



ICAM:

*Integrated Community-based Adaptation in
the Mekong*



Photo ©Josh Estey/CARE

CARE Australia's Project Design for AusAID's Community-based
Climate Change Action Grants

South East Asia (Adaptation): Vietnam

Re-submitted 31 July 2012

Contents

Acronyms	3
Executive Summary	4
Situation Analysis	4
Project Description	7
Objectives.....	7
Expected Outcomes	8
Project Strategy	10
Project Activities.....	12
Monitoring and Evaluation	17
Reporting.....	19
Risk Management	19
Sustainability and Capacity Building	19
Safeguards.....	20
Annexes.....	22
Annex 1: Summary of Preliminary Consultation	23
Annex 2 A: Mobilisation Period Implementation Plan.....	25
Annex 2 B: Project Activity Schedule	26
Annex 3: Logframe	29
Annex 4: Risk Matrix	32
Annex 5: M&E Plan	34
Annex 6: Relationship Chart	38

Acronyms

AADMER	Asian Agreement on Disaster Management and Emergency Response
ACFID	Australian Council for International Development
ADCDC	Anh Duong Community Development Centre
BCC	Behaviour Change Communication
CBA	Community Based Adaptation
CBDRM	Community Based Disaster Risk Management
CCA	Climate Change Action Program
CCRD	Centre for Rural Communities Research and Development
CCWG	Vietnam Climate Change Working Group
CRND	Community Resilience to Natural Disasters Project
CVCA	Climate Vulnerability and Capacity Analysis
DARD	Department of Agriculture and Rural Development
DONRE	Department of Natural Resources and the Environment
DoE	Department of Education
DMWG	Vietnam Disaster Management Working Group
DPC	District People's Committee
DPI	Department of Planning and Investment
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
GoV	Government of Vietnam
IEC	Information, Education and Communication
ICAM	Integrated Community-based Adaptation in the Mekong
MOU	Memorandum of Understanding
MRD	Mekong River Delta
M&E	Monitoring and Evaluation
NGO	Non Government Organisation
PACODE	Participatory Community Development Program
PMB	Project Management Board
PO	Project Office
PSC	Project Steering Committee
SEDP	Socio-Economic Development Plan
ToR	Terms of Reference
WATSAN	Options and Ownership: Water and Sanitation for the Rural Poor in the Mekong Delta Project
WU	Women's Union
VNRC	Vietnam National Red Cross Society

Executive Summary

The densely populated, low-lying Mekong Delta Region (MDR) is one of the most vulnerable areas to climate change in the world. Climate change is causing and contributing to land degradation, saline intrusion, ecosystem degradation, hotter weather, abnormal drought, irregular flooding, and changes to human and animal disease patterns. A rapid participatory assessment undertaken during the design of this project confirmed that climate change is already significantly affecting the lives and livelihoods of the people in the MDR. This assessment and previous studies show that poor households, ethnic minorities, disabled people and women are among the most vulnerable to natural disasters and climate change.

The Specific Objective of the Integrated Community-based Adaptation in the Mekong Project (ICAM) *is for the population of five Communes in An Giang and Soc Trang Provinces – particularly women, landless, land-poor and otherwise vulnerable – to have improved their resilience to the impacts of climate change.* The Project's direct beneficiaries are the 5,000 most vulnerable people in the five targeted Communes. The vulnerable groups include women, landless and land-poor, marginalised ethnic minority groups (Khmer and Cham) and people with disability.

CARE has developed an approach to community based adaptation drawing on its global expertise and experience with community development and community-based disaster risk management in the MDR. This Project will scale-up this approach and ensure the resulting livelihoods and communities are more resilient to climate change. The Project will also utilise CARE's innovative 'Visioning' approach to empower communities and develop long term responses to challenges that cover large geographical areas.

The project will work towards achieving three Outcomes:

- Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR).
- Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women.
- A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable, and gender-sensitive adaptation in the MDR.

The Project is to be implemented in three poor Communes in An Phu District (An Giang Province) and two poor Communes in Vinh Chau District (Soc Trang Province). Implementation will be conducted in partnership with local NGOs, Anh Duong Community Development Centre (ADCDC) and Centre for Rural Communities Research and Development (CCRD), and the Women's Unions of An Giang and Soc Trang.

Improving the resilience and adaptive capacity of communities in most cases requires a medium to long term process. During a 2.5 year period, this AUD\$2,999,881 Project will set that process in motion with a solid platform, and accompany the communities as they sustainably address vulnerabilities. At the same time, the Project will lay the foundation for possible future interventions. Later interventions will consolidate behaviour changes and sustainable livelihoods in the communities, continue scaling-up and replication, and continue to develop institutional and civil society capacity.

Situational Analysis

The Mekong Delta Region (MDR) is the most densely populated and most important agricultural region in Vietnam, producing more than 50% of Vietnam's staple food crops and 60% of fish products. It is home to 17,178,871¹ people. However, the MDR faces a series of development challenges, notably: regular climate-related disasters and flooding, persistent pockets of poverty and gender inequality, a significant population that is not well integrated into markets, and inadequate transport and infrastructure.

¹ GSO (General Statistics Office). National Demography Survey. 2009

Vietnam is one of the most disaster-prone countries in the world² and one of the most vulnerable to climate change³, and the MDR is no exception. Climate change scenarios for the MDR project the direct impacts of climate change to include increasing temperatures, changing rainfall patterns (displaced and shorter rainy seasons, and more intense rainfalls), sea level rise and an increased frequency and intensity of climatic events such as storms and drought⁴. Changed climatic conditions in upstream areas may dramatically affect river flows. These impacts mean that the densely populated, low-lying MDR is one of the most vulnerable areas to climate change in the world. These climate change impacts strongly interact with the pressures of local and upstream development, population growth and poor natural resource management.

An Giang Province lies in the Mekong Delta along the border with Cambodia. It has a total land area of 3,535 km², with 11 administrative units including one city, one town and nine Districts, and 154 Communes. Historically, An Giang was mostly marsh and swamp with a vast river network. Over time, most land has been converted to agricultural use, through a vast network of drainage and irrigation canals. An Giang faces considerable challenges from flooding and saline intrusion. Scientific and hydrological observations suggest that An Giang is already increasingly experiencing the impacts of climate change. These include: land degradation, saline intrusion, ecosystem degradation, hotter weather, abnormal drought, irregular flooding, and new human and animal diseases. Upstream changes – including climatic changes - are also affecting Mekong river flows, with higher peaks and lower troughs, but the overall average down.⁵

Soc Trang Province lies along the coast of the Mekong Delta. It has a total land area of 3,312 km², a population of 1,293,165, and 72km of coastline. It consists of 11 administrative units including one city and ten Districts, and a total of 109 Communes. Scientific and hydrological observations suggest that Soc Trang is already increasingly experiencing the impacts of climate change. These include: saline intrusion and salinization, sea and river bank erosion caused by sea level rise and changing river flows, and a greatly increased number and intensity of typhoons. Notably, a sea level rise of 1m⁶ would lead to over 45% of Soc Trang becoming permanently flooded.⁷

The design stage for this Project undertook a preliminary consultation⁸ covering five Communes in the two Provinces. Through this, the local people provided anecdotal evidence of the following impacts of climate change:

- Intense and prolonged heat waves (both Provinces);
- Heavy and unseasonal rains and storms (both Provinces);
- Overall the weather has become erratic and less predictable (both Provinces);
- Floods becoming unusually high and lasting longer (mostly An Giang);
- Droughts occurring more often during the dry season (mostly An Giang); and
- Increased land and water salinity due to higher tides and sea level rise (mostly Soc Trang).

The main impacts were confirmed to be: on people's health (more disease), on livestock (reduced production, increased disease), and on production and cultivation (reduced yield, more pests, loss of cultivated area, loss of land and crops due to flooding and erosion). In Soc Trang, salt production and fisheries (both natural and farms) are also being negatively affected.

² World Bank. "Natural Disaster Hotspots: A Global Risk Analysis - Disaster Risk Management series No.5. Hazard Management Unit. 2005

³ IPCC 2007, Fourth assessment report; Dasgupta et al 2007

⁴ MoNRE (2009 and 2012), Climate Change, Sea Level Rise Scenarios for Vietnam

⁵ Source: An Giang Action Plan to Respond to Climate Change, An Giang Department of Natural Resources and Environment, 2012

⁶ This equates to a high emission scenario prediction for 2100 (MoNRE, 2009)

⁷ Source: Soc Trang Action Plan to Respond to Climate Change, Soc Trang, Department of Natural Resources and Environment, 2012

⁸ Annex 1 summarises the main outputs of the consultation

Typically, poor households, ethnic minorities, people with disability and women are the most affected by natural disasters and climate change. They have less access to information and to new skills and are less able to prepare for climate disasters and to adapt to climate change. Social customs mean they have much less voice and access to fewer options. Ethnic minorities (notably Khmer in both Provinces and Cham in An Giang) make up a large proportion of the poor and marginalised population.

Poor people often have low-resilient housing, and previous flood victims live in temporary housing. Moreover, the poor often live in remote areas, and cannot be aided during emergencies. Typically, the poor and vulnerable have no or little land – hence they work as hired labourers and are often laid-off when there is adverse weather. Economic diversity amongst poor households is very limited. For example, when climate change affects aquaculture, many poor are affected and there are no alternative employment opportunities.

