster risk and in the implementation of disaster risk education
- Disaster risk reduction needs to be customised to particular settings.
- Ensure that policies and programs for disaster risk reduction are socially inclusive and meet the needs of the most vulnerable people and communities.

The project design integrates DRR with CCA through the PCVA process which will identify climate and non-climate related disaster hazards and vulnerabilities as a basis for community plans to promote resilient livelihoods. The project recognises that the resilience of vulnerable people to climate change cannot be increased without there being a corresponding increase in their disaster preparedness and a reduction of risk.

Annex 1. Activity and Implementation Plan

No.	ACTIVITIES	TIMELINE									
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
	Project Mobilisation	Mobilisation Aug-Dec 12		Implementation phase						Review/ Exit	
				Pilot		Scaling-Up					
	Project approval and MoU signing										
	Staff recruitment										
	Project launching ceremony										
	Project management induction and training for project staff and counterparts (financial, cost norms, child protection, anti-corruption, M&E, etc.)										
	Outcome 1: Strengthened capacity of the most vulnerable people, especially women, and local authorities in targeted communes to understand climate risks and the link between ecological processes, livelihoods and disaster risk management, as well as the ability to develop and implement adaptation plans										
	Output 1.1: PCVA and baseline surveys conducted										
1.1.1	Two 2-day workshops on project implementation methods and processes for project staff and counterparts										
1.1.2	Seven 4-day PCVA training/mentoring courses for project staff and counterparts										
1.1.3	5-day PCVA exercises in project communes										
1.1.4	Five baseline surveys in five working project provinces										
	Output 1.2: Capacities of local authorities and communities strengthened, regarding risk management and adaptation to the unavoidable impacts of climate change										
1.2.1	Three 5-day TOT training course on CCA/CBDRM/Gender/Ecosystem management for 50 core trainers										
1.2.2	Seven 3-day training courses for local staff on CCA/DRR/Gender/Ecosystem management										
1.2.3	2-day leadership training courses for women and men at commune level										
1.2.4	Adapt, reproduce and disseminate existing CCA/DRR/Gender IEC materials to local authorities and public										
1.2.5	1-day communication training courses for IEC volunteers and facilitators										
1.2.6	Community CCA/DRR/Gender awareness raising campaigns										
	Output 1.3: Community CC and DRR Adaptation Fund established and managed by community and local government										
1.3.1	Develop governance arrangements, operational regulations and guidelines for the use of the funds										
	Output 1.4: Results of PCVAs integrated into local planning processes										
1.4.1	Five 2-day learning workshops on integrating CCA/DRR analysis and options into commune level SEDPs, and CFSC plans and district level plans										
1.4.2	Facilitate counterparts with the integration of the PCVA results into local SEDPs and CFSC plans										
1.4.3	Support the implementation of the community selected CCA/DRR prioritized initiatives with funding from the Community CC and DRR Adaptation Fund										
	Outcome 2: Increased livelihood and eco-system resilience of the most vulnerable coastal communes to climate change										
	Output 2.1: Co-management approach for managing critical coastal resources are applied by local government and communities										
2.1.1	Seven 3-day training courses for local staff and counterparts on coastal and marine resources based livelihood adaptation										

No.	ACTIVITIES	TIMELINE									
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
2.1.2	Support 7 community-based coastal ecosystem co-management initiatives										
	Output 2.2: Community Livelihood Adaptation Fund established and managed by community and local government										
2.2.1	Develop governance arrangements, operational regulations and guidelines for the use of the funds										
	Output 2.3: Participatory CC livelihood adaptation activities implemented and supported by local authorities										
2.3.1	Assess livelihoods that are vulnerable to climate risks, and identify innovative, environmentally sustainable livelihood options, appropriate technologies, and opportunities in the market value chain										
2.3.2	Seven 2-day training courses for district and commune agriculture extension staff on integrating CCA/DRR/gender analysis into livelihood diversification strategies										
2.3.3	Support the establishment and operation of the Farmer Interest Groups										
2.3.4	Training courses on new adaptive techniques for introduced and existing livelihoods										
2.3.5	Support the scaling-up of available adaptive livelihood options and demonstration of new livelihood adaptation options, with technical support and cooperation from agricultural/aquaculture institutes and agencies										
2.3.6	2-day training courses on household-economy management for Farmer Interest Groups										
2.3.7	Labour market and employment opportunity assessment for landless poor households (Mekong River Delta only)										
2.3.8	Vocational training courses for the poor in cooperation with district and provincial vocational training centres, DOLISA, Women's Union, and small enterprises										
2.3.9	Support vocationally-trained poor beneficiaries with the application of their new livelihood skills, including opportunities arising out of the market value chain analysis										
	Outcome 3: Project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy										
	Output 3.1: Lessons learnt and good practices in CCA and CBDRM for vulnerable coastal communities documented										
3.1.1	Document and publish good practice, lessons learnt, case studies and guidelines										
	Output 3.2: CCA/DRR/CC adaptive coastal livelihoods and resource management experiences and lessons shared and advocated in different targeted forum										
3.2.1	Develop advocacy campaigns and action plans at national and sub-national levels in cooperation and coordination with other INGOs										
3.2.2	Implement advocacy campaigns and action plans through INGO coordinated meetings at provincial and national levels										
3.2.3	Share good practice, lessons learnt, case studies and guidelines in different forums and media (TV, newspapers, blogs and websites)										
	Monitoring and Evaluation, and Exit										
	Baseline survey										
	Six-month and Annual progress reports										
	Organise lessons learnt workshop with counterparts and other NGOs										
	Final evaluation and Impact Assessment										
	Financial Audits										
	Project Handover Workshop										

