

NGO  
CLIMATE CHANGE  
WORKING GROUP  
(CCWG)

CENTRE FOR  
SUSTAINABLE RURAL  
DEVELOPMENT  
(SRD)

VIETNAM NETWORK OF  
CIVIL SOCIETY ORGANIZATIONS  
AND CLIMATE CHANGE  
(VCSO&CC)

**PROJECT PROPOSAL:**

**CAPACITY BUILDING ON CLIMATE CHANGE  
FOR CIVIL SOCIETY ORGANIZATIONS**

**Project submitted to Embassy of Finland**

**Hanoi, March 2009**

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## LIST OF ABBREVIATIONS

ABC:	Awareness and Behaviour Change
BCC:	Behaviour Change Communications
CC:	Climate Change
CCWG:	Climate Change Working Group
CDA:	Center for Development Assistance
CDM:	Clean Development Mechanism
DRR:	Disaster Risk Reduction
ERPA:	Emissions Reduction Purchase Agreement
IEC:	Information, Education and Communication
INGO:	International Non-governmental Organizations
IPCC:	International Panel on Climate Change
IT:	Informatics Technology
MoNRE:	Ministry of Natural Resources and Environment
MARD:	Ministry of Agriculture and Rural Development
MCD:	Centre for Marinelife Conservation and Community Development
NGO:	Non-governmental Organizations
NGO RC:	Non-governmental Organizations Resources Centre
NTP:	National Targeted Programme
PSC:	Project Steering Committee
RECOFTC:	Regional Community Forestry Training Centre for Asia and the Pacific
REDD:	Reduced Emissions from Deforestation and Forest Degradation
SRD:	Centre for Sustainable Rural Development
TDI:	Institute for Training, Research and Technology Development
ToR:	Terms of Reference
ToT:	Training of Trainers
VERPA:	Vietnam Emissions Reduction Purchase Agreement
VFEJ:	Vietnam Forum of Environmental Journalists
VCSO&CC:	Vietnam Network of Civil Society Organizations and Climate Change
VNGO:	Vietnamese Non-governmental Organizations
VNGOA	The Vietnamese Non-governmental Organizations Alliance
VRN:	Vietnam Rural Network
VUSTA:	Vietnam Union of Science and Technology Associations

## PROJECT BACKGROUND AND JUSTIFICATION

**Current situation.** A long and exposed coastline, low lying river deltas and an economy that is centred on natural resource based livelihoods all make Vietnam highly vulnerable to the impacts of climate change. Analysis by the National Target Programme (NTP) of Ministry of Natural Resources and Environment (MONRE) approved under Decision 158/2008/QĐ-TTg indicates that the country is already experiencing sustained increases in temperatures, changing rainfall and seasonal patterns, more frequent and intense extreme weather events, and sea-level rise. Projections published by the 4<sup>th</sup> Inter-governmental Panel of Climate Change (IPCC) Assessment Report in 2007 indicate that these trends are likely to continue and present significant implications for Vietnam's future development. Sea-level rise is of particular concern, with a 2007 World Bank study of the potential impacts across 84 developing countries showing that Vietnam is one of the five most vulnerable, with a rise of one metre potentially leading to a 12 percent land loss in a region where more than 23 percent of the population, or 17 million people live.<sup>1</sup>

Due to differing climatic zones and regional differences in infrastructure, production and population there will be large variations in climate change impacts and vulnerabilities throughout the country. The Ministry of Natural Resources and Environment (MONRE) has identified five provinces in the Northern Central Coast (Nam Dinh), Central Coast (Thua Thien Hue and Quang Nam), and North-east South (Ba Ria-Vung Tau and Ben Tre) as being particularly vulnerable to sea level rise. Furthermore areas of the Northern Uplands and Central Highlands may also be highly vulnerable to increasing temperatures and changing rainfall patterns. In both regions, these conditions are likely to extend dry seasons and exacerbate drought, while the combination of degraded land and more intense rainfall in single events makes the uplands vulnerable to flash floods.

Not everyone within the vulnerable areas of Vietnam will be equally affected. Poor rural communities, particularly women and children, are most at risk to climate change impacts due to their heavy reliance on climate-vulnerable natural resources, limited asset base, and reduced access to adaptive measures. NGOs and civil society will play a significant role in assisting vulnerable communities, with special attention to women and children, to strengthen their resilience to current and projected climate change impacts and climate-related disasters through adaptive measures and better disaster preparedness and management.

**Needs assessment.** The NGO Climate Change Working Group (CCWG) and Vietnam Network of Civil Society Organizations and Climate Change (VCSO&CC) were

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<sup>1</sup> The complete report, entitled *The Impact of Sea Level Rise on Developing Countries: A Comparative Analysis*, is available at [http://www-wds.worldbank.org/external/default/WDSContentServer/IW3P/IB/2007/02/09/000016406\\_20070209161430/Rendered/PDF/wps4136.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/IW3P/IB/2007/02/09/000016406_20070209161430/Rendered/PDF/wps4136.pdf)

formed in 2008 in recognition that Vietnam is likely to be significantly affected by climate change and that NGOs are well placed to support localised responses. CCWG and VCSO&CC aim to reduce the vulnerability of poor people in Vietnam to the impacts of climate change through developing and supporting environmentally and economically sustainable and socially just responses to climate change. NGO coordination, advocacy and capacity building across four priority themes, Policy, Adaptation, Mitigation, and Awareness and Behaviour Change, all contribute to the effectiveness of the responses.