Gender inequality prevails in the MDR, and is strongest amongst the Khmer and Cham ethnic minorities⁹. Cham women in particular have little say in decision-making at the household and community levels. Reduced Vietnamese language skills and confidence levels mean that women have little influence in community affairs. Women are often restricted by their domestic work and less able to participate in wage labour and income generating activities. Changing agricultural practices (e.g. to commercial fish farming) further reduce women's economic opportunities. There are very few options for childcare for children under 4 or 5 and this has an impact on women's workload. The lower status of women can be observed in education, where boys are favoured over girls, and in legal affairs, where women remain underrepresented as holders of land title. Gender violence is common and relatively acceptable socially. Women are less mobile. Cultural factors encourage Cham women to do unpaid work in the home and not be economically active. These gendered norms are compounded by the deteriorating natural resource base which disproportionately affects women and adds to their domestic burden. Currently only 50-60% of households have access to clean water (i.e. tap water) for household use - the remaining use river water. In Soc Trang, a large number of women are engaged in fishing and onion production.

Moreover, climate change has specific impacts on women – on both their family activities and their access to sustainable livelihoods. They have less voice, less access to information and fewer alternatives. In addition, flooding, saltwater intrusion and environmental pollution also contribute substantially to increasing the rate of women's gynaecological diseases - due to contact with dirty water as well as the follow on effects of women caring for sick family members with diarrhoea and dengue.

National level policy makers are very aware of climate change and have developed appropriate policies and plans. However, the quality of policies and plans, and the level of awareness, decreases down the administrative levels and is almost absent at District level in the MDR. Although Soc Trang and An Giang Province, and An Phu District, have recently issued Action Plans to Respond to Climate Change, there has been very little progress in implementation. Moreover, and even at national level, the focus is on large-scale infrastructural responses – there is very little understanding of gender-sensitive *community-based approaches* to adaptation.

The driving force for development in the MDR is the socio-economic development plans (SEDP). These are prepared annually and five-yearly at National, Provincial, District and Commune level. These consist of a series of sectoral plans (covering agriculture, forestry, transport, etc.) and are financed by the government budget. The plans are often accompanied by programs to implement specific policies (e.g. the community based disaster risk management – CBDRM - program) with funding from higher levels of government.

⁹ For a detailed discussion of gender inequality and gender impacts of climate change, see: "Climate Change and Coastal Ecosystems Program – Gender Analysis", prepared by UEA in 2001 for GTZ and AusAID.
<http://www.ausaid.gov.au/countries/eastasia/vietnam/Documents/cccep-gender-analysis-report.pdf>

CARE's work in the MDR has developed a series of approaches, tools and models to complement the SEDP and overcome some of its weaknesses. Through previous projects – Community Resilience to Natural Disasters (CRND), Options and Ownership: Water and Sanitation for the Rural Poor in the Mekong Delta (WATSAN), and the Participatory Community Development Program (PACODE) - CARE has developed models that:

- Empower villages and communities to fully engage in planning, activity selection and activity implementation;
- Link communities to higher level, formal government structures and SEDP processes;
- Successfully target the most vulnerable and poor people, and address gender inequalities; and
- Successfully increase resilience to disasters.

CARE has built a significant body of experience over the past ten years in community based disaster risk management (CBDRM) in Vietnam. Methods, tools and approaches have been pioneered to enhance resilience and reduce the vulnerabilities of some of the most disaster-prone communities in the country. The results achieved, lessons learnt and good practices developed from such activities have also informed the Government of Vietnam's (GoV) CBDRM program.

By way of example of CARE's CBDRM work in the MDR, CARE's CRND Project, provided the following:

- Awareness-raising on disaster risk, including the development of IEC materials and community events such as competitions.
- Improving community and government technical skills in DRR, including emergency rescue and first aid.
- Drills on natural disaster prevention and response.
- Providing small scale resilient infrastructure, and rescue and emergency equipment, such as boats, lifejackets, water filters.
- Post-disaster house repairs, tin-roofs and rehabilitation of disaster damaged infrastructure.
- Introduction of disaster and climate resilient livelihoods (such as mushroom farming and handicraft development) and strengthened market linkages.

Currently CARE is implementing three projects in the MDR:

- The People Affected by Natural Disasters and Climate Change Program (PANDCCP) (ANCP);
- The Participatory Community Development Project Phase 2 (PACODE);
- The Financial Security for Young People in Urban and Peri-Urban of Long An Province Project; and
- The Mekong Floods Rehabilitations of Rural Infrastructure and Water Sanitation Facilities.

CARE is also the chair of the Vietnam Climate Change Working Group (CCWG), co-ordinator of the Disaster Management Joint Networking Initiative (JANI) and an active member of the National CBDRM program. Close coordination with other network members provides CARE with ongoing opportunities to identify synergies and engage in advocacy at the national level.

Project Description

Objectives

The Overall Objective of this Integrated Community-based Adaptation in the Mekong Project (ICAM) is: ***increased resilience of communities in the Mekong Delta Region to the unavoidable impacts of Climate Change.***

The Specific Objective of the ICAM Project is: The population of five Communes in An Giang and Soc Trang Provinces – particularly women, landless, land-poor and otherwise vulnerable – have improved their resilience to the impacts of climate change.

ICAM's *direct* beneficiaries are the 5,000 most vulnerable people in the five targeted Communes. The vulnerable groups include women, landless and land-poor, marginalised ethnic minority groups (Khmer and Cham) and people with disability, including blindness. These groups will benefit from support to livelihoods and from having their assets protected against climate change. It is expected that at least 3,000 of the 5,000 will be women.

ICAM's *indirect* beneficiaries include the entire population of the five targeted Communes – approximately 85,000 people. This population will benefit from awareness raising, information exchange, improved planning that provides more equitable benefits for women and men, and some capacity development activities.

It is recognised that improving the resilience and adaptive capacity of communities is a medium to long term process. During the 2.5 year period, the AUD\$2,999,881 ICAM Project will set that process in motion with a solid platform, and support communities as they address immediate vulnerabilities in a sustainable manner. At the same time, the ICAM Project will lay the foundation for later interventions. Later interventions will consolidate behaviour changes and sustainable livelihoods in the communities, continue scaling-up and replication, and continue to develop institutional and civil society capacity.

Expected Outcomes

Following Mobilisation, the three expected Outcomes of the ICAM Project will address capacity development; community resilience; and sustainability and replication. Indicators and targets for each Outcome are provided in Annex 5. The detailed logframe is in Annex 3.

Mobilisation Period

The ICAM Project Mobilisation Period lasts six months¹⁰ and has three components: (1) establishing the project's administrative and logistical basis; (2) establishing the baseline for project monitoring. This includes finalising the indicators, baseline value and targets. It also includes ensuring indicators are both qualitative and quantitative, and ensuring that monitoring covers all level of impact from household to province, and ensuring households and communities (including women and people with disability) are appropriately involved in monitoring; and (3) undertaking technical studies that will provide information essential to guiding the design of activities under each Outcome.

These latter technical studies will lead to:

- A database of innovative successful livelihood approaches from neighbouring Provinces;
- A meta-review of recent gender analyses that is relevant to the MDR. This review will provide the basis for scoping the optimal approach to gender;
- An initial screening – based on climate resilience and economic feasibility - of all proposed sustainable livelihood measures¹¹ from the targeted Communes using a gender/power lens;
- An initial assessment of village and sub-village levels to identify the most vulnerable individuals, households and groups; as well as power structures and institutional and coordination mechanisms from the targeted Communes; and
- A review of latest scientific understanding regarding projected climate change in the MDR.

Outcome 1: Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR).

Capacity will be developed in the following:

¹⁰ The schedule for the Mobilisation Period is provided in Annex 2.

¹¹ See Annex 1

- Village and community members: Capacity to participate in assessment and planning, to actively engage with governmental and non-governmental organisations at Commune, District and Provincial level;
- A small group of Commune and District government officers from the agriculture, natural resources, forestry, flood and storm control, and planning departments. Their operational capacity to undertake gender-sensitive, community driven, climate change adapted planning and decision-making will be enhanced; and
- Mass organisations such as Women's Union, Farmer's Union and Youth Union. A small cadre of people will be able to support gender-sensitive, community driven, climate change adapted planning and decision-making, and will have improved capacity to support vulnerable people and communities.

This Outcome should be largely completed within 2.5 years. Notwithstanding, CARE aims to continue support in subsequent years, notably to: (i) longer term, landscape planning; and (ii) filling capacity gaps, particularly with District Partners.

Outcome 2: Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women.

The assessment and planning process from Outcome 1 will have identified the vulnerable members of the community. Outcome 2 will support 5,000 most vulnerable people with improved livelihoods that are adapted to climate change and are environmentally sustainable. Also, Outcome 2 will help protect a series of assets (e.g. land, canals, and homes) that are vulnerable to climate-related disasters. For all activities there will be a focus on empowering women, ethnic minorities, poor and land-poor.

Within the 2.5 year timeframe, ICAM will have improved livelihoods by supporting individuals and communities to produce new, climate resilient and quality products. However, additional work on value chain development and/or accessing new markets may be needed for some products in a later phase. Within the 2.5 year timeframe, ICAM will support many asset protection measures, however, some assets are likely to remain vulnerable to disasters and therefore require additional support in subsequent years.

Outcome 3: A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable and gender-sensitive adaptation in the Mekong Delta Region (MDR).

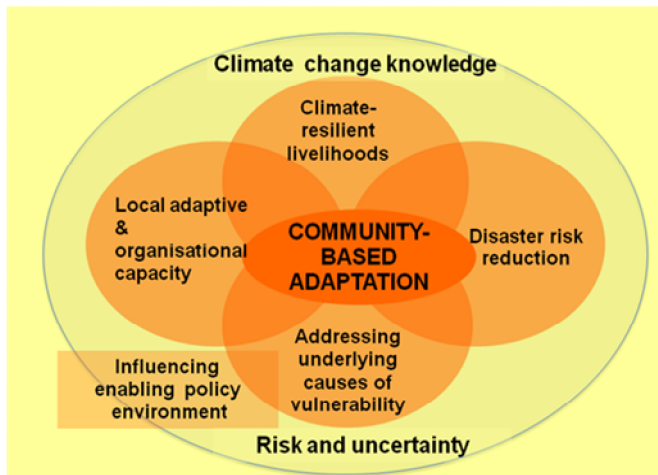
Outcomes 1 and 2 will have led to refined integrated models for gender-sensitive community based adaptation. These models will combine assessment, planning, visioning, gender and power analysis, decision-making and action that lead to a fully participatory, community-driven development, in turn yielding sustainable livelihood improvements and disaster risk reduction. The demand driven nature of these models will increase their applicability across much of the MDR.