Annex 2. Risk Management

<i>Risk</i>	<i>Potential Impact on the project</i>	<i>Likelihood (1-5) 1 = low</i>	<i>Impact (1-5) 1 = low</i>	<i>Risk (Likelihood X Impact)</i>	<i>Management Strategy</i>	<i>Responsibility</i>	<i>Assessed through M&E system?</i>
Contextual risks							
Significant change in price of goods and services to be procured compared with budget figures	Activities cannot be fully implemented	2	2	4	Close financial monitoring. Reallocate resources within budget or request modification if necessary.	Oxfam, MCD	Y
Government regulations are against the wishes of the community leading to conflict or protracted delays	Delay or disruption of activities	2	1	2	Establish open dialogue. Use appropriate advocacy to uphold standards and rights. Realistic planning.	Oxfam, MCD, counterparts	N
Project area subject to major disasters	Disruption of project activities	2	2	4	Reschedule and redesign project intervention. Build on experience during project implementation.	Oxfam, MCD, counterparts	Y
Design risks and assumptions							
Provinces have full support from provincial DARD, DONRE, DPI and PPC and supportive provincial level policy, legislative and regulatory framework to implement project activities.	Affects project outputs and activities	1	1	1	Establish open dialogue. Realistic planning.	Oxfam, MCD	Y
Political situation in the provinces remains stable and research teams are permitted to facilitate in-depth PCVA and baseline survey with poor communities (particularly Khmer)	Delay the implementation phase and affect the project within two years	1	1	1	Work more closely with PPCs to have them understand the objectives of the project as well as the program related to climate change adaptation	Oxfam, MCD	
Implementation risks							
Other DRR/CCA projects funded by other donors being carried out in the same area	Duplication, also create difficulties for project's implementation	1	1	1	Info sharing and cooperate activities with stakeholders. Get support from Provincial People's Committee.	Oxfam, MCD	Y
NGOs do not coordinate or collaborate.	Resources wasted, project activities less effective, one project output not met, project aim of improving GoV coordination is undermined.	2	1	2	Establish regular coordination meetings.	Oxfam, MCD	Y
No increased cooperation/coordination among organisations involved in DRR/CCA, livelihoods	No increased cooperation and collaboration leading to clarified roles & responsibilities among project stakeholders	1	1	1	Utilising concrete examples and achievements from project implementation. Following GoV policies and frameworks. Engaging organisations on a one-to-one basis.	Oxfam, MCD	Y
Livelihoods models do not meet the needs	Activities delayed. Low	3	2	6	Livelihood models designed in conjunction with	Oxfam, MCD,	Y

of the project and / or the counterparts and communities.	commitment to project.				counterparts and communities, and reviewed if necessary. Clear roles and responsibilities developed in design phase with counterparts and set out in funding agreement. Roles and responsibilities reviewed and adjusted as necessary during project implementation.	counterparts	
Community Livelihood Adaptation Fund and Community CC and DRR Adaptation Fund set up to finance small initiatives identified by communities in their action plans does not benefit community adequately. Counterparts unable to effectively manage the funds.	Funds mismanaged or target groups do not benefit.	2	2	4	Clear guidelines including anti-corruption policies, criteria set and process monitored by counterpart and Oxfam/MCD staff. Capacity building is provided to counterparts on budgeting and reporting and regular visits and internal audits promote accountability. Hire project accountant to make regular follow up, training, finance monitoring. Villagers participate in decision-making process.	Oxfam, MCD, counterparts	Y
Gender equality and women's rights issues are not fully understood and applied by counterparts and community leaders.	Less impact of the project activities, women get less benefit.	2	3	6	Provide training and guidelines to counterparts. Oxfam/MCD staff gets fully involved, and continue monitoring and provide feedback.	Oxfam, MCD, counterparts	Y
Resistance and lack of support from commune/village leaders and communities in ensuring that women & poor households have equitable access to project opportunities.	Poor households and women in target villages cannot benefit fully from project interventions	2	2	4	Capacity building in poverty and gender equity and participatory approaches for commune leaders and community members.	Oxfam, MCD, counterparts	Y
Provincial Departments do not provide appropriate and timely approvals to enable delivery of the IEC materials, guidelines	Delays in project implementation and lack of take up of assistance.	1	1	1	Comprehensive and good IEC materials and guidelines developed and implemented in close consultation with Provincial Departments. Strategies: Capacity Building and Improved Behaviour	Oxfam, MCD, counterparts	Y
Limited understanding of the need for improved coordination among PPC and relevant provincial agencies	No improvement in the coordination of strategies and decision making, which impacts on project quality.	1	1	1	Involvement of key counterparts in all stages of the design phase; Clear GoV, project, institutional and community data needs established early; clear means of data collection and management established; feedback provided to institutions and communities; Development of Project Documentation and Dissemination Plan	Oxfam, MCD, counterparts	Y
PPC and relevant provincial agencies not confident to identify gaps and recommend remedial action.	Unable to work through and identify existing gaps in legal, policy and regulatory frameworks	1	1	1	Following recommendations in GoV polices and the GoV-donor sector review. Closely liaison with all relevant counterparts utilising one-to-one communication.	Oxfam, MCD, counterparts	Y
High-level institutional stakeholders have other priorities and / or are	Delays in project approval, eg. annual plans, etc.	1	1	1	Strategic involvement of PMUs and other high level stakeholders in planning activities.	Oxfam, MCD, counterparts	Y