Capacity building has been identified as a core objective for the CCWG and VCSO&CC. Currently the capacity (knowledge, skills, and experience) of NGOs in relation to climate change is low. The CCWG and the VCSO&CC are committed to ensuring that NGOs in Vietnam have access to relevant information, training, events and funding opportunities, and to providing meaningful and relevant support to individual NGO's for their climate change activities. However, it is recognised that in order for future capacity building resources and events to be effective they must be targeted to meet the specific needs of the local NGO community, including the gaps in knowledge and skills. A capacity building needs assessment workshop was held in July 2008 with the participation of approximately 100 representatives from INGOs & VNGOs, individuals and government officers to identify the needs and gaps as well as opportunities for capacity building of NGOs, Partners and Civil Society in general (see attached report). The needs assessment workshop report identified seven areas that need capacity building regarding to climate change. These were: information sharing; accessing funds from donors, government and private sector; training to increase climate change knowledge; training in comprehensive project design; onsite experience of project activities; comprehensive policy advice and increased research and analysis capacity. It also identified existing expertise and potential training and learning services among NGOs. The capacity building program proposal has been developed on the basis of these needs and available resources. The workshop was the first of its kind to be undertaken and represents a new and innovative way of working together amongst INGOs, VNGOs and other civil society organisations in Vietnam.

The workshop identified the skills, knowledge, and tools that members require in order to develop and implement successful adaptation and mitigation projects and contribute effectively to the broader debate and response to climate change in Vietnam. Based on the workshop findings, an informal working group including SRD, CDA, TDI, RECOFTC, Oxfam and CARE from CCWG and VCSO&CC has developed a proposal for a comprehensive and targeted capacity building program that addresses the needs identified. This proposal has also incorporated comments from other members during the monthly CCWG meetings. The program is expected to be implemented over a period of three years. It was agreed by CCWG and VCSO&CC to assign SRD as the Applicant of this proposal as SRD is the active core group member of both and as the

capability of SRD in management of development project in general and in capacity building project in particular. SRD will be supported by a Project Steering Committee (see more details in Session Operation Mechanism).

**The target group** of the program will be national staff of Vietnamese and international NGOs currently engaged in climate change adaptation and mitigation. It is expected that these NGOs will be members of one or both of the lead networks. Access to trainings will be open, but registration procedures will require that participants meet certain minimum criteria and have a demonstrated need for such training, thus assuring the efficient allocation of program resources.

In addition, the program will indirectly reach and build the capacity and resilience of the vulnerable and remote communities and marginalised groups that are the main beneficiaries of the targeted NGOs. This will include ethnic minority communities in the vulnerable northern uplands and central highlands. The project will also reach beyond the direct target NGO staff through the newsletter, website and other printings.

## PROJECT DESCRIPTION

The proposed capacity building program is unique in terms of its focus on the cross-cutting issue of climate change, diversity of participants, and relevance to the current needs of the target groups. This proposal details the different components; specific activities; methodology; expected results; budget; and proposed timeframe of the capacity building program.

**THE PURPOSE** of the proposed Capacity Building Program is:

‘To raise awareness and build capacity of civil society,<sup>2</sup> focusing on NGOs and their partners, to effectively respond to and integrate climate change adaptation and mitigation into relevant existing and future programs to contribute to long term sustainable development of the country and Vietnamese people’

**TIME FRAME:** The project will be implemented over the three-year period 2009-2012. The project is composed of three main components addressing capacity needs across climate change adaptation and mitigation: (i) general awareness raising and communication (ii) training (iii) sharing and learning on practical experience. Each component has several planned interventions.

### **COMPONENT 1: COMMUNICATION AND COORDINATION**

#### **Expected Result 1:**

Increased NGO access to information, communication and coordination on climate change

#### **Key Indicators:**

- Increased access to accurate and appropriate information on climate change among VNGO/INGO staff members, their local partners, and the general public.
- A well coordinated plan of project implementation with clear roles and responsibilities of support organizations
- Collection and consolidation of consistent and high quality training and IEC materials from across all CCWG and VCSO&CC projects.
- Usage of shared materials, information and database on website (training curricula, publications and resources, IEC material, trainer lists, etc.)

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<sup>2</sup> Civil society is defined by the UNDP as “the arena outside the family, the state and the market where people associate to advance common interests.” In the context of Vietnam, this includes “mass-organisations, professional organisations, business organisations, community based organisations and user groups, Vietnamese non-governmental organisations (NGOs), international NGOs, NGO networks, religious groups, and informal groupings and neighbourhood networks.”

Sources: [http://www.undp.org.vn/undpLive/digitalAssets/6/6810\\_Filling\\_the\\_Gap\\_\\_E\\_.pdf](http://www.undp.org.vn/undpLive/digitalAssets/6/6810_Filling_the_Gap__E_.pdf)  
<http://www.undp.org.vn/undpLive/System/Newsroom/Feature-Details?contentId=2345>

- Minutes of coordination meetings between CCWG/VCSO&CC practitioners and stakeholders

## **Activities:**

### **1.1 Program launching ceremony.**

To announce the formal launch of the program and publicize its aims and activities, the steering committee will arrange for an official ceremony, to which representatives of the press and other stakeholders and decision-makers will be invited.

### **1.2 Participatory planning workshop.**

To ensure the proposal is successfully implemented a detailed and well coordinated three year work plan will be developed. A planning workshop attended by the Steering Committee, SRD, Coordinator, Information Officer, and support NGOs including representatives from the North, Central and the South will be held at the start of the program to formulate the detailed work plan and coordination mechanisms. The planning workshop will ensure that the 3 components work complementary without overlaps. The work plan will include monitoring indicators and roles and responsibilities of the implementing agencies. The work plan will be reviewed and adjusted annually.