Outcome 3 will develop the tools and the capacity of civil society and local governments to disseminate and replicate the lessons learnt and models across the MDR and to other Provinces. To achieve these ambitious aims, ICAM will work closely with all projects under the AusAID community-based Climate Change Action grants program for this Outcome, to ensure that lessons are shared, and to ensure there is a collaborative approach to advocacy and awareness raising. Through the AusAID CCA program and other mechanisms such as the Vietnam Climate Change Working Group (CCWG) and the Vietnam Disaster Management Working Group (DMWG), ICAM will also make a contribution to national level advocacy and policy development.

Within the 2.5 year timeframe, ICAM will have strengthened capacity and scale-up mechanisms, both governmental and non-governmental, at Commune and District level. Linkages will have been made with Provincial level, and with national non-governmental networks (CCWG, DMWG). However, it is unlikely that Provincial government agencies will be fully committed to scaling up after 2.5 years: this will require further support in a later phase. More work to strengthen civil society in the MDR will also be needed.

Project Strategy

Scaling up CARE's community development model. CARE has developed a model approach to community based adaptation (see diagram), drawing on its global expertise and informed locally through experience in the CRND, PACODE and WATSAN projects. Through this model, the targeted communities will plan and implement adaptation actions that are informed by climate science and local observations, as well as by an understanding of the increased risks and uncertainties.



As can be seen in the diagram, in the MDR, community based adaptation will be achieved through:

1. Development of local capacity through the assessment and planning process (Outcome 1);
2. Support to developing sustainable, climate resilient livelihoods (Outcome 2);
3. Support to disaster risk reduction by protecting assets (Outcome 2);
4. Addressing underlying causes of vulnerability and influencing the enabling policy environment. Outcome 3 will contribute to this, especially at the Provincial level. However, much of this will also come from CARE activities outside of ICAM,

through the CCWG, and through the work of other partners in the CCA Program.

An empowering, adaptive, inclusive, gender-sensitive planning process. The first of the four model steps (see above) is developing local capacity to improve resilience, and this is the key to achieving community empowerment. This capacity is developed through the participatory planning process which starts in each targeted village, using a combination of CARE's proven Climate Vulnerability and Capacity Analysis (CVCA) methodology, gender and power analysis¹² and technical inputs from CARE experts. This participatory assessment supports understanding of: long term aspirations; vulnerable groups; vulnerability to climate change; economic opportunities; local institutions; power dynamics; and gender tensions, relations and norms. The analysis results are aggregated across scale, from household to commune scale, and broader drivers of vulnerability and capacity are examined at provincial and national level.

Each village will then formulate village level, community-based adaptation plans. These will be prepared in a participatory manner based on the contents of the village assessments, on the contents of the District and Commune SEDPs, and on CARE's previous experience with community development across the MDR. These community-based adaptation plans will provide details of the following: (i) long-term vision for village development; (ii) strategies to overcome gender inequalities; (iii) training and information needs; (iv) livelihoods to be developed; (v) assets to be protected from disasters; (vi) resources for implementing the plan; and (vii) village level coordination and decision-making mechanisms. Finally, the community-based adaptation plans will be integrated into the official Commune Disaster Risk Reduction (DRR) Plans and the SEDP. Implementation of the plan will be financed by at least three sources: ICAM, the government and a community contribution. This latter community contribution, although limited in financial terms, ensures local engagement in the plan.

It is expected that the participatory assessment will identify issues that cannot be addressed by the community alone, but will need cooperation across two or more communities. Two examples of such issues

¹² For more information see CARE's Gender Toolkit - <http://pqdl.care.org/gendertoolkit/default.aspx>

are the depleting groundwater resources and the ongoing mangrove degradation. To address such issues, at a later stage ICAM will use landscape-scale, participatory assessment and planning.

Using the models to demonstrate climate resilience at the community level. ICAM will work with vulnerable communities in the five Communes. The Communes have been selected based on: their vulnerability to climate change and levels of poverty; the commitment of the authorities, in particular a commitment to exploring community-based approaches; opportunities for addressing gender issues; and opportunities for involving non-governmental organisations and civil society. By working in five Communes, ICAM will generate a broad range of lessons – and this will help any future replication.

Combining short term with long term approaches. Many of the climate-related challenges facing the communities are urgent and require immediate attention. ICAM will work on these, to demonstrate success and develop partnerships. Other climate-related challenges are more long-term or cover larger geographical areas. These challenges require a more comprehensive approach, involving more diverse partnerships and complex collaboration across many partners. These challenges will be addressed over a longer time period - using the Visioning Approach and Landscape Planning process.¹³

Linking with ongoing Government planning initiatives and mobilising complementary resources. The ICAM approach to community planning is designed to maximise integration into higher level government plans and planning. To achieve this:

- CARE will build its long-established working partnerships with all levels of government in the MDR;
- The project will support constant interaction with, and capacity development of, levels of government;
- The project actively targets government planning processes, notably SEDP and CBDRM; and
- The project's landscape/visioning approach is designed to link community level issues with higher levels of government planning and programming.

Accordingly, ICAM's resources for implementation will be directly linked to the government's resources for socio-economic development. Through this linking, ICAM aims to influence the use of government resources – and channel such resources to community-based disaster risk reduction and adaptation activities. This 'linking' to higher level government plans and planning also facilitates dissemination and replication by the government.

An ongoing process of capacity development by doing. Capacity development can be understood as the processes whereby people, organisations, and society as a whole, strengthen, create, adapt and maintain their capacity over time. To achieve this, CARE will provide ongoing and structured mentoring to people and organisations, including local NGO partners, as they undertake their tasks, or "learning by doing", complemented by targeted training where appropriate.

Integration into markets. ICAM's support to vulnerable people has a strong focus on developing sustainable livelihoods. The MDR is a dynamic region with many economic opportunities. Unfortunately, the poor, land-poor, the disabled, and many women, particularly from the Cham and Khmer ethnic groups, face difficulties interacting in the market. This is due to a series of cultural, informational and financial barriers. ICAM will support their greater integration into the market by removing and reducing these barriers. It will also find ways to add values to their products through a value-chain approach. An important barrier is entrenched discrimination resulting from gender norms and existing gender practices - hence steps to overcome this discrimination and empower women to fully participate in the market will be taken.

¹³ This approach to long term community based planning has been applied previously in Vietnam by CARE and is outlined in more details at http://www.careclimatechange.org/files/CARE_docs/CARE_VN_Visioning_Document.pdf

Starting in the Mobilisation Period, a range of potential products and livelihood practices will be screened for climate resilience and market suitability. The most promising products and practices will be selected and a full value chain analysis undertaken by ICAM. Value chain analyses will be fully gender disaggregated – to ensure that steps that increase women's market participation are identified. Based on this, for three to four products and/or practices, ICAM will intervene to support value-chain integration – by removing market barriers and developing ways to add value.

Coordination across AusAID's Climate Change Action Program. Given that ICAM is one of several projects supported under the AusAID CCA program, it is vital that full coordination be established with other projects in the program, particularly those targeting the Mekong Delta. This will be achieved by:

- Exchanging work plans and identifying where to share inputs and share activities;
- Developing a program database covering: activities, lessons learnt, partners, experts, challenges;
- Contributing to joint mapping, networking and climate change scenario development; and
- Holding regular exchange workshops and visits to sites from other projects.

Project Activities

More details of activities are provided in the Logframe (Annex 3) and the schedule is at Annex 2B.

Outcome 1: Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR).

Output 1.1 Partner organisations trained to undertake gender and power-sensitive, community-based assessment and planning. Decision makers in partner organisations will be introduced to participatory approaches and to the importance and value of participatory assessment and planning. Technical officers in partner organisations will receive initial training on participatory approaches and on gender and power-sensitive analysis and planning, so that they can monitor and support these processes, and later disseminate. A cadre of facilitators will be trained and be provided with the tools to undertake participatory planning, which they will apply in Outputs 1.2 and 1.3.

Output 1.2 Five community-led, Commune level assessments. Using established methodology, participatory assessments will be undertaken in each village in the five Communes and will provide information on: community level aspirations and long-term challenges; vulnerable groups; power and gender relations and dynamics; decision-making and coordination mechanisms; vulnerability to climate change; current economic activities and options for livelihood development; and disaster related risks. Then, at the Commune level, all the village assessments will be compiled and reviewed in light of prevailing government plans and CARE's technical experience across the MDR. A single Commune level assessment will be produced for each Commune. This will lead back to recommendations for strategies and actions at the village level, and to identifying long-term and large-scale issues. In Years 2 and 3, the assessment will be reviewed and updated as necessary.

Output 1.3 Community climate adaptation plans developed. Based on the assessments from Output 1.2, each village will prepare draft community climate adaptation plan. These plans will set out both a long-term vision for the community and the immediate actions required to adapt to climate change.

The process will have ensured that the community plans are integrated into the formal Commune level development plans¹⁴. The community plans are to be implemented by resources from the community, the local government and ICAM. The criteria for the selection of activities to be supported by ICAM are: (i) targeted at vulnerable people, especially women; (ii) economically, socially and environmentally sustainable;

¹⁴ Due to the tight time deadlines, in the first year (2012), this will focus on integrating into the Commune DRR plan. In Years 2 and 3, this will focus on the SEDP.

and (iii) able to generate additional climate resilience benefits. The process for the final selection of activities to be supported by ICAM will be participatory, involving communities, the project and local partners.