overcommitted.					Strategies: Capacity Building and Inter-department Coordination		
Implement project in two geographic areas by the government counterpart and VNGO	Increase administrative tasks	1	1	1	Consult among OGB and ONL to find ways of working to reduce admin works, and look more learning opportunities	Oxfam and MCD	Y
Inability to source suitably experienced Oxfam staff and counterparts' staff. Possible engagement of project staff and contracted staff without the necessary competencies. Inability of the project staff to work effectively in the project area	Failure to achieve project objectives. Possible modification of the project. Replacement of project staff. Delay in project implementation	1	2	2	Oxfam and MCD to place high emphasis on technical capacity of team during recruitment process.	Oxfam, MCD	Y
Difficulty in recruitment and/or retention	Delays/ loss of output quality	2	2	4	Adequate budget and conditions of employment	Oxfam, MCD, counterparts	N
Counterparts unable to ensure personnel and time commitments due to competing priorities.	Project's implementation is inadequate and project outputs are not achieved. Delayed and poor implementation. Funds may be spent on unauthorised activities.	3	2	6	Funding specific project staff within the counterparts. Build capacity of provincial, dist. & commune staff. Accompaniment by Oxfam staff. Monitor, adjust or redesign in annual plan. Flexibility built into the project design, budgets and work plans. Training provided on mandatory procedures as per donor contract and Oxfam policies. Regular audits provided	Oxfam, MCD, counterparts	Y
Counterparts not fully aware of Oxfam and the donor's policies and procedures regarding allowances, finance and procurement.	Pace of project implementation affected/ affect quality of activities/ Difficult for Oxfam to transfer more funds to partner.	2	1	2	Provide training, guidelines and follow up support for key partner staff on Oxfam and donor's policies and procedures.	Oxfam, MCD, counterparts	Y
Community not involved	Project lacks integration	1	2	2	Development of community consultation strategy. Involvement of community reps in PMU. Regular team meetings and review	Oxfam, MCD, counterparts	Y
Province and communities expect too much out of small-scale infrastructure	Counterpart and community disappointment	2	2	4	Communication and reinforcement of messages to date; community consultation strategy	Oxfam and MCD	Y
Lack of ownership by community	Lack of adoption/sustainability problems	2	2	4	Stakeholders to be fully involved and participate in decision making. Community consultation strategy drawn up at project commencement. PSC/PMU agrees on consultation strategy.	Oxfam, MCD, counterparts	Y
Major change in exchange rate between AUD, GBP, USD and VND.	Affects outputs or leads to possible under /over expenditure	2	2	4	Close financial monitoring. Reallocate resources within budget or request modification if necessary. Keep donor updating.	Oxfam, MCD, counterparts	N

Likelihood and impact are rated on a scale of 1 – 5 where 1= very low, 5 = very high

Annex 3: Budget

Order	Budget Line	Oxfam/Partner	Budget Year 1	Budget Year 2	Budget Year 3	Total 3 years(AUD)	
A	Project Management and coordination cost						
1.1	Office rental	Oxfam/Partner	20,578	20,578	10,289	51,446	
1.2	Office equipment/ maintenance	Oxfam/Partner	23,387	2,885	1,442	27,714	
1.3	Office running cost (Photocopy/ stationery/Comm....)	Oxfam/Partner	12,285	12,285	6,143	30,713	
	Total A		56,251	35,749	17,874	109,874	3.66%
B	Staff Costs						
2.1	Programme field staff (local office)	Oxfam/Partner	226,467	236,949	121,723	585,139	
2.2	Programme management staff (head office)	Oxfam	38,075	39,627	20,825	98,528	
2.3	Staff training/ recruitment/Induction.	Oxfam	5,083	2,772	1,663	9,518	
	Total B		269,625	279,349	144,211	693,185	23.11%
C	Travel Costs						
3.1	Local and National travel	Oxfam/Partner	43,241	46,841	18,021	108,104	
3.2	Regional and International travel, including M&E	Oxfam/Partner	3,060	3,060	1,530	7,650	
	Total C		46,301	49,901	19,551	115,754	3.86%
D	Activity related costs						
4	<i>Outcome 1: Awareness of local Climate Change impacts for poor vulnerable people (in particular women) raised and they work with local authorities to integrate adaptation and risk reduction into local management and development plans</i>	Oxfam/Partner	195,345	170,089	43,249	408,683	
4.1	CVA conducted		69,991	-	-	69,991	
4.2	Capacities of local authorities and communities strengthened, regarding risk management and adaptation to the unavoidable impacts of climate change		69,610	70,711	11,596	151,918	
4.3	Community CC and DRR Adaptation Fund established and managed by community and local government		14,139	5,813	1,100	21,052	
4.4	Community based adaptation plans developed and updated based on results of PCVAs, and integrated into local planning processes. Support the implementation of the adaption plans and community selected CCA/DRR prioritized initiatives with funding from the Community CC and DRR Adaptation Fund		29,258	81,044	24,148	134,449	
4.5	Counterpart Support Costs		12,346	12,521	6,405	31,272	
5	<i>Outcome 2: Increased livelihood and eco-system resilience of the most vulnerable coastal communes to climate change</i>	Oxfam/Partner	255,208	742,026	109,390	1,106,623	
5.1	Co-management plans for critical coastal resources are implemented by local government and communities		15,178	9,333	5,555	30,066	
5.2	Community Livelihood Adaptation Fund established and managed by community and local government		2,385	1,540	-	3,925	