### **1.3 Improve the Climate Change Working Group Website and create both English and Vietnamese versions to encourage an active online community.**

Currently climate change information is available on the NGO Resource Centre CCWG website. The VNGO community in Vietnam is familiar and comfortable with accessing online information and has identified the need for a climate change specific website. The existing design and content of the CCWG website is not user-friendly and outdated. Nevertheless the NGO RC represents an existing source of knowledge and IT expertise that will be available to maintain the CCWG website beyond the duration of the project. Therefore the first year of the program will focus on redesigning and improving the CCWG website to be user-friendly and provide information on climate change adaptation, mitigation projects and programs, best practice policy and applied case-studies. The website will promote its link with other current climate change websites such as TDI. There will be both an English and Vietnamese version of the website. The second year of the program will introduce online forums where VNGOs and other civil society organisations can discuss topics of interest, ask questions and communicate with climate change experts online.

### **1.4 Publication of project e-bulletin and newsletter on climate change**



- E-bulletin: After the first six months of preparation, the project will produce a-bulleting on monthly basis. The e-bulletin will contain latest information on climate change issues in Vietnam including: update on climate change projects of interest, human interest stories, new publications on climate change, upcoming conferences and workshops, funding opportunities, and climate change scenarios and predictions. It also includes information on project implementation and plan. Contribution to the e-bulletin will mainly come from members of CCWG and VCSO&CC but others are also welcome to contribute. The e-bulletin will be in Vietnamese and English
- Newsletter: Newsletter in Vietnamese will be published on a quarterly basis and sent to members of the mailing lists compiled by the project (see Act 1.5). This newsletter will be based on the contents of the E-bulletins, and will provide outreach of the project information to people with limited access to internet (those in the remote areas). Therefore, only a limited number of copies (500) will be published and sent to this group of audience. As such, simple language with fact sheet and evidence need to be considered. In total, around 30 issues of the e-news and 10 issues of the paper newsletter will be published during the project life.

## **1.5 Database Development**

Database development to better coordinate information, expertise and opportunities available to VNGOs. Databases will include:

- Database on current climate change activities in Vietnam searchable by NGO name; theme (e.g. adaptation); and location. This builds on, updates and links with the existing project activity matrix
- Database of climate change experts willing to contribute knowledge and time. This will be developed through sourcing of experts through the CCWG, VCSO&CC and VRN networks for the capacity building and sharing activities in Results 2 and 3.
- Database of organisations that provide training related to climate change also developed through sourcing of experts through the CCWG, VCSO&CC, VNGOA, and VRN networks for the capacity building activities in Results 2, through global INGO networks and through internet searches.
- Database of donors and funding opportunities. Such information can be sought through the CCWG including from its link with the Donors Policy and Coordination Group and VCSO&CC. This database should be promoted and exposed to donors to get their updated information.
- Database of participants to training and learning events provided by the project under components 2 and 3. The purpose of the database is to follow up the use of information from these activities and to keep people in contact. Therefore, the database should include detail contact information so that participants can stay in

regular contact and receive updated information. Data from each participant can be collected at the time of the event.

### **1.6 Promote awareness of climate change issues and program activities**

Develop and print a brochure to introduce the objectives and goals of the Capacity Building Program, along with the opportunities for training it provides to local beneficiaries. This brochure will also provide background knowledge on climate change and the risk it poses to Vietnam. This document will be disseminated through the Climate Change Working Group, Vietnam Network of Civil Society Organizations and Climate Change (VCSO&CC), VUSTA, and NGO Resource Centre.

Collect and share Information, Education and Communications (IEC) / Behavior Change Communications (BCC) materials, training materials: The Information Officer will be responsible for the consolidation of a database of IEC/BCC materials relating to climate change (both in hard and soft copy). These materials will include information on programs/projects with climate change activities, reports, training materials (including trainers' lists), researches, monitoring indicators, and publications. The consolidated list will then be widely shared online with CCWG members and partners so as to help them explore synergies and avoid overlaps when designing new IEC/BCC materials on climate change. The IEC/BCC list will be uploaded on the website of NGO RC and accessible by all CCWG members and their partners.

Through cooperation with the Awareness and Behavior Change thematic group of the CCWG, the Capacity Building Program will actively work with the media to disseminate the contents of these documents and to promote climate change related issues and events, strengthening knowledge among the general public.

### **1.7 Coordination meetings**

The support agencies and project staff and SRD will need to meet monthly to discuss the work plan for the coming month and review activities carried during the past month. Results of the monthly meetings will be documented and inform to PSC.

Every quarter, PSC members will meet to review the activities of the past quarter and approve the plan for the coming quarter. PSC members will also discuss and make decision on the issues raised during the monthly coordination meetings.

Once a year, Government officers from MONRE and MARD will be invited to join the PSC meeting to exchange the prioritized needs or messages identified during the project implementation and be informed about the updated information from the

Government on the issues that the project is working on, such as adaptation and CDM. The attendance of such officials will also provide an opportunity for advocacy and coordination between the program and the government.