Output 1.4 A shared long-term, participatory landscape-wide vision for a climate change adaptive, inclusive, gender-sensitive development in each of the five Communes. Through Outputs 1.2 and 1.3, the individual communities will have identified a long term vision for their development. This Output develops a landscape-wide vision, shared across many communities, and thereby addressing issues beyond the influence of any single community.

The first step to developing a long term landscape-wide vision will be to bring villages with common, overlapping, related or conflicting visions together. In Commune level workshops, representatives from all target villages (including women, youth and vulnerable groups) will negotiate a shared vision for the landscape and develop an action plan for addressing inter-linked environmental and climate risks. The communities will also identify the coordination mechanisms required to implement the action plans, and will be supported in establishing these mechanisms. ICAM will provide mentoring, information, technical advice and training as needed. Commune and District Government will also support this.

Output 1.5 Lessons learnt from community interventions are continuously integrated into project and Commune decision-making and planning. Interventions under this output will specifically build capacity for adaptive management. Commune and District level partners will be supported to prepare a results-based monitoring framework, to monitor activities and impacts, to reflect on the findings of monitoring, and to assess how to modify future interventions based on the feedback from monitoring. Commune and inter-Commune workshops will discuss results and progress, and discuss responses.

Outcome 2: Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women.

Consultations have commenced during the ICAM Project design stage. Building on that, under Outcome 1, and with support from ICAM, and local partner The Center for Rural Communities Research and Development (CCRD), the local communities will drive a process to identify, select and plan for project interventions. As a result, the final decision on which interventions will be supported under Outcome 2 is yet to be made.

Based on CARE's experience in the CRND, PACODE and WATSAN projects, it is anticipated that ICAM will support a package of activities including:

- *Behaviour changing communication (BCC) – combining innovative and traditional techniques to raise awareness and foster behaviour change (Outputs 2.3 and 2.4);*
- *Developing sustainable livelihoods for vulnerable people, to increase their resilience to climate related shocks (Output 2.1);*
- *Protecting assets – community and/or household – from climate related disasters (Output 2.2); and*
- *Training, particularly related to planning, assessment, gender analysis and climate change (all Outputs).*

Output 2.1 Vulnerable people have improved livelihoods that are adaptive to climate change. Outcome 1 will have identified the vulnerable groups and the livelihoods approaches to be developed. ICAM will provide a package of support to the development of a variety of livelihood options, drawing on a variety of established and tested technical approaches and models from previous work in the MDR. This package could include: information on new practices and new technologies; catalytic inputs such as seeds or equipment; technical advice on agricultural practices; market or value chain analyses; organisational development to groups of vulnerable people; facilitating access to existing microcredit facilities; risk sharing; or training on business and financial management. This includes the application of the participatory action orientated training approaches that have proven to be an effective model for communicating behaviour change.

All support will draw from CARE's previous experience. Some examples of how CARE has developed sustainable livelihoods in the MDR are provided in the Box below.

Examples of recently developed sustainable livelihoods in the MDR

Handicraft: With support from CARE, An Giang Women's Union has experience developing traditional handicraft and building handicraft business groups amongst Cham people. PACODE has helped develop traditional handicraft in Tinh Bien and Tri Ton District. Poor people can use these skills to develop tourism businesses in places such as Sam Mountain, Cam Mountain.

Bio-fertilizer: CRND project developed pilot bio-fertilizers in An Giang (ten households) and Long An (12 households). This brings many benefits such as a cleaner environment, reduced rice straw burning in the field, and generation of reusable organic wastes, and economic benefits.

Business development: CRND and PACODE projects provided many training courses related to business development. E.g. Start your business (SYB)/Improve your business (IYB) for household and enterprises and Household Finance Management skills (HFM).

Community finance: CRND and PACODE developed experience in this field, such as developing interest groups for Women's Union, business groups for women, farming group for poor farmers, savings group, etc. PACODE helped the Women's Union to establish a Social Fund and is providing technical advice and support.

Household integrated models: CRND supported household/group cattle raising/eel raising, and linking into markets. PACODE project has experience developing waste management to produce bio-fertilizer in Soc Trang and An Giang. CRND developed integrated sustainable livelihoods based around biogas (combined toilet with animal husbandry and pig raising) and abalone mushroom growing (a low input and high income activity).

Output 2.2 Communes benefit from increased climate resilience. Based on CARE's experience with CBDRM (see Box below) and on local vulnerabilities, Outcome 1 will have identified the vulnerable assets and the needed measures to protect them. ICAM, along with local partners The Center for Rural Communities Research & Development (CCRD) and An Duong Community Development Center (ADCDC), will provide some support to these measures. This may include training, establishing information systems, installing early warning systems, basic equipment or infrastructure, and organisational development.

CARE's experience in Community Based Disaster Risk Management

CARE has built a significant body of experience over the past ten years in community based disaster risk management (CBDRM) in Vietnam. Methods, tools and approaches have been pioneered to enhance resilience and reduce the vulnerabilities of some of the most disaster-prone communities in the country. The results achieved, lessons learnt and good practice developed from such activities has also informed the development of Government of Vietnam's (GoV) CBDRM program, the roll-out of which CARE is currently supporting through complementary projects.

CARE's CBDRM approach is twofold: capacity building at Provincial and District level and advocacy. At the Provincial and District level, CARE builds the capacity for the primary group of CBDRM implementers and duty bearers to target poor and marginalised people to build disaster resilience. This group comprises of the Vietnam National Red Cross Society (VNRC), Department of Education (DoE), Department of Agriculture and Rural Development (DARD), Department of Natural Resources and the Environment (DONRE), Department of Planning and Investment (DPI), Women's Union (WU) and other mass organisations, as well as local NGOs.

CARE's advocacy engagement supports the joint advocacy strategy of Disaster Management Working Group (DMWG) and Climate Change Working Group (CCWG). The strategy focuses on sufficient and timely resourcing (including funding) for DRR/CC programming at community level; inclusion of vulnerable populations in planning and implementation of policy and programs; ensuring-gender-sensitive approaches to DRR/CC program and policy; effective implementation of the national CBDRM program, and DRR law; and meeting commitments to the Asian Agreement on Disaster Management and Emergency Response (AADMER). To support advocacy approaches, CARE and other members of the two working groups have formed alliances with diverse individuals and agencies and are seeking proactive engagement with the National Assembly and utilising the media network (including mass media) and particular events such as the DRR days to attain advocacy goals.

By way of example of CARE's CBDRM work in the MDR, the CRND Project provided the following:

- Technical training skills in DRR, emergency rescue, and first aid;
- Organising community events such as competitions, and drills on natural disaster prevention and response;
- Designing and producing IEC materials to raise community awareness for farmers, women and children on

- | |
|---|
| <p>natural disaster prevention, such as warning signposts, communication;</p> <ul style="list-style-type: none"> • Providing rescue and emergency equipment such as boat, lifejacket, water filter, house repairs, tin-roof; and • Rehabilitation of disaster damaged infrastructure. |
|---|

Output 2.3 Civil society and mass organisations have capacity (including tools) to prepare and deliver awareness campaigns on climate change and gender. Following a rapid training needs analysis of the concerned staff, the staff of the Women's Union, Youth Union, Red Cross, Schools, and representatives of ethnic groups, will be trained on Information, Education and Communication (IEC) techniques and approaches. ICAM will then support stakeholders to develop an IEC Strategy and Plan covering the two Districts. The Project will then support the development of awareness raising material. This will include participatory photo telling from vulnerable communities. *Opportunities for collaboration with other AusAID projects in MRD will be explored.*

Output 2.4 Awareness raised in the five Communes, particularly of the vulnerable communities. In cooperation with partners and other stakeholders, the project will implement the IEC Strategy and Plan from Output 2.1. The project support may include: TV or radio shows; loudspeaker broadcasts; newspaper articles; competitions across communities or schools; or interactive poster campaigns.

Outcome 3: A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable and gender-sensitive adaptation in the Mekong Delta Region.

Output 3.1 Documentation of community-based adaptation models that can be replicated across the Mekong Delta. Documentation of community-based adaptation models will include:

- Ongoing monitoring, research and documentation to capture best practices and lessons learnt;
- Farmer-farmer exchanges to provide additional information on best practices and lessons learnt;
- Cost-benefit assessment of individual practices or integrated models, as appropriate; and
- A communications expert will capture the models in video and/or document form.

Output 3.2 Strengthened climate change adaptation network of NGOs, Universities and local authorities across the Mekong Delta. Working in collaboration with other projects under the CCA Program, the Project will help strengthen existing networks and sharing/learning mechanisms. Activities will include:

- An assessment of existing networks (e.g. MekongNet) and of their strengths and weaknesses; and
- Support to existing networks in the form of training, technical workshops, field visits, or joint activities implemented by network members.

Output 3.3 Mass organisations are capable of supporting community based adaptation. The Women's Union, Farmer's Union, and Youth Union have the skills and a mandate for providing support to poor communities. Some District and Commune members will have benefitted from on-the-job capacity development in Outcome 1. In addition, formal training will be provided for a larger group on the following: climate change, climate change adaptation, community based approaches, gender and power analysis, communications and advocacy. Provincial members are expected to join this. This training will be mostly structured around activities in Outcome 1 and 2.