Order	Budget Line	Oxfam/Partner	Budget Year 1	Budget Year 2	Budget Year 3	Total 3 years(AUD)	
5.3	Participatory CC livelihood adaptation activities implemented and supported by local authorities		187,266	681,698	79,396	948,361	
5.4	Counterpart Support Costs		50,379	49,455	24,439	124,272	
6	<i>Outcome 3: Project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy</i>	Oxfam/Partner	20,272	34,059	33,049	87,380	
6.1	CCA/DRR/CC adaptive coastal livelihoods and resource management experiences and lessons shared and advocated in different targeted forum		16,465	30,314	31,196	77,975	
6.2	Counterpart Support Costs		3,807	3,745	1,853	9,405	
	Total D		470,824	946,174	185,687	1,602,686	53.44%
E	Performance Monitoring costs						
7	Baseline survey	Oxfam/Partner	13,209	-	-	13,209	
8	Mid term and Final evaluation	Oxfam/Partner	-	19,069	26,837	45,906	
9	<i>Monitoring, Reporting, M&E field visit</i>	<i>Oxfam/Partner</i>	-	-	-	-	
9.1	M&E field visit	Oxfam	4,591	4,591	2,296	11,478	
9.2	Internal project review and reporting	Oxfam/Partner	7,213	10,026	2,200	19,438	
9.3	Feedback mechanism, compliance management and meeting	Oxfam/Partner	5,342	5,342	4,084	14,767	
10	<i>External Audit (yearly and End-of-Project)</i>	<i>Oxfam/Partner</i>	<i>8,180</i>	<i>9,651</i>	<i>7,238</i>	<i>25,069</i>	
11	<i>Produce learning materials</i>	<i>Oxfam/Partner</i>	-	10,300	12,560	22,859	
	Total E		38,535	58,979	55,214	152,728	5.09%
F	Design Cost						
12	Covered by AusAID to OGB and ON/MCD	Oxfam	24,819	-	-	24,819	
	Total F		24,819	-	-	24,819	0.83%
	Design and Implementation Total		906,355	1,370,152	422,538	2,699,045	
G	Administration and overhead (10% of TOTAL)		100,706	152,239	46,949	299,894	10.00%
	TOTAL		1,007,061	1,522,391	469,486	2,998,939	100.00%

Annex 4: Monitoring, Evaluation, Accountability and Learning Framework (MEAL)

Background: Monitoring and evaluation are part of everyday program management and are critical to measure success of the project. It helps to demonstrate achievements of the project as per commitment and learn what does and does not work in an effort to reach the project objective and results to adapt the programs in light of what is learnt. The **Partnership for equitable Resilience to the impacts of climate change of the Coastal communities in deltas of Vietnam - PRC Project** will conduct monitoring, evaluation, accountability and learning (MEAL) exercises on an ongoing basis. It will build on the success of the project and improve in areas where there are shortfalls. It will ensure openness to listening and learning from counterparts and the target beneficiaries. Oxfam and MCD will actively seek feedback to improve the project as a result.

Purpose: The monitoring, evaluation, accountability and learning framework for this project has five broad purposes:

- Providing information to the donors, GoV, Oxfam, MCD, counterparts and the communities to demonstrate success in the project
- Providing data for project quality management, to track progress, success and challenges and take further actions
- Providing an opportunity for documenting lessons learned and best practice
- Providing data to hold Oxfam accountable and for proposed change to policy and practice at national and sub-national levels of government
- Providing specific tools and methods to collect gender-disaggregated data and information.

Target beneficiary by outcomes:

Outcome no.	Number of direct beneficiaries		Total	Number of Indirect beneficiaries		Total	Remark
	Male	Female		Male	Female		
							Includes children
Outcome 1	25.000	26.000	51,000	100,000	100,000	200,000	Overlapping with outcome 2
Outcome 2	5000	6000	11000	0	0		
Outcome 3	Advocacy beneficiary: 300,000						

Total direct beneficiary 51,000 (including outcome 1 and 2)

Direct Beneficiary selection criteria:

1. Poor households (farmer/fishermen) with little land/or no land living in coastal areas, low-lying areas, near to the rivers: vulnerable to disasters and climate change impacts will directly receive project support;
2. Small-scale aquaculture – they are facing challenges from climate variability & disaster - will directly receive project support);
3. Priority is given to poor female headed households and households with disabled member(s);
4. Local people (who are also impacted by CC/disaster, potential for increased resilience) will be involved in IEC activities;
Local people and officials who need capacity building in CCA/ DRR knowledge and CAA/DRR planning

Logframe Descriptor	Key Indicators	Information collection methods and tasks	Reports produced by whom	Schedule
<p>Overall objective: Increased resilience of the most vulnerable people, especially women, living in coastal communities affected by the impacts of climate change.</p>	<p>51,000 peoples where 25,000 women and 26,000 men assisted in building resilience to climate change</p>	<p>Monitoring tasks:</p> <ul style="list-style-type: none"> • Collect baseline data • Monitor and report on the project progress • Community consultations • Household interviews • Workshops at commune, district and province levels • Consultations with the government officials and partners' staff • Interviews with stakeholders • Field monitoring visits • Secondary data review 	<ul style="list-style-type: none"> • Baseline report produced by Oxfam, MCD and counterparts • Six monthly monitoring and progress report produced by Oxfam. MCD and counterparts 	<p>December 2012</p> <p>December 2012, June 2013 December 2013 June 2014</p>
<p>Specific Objective: Reduced risk and improved livelihoods of the most vulnerable households, especially women, in targeted coastal communes in the RRD and MRD to the unavoidable impacts of climate change</p>	<p>65% of local authorities in target communes, develop CFSC plans and SEDP that integrate climate change adaptation and risk reduction measures</p> <p>50% of CFSC plans and SEDP are based on participatory climate risk analysis, risk management and ecological sustainable approaches, which reflect gender perspectives</p> <p>70% of targeted poor and women headed households report an increase in income from innovative and improved climate resilient livelihood strategies</p>	<p>Evaluation tasks:</p> <ul style="list-style-type: none"> • Prepare ToR template for the Final evaluation • Contract evaluation consultants • Facilitate the process of the final evaluation • Provide technical support required in the evaluation process 	<ul style="list-style-type: none"> • Annual progress report produced by Oxfam, MCD and counterparts • Project completion report produced by Oxfam 	<p>July 2013</p> <p>February 2015</p> <p>December 2014</p>
<p>Outcome 1: Strengthened capacity of the most vulnerable people, especially women, and local authorities in targeted</p>	<p>25,000 men and 26,000 women are able to use climate information to make decisions for their livelihood adaptation and risk reduction options</p> <p>The number of women participating in decision making processes for commune CFSC plans and SEDPs increases by 25%</p>	<ul style="list-style-type: none"> • Collect findings and lessons-learned and improve programme design accordingly 	<ul style="list-style-type: none"> • Final evaluation conducted by external consultants 	