## ***COMPONENT 2: TRAINING ON ADAPTATION AND MITIGATION***

### **Expected Result 2:**

Increased knowledge and skills on CC adaptation, mitigation and capacity to integrate CC and DRR into existing programs and implement deliverable carbon projects

### **Key indicators:**

- Ten officials from VNGOs trained in ToT are active in providing training in the topics related to climate change adaptation and mitigation.
- At least 200 people from at least 50 VNGOs and their partners are trained in topics related to climate change adaptation and mitigation.
- A substantial increase in the understanding of training participants on key adaptation and mitigation issues, including community-based adaptation, DRR, carbon markets, CDM, and REDD. To assess the effectiveness of the training, facilitators will use a survey tool to test participants' understanding of these issues before and after training sessions. To assess potential impact of training activities, facilitators will also gather data on the confidence and ability of participants to apply the information they have learned in the work of their organizations.
- A set of training curriculums, guidelines and tools associated with climate change adaptation and mitigation are developed and made available for public access. To measure the uptake of these materials, data will be collected and reported on the number of copies disseminated in the field, the number of requests for material received, and on the number of electronic documents downloaded or viewed on the webpage.

### **Activities:**

#### **2.1 Design training events for selected topics including development of training curriculum and related materials**

This step takes place prior to the actual implementation of the training events to make sure that the training curriculum and related materials are well developed. A team of potential trainers (including outsourced trainers and ToT trainees – see more details later) will work together to collect information related to the topics identified in the detailed work plan, compile such information according to thematic topics and prepare the materials to be used in the trainings later on (Act. 2.2 and 2.4). Whenever possible,

existing documentation on lessons learnt from within Vietnam will be integrated into the training materials. At the same time, curricula for each training course will be developed, including development of the training materials. It is extremely important in the development of the training curriculum and materials that the language is simple enough for participants with little technical background to understand. The use of visual illustrations in the training (and the materials) is encouraged to make it easier to understand.

While the concrete topics and contents of the training will be identified in the preparation of the detailed work plan, it is important to take the following issues into account:

On climate change adaptation:

- mainstreaming climate change
- climate change effects from different perspectives in Vietnam
- community vulnerability and adaptive capacity assessments
- project planning and management methodology

On climate change mitigation:

- ecological footprint and Vietnamese lifestyle; an overview of the carbon market; risk assessment conditions for carbon projects, CDM project cycle, differences between voluntary and compliance, market participants, technology
- the legal issues to contracts (Term Sheets, ERPAs, & VERPAs) and negotiation skills.
- the technical components (baseline and monitoring methodologies) of Project Design Document and writing mitigation project proposals for accessing carbon markets and finance.

In addition, crosscutting issues, such as successful advocacy, documentation, and communication techniques, will also be addressed in the content of the trainings.

## **2.2 TOT training for selected NGO officials<sup>3</sup>**

Training of trainers (ToT) is important to build up training capacity for the project in the future and to ensure the sustainability after the project ends. The idea is to set up a group of trainers who will be able to provide training for the other people. These will also be the key persons in designing climate change projects and integrating climate change issues in future programs in their respective organizations. ToT trainees are

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<sup>3</sup> Since the identified topics relating to climate change are new concepts to Vietnamese, it is necessary to have international consultants and expertise involved in development of training materials, guidelines and contribution to TOT and thematic workshops such as carbon market, REDD, community based adaptation with tools and methodologies.

active persons coming from NGOs and are potential for training. Ideally, they should be able to understand English in order to acquire further information and knowledge on climate change after the trainings.

ToT trainings will consist of three separate sessions. In the first session, ToT trainees will be strengthened with techniques and skills needed to facilitate a training event, and others. After that, there will be two main sessions on technical issues: one on climate change mitigation and the other on climate change adaptation (see the suggested issues in 2.1).

**2.3 Identify training opportunities overseas** on the selected topics and send capable representatives to these training. These trainees will take turn to provide re-training to other members. Depending on the case, international experts can be contracted to provide training on the selected training topics in which resources are not available in Vietnam.

#### **2.4 Provision of training to NGOs and their partners**

Once the ToT trainings are done, training to expanded group of participants can take place. Training activities will first of all focus on VNGOs. Around ten courses of training will be provided to participants coming from VNGOs. The group of people who received ToT training previously will function as co-trainers in these events. The main trainers will still need to be outsourced. Topics covered in these training will be climate change adaptation and mitigation (see 2.1)

After that, training will be expanded to local partners of VNGOs. Around six courses will be organized at the provincial level (concrete locations are to be identified but preferably in climate change prone areas in the North, Centre and South of the country identified by MONRE under Session – Project Background ). People who received ToT training under 2.1 and played the role of co-trainers before will now be the main source of trainers for these events.

The trainings provided under this activity should be connected with the learning and sharing events organized under component 3 as it would be great if the training participants can also visit the field.

#### **2.5 Development of guidelines on specific topics**

Based on the materials developed under 2.1 and trainings provided under 2.2-2.3 and other relevant existing materials, a series of guidelines on climate change adaptation and mitigation issues will be developed for use by the staff and management of Vietnamese NGOs. Examples of such guidelines are ‘Adaptation: what it means for the grassroots level’; ‘An introduction to REDD’, ‘An introduction to CDM’. In

addition, the training curriculums developed under 2.1 and used in training under 2.2 and 2.4 will be refined and simplified if necessary. The experiences from the training under 2.2 and 2.4 as well as from learning and sharing events under component 3 will be used in the development/ refinement of the guidelines and training materials. To facilitate outreach of such materials, they will be made available to the practitioners through websites and libraries once completed.