Output 3.4 District Government institutions are supported to replicate the project's approach to gender-sensitive, inclusive, community based adaptation. District Government authorities will be supported through the following:

- Assess the existing District and Province Climate Change Action Plans and provide advice and recommendations;
- Provide training to District and Provincial Government officers on (i) integrating climate change into existing activities and (ii) integrating gender mainstreaming into existing activities;
- Conduct inter-provincial workshops to exchange lessons learnt as part of this project; and

- Conduct study tours to observe appropriate models in neighbouring Provinces for Commune, District and/or Provincial technical experts.

Training of government officials will be mostly structured around activities in Outcome 1 and 2.

Output 3.5 Strengthened community based organisations. Where existing community organisations exist, they will be strengthened by the project. Existing organisations may include community women's development groups, labour groups or farmer interest groups. To assist these organisations, the project will:

- Provide a venue for meetings;
- Provide training on emerging climate change issues such as sea level rise, salinization, droughts, etc;
- Provide training on how to conduct gender and power analysis; and
- Provide training on business development and organisational development.

It is recognised that Outputs 3.4 and 3.5 are ambitious. These Outputs will be sought in coordination with other projects in the CCA Program. However, it is also expected that more work will be required after the 2.5 year period of the ICAM project.

Output 3.6 Lessons are continuously disseminated. ICAM will support dissemination of the models developed and lessons learnt under Outcome 2. This information will be shared with Vietnamese government agencies, international development partners, and climate change adaptation practitioners in MDR and Vietnam. The activities will include:

- Preparation of effective publications and communication products;
- Preparation of a portfolio of "participatory photo-stories";
- National dissemination workshops held jointly with other partners in the CCA Program; and
- Dissemination through the CARE network, and in Vietnam through CCWG.

Project Management

The Project Management structure is based on the structure of the ongoing CARE PACODE project and draws from experience under the previous VANGOCA program (CRND and WATSAN projects). The PACODE management structure has proven: to provide adequate quality and financial control; to allow good interaction with concerned stakeholders; and; to allow for flexibility at project sites.

A Project Steering Committee (PSC) will be established with overall oversight for the project. Members will include: CARE; Soc Trang and An Giang Province People's Committees; Soc Trang and An Giang Women's Union; Soc Trang and An Giang Departments of Natural Resources and Environment; Soc Trang and An Giang Departments of Agriculture and Rural Development (two members each); the Centre for Rural Communities Research and Development (CCRD); and the Anh Duong Community Development Centre (ADCDC).

The PSC will be chaired on an alternating basis by CARE and a Provincial People's Committee¹⁵. It will meet twice per year. Its tasks include: approving annual and six-monthly work plans and budgets; approving progress reports; taking key project related decisions; providing technical knowledge and contextual guidance; and mobilising government interventions, and facilitating coordination with related interventions.

A Project Management Board (PMB) will be established in each of the two participating Districts. The PMBs will be lead by District People's Committee (DPC). PMB meetings will be co-chaired by leaders of the DPC (normally vice-chairman) and the CARE Project Manager (described below). The PMB membership consists of the District level affiliates (government and non-government) of the PSC members. The PMBs meet quarterly in their concerned Province. Its tasks include: finalising quarterly, six-monthly and annual work plans; finalising TOR for all major activities; monitoring activities; and ensuring coordination in the District. The individual members of the PMB will be involved more intensively in project interventions related to their

¹⁵ If available, otherwise chair passes to Women's Union

specific mandate. For example, District officials responsible for agriculture will be involved in the design and supervision of interventions related to agricultural products. The CARE Project Manager and Project Team are on the PMBs.

CARE will establish a Project Office (PO) in Long Xuyen, An Giang Province. The PO tasks include: drafting work plans, TOR and progress reports; monitoring activities; providing technical support to all project activities; mobilising inputs (workshops, experts, training courses, etc); issuing sub-contracts, making payments, preparing financial reports. The PO will be headed by a Project Manager and will have a Project Team including one full time international Technical Advisor, three full time Technical Officers, one Financial Officer and logistical support staff. The Technical Advisor will be responsible for technically supporting the design and intervention of each activity. Each Technical Officer will be responsible for activities related to one Outcome. In addition, one of the team will be responsible for M&E and communications with the other projects in Vietnam under this AusAID program. The project will establish a sub-Office in Soc Trang Province to ensure local coordination and responsiveness¹⁶.

All staff in the PO are trained and experienced in gender. On gender issues, local staff will be technically supported through CARE's Gender Coordinator and CARE's Gender Taskforce. The use CARE's available gender integration tools, guidelines, gender analysis and gender sensitive indicators will further ensure that project management systematically addresses gender.

CARE Australia will be responsible for the oversight of program quality for the project. A Senior Program Officer in Canberra will ensure contract compliance and program quality and effectiveness. This involves monitoring of project expenditure and project achievements against the logical framework and work schedule, and timely reporting. Ex-Australia monitoring visits will be conducted to ensure compliance with CARE's quality principles of programming and project standards. Issues discussed during monitoring visits include risks and risk management strategies, project achievements against CARE program quality measurement tools, project expenditure, audit of project financial management and procedures, and important lessons learnt. CARE Australia's Climate Change Advisor will provide advice and support to the Project's Technical Advisor, as well as supporting linkages to other platforms and programs for cross learning and networking. A Chart illustrating accountability relationships is provided in Annex 6.

Monitoring and Evaluation

Basic information on the performance indicators is provided in the following table. Details of the indicators, their baseline values, targets and sources of information are provided in Annex 5.

Objective/Outcome	Performance Indicator
Specific Objective: the population of five Communes in An Giang and Soc Trang Provinces – particularly women, landless, land-poor and otherwise vulnerable – has improved their resilience to the impacts of climate change.	% of women and men in target Communes aware of unavoidable impacts of climate change on their community and livelihoods.
The project's direct target group is the 5,000 most vulnerable persons in the five Communes. It is expected that at least 3,000 of these will be women. However, the entire population of the five targeted Communes of approximately 85,000 will benefit indirectly from the project.	Number of men/women 'confident' in their level of climate resilience. Number of vulnerable individuals (men/women) benefitting from sustainably improved livelihoods.
Outcome 1: Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR).	Level of satisfaction of local people (men/women) with the support they receive related to climate change from local (Commune/District) authorities (as compared to control Communes).

¹⁶ Despite improving transport links between An Giang and Soc Trang, the trip still takes approximately three hours. This is recognised as a burden for the PO, but is considered manageable by the Project Team.

	Evidence that gender concerns and vulnerable people's concerns are integrated into Commune SEDP/DRR plans.
Outcome 2: Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women.	<p>Evidence that vulnerable people/groups in target Communes are interacting more effectively with markets.</p> <p>Evidence of behaviour change in target communities (amongst men/women) (as compared to control communities).</p>
Outcome 3: A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable and gender-sensitive adaptation in the Mekong Delta Region (MDR).	<p>Elements of the models developed in the target communities are effective and so are being adopted automatically by neighbouring villages or Communes.</p> <p>Community level social organisations, with high participation of women, operating sustainably in the target Communes.</p>

During the Mobilisation Period, a full baseline survey will be conducted (August – September 2012). The baseline survey will determine baseline value and targets. In some cases, it will further define and clarify the indicators. It will ensure monitoring is sufficiently participatory (particularly involving households and communities), and it will ensure monitoring adequately covers both quantitative and qualitative parameters.

One member of the Project Team will be responsible for developing a learning approach for M&E. This officer will undertake the following tasks: finalise the M&E plan, establish the data tracking system, organise regular monitoring activities, prepare monthly and quarterly reports, help prepare annual reports, organise a final evaluation, oversee the regular preparation of 'lesson learnt' or 'best practices' products.

M&E will be overseen by CARE's country-level Program Quality Team. This team will: provide guidance and M&E tools; ensure there is a broad range of feedback from multiple sources about the benefits, problems and impacts of the intervention; integrate this project's M&E into higher level monitoring of the CARE Program in Vietnam; and ensure the M&E system contributes to adaptive management, i.e. is constantly informing project management, implementation and learning.

The Project Team, supported by the Program Quality Team and CARE Australia staff, will be responsible for:

- Establishing a system to 'tell the Impact Story' that captures results achieved and anticipated beyond the life of the project.
- Fostering a Learning Culture - investment will be made in regular and structured reflection, analysis and learning, with project partners and broader stakeholders. Information will be gathered, analysed and used to create an evidence base, to capture impact, to test the logframe, to foster a culture of learning, and to communicate with stakeholders.
- Ensuring accountability - accountability to beneficiaries will be provided through open interactions and engagement of local stakeholders. Monthly expenditure reports, quarterly Costed Work Plans and annual acquittals will guarantee financial responsibilities are met, supported by six monthly and end of project narrative reports.

The M&E system is in line with CARE Vietnam's Monitoring and Evaluation Minimum Standards. This ensures, amongst other things, that M&E will be high quality, participatory, and will appropriately address gender issues and issues related to other marginalised people. Most of the performance indicators are gender-sensitive or gender disaggregated.

Monitoring by CARE Australia, including at inception, will ensure compliance with donor requirements and quality programming systems. CARE Australia will also support shared learning opportunities across AusAID funded projects in Vietnam, Timor-Leste, PNG and Vanuatu, including the development of themed knowledge documents.

Reporting

CARE will oversee the preparation of quarterly work plans, progress reports and financial reports, which will be used for internal monitoring and adaptive management. Reporting will take place as per AusAID reporting requirements set out in the Funding Order to CARE Australia, and will include six monthly Progress Reports, Annual Plans and a Final Activity Report. In addition, CARE will prepare at least three knowledge documents (such as best practices or lessons from the field), each with a thematic focus, including gender. CARE will keep AusAID informed of project progress both at the country level and in Canberra. All material produced as a result of the project will reference AusAID support and includes the Australian Aid Identifier.

Risk Management

A series of contextual and design risks have been identified. None of these are considered threatening to the overall Project Objective. These are summarised below - more details and risk mitigation strategies are provided in Annex 4.