Logframe Descriptor	Key Indicators	Information collection methods and tasks	Reports produced by whom	Schedule
<p>communes to understand climate risks and the link between ecological processes, livelihoods and disaster risk management, as well as the ability to develop and implement adaptation plans.</p>	<p>from the baseline</p> <p>800 (550 male and 250 female) staff of the local authorities are able to identify the gender-differentiated unavoidable impacts of climate change on their sectors and are able to adjust their plans accordingly</p>	<p>Accountability:</p> <ul style="list-style-type: none"> • Set up and develop operational procedures for feed-back mechanisms • Assign staff to collect and respond to feed-back • Involvement of partners and local men and women in the M&E process <hr/> <p>Learning Tasks:</p> <ul style="list-style-type: none"> • Conduct a learning review workshop • Consultation with beneficiaries • Documentation of case studies • Producing digital and printed materials • Sharing learning products at all levels 		
<p>Outcome 2: Increased livelihood and eco-system resilience of the most vulnerable coastal communes to climate change</p>	<p>All 7 districts have guidelines to apply a community-based co-management approach that incorporates CCA knowledge to managing coastal natural resources in at least one commune</p> <p>55% of target communes practice sustainable management of local coastal and marine resources</p> <p>60% of target households have received funding to implement adapted livelihood strategies by year two</p> <p>40% of female beneficiaries report positive experiences in negotiating for better prices for their produce in the market</p> <p>At least two innovative market value chain based livelihoods have been piloted, one in the RRD and one in the MRD by the end of the project</p>			

Logframe Descriptor	Key Indicators	Information collection methods and tasks	Reports produced by whom	Schedule
<p>Outcome 3: Project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy</p>	<p>30% of local men and women and local staff aware of legal and regulatory documents for CAA and DRR and implement them in their work</p> <p>The gender needs and aspirations identified by communes are addressed in PCCAPs, CBDRM Action Plans and natural resource management plans</p> <p>Main policy makers at provincial and national levels use project learning and good practices during legislative development processes</p> <p>Oxfam and MCD have a clear advocacy strategy to promote gender sensitive DRR/CCA and natural resource management</p>		<p>Accountability issues reflected in Annual progress reports by Oxfam and partners</p> <hr/> <p>Prepare case study and blogs</p> <p>Video Clip and YouTube</p> <p>Lesson learnt publications</p>	<p>July 2013</p> <p>December 2014</p> <hr/> <p>Every six month</p> <p>Annually</p> <p>Annually</p>

Annex 5: Partnerships, Responsibilities and Accountability

The responsibility chart presents key roles and responsibility of Government counterparts, partner organisation (MCD) and Oxfam for managing and implementing the project. Oxfam and MCD's (Vietnamese NGO) legal status, and working relationships with the Provinces differ and this is reflected in the slightly different management structures proposed for the RRD and MRD.

Oxfam Australia: Oxfam Australia has overall responsibility and accountability for the project and is the contract holder with AusAID. Oxfam Australia will sign Inter-Oxfam agreements with Oxfam Great Britain and Oxfam Novib in Vietnam to implement the project in Vietnam.

Oxfam in Vietnam: Oxfam in Vietnam (hereafter Oxfam) will be responsible for implementing the project in Vietnam and is accountable to Oxfam Australia for its implementation and governance. In the Mekong River Delta, Oxfam will work in partnership with its primary counterpart, DARD, to implement the project. In the Red River Delta, Oxfam will work with its partner MCD to implement the project together with MCD's primary counterpart, DONRE.

A Project Manager (Humanitarian Programme Coordinator - time-shared) will be based in Hanoi to communicate and coordinate with national level networks; communicate with Oxfam Australia; manage inter-Oxfam agreements; prepare and coordinate submission of reports to Oxfam Australia; and liaise with AusAID's country office. A time-shared support team consisting of Oxfam Senior Technical Advisors will provide technical support to MCD and Oxfam's project team in the Mekong River Delta. One MEL Officer will oversee the overall project monitoring and reporting, and one Programme Officer will be assigned to support and coordinate the financial monitoring and reporting responsibilities of MCD and Oxfam's project implementation team in the MRD.

Implementation responsibilities will be shared between Oxfam and MCD with Oxfam leading in the MRD and MCD leading in the RRD.

In the MRD, Oxfam will establish a project field implementation team to coordinate and support its counterparts, primarily DARD, but including DONRE, DOST, DPI and mass organisations such as the Women's Union. The Project team consists of a Project Coordinator, two Project Officers and a Project Administration/Finance Officer, working on a full-time basis. They will work with the Project Management Unit (PMU) of each province to support implementation of project activities and to provide technical inputs. Oxfam will sign project-funding agreements with the Provincial DARDs once the project approval from Provincial Peoples Committee (PPC) is received. DARD will be responsible for forming a Province Steering Committees (PSC) and PMU.