### ***COMPONENT 3: SHARING AND LEARNING***

#### **Expected Result 3:**

Enhanced sharing and learning on practical experience and good models of climate change mitigation and adaptation

#### **Key Indicators:**

- CC Practitioners and policy makers are exposed to, recognize, and apply good practices and successful models on CC mitigation and adaptation.
- At least 10 NGOs share experiences and lessons learnt on adaptation and mitigation models with other program participants and government decision makers, increasing knowledge of best practices.
- At least one national learning and sharing event on CC issues conducted during the project period.
- At least two domestic cross-visits are organized.
- At least one summary booklet, consisting of applied case studies of climate change adaptation and mitigation programs, is produced and disseminated.

#### **Activities:**

**3.1 Organize and facilitate a series of ‘experiences and lesson learnt’ workshops** on selected topics: These are opportunities for CCWG and VCSO&CC members prepare to share specific aspects of CC they are experienced in, such as the delivery of carbon credits, REDD, mainstreaming guidelines and tools. These workshops may be connected with the training events provided under component 2, and will form a key component of ongoing sharing and learning activities, culminating in the national experience sharing workshop (activity 3.5). National and provincial level officials will be invited to attend and participate in these workshops as appropriate, thus creating opportunities for advocacy and coordination between government and civil society.

### **3.2 Identify sites where there are ongoing CC adaptation or mitigation projects and conduct study tours**

The needs assessment workshop showed that study tours to visit successful project implementation areas are important for NGO practitioners, their staff and partners to gain practical, hands-on experience of climate change adaptation and mitigation. The study tours will expose participants to new approaches, practices and encourage the exchange of knowledge, skills and lessons learnt to better perform their work afterwards and facilitate the replication of successful models.

Under this capacity building program, it is expected that two in-country study tours will be undertaken (including seminar and models visit) for staff of CCWG members and their implementing counterparts, government officials, media and other climate change practitioners. During study tours there will be a chance for discussion and reflection with various CC stakeholders such as scientists, local authorities and communities, and exchange between participants in diversified forms: orientation meeting, art show, demonstration by partners/ beneficiaries, meeting in selected communes, districts. These tours will also provide a chance to impress upon government officials the effectiveness of community-based adaptation and mitigation models.

Study tours require good preparation, including identifying relevant sites that fit with existing needs. A TOR is needed to clarify the study tour objective, participants, what information can be collected. A follow-up plan of each participant at the end of the trip will be required.

### **3.3 Research and document best practices and case studies.**

There is a critical need to promote those climate change adaptation and integration activities that can be replicated and effectively communicated among development practitioners and their partners. Through activities under 3.1, best practices and case studies on good methods and models will be collected, documented for learning and sharing based on a set of criteria including: innovative, distinctive, sustainable and replicable. These practices could relate to stand-alone climate change mitigation/adaptation activities, to mainstreaming disaster risk reduction and climate change adaptation, which make lasting contribution to livelihood security and poverty reduction. The host organizations will collect and document these case studies, making them available in newsletters, the website, and in the form of a summary booklet, to be printed and distributed nationally.

### **3.4 Organize a midterm experience sharing and program update workshop**

This event will serve as a forum to disseminate the case study booklet and to discuss the findings of the midterm program evaluation. Policymakers from the national government and ministries, along with their provincial counterparts, will be invited to

meet with NGO staff and to hear first hand about both the successes of the program and its members and about the state of capacity building for climate change in local areas. The objective of this workshop will be to share the successes and lessons learnt in the first phase and to help government officials better understand the community based approach and community needs in response to climate change

**3.5 Organize a national experience sharing workshop** on successful climate change responses and initiatives in 2011. CCWG and VCSO&CC members, National Government bodies, scientists and implementing partners will be invited. The workshop will provide a forum to share best-practice models and methods for mainstreaming climate change into poverty reduction programs; effective community-based adaptation projects; and successful mitigation projects. This national workshop will also provide a platform for awareness-raising and advocacy for pro-poor climate change policies to decision-makers at the relevant ministries. Lessons learnt from the project under components 2 and 3 will be synthesized and presented in this workshop.



## PROJECT TIMING, METHODOLOGY AND OPERATION MECHANISM

The overall project is expected to last for three (3) years, starting from the project approval date to May 2012. The long duration of the project is to enable a well designed process of capacity building with time for targeted NGOs to practice and test CC methods so as to ensure maximum effectiveness and sustainability after the end of the project.

The project will be divided into three phases. Focus, main activities and expected outputs for each phase will be elaborated below:

- *Phase 1- Preparation (May 2009 – October 2009):* this phase will focus on development of the overall integrated and concrete work plan for the whole project. Main activities in this phase include development of the capacity building modalities, detailed coordination plans between components and with members of the Steering committee and of the networks involved with specific roles and responsibilities. Specific topics for each communication output, training and sharing event and the format of the newsletter, website will be identified and prioritized into an implementation schedule. The outputs and events will be designed to build on and support each other, hence for any one topic there will be information materials sourced or produced, training provided and learning opportunities created. Procedures for identifying trainers and resource persons will be agreed, also the process for advertising events, criteria for participation in each event, process for potential participants to apply and be selected as trainees/participants. TOR for each event will be developed which include clear links with other events and each result, what the trainees will be expected to do after the training and what the resource persons are expected to deliver in terms of training packages, written outputs, training content and style of capacity building. The project team will decide how the steering committee, coordinator and support organizations will work with the trainers/resource people to ensure they respond to real need using interactive and practical methods according to principles of adult learning. Expected outputs of this phase are 1) a work plan outlining the different capacity building and other project activities to be undertaken with monitoring indicators. The work plan should also include information on the identified sources of trainer/ coach for the capacity building, communication, sharing and learning activities.
  