The first risk relates to the capacity and commitment of the government and non-governmental partners. There is a risk that the main partner (Women's Union) has limited capacity to implement this complex project, and notably is unable to mobilise technical resources or to facilitate coordination across government departments. Related to this, there is a risk that the District and Provincial government partners do not allocate sufficient time to the project (through the PSC and PMB).

A second risk relates to the ability of the community to engage in the process, and take ownership. The community is poor and stressed, and may have difficulty finding time and resources to engage in this new and complex initiative. This particularly applies to the poorest and most vulnerable, who typically, are even less able to spare time for strategic and innovative processes. This risk would increase significantly if a large-scale natural disaster (floods or cyclone) affected the project intervention area during implementation – as communities would have to allocate all time and resources to deal with the impact.

A third risk relates to the short time allowed for the Project, during which the Project aims to develop capacity and initiate behaviour change in marginalised communities. Typically such aims take time to achieve, and the two and a half years of the Project may not be sufficient. This risk is increased as several factors threaten to cause delays, notably: initial challenges in signing MOUs with project partners; staff turnover in project partners; natural disasters; and limited planning/management skills in project partners.

Sustainability and Capacity Building

The project will focus on sustainability from the outset – as an integral element of all activities. The project's approach to ensure sustainability draws on the following strategies:

- Anchoring into government programs and processes. The project is related to a range of government programs. This includes national/provincial plans to respond to climate change, national/provincial plans to strengthen community based disaster risk management, and plans to improve water and sanitation in rural areas. It also includes District and Commune socio-economic development plans. The project seeks to establish linkages with these plans, thereby increasing the likelihood that project lessons are absorbed by government. This will leave government well placed to ensure replication and sustainability.
- Ensuring there is always a community contribution towards the interventions supported by the Project. Contributions can be in the form of cash, labour or goods. Although the financial value of these contributions may be expected to be small, this will ensure the community owns the intervention, and will be motivated to follow-up and sustain.

- A focus on building District and Provincial capacity – as described in above sections. This ensures government agencies are able to assure follow-up and replication.
- Implementation of the project in conjunction with local NGOs. Working in partnership with local NGOs, Anh Duong Community Development Centre (ADCDC) and Centre for Rural Communities Research and Development (CCRD) will strengthen the sustainability of the project. CCRD has previous experience working with communities using participatory rural appraisal (PRA) and implementing a variety of resilient livelihood models, such as biogas models, improved cook stoves, waste treatment management, and have an understanding of climate change adaptation. Along with the Women's Union, CCRD will provide awareness-raising and capacity building activities at the community levels, and will provide input into M&E processes and reporting. CCRD will also join CARE with dissemination of lessons learned and advocacy at the national level, particularly through their Civil Society Inclusion in Food Security and Poverty Elimination Network (CIFPEN) www.cifpen.org, which CCRD is the lead. ADCDC, based in MRD, will support with community planning processes, market linkages for non-agriculture products (such as handicrafts) and will potentially take the lead on some aquaculture models.
- The Women's Union, with their network reaching to the Commune and village level, will provide support to field coordination with local NGO partners CCRD and ADCDC. The Women's Union will support gender integration activities and resilient livelihood models targeting women. The Women's Union will, together with CARE and CCRD, conduct awareness raising climate change and climate change adaptation. The Women's Union will also be able to support and then take the lead with advocacy at sub-national levels.
- Integrating project interventions into markets, where appropriate and possible. This may include development of business skills, market and value chain analyses, or loans and savings schemes. The project will also explore climate change risk insurance, and ways to manage the demand for ground water to reduce abstraction.

The project's approach to capacity building is described in previous sections. To summarise, the project will integrate capacity building into all activities. A 'capacity-building-by-doing' approach is adopted. This will be accompanied by targeted training where necessary, especially of key project beneficiary groups.

Safeguards

Child Protection

CARE Australia fully complies with the standards listed under Category 3: AusAID accredited Australian NGOs and ACFID Code of Conduct signatories in Attachment 1 of AusAID's Child Protection Policy. As outlined in CARE's Child Protection Policy, CARE promotes a child safe culture among all our staff and stakeholders, and ensures that staff and others minimise the risk to children. All staff contracted by CARE Australia are required to read and sign to confirm their agreement with this policy.

CARE Australia's Child Protection Policy applies to CARE Vietnam's operations and programs (including partner agreements and consultant contracts) and is guided by the principle of zero tolerance of child abuse. CARE Vietnam will not knowingly engage, directly or indirectly, with anyone who poses an unacceptable risk to children, nor fund any individual or organisation that does not meet CARE's Child Protection Policy and Child Protection Codes of Conduct in their operations and activities.

To ensure that all Project partners fully comply with AusAID Child Protection standards, CARE will cooperate with Plan International and Save the Children to provide training on child protection to all project staff and partners. Child Protection has been incorporated into the memorandum of understanding between CARE and the provinces of An Giang and Soc Trang, according to CARE policy.

Environment Management

Significant changes have occurred in the Mekong Delta's ecosystems leaving them highly stressed. Climate change is interacting with other stressors and degrading already vulnerable ecosystems, and losses in land fertility and landscape level productivity through forces such as erosion and salinization will affect rural and coastal community livelihoods, and exacerbate poverty through reduced income opportunities. The

combined impact of climate change and ecosystem degradation is likely to have the greatest impact on the livelihood assets of the most vulnerable, especially those that depend on biodiversity and ecosystems to cope during disasters.

In certain cases, short term interests can prevail over the need to sustainably manage ecosystem services. There is a danger that interventions requested by beneficiaries may lead to negative environmental impacts, such as intensification of shrimp farming, increased use of pesticides and other agricultural chemicals, or construction of “hard” infrastructure such as dykes, polders and drainage canals.

Environmental risks and opportunities will be addressed through project activities to ensure that the Project has a neutral or positive environmental impact. All interventions under Outcome 2 will be screened for environmental impact. Activities with a positive impact will be prioritised. Proposed interventions with a negative impact will be rejected or modified. The village assessments will consider environmental drivers of vulnerability and adaptive capacity. Moreover, the Provincial and District departments of natural resources and environment are key partners – the project will benefit from their technical knowledge and will provide them with training. Where possible and appropriate, environmental management will be incorporated into all formal training courses.

Inclusive Development

The number of women and men with disability in target Communes will be determined through the assessments (Outcome 1). Blindness is reportedly an issue, particularly amongst poor women working with onion processing. CARE has also gained experience in programming with people with disability, most recently utilising adaptive approaches applied during the WATSAN project. This is a sound foundation on which to advance the inclusion of people with disability into the project activities. The Project will directly support the first of the three core outcomes in AusAID’s disability-inclusive strategy, i.e. improving the quality of life for people living with disability. Following the assessment, if feasible, strategies will be developed with people living with disability to ensure that they can be involved in sustainable livelihood interventions. The Project will take steps to ensure that they are represented in the planning processes, and that plans respond to their specific needs.

Gender Equality

Gender considerations are fully integrated within the design. Almost all indicators are gender-sensitive or gender disaggregated. A gender and power analysis, conducted during mobilization, will be used to amend the M&E system and that project management systematically addresses gender. AusAID’s support to gender equality and women’s empowerment is focused around four pillars, and this project notably contributes to the following two:

- Increasing women’s voice in decision-making, leadership, and peace-building, and women’s confidence in themselves. These remains weak in the MDR, notably with regards to decision-making and leadership, at the household, community levels and local levels of government. In response, the project will provide on-the-job and formal training to women, whilst also working with men to *start the process* of changing traditional thinking; and
- Empowering women economically and improving their livelihood security. Outcome 2, with a major focus on women, will contribute to this.

It is also noted that violence against women and girls is an issue in the MDR. CARE is attempting to address this in Vietnam through parallel initiatives, and linkages will be developed. ICAM design reflects the significant learning across CARE International on how gender influences vulnerability and capacity to adapt to climate change, and learning on gender-sensitive and gender-transformative adaption strategies.

Disaster Risk Reduction

The project intervention area is highly vulnerable to disasters, both rapid onset (floods, storms) and slow onset (drought, land degradation). Building on gains supported by CARE in other projects (CRND and JANI),

this project has an important disaster risk reduction focus. In line with AusAID's Disaster Risk Reduction policy, the project aims to reduce vulnerability and enhance resilience of communities. In particular, this Project supports community based assessment and planning for Disaster Risk Reduction. It will help increase resilience to disaster, improve forecasting ability, and will develop the capacity of the government agencies to support Disaster Risk Reduction – notably the concerned Provincial and District Centres for Storm and Flood Control.

Displacement and Resettlement

Initial assessments indicate that there are no resettlement or displacement issues related to the project interventions. This situation will be monitored throughout the project and AusAID will be notified of any changes. All interventions, particularly under Outcome 2, will be screened for possible impact on displacement/resettlement, and appropriate measures and checks will be put in place.

The Project is working in remote and rural areas where the extent to which any potential resettlement is required is minor. Potential resettlement will be taken into account while considering the impact of any small scale infrastructure. Before any infrastructure work is carried out, there will be a confirmation of land clearance from local authorities and this will be reflected in Project Management Board meeting minutes. Assessment of the infrastructure investment will point out any potential resettlement issues in which the project might consider a jointly agreed resettlement and compensation policy framework to ensure that local authorities fully address those issues before work starts on the ground.

Corruption

CARE will utilise its existing established and validated procedures to ensure there is no corrupt use of AusAID/CARE funds and that no encouragement or support to corruption occurs. Funding will not be directly transferred to beneficiaries but will be transferred to provincial Women's Union network at commune level which includes groups such as credit and saving groups and women development groups, as well as local partners Anh Duong Community Development Centre (ADCDC) and Centre for Rural Communities Research and Development (CCRD) to manage the funding.