MCD: MCD will sign an agreement with Oxfam and will be responsible and accountable for project implementation and governance in the RRD. MCD's project implementation team will comprise of Hanoi based and field based staff, working in partnership with its counterparts, primarily DONRE but including DARD, DOST, DPI, and mass organisations such as Women's Union. One project manager will be responsible for overseeing the field implementation in the RRD, consolidating plans and reports, and liaising with Oxfam and government counterparts. The project manager will be supported by a project director, institutional capacity builder, and finance and administration staff. These positions are time-shared with other responsibilities and projects. MCD will assign a team of 6 people with relevant expertise to work on the project (coastal resource management, community development, gender mainstreaming, fisheries management, new livelihood development, and climate change). Among them, 3 senior staff will share their time coordinating the project activities with 3 provincial counterparts. Three field staff will work with district counterparts and oversee commune level work. Field staff at district and commune levels will be recruited locally to oversee project activities involving beneficiaries.

Province level Project Steering Committee (PSC): In the MRD provinces, a PSC is a necessary institutional structure to authorise and guide Oxfam's work in Tien Giang and Tra Vinh. The PSC will provide overall direction to the project implementation, including approval of Annual Plans and ensuring their input and support. The PSC will comprise of representatives from: Oxfam, DARD, DoNRE, DPI, DOST, WU and the District People's Committees. The PSC will meet every six months to approve Annual Plans and in September or October to review project progress. These meetings will also serve the purpose of identifying implementation blocks and agree on strategies for addressing these. DARD will coordinate these meetings and play a secretariat function. The PSC authorises and is accountable for the performance of all lower level agencies in the Province.

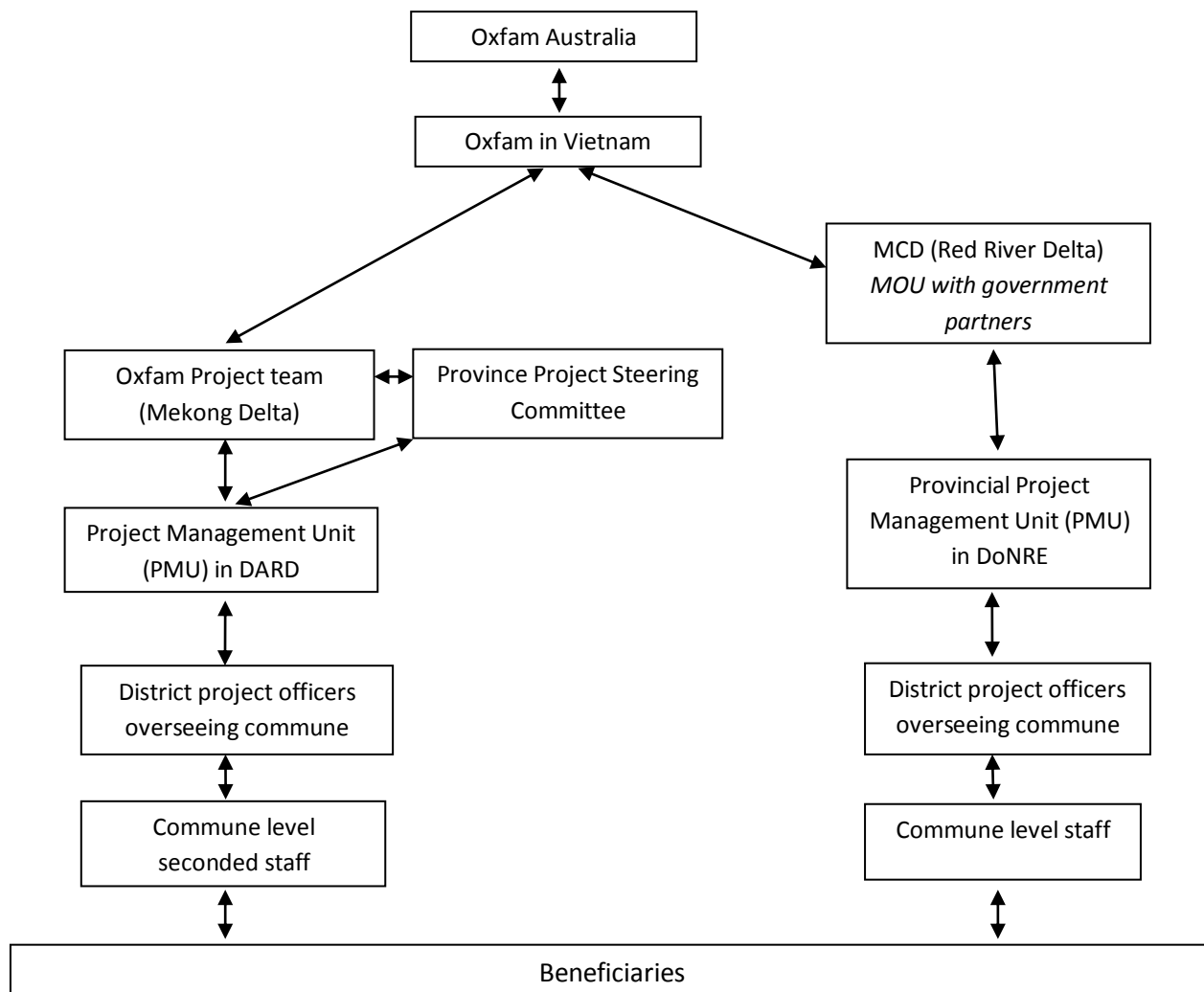
Project Management Unit (PMU): PMU's will be established in both the RRD and MRD. The PMU will be formed and coordinated/chaired by DARD in the MRD, and DONRE in the RRD. One senior staff of DARD/DONRE will act as the provincial Director/Chair (part-time) of the PMU, responsible for day-to-day management of project activities at the

provincial level. DARD will second one Provincial Coordinator (full time) in each province, and a District Officer (full time) in each district. Staff at the district and commune level will also be employed (part-time) to support mobilisation and implementation of project activities. Oxfam and MCD's field teams will meet formally with their respective PMUs on a monthly basis and with counterpart project staff on a weekly basis to work together on the project planning and implementation. In the RRD where there is no PSC, the PMUs (reporting to the Provincial PC) will authorise and be accountable for the performance of all lower level agencies in the Province.