- *Phase 2 - Implementation (November 2009 – October 2011):* the focus of this phase is the implementation of the capacity building, communication, sharing and learning activities outlined in the work plan. The training activities include three stages which build on each other. In stage one focus will be given to build up capacity of the potential trainers, thus trainings of trainers (ToT) will be the main activities. These ToT trainees will be active persons coming from Vietnamese

NGOs. In the second stage during year 2, capacity building activities will focus on the local NGOs and the ToT type of training will still remain to be an important activity. The newly trained trainers (from previous stage) will be involved as co-trainers for training activities in this stage. In the last stage in year 3, training activities will be expanded to local partners of Vietnamese NGOs. Trainers/coaches for this stage will mostly be the ones trained during the two previous stages. In some cases activities from more than one stage will run in parallel.

The cooperation mechanism will make sure 3 components supplementary to each other as planned in the Phase 1. Case studies will be produced by organizations presenting experience and lessons in sharing workshops which will be used as training materials and disseminated through the website. The website and newsletter will reflect the outcomes of the components 2 and 3. Lessons and experience learnt during study tours will also be shared on website and newsletter and in the sharing and learning workshops.

Expected outputs of this whole phase are 1) reports for each training/ capacity building event, prepared by the trainer/ coach and the designated organization; and 2) case studies and 3) progress report on the implementation of the work plan by the designated organization.

- *Phase 3 – Evaluation and follow up (November 2011- May 2012):* this phase is dedicated for evaluation of the project activities and documentation of the lessons learnt. Main activities will therefore include an evaluation on the impacts and outcomes of these trainings, communication, sharing & learning interventions and preparation of final project report on the overall progress, the impacts from project activities and the lessons learnt. A sum-up workshop will be organized to cross share the experiences among the beneficiaries and with other people (Activity 3.5). Expect output of this phase is the final report documenting the project progress, results of the training evaluation (including impacts of the project at the target group level), and the lessons learnt. The project will also look at the necessary follow-ups, either to continue in other projects or to hand over to a training institution.

## **Operation Mechanism**

- As the proposal applicant, SRD will be responsible for managing this project and reporting to the Donor.
- Decision-making: Day-to-day decision-making will be the responsibility of SRD and the Program Coordinator. Medium-term and strategic planning will be the responsibility of the Project Steering Committee (PSC), which includes 9

representatives from CCWG and VCISO&CC members.<sup>4</sup> The PSC will work closely with the fully-employed Coordinator, SRD and other project staff to ensure the project is implemented in a coordinated manner. PSC responsibilities will include: ensuring overall coordination and between components, reviewing the progress reports and financial statements; providing direction and guidance on project planning and implementation; supporting project team to identify and access resource persons, trainers, study tour sites; approving project work plan and financial plan; and ensuring the delivery of high quality events. PSC members meet quarterly or as requested by SRD and the Project Coordinator on ad hoc basis.

- Coordination of Project staff and participating organizations:

The project will employ a full time Coordinator, an information officer and a training officer. The project will also employ a part-time accountant. A part-time cashier will be covered within the Overhead Budget Line. SRD as the project holder will be responsible to recruit and manage the staff. The Coordinator and SRD will have the overall function of coordinating the project interventions with the back support from PSC.

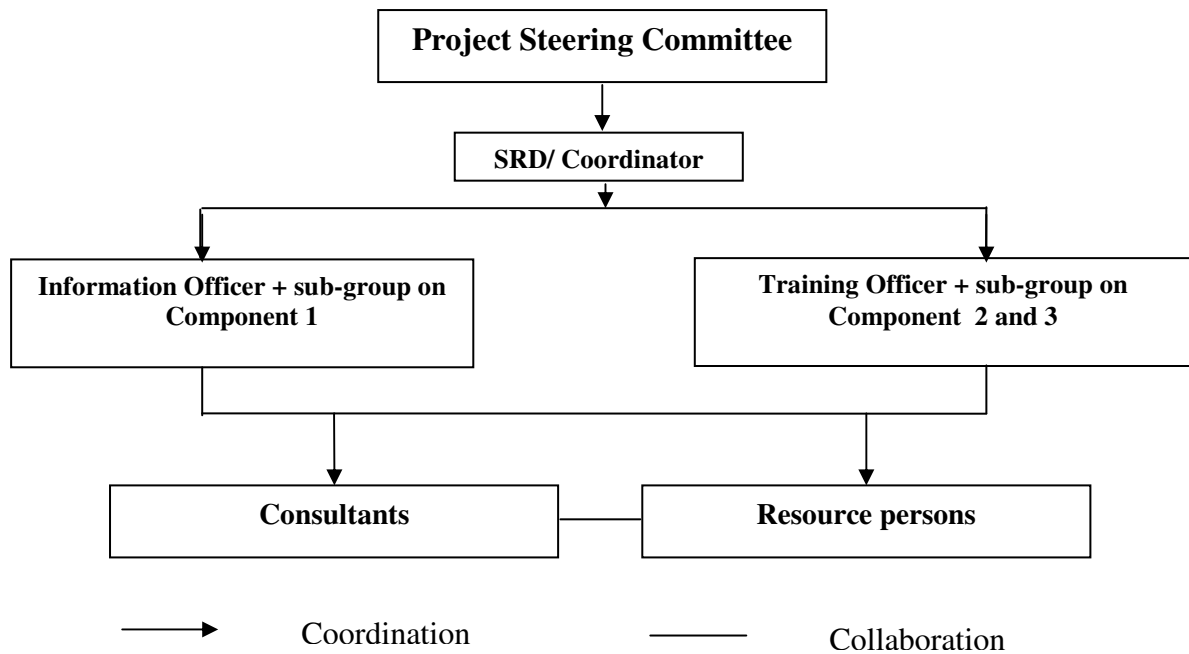
Each project component of total 3 will form a sub-group of support organizations (internal coordination) to implement the proposed activities of its component. The Information Officer will work on the component 1 with the NGO Resource Centre and the small group. The Training Officer will work on component 2 and 3 and small groups. The 3 components need to be well coordinated by the Coordinator through the integrated working plan under the supervision of PSC and monthly coordination meetings. The Coordinator will also be in charge of coordinating with non-participating agencies (external coordination) to make use of their potential contribution to the project. SRD will ensure coordination between the NGO CCWG and the Vietnam Network of Civil Society Organizations and Climate Change (VCISO&CC), and will ensure outreach to other VNGOs.