Annexes

Annex 1: Summary of Preliminary Consultation

Annex 2 A: Mobilisation Period Implementation Plan

Annex 2 B: Project Activity Schedule

Annex 3: Logframe

Annex 4: Risk Matrix

Annex 5: Monitoring and Evaluation Plan

Annex 6: Relationship Chart

Annex 1. Summary of the Preliminary Consultation

During the project design phase, initial consultations were undertaken covering Phuoc Vinh and Vinh Tan Communes in Vinh Chau Town (Soc Trang Province) and Da Phuoc, Khanh Binh and Vinh Truong Communes in An Phu District (An Giang Province).

The methodology included: focus group discussion at community level; short surveys of random members of the community population; interviews with Commune, District and Provincial Officials; and short workshops.

The Consultation looked at Province, District and Commune levels. For each level, it covered the following: general situation; socio-economic opportunities and challenges; basic demographics; observations of climate change; impacts of observed climate change; measures already taken related to climate change; vulnerability and gaps, and; proposed activities to be undertaken through the project to help adapt to climate change. Full reports are available.

The Consultation generated many ideas for activities to be potentially supported by the project. Those relevant at the Commune level are summarised in the table below. These are provided as an illustration of the needs and challenges at community level, and will feed into the process for assessment, planning and priority setting.

Table of measures proposed by local communities

Vinh Phuoc Commune
Structural measures: <ul style="list-style-type: none"> - Heighten the dyke system; Dredge the canal system; Solidify roads Non-structural measures <ul style="list-style-type: none"> - Training to improve people's knowledge of animal husbandry and cultivation skills - Supporting funds for livestock farming (shrimp, onion) - Vocational training for poor households (sewing, barber) - Support for fishing tools - Support capital for raising chickens, ducks and pigs - Planting coastal forests to create jobs for the landless - Providing protective equipment for fishermen (life jackets, nets) - Study on effective groundwater management
Vinh Tan Commune
Facility and equipment <ul style="list-style-type: none"> - Strengthen and heighten dyke system; Support fishing tools for fishermen; Support safety equipment for fishermen; Conduct training of labour safety in onion production and provide safety equipment to farmers cultivating onion. Capacity building <ul style="list-style-type: none"> - Conduct training on analysis on climate change information - Conduct training on climate change integration into SEDP - Conduct training on supervision and evaluation on climate change adaptation planning - Conduct training on climate change communication for collaborators - Organise climate change communications for people Livelihood <ul style="list-style-type: none"> - Provide loans for raising pigs - Provide loans for raising chicken - Develop models to farm safe vegetables - Conduct training on diseases prevention for shrimp farming - Develop model to raise honey bees - Provide loans for raising frogs - Support the poor to raise eels - Support the poor to have integrated farming models: raising pig and eel; or pig and biogas plant - Support to plant mangrove forest
Da Phuoc Commune
<ul style="list-style-type: none"> - Raising awareness, understanding climate change for staff and residents

- Build planning capacity to respond to climate change and DRR
- Mainstreaming gender into the local SEDP
- Support the poor to diversify livelihood: small business, raising eels, pigs, cows, ducks and fish
- Finding stable output market for a number of local agricultural products: rice, fish, shrimp, duck (for Cham ethnic minority: buying sewing machines, knitting machines, goats and cows; Khmer: retail, buying cows; Kinh: retail, raising ducks, pigs, cows).
- Development of employment network services for people, especially the landless poor to have a stable income: skills training, diversity training, service provision
- Support rescue vehicles and equipment (boat, engine boat, life jackets)
- Support seedlings for planting along the inland dikes to protect dike, clean environment and reduce heat
 - Open flood child care centre for the remaining two villages
- Support boats, fishing nets during the flood season for the poor
- Support to build sanitary latrines for the poor, single women

Vinh Truong Commune

Raise awareness on climate change and DRR for people

- Communicate climate change, adaptation to climate change, DRR for people in the community through the loudspeakers; Conduct communication events at villages.

Livelihoods to adapt to climate change

- Support for upgrading irrigation systems for agriculture
- Growing of short-term vegetables to increase the crops (mustard, green beans)
- Support for raising eels (technical training and materials)
- Introduction of varieties of plants and animals which can adapt to climate change
- Introduction of cows raising models (technical training and materials)
- Introduction of fish raising models in the river (technical training, support and supplies)

Support equipment for disaster prevention and reduction

- Life buoy, raft boat
- Support for canal dredging

Khanh Binh Commune

Raising awareness and community capacity

- Conduct information, education and communication on climate change and disaster prevention in the community and schools
- Develop a warning system, early warning signs
- Install a system of loudspeakers for residential areas outside the dike along the river

Capacity building for civil society in responding to natural disasters and climate change adaptation

- Provide communication skills training, education and communication on climate change and DRR for local organisations
- Conduct training on rescue skills for rescue teams and CFSC members
- Provide equipment, tents, life jackets, first aid equipment, vehicles for search and rescue
- Enhance technical capacity for Commune, village health workers and provide medical equipment and essential drugs to cope with floods.

Strengthening sustainable livelihoods

- Develop a model of safe vegetable cultivation
- Support capital to link production for farmers groups, groups of small producers
- Implement livestock projects, provide loans to develop cow breeding for women and the poor farmers who have no land for production
- Provide training skills for safe vegetables cultivation
- Support development of fishing/aquaculture on the river
- Establish cooperatives to sell vegetables to stable market
- Establish models to process agricultural waste for fertilizer
- Conduct technical training of safe use of pesticide
- Establish models to link the production of livestock and small trade

Strengthening infrastructure system

- Construct water supply system, strengthen capacity of pumping stations
- Build a small wastewater treatment plant
- Construct sanitary latrines
- Develop biogas models

Annex 2 A. Mobilisation Period Implementation Plan

Activity	Responsible	Inputs	Month					
			July	Aug	Sep	Oct	Nov	Dec
Establishing the project's administrative and logistical basis								
Establish Project Office, procure office equipment, and recruit staff.	CARE HCMC Office.	Establishing a project office in An Giang. Procurement of office supplies, finalisation of staff recruitment exercise.	X					
Sign MoUs.	CARE International in Vietnam, supported by CARE HCMC Office.	MOU signing to be held in one of the project Provinces. Some costs involved.	X					
Project Opening Ceremony.	CARE HCMC Office.	A ½ day event with representatives from Provincial People's Committee, donor (AusAID), key project stakeholders and media coverage.		X				
Orientation training for members of the two Project Management Boards (PMBs).	Project Office, supported by CARE HCMC Office.	Three day training on project planning, monitoring and reporting.		X				
Start-up workshops.	Project Office, supported by CARE HCMC Office.	One 1-day workshop in each Province – to discuss project work plan and logical framework with partners and representatives of beneficiaries. Note- this may be organised back-back with mid-level Orientation workshop in Outcome 1, Output 1.2.		X	X			
Establishing the baseline								
Baseline survey.	Project Office.	The priority is to determine the baseline value for all impact and performance indicators in the logical framework. In some cases, reflection will be needed on the indicators, to understand just exactly how they should be interpreted in the context of the Mekong Delta Region.		X	X			
Undertaking foundational technical studies								
Technical studies.	Project Office.	Collect latest scientific understanding related to climate change, impacts and possible livelihood solutions in MDR. Collection of latest data and understanding related to gender in MDR.			X	X		

Annex 2 B. Project Activity Schedule

ICAM PROJECT ACTIVITY PLANNING (July 2012- December 2014)		TIMELINE									
No	Outputs/ Activity	2012 Q3	2012 Q4	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014 Q1	2014 Q2	2014 Q3	2014 Q4
	Outcome 1: Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR).										
	Output 1.1 Partner organisations trained to undertake gender-sensitive, community-based assessment and planning.										
1.1.1	Orientation course on CVCA, CBA and CC (2 x 1/2 days) for high-level provincial officials/members/leaders of government and mass organisations).										
1.1.2	Orientation course on CVCA, CBA and CC (6 x 2 days) for mid-level officials/members/technical people of government and mass organisations – 2xProvincial, 2xDistrict, 2xCommune.										
1.1.3	Training of facilitators (commune and district level experts) on how to implement assessments and planning, including full gender training (2 x 1 week).										
	Output 1.2 Five community based, Commune level assessments.										
1.2.1	Undertake participatory, gender sensitive CVCA and gender and power analysis combined with community visioning (40 villages).										
1.2.2	Hold CVCA workshop in each Commune (5 workshops).										
1.2.3	Undertake annual field visit to each village to review/update the CVCA assessment (two visits to all villages, in Year 2 and Year 3).										
1.2.4	Hold five Commune level workshops to review/update assessments (twice).										
	Output 1.3 Community climate adaptation plans.										
1.3.1	Hold community based adaptation planning workshops in villages and Commune (5 workshops).										
1.3.2	Lobby and support for Commune approval.										
1.3.3	Lobby and support for District approval.										
	Output 1.4 A shared long-term, participatory landscape-wide vision for a climate change adapted, inclusive, gender sensitive development in each of the five Communes.										
1.4.1	Undertake landscape mapping or assessment (all five communes).										
1.4.2	Hold inter-village Visioning workshop at commune level to discuss visions, cross-border issues, identify barriers, agree on way forward and allocate roles/responsibilities and coordination mechanisms (five workshops).										
1.4.3	Identify measures to be taken in coming three years towards achieving the vision and negotiate contributions from government, community and ICAM to implement Plan.										
1.4.4	Implement interventions, undertake monitoring and lesson learning.										