Project coordination mechanism and timeframe:

Coordination level	Stakeholders	Roles and responsibilities	Timeframe
Inter-Oxfam	Oxfam Australia and Oxfam in Vietnam	<ul style="list-style-type: none"> Oxfam Australia works as supporting affiliates and Oxfam GB and Oxfam Novib as Project management affiliates 	Regularly
National level	Oxfam, MCD, DMC, MonRE, VNRC, WU UN, INGOs, VNGOs Working groups	<ul style="list-style-type: none"> Coordination among projects Get support from relevant departments Share experience and lesson learns Joint advocacy on higher level policy and practices 	Bi-lateral Monthly meetings, quarterly meetings
Province level:	PMU: DARD, Partners staff, Oxfam PMU: DoNRE, MCD staff	<ul style="list-style-type: none"> Activity planning Project implementation, finance management, quality control, follow donor, Oxfam and partners' policy MEAL 	Monthly quarterly and annual meeting and sharing
	Project Steering Committee: Oxfam PPC, DARD, CFSC, DONRE, DPI, WU, VN RC, DoST, Preventive health, and communication information department	<ul style="list-style-type: none"> Project progress monitoring Quality checking Technical support (PCVA, gender, DRR, CCA, training and information dissemination, coordination etc.) Advisory support to the PMU 	Sectoral experts participate in monthly meeting as per needs Meeting as per project' needs Six monthly meeting by PSC
District	District Officers, District Peoples Committee, VN Red Cross, WU, DARD extension services, CFSC	<ul style="list-style-type: none"> Provide technical supports Project M&E Information sharing Advise the commune leaders Coordination and communication Early warning messages dissemination 	Regular communication Six monthly review Annual meeting
Commune	Commune focal person, Commune Peoples Committee, VN Red Cross, WU, DARD extension services, CFSC	<ul style="list-style-type: none"> Implement project activities feedback and complaint mechanism Information sharing Coordination and communication Early warning messages dissemination Project M&E, 	Regular and meetings Six monthly and annual meetings

Organogram of project coordination and management structure



Roles of the Government Counterparts, MCD and Oxfam

Role	Oxfam	MCD	Government Counterparts
Leadership	<ul style="list-style-type: none"> Communicate with donor, networks, partner organisations and counterparts. 	<ul style="list-style-type: none"> Communicate and cooperate with Oxfam and counterparts at national level for the project outcome and policy advocacy. 	<ul style="list-style-type: none"> Chairing the PMUs (and PSCs in RRD), advising project staff on a regular basis. Supporting policy advocacy initiatives
Management	<ul style="list-style-type: none"> Donor reporting Funds transfer (for partner activities on a quarterly basis) Partner relations Financial monitoring and management Shared development of consultant ToRs Accompaniment of initial contracts managed 	<ul style="list-style-type: none"> Project planning, coordination of implementation Reporting Financial monitoring and management Shared development of consultant ToRs Accompaniment of initial contracts being managed 	<ul style="list-style-type: none"> Ensure project complies with government regulations Negotiation of work plan for provincial activities with Oxfam/MCD Quarterly reporting to Oxfam/MCD and Vietnamese government Contracting of consultants and monitoring of their work
Procurement	<ul style="list-style-type: none"> Accompanying and agreeing procurement process Oxfam gets quotes and verify 	<ul style="list-style-type: none"> Input on specifications Reviewing quotations Shared decision making on suppliers 	<ul style="list-style-type: none"> Input on specifications Reviewing quotations Shared decision making on suppliers
CCDAF and CLAF management	<ul style="list-style-type: none"> Support to partners for preparing fund management guideline and implementation development M&E of the fund and provide support Quality checking and support purchasing 	<ul style="list-style-type: none"> Fund management guideline preparation and implementation Select beneficiaries, collect quotation purchasing materials and distribution Fund management M&E, reporting, 	<ul style="list-style-type: none"> Fund management guideline preparation and implementation Select beneficiaries, collect quotation purchasing materials and distribution Fund management M&E, reporting
Training	<ul style="list-style-type: none"> Preparation of ToRs Give inputs into manual and materials, facilitation where necessary Shared selection of consultants Review contracts 	<ul style="list-style-type: none"> Delegating organisation of events and reviewing content Coordination of line departments and districts Contracting of trainers 	<ul style="list-style-type: none"> Delegating organisation of events and reviewing content Coordination of line departments and districts Contracting of trainers
Technical support	<ul style="list-style-type: none"> Technical support for MCD and counterparts on DRR, livelihoods, gender, donor requirements, contract management, etc 	<ul style="list-style-type: none"> Technical support for Oxfam and counterparts on co-management 	<ul style="list-style-type: none"> Depending on the specialisation of partner DARD – livelihoods Women’s Union: gender, livelihood
MEAL	<ul style="list-style-type: none"> Monitoring all aspects of project implementation Advice to PMU about various monitoring and evaluation tools Active monitoring of initial contracts 	<ul style="list-style-type: none"> Co-develop MEAL framework Monitoring of activities implementing Monitoring of distribution, use and maintenance of project materials Monitoring of contractors 	<ul style="list-style-type: none"> Input into MEAL framework Monitoring of training and action planning Monitoring of distribution, use and maintenance of project materials Monitoring of contractors
Advocacy and Policy dialogue	<ul style="list-style-type: none"> Taking up project issues at national and provincial level for advocacy 	<ul style="list-style-type: none"> Taking up project issues at national and provincial for advocacy 	<ul style="list-style-type: none"> Taking up project issues at national and provincial for advocacy
Networking and Learning	<ul style="list-style-type: none"> Learning from other adaptation and DRR activities in Vietnam Disseminating lessons learned 	<ul style="list-style-type: none"> Learning from other adaptation and DRR activities in Vietnam Disseminating lessons learned 	<ul style="list-style-type: none"> Learning from other adaptation and DRR activities in Vietnam Disseminating lessons learned Networks with other initiatives, SEDP