- Financial accounting and cash flow: the fund requested from the donor will be transferred to the bank account of SRD. The director of SRD supported by PSC will be responsible to the donor on this fund. Basing on the work plan with budget approved by PSC, SRD will pay for the implementation of project activities specified in the work plan directly from its bank account. On required timeframes, SRD will prepare a financial statement on the disbursement of the fund, which will be reviewed by the PSC before submitting to the donor. SRD will be responsible to meet the requirements of the donor in relation to progress reports, financial management and accountability

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<sup>4</sup> The PSC members are SRD, CARE, CDA, CRS, MCD, Oxfam, RECOFTC, TDI, and VVOB.

- Implementation responsibility: depending on the area of focus and expertise, a sub-group will be put in charge of one component and decide responsibilities among participating organizations. All sub-groups will need to collaborate with each other for successful implementation of their assigned activity(ies) under the supervision and support of the PSC.



## **GENDER AND ENVIRONMENT ISSUES**

It is well understood that women in the developing world will suffer the most from the effects of climate change. In communities that are highly dependent on local natural resources such as in Vietnam, women are disproportionately vulnerable to the effects of climate change. Climate change will impact the livelihoods sectors for which women bear primary responsibility, such as agriculture, nutrition, water and energy supplies. Moreover, because of gender differences in property rights, access to information and cultural, social and economic roles, the effects of climate change will affect men and women differently.

Women in Vietnam represent an immense source of potential knowledge and skills to combat the increased disaster and environmental changes that climate change will bring. Women are already on the frontline of adapting to climate change with increased floods and droughts impacting on their livelihoods. As primary managers of natural resources and key frontline implementers of development, they have the experience and knowledge to build the resilience of their communities to climate change.

As of yet, limited attention has been directed towards the unique needs and challenges of women in the face of climate change. There has been even more limited participation of women in decision-making on adaptation to climate change and mitigation of climate change through reductions in emissions.

The proposed capacity building program will aim to promote the full and effective participation and contribution of women in decision-making and leadership on issues of development planning and community resilience to climate change and disasters. The program will achieve this by:

- Increasing participant understanding of linkages between gender and climate change impacts and the importance of gender-sensitive climate protection measures and programmes for mitigating and adapting to climate change.
- Developing a Gender and Climate Change training component which promotes the existing knowledge and coping mechanisms of women as an asset in adaptation and mitigation design processes.
- Ensuring women participants have equal access to the technical expertise, training opportunities and information available through the program.
- Ensuring there is a gender balance in training workshops and courses
- Ensure information material developed includes a gender aspect and is appropriate to being delivered through women's information channels.
- Inviting organisations such as the Women's Union to participate as beneficiaries of the program.

Climate change is an environmental issue as it is likely to have adverse effects on the environment by damaging the eco-biology. This proposed project is expected to produce positive impacts on the environment. As described earlier in the project description section, the project activities are to contribute to long term sustainable development of the country and Vietnamese people through raising awareness and build up capacity of Vietnamese NGOs and their partners to effectively respond to and integrate climate change adaptation and mitigation into relevant existing and future programs.

## MONITORING AND EVALUATION OF THE PROJECT

The monitoring and evaluation of this project aims at achieving projected results and quality control. Monitoring indicators of project activities will be reviewed during the planning workshop at the beginning of the project and reviewed/adjusted during annual planning workshops. Activity monitoring will take place as project interventions occur. Project outputs and risks will be monitored as part of the quarterly discussion and reporting to the Steering Committee. Progress towards Component Objectives and sustainability will be monitored as part of this process. The mid-term review and the evaluation scheduled by the end of the project will measure progress against all component objectives, purpose and goal and the strength of the sustainability strategy.

The Steering Committee together with SRD and the Project Coordinator will regularly monitor the achievement of targets set against the indicators developed at the beginning of the project.

*Activity monitoring* –all project activities will be monitored on a regular basis based on the expected outcome.

*Ongoing collection of capacity-building indicators:* Using the needs assessment as a guide, the steering committee will identify key gaps in existing knowledge on climate change among NGO staff and management, compiling target competencies into a comprehensive checklist. The understanding, ability, and confidence of participants on these key areas will be assessed against this checklist before and after training activities.

*Consultant reports* – consultants providing training and other service will provide reports about the extent to which their ToRs were met.

*Gender mainstreaming* – gender analysis and responses to gender inequality has been integrated into the project's design, including the M and E processes. Men and women's participation and benefit will be actively monitored.

*Mid Term Review* – This process will take place during the second year of the project and be managed by SRD and undertaken by independent consultants, in consultation with other relevant stakeholders. Beneficiary groups will be the primary focus of this process. It will assess progress towards component objectives, achievements against the indicators and the efficacy of the sustainability strategy and to examine early project impacts.

*Final Evaluation* – a final evaluation of the project activities and outputs will take place in the last six months of the project life. It will be conducted by an external evaluator appointed by the Embassy, with contribution from SRD and project supporting organizations. The evaluation will assess project achievement against objectives and purpose indicators. It will look at the final impact of the project in terms of significant or lasting changes on the target groups and the indirect beneficiaries brought about at least in part, by the project’s activities. Special attention will be paid to the degree to which knowledge of climate change concepts and best practices in adaptation and mitigation have been integrated into the work of partner organizations.

### *Reporting*

Regular reports will be prepared according to the Donor’s standard format and timeframe (both narrative and financial) and submitted to the Donor. SRD and Steering Committee will be responsible to the Donor on the fund they applied for. The leading organizations will be responsible for the reports of their activities with the support of the technical consultants. SRD’s director with the support of PSC is answerable to the Donor for any question regarding the implementation of project activities and disbursement of the allocated fund.

Project Review and Adjustment: the project will be annually reviewed by the end of each financial year and mid-term reviewed of its performance and budget projection to with draw lessons and necessary adjustment of activities and budget will be prepared and submit to the Donor.



# RISKS ANALYSIS

A number of risks and assumptions relating to capacity building activities will need to be taken into account when designing program components. The table below outlines potential risk and assumptions before and during the project implementation and specifies mitigation measures that will be factored into the detailed design of the capacity building program.

<b>COMPONENT</b>	<b>RISKS / ASSUMPTIONS</b>	<b>MITIGATION MEASURES</b>
1. Coordination and awareness raising	Staff retention rates are high and therefore the strengthened knowledge and capacity remains within the VNGO.	<p>If program staffs continue to seek job opportunities within the VNGO sector the consequences are limited. Promoting NGO sector employment opportunities through Vietnam Network of Civil Society Organizations and Climate Change (VCSO&amp;CC)s and project activities such as the website and newsletter will assist in minimizing this risk.</p> <p>Contributing to the development of answers for CC in itself is helping staff building up their profile. They will be at the forefront of the NGO community in developing these answers.</p>
	VNGOs have inadequate time and resources to attend the workshops and training programs provided.	Attendance at meetings will depend on support from VNGO managers and whether climate change is a high priority in relations to the competing demands on staff time. Financial support for key VNGO members to participate in capacity building activities will be considered.

<b>COMPONENT</b>	<b>RISKS / ASSUMPTIONS</b>	<b>MITIGATION MEASURES</b>
	VNGOs are willing to share their knowledge and expertise with others, despite potential competition for resources.	Establish good relations with staff of each Project Steering Committee member and ask them to act as a champion for addressing climate change within their organisations. For information sharing and mutual learning to occur a trusting atmosphere must be established.
	Lack of commitment by PSC members	MoU signed between core members. Additional funds might be mobilized to support staff to attend PSC activities
2. Training	Suitably qualified capacity building service providers are available to work with the project	Research existing skill base available through both consultants, INGOs and VNGOS and develop a technical resource pool that is willing to contribute to the project.
	Local authorities do recognise the importance of mainstreaming community-based adaptation and disaster risk reduction into socio-economic development planning and implementation	Frequent interaction and dialogue between PSC and Government to maintain high level of commitment.
3. Sharing and Learning	Competition and power issues within the climate change arena inhibit and distort knowledge sharing	Little or no risk as cooperative learning was identified as a priority by VNGOs themselves during the needs assessment workshop commitments have been secured in preliminary meetings.
	Bilingual knowledge sharing networks behave very differently to mono-lingual ones	Ensure that IEC material, websites; databases, online forums, newsletters and training and workshop events are available in both Vietnamese and English.

## **PROJECT SUSTAINABILITY**

The capacity building program is intended to meet the needs identified by VNGOs themselves therefore SRD expects a high level of participation in the program. In addition both CCWG and VCSO&CC have extensive networks and are able to reach VNGOs and civil society organisations throughout Vietnam including major cities, and provinces in the north and south. Support for VNGOs located outside the major cities will be considered in order to assist their attendance and participation. The Capacity Building Program is proposed to run over a three year period coordinated by an information officer within SRD. The information officer will act as central point of contact for VNGOs during this time for support and guidance on climate change issues and questions on how to access resources. It is worth noting that there is a strong commitment to the successful implementation of the capacity building program with CCWG members contributing human resources, technical expertise and support throughout. Therefore the level of impact of the program will be widespread and sustainable.

It is expected that through innovative activities in the program such as internships and training of trainers (ToT) the skills required for VNGOs to be able to effectively integrate climate change into their organisations and project activities will be shared widely within their organisations. Activities such as internships and ToT build productive relationships and contribute to sustainable knowledge transfer. Furthermore long-term initiatives of the program such as the development of information, education and communication (IEC) materials, and a Climate Change website will be managed through existing partnerships such as the NGO RC. Therefore these will continue into the future beyond the duration of the capacity building program.

## **LIST OF ATTACHED ANNEX**

1. Annex 1: Log frame
2. Annex 2: Budget
3. Annex 3: Implementation plan
4. Annex 4: TOR and List of Steering Committee
5. Annex 5: Climate Change Needs Assessment Report
6. Annex 6: TOR of CCWG
7. Annex 7: Concept note of VCSO&CC