	<ul style="list-style-type: none"> • Networks with other initiatives, SEDP 	<ul style="list-style-type: none"> • Networks with other initiatives, SEDP 	
Facilitated strategic planning	<ul style="list-style-type: none"> • Identifying consultants and developing ToRs 	<ul style="list-style-type: none"> • Gaining support for project activities • Input on ToR and ensuring leadership 	<ul style="list-style-type: none"> • Gaining support for project activities • Input on ToR and ensuring leadership

Annex 6: Log-frame

Project Title	Partnership for equitable Resilience to the impacts of climate change of the Coastal communities in deltas of Vietnam - PRC Project			
Overall Objective/ Goal	Increased resilience of the most vulnerable people, especially women, living in coastal communities affected by the impacts of climate change.			
	Project Logic	Objectively Verifiable Indicators	Sources of Verification	Key Risks and Assumptions
Specific Objective	Reduce risk and improve livelihoods of the most vulnerable households, especially women, in targeted coastal communes in the RRD and MRD to the unavoidable impacts of climate change	65% of local authorities in target communes, develop CFSC plans and SEDP that integrate climate change adaptation and risk reduction measures 50% of CFSC plans and SEDP are based on participatory climate risk analysis, risk management and ecological sustainable approaches, which reflect gender perspectives 70% of targeted poor and women headed households report an increase in income from innovative and improved climate resilient livelihood strategies	Commune Socio-Economic Development Plan (SEDP) CFSC plans and PCCAP Annual report produced by partners Project annual report , Monitoring reports Evaluation & Impact Assessment report, Case studies Project completion report	No major disasters occur requiring diversion of project resources or displacement of target communities and reduced access to required goods and services DoNRE/MoNRE and CFSC use participatory need assessment and planning process Women participate; take leadership roles, and their voices have been heard.
Outcome 1	Strengthened capacity of the most vulnerable people, especially women, and local authorities in targeted communes to understand climate risks and the link between ecological processes, livelihoods and disaster risk management, as well as the ability to	25,000 men and 26,000 women are able to use climate information to make decisions for their livelihood adaptation and risk reduction options The number of women participating in decision making processes for commune CFSC plans and SEDPs increases by 25% from the baseline 800 (550 male and 250 female) staff of the local authorities are able to identify the gender-differentiated unavoidable impacts of climate change on their sectors and re able to adjust their plans accordingly	Commune SEDP Plans and Commune CFSC plans PCVA reports Baseline survey report Annual report Mid-term review report Evaluation and Impact assessment report Project completion report Training reports	Local authorities, mass organisations and people are interested in developing relevant skills Appropriate individuals are identified for training and able to attend as required Local authorities, mass organisations and target communities are willing to incorporate gendered perspectives and issues into their plans and programs. Target local authorities are willing to adopt participatory planning approaches

	develop and implement adaptation plans		Project monitoring reports Video clips, blogs, copy of DVD	Availability of competent trainers
Outcome 2	Increased livelihood and eco-system resilience of the most vulnerable coastal communes to climate change	<p>All 7 districts have guidelines to apply a community-based co-management approach that incorporates CCA knowledge to managing coastal natural resources in at least one commune</p> <p>55% of target communes practice sustainable management of local coastal and marine resources</p> <p>60% of target households have received funding to implement adapted livelihood strategies by year two</p> <p>40% of female beneficiaries report positive experiences in negotiating for better prices for their produce in the market</p> <p>At least two innovative market value chain based livelihoods have been piloted, one in the RRD and one in the MRD by the end of the project</p>	<p>Annual report</p> <p>Project monitoring reports</p> <p>Training reports</p> <p>Evaluation and Impact assessment report</p> <p>Human interest stories</p> <p>Cost benefit analysis report</p> <p>PCVA reports</p> <p>Project completion report</p> <p>Video clips, blogs, copy of DVD</p>	<p>Availability of climate resilient livelihood options in the target communities</p> <p>Local authorities, mass organisations and people are interested in developing relevant skills</p> <p>Appropriate individuals are identified for training and able to attend as required</p>
Outcome 3	Project learning contributes to improved community-based CCA, DRR and natural resource management practice and policy	<p>30% of local men and women and local staff aware of legal and regulatory documents for CAA and DRR and implement them in their work</p> <p>The gender needs and aspirations identified by communes are addressed in PCCAPs, CBDRM Action Plans and natural resource management plans</p> <p>Main policy makers at provincial and national levels use project learning and good practices during legislative development processes</p> <p>Oxfam and MCD have a clear advocacy strategy to promote gender sensitive DRR/CCA and natural resource management</p>	<p>Evaluation and Impact Assessment report</p> <p>Project completion report</p> <p>Human interest stories</p> <p>Project briefing papers</p> <p>Video clips, blogs, copy of DVD</p> <p>Analysis of CCA plans developed by DoNRE/MoNRE and CFSC in the target provinces</p> <p>National CBDRM Program annual reports</p>	<p>National and provincial level stakeholders are willing to take experiences from field, and have good coordination mechanism between CFSC, DARD, DoNRE, DPI</p> <p>The project has learning relevant to other actors and contexts within Vietnam.</p> <p>Government and non-government members of working groups and networks working on climate change issues are willing to learn from project experiences</p>