	Output 1.5 Lessons learnt from community interventions are continuously integrated into project and Commune decision-making and planning.									
1.5.1	Hold annual lesson learning workshops in each Commune to review lessons, achievements and challenges (5 workshops x 2).									
1.5.2	Hold annual inter-commune workshop to review lessons, achievements and challenges (x 2).									
2.1.5	Support 'participatory photo telling' of climate change in MDR.									
	Outcome 2: Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women.									
	Output 2.1 Vulnerable people have improved livelihoods that are adapted to climate change.									
2.1.1	Activities are to be determined through participatory planning in Outcome 1.									
	Output 2.2 Communes benefit from increased climate resilience.									
2.2.1	Activities are to be determined through participatory planning in Outcome 1.									
	Output 2.3 Civil society and mass organisations have capacity (including tools) to prepare and deliver awareness campaigns on climate change and gender.									
2.3.1	Undertake rapid training needs analysis.									
2.3.2	Train appropriate staff of civil society and mass organisations.									
2.3.3	Develop and IEC Strategy and Plan covering the two Districts.									
2.3.4	Develop awareness raising material.									
2.3.5	Support 'participatory photo telling' of climate change in MDR.									
	Output 2.4 Awareness raised in the five Communes, particularly of the vulnerable communities.									
2.4.1	Implement priority parts of IEC Plan. Indicative activities include: TV shows, Radio/loudspeaker emissions, Newspaper articles, Competitions across communities or schools, and Interactive poster/leaflet/performance.									
	Outcome 3: A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable and gender sensitive adaptation in the MDR									
	Output 3.1 Documentation of community-based adaptation models that can be replicated across the Mekong Delta.									
3.1.1	Ongoing monitoring of activities and impacts will record progress/impacts/achievements/challenges around each activity and each model.									
3.1.2	Series of structured 'farmer-farmer' exchanges to disseminate findings and experience, supported by technical people.									
3.1.3	Undertake cost-benefit assessment of individual practices or integrated models, as appropriate.									
3.1.4	Hire consultants to prepare documents/media recording good practices for dissemination.									
	Output 3.2 Strengthened climate change adaptation network of NGOs, Universities and local authorities across the Mekong Delta.									

3.2.1	Assess and map existing networks (e.g. MekongNet) in MDR.										
3.2.2	Based on the results of the assessment, some or all of the following may be implemented:										
	Output 3.3 Mass organisations are capable of supporting community based adaptation.										
3.3.1	Undertake training										
	Output 3.4 District Government institutions are supported to replicate the project's approach to gender-sensitive, inclusive, community based adaptation.										
3.4.1	Assess existing Climate Change Action Plans (in the provinces and the concerned districts) and make recommendations for improvement.										
3.4.2	Undertake training										
3.4.3	Hold inter-provincial workshop to exchange information on the success of the CBA approach in the two provinces.										
3.4.4	Hold study tour for Commune, District and/or Provincial technical experts to neighbouring provinces to observe similar projects or models (if suitable models can be found).										
	Output 3.5 Strengthened community based organisations.										
3.5.1	Provide a forum and facility for sub-community level social groups to form and operate.										
3.5.2	Provide training to any established groups on business development or organisational development.										
3.5.3	Establish small (5-10 persons) farmer interest groups and support them with training on: agricultural methods, business development, organisational skills, market skills, etc.										
3.5.4	Provide training to existing labourers group, on business development and market skills, etc.										
	Output 3.6 Lessons are continuously disseminated.										
3.6.1	Participatory visual story telling.										
3.6.2	Prepare publications on lesson learnt/achievements from Soc Trang and An Giang.										
3.6.3	Participate in national workshops (jointly with all AusAID).										

Annex 3. Project Logframe

Hierarchy of objective	Description	Indicator	Means of verification	Assumption/Risk
Overall objective: Increased resilience of communities in the Mekong Delta Region to the unavoidable impacts of Climate Change				
Specific Objective	The population of five Communes in An Giang and Soc Trang Provinces – particularly women, landless, land-poor and otherwise vulnerable – have improved their resilience to the impacts of climate change.	<ul style="list-style-type: none"> % of women and men in target Communes increased their awareness of unavoidable impacts of climate change on their community and livelihoods. Number of men/women 'confident' in their level of climate resilience. Number of vulnerable individuals (men/women) benefitting from sustainably improved livelihoods. 	Baseline survey Mid-term review (MTR) End of project (EoP) evaluation	
Outcome 1	Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR)	<ul style="list-style-type: none"> Level of satisfaction of local people (men/women) with the support they receive related to climate change from local (Commune/District) authorities, by mid-term and end of project (EoP). Evidence that gender concerns and vulnerable people's concerns are integrated into Commune SEDP/DRR plans, by annual. 	Baseline survey Mid-term review (MTR) End of project (EoP) evaluation Annual project reflection	<p>No major climate related disaster occurs during period of project.</p> <p>District and Provincial authorities have sufficient capacity to adopt the project findings.</p> <p>Climate change remains a priority nationally and at provincial level.</p> <p>There are no significant delays in the project implementation schedule.</p>
Output 1.1	Partner organisations trained to undertake gender-sensitive, community-based assessment and planning.	<ul style="list-style-type: none"> % of partner participants (men/women) improved their knowledge and skills of undertaking gender-sensitive, community-based assessment and planning. 	Regular-basis monitoring report	<p>Provincial, District and Commune partners commit staff to process.</p> <p>Good trainers are found.</p>
Output 1.2	Five community-led, Commune level assessments.	<ul style="list-style-type: none"> % of local people (men/women) involved in leading the assessments. % of community (men/women) reported their needs and inspiration were reflected in the assessments. 	Regular-basis monitoring report	<p>Provincial, District and Commune partners commit staff to process.</p> <p>Villagers are available to cooperate</p>
Output 1.3	Community climate adaptation plans developed.	<ul style="list-style-type: none"> # of CCA plans developed. 	Regular-basis monitoring report	<p>District and Commune partners commit staff to process.</p> <p>Villagers are available and have time</p>
Output 1.4	A shared long-term, participatory landscape-wide vision for a climate change adapted, inclusive, gender-sensitive development in each of the five Communes.	<ul style="list-style-type: none"> Evidence of the shared long-term, participatory landscape-wide vision developed for the target communes. Evidence of gender-differentiated needs and inspirations reflected in the visions. 	Regular-basis monitoring report Annual project reflection	<p>District and Commune partners commit staff to process.</p> <p>Villagers are available to cooperate</p>
Output 1.5	Lessons learnt from community interventions are	<ul style="list-style-type: none"> A mechanism for lessons sharing within project and with local authorities established. 	Annual project reflection	District and Commune partners commit staff to process.

	continuously integrated into project and Commune decision-making and planning.	<ul style="list-style-type: none"> ○ Evidences of lessons learnt are integrated in project and commune decision making and planning. 		<p>Villagers are available and have time</p> <p>Smooth project implementation</p>
Outcome 2:	Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women	<ul style="list-style-type: none"> ○ Evidence that vulnerable people/groups in target Communes access more effectively with markets. ○ Evidence of behaviour change in target communities (amongst men/women) (as compared to control communities). ○ % of local people (men/women) improved their awareness of unavoidable impacts of climate change on community and livelihood. ○ # of climate change adaptive livelihood options made and implemented. ○ % of poorest and vulnerable people (men/women) reporting having adopted/benefited from climate change adaptive livelihood options. 	<p>Baseline survey</p> <p>Mid-term review (MTR)</p> <p>End of project (EoP) evaluation</p> <p>Annual project reflection</p>	<p>Affordable technical solutions to challenges exist.</p> <p>Poorest of the poor and most vulnerable are able to engage in project activities.</p>
Output 2.1	Vulnerable people have improved livelihoods that are adaptive to climate change.	<ul style="list-style-type: none"> ○ # of climate change adaptive livelihood options made and implemented. ○ % of poorest and vulnerable people reporting having adopted/benefited from climate change adaptive livelihood options. 	<p>Regular-basis monitoring report</p> <p>Mid-term review (MTR)</p> <p>End of project (EoP) evaluation</p>	<p>Affordable technical solutions to challenges exist.</p> <p>Poorest of the poor and most vulnerable are able to engage in project activities.</p>
Output 2.2	Communes benefit from increased climate resilience.	<ul style="list-style-type: none"> ○ % of local people (men/women) reported having benefited from climate resilient and DRR interventions. 	<p>Regular-basis monitoring report</p> <p>Mid-term review (MTR)</p> <p>End of project (EoP) evaluation</p>	<p>Affordable technical solutions to challenges exist.</p>
Output 2.3	Civil society and mass organisations have capacity (including tools) to prepare and deliver awareness campaigns on climate change and gender.	<ul style="list-style-type: none"> ○ Number of participating CSOs and MOs increased their knowledge and skills in delivery of awareness campaigns on CC. 	<p>Regular-basis monitoring report</p>	<p>District and Commune partners commit staff to process.</p> <p>Good trainers are found</p>
Output 2.4	Awareness raised in the five Communes, particularly of the vulnerable communities.	<ul style="list-style-type: none"> ○ # and types of awareness raising campaigns delivered in the target communities. ○ # of participants (men/women) in each of these campaigns. 	<p>Regular-basis monitoring report</p>	<p>It is affordable</p>
Outcome 3:	A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable and gender-sensitive adaptation in the MDR	<ul style="list-style-type: none"> ○ Elements of the models developed in the target communities are effective and sustainable. ○ Community level social organisations, with high participation of women, operating sustainably in the target Communes. 	<p>Baseline survey</p> <p>Mid-term review (MTR)</p> <p>End of project (EoP) evaluation</p> <p>Annual project reflection</p>	<p>A sufficient number of successful models were established in Outcome 2.</p> <p>The context for developing civil society is supportive.</p> <p>Existing networks exist.</p>
Output 3.1	Documentation of	<ul style="list-style-type: none"> ○ # of documents produced and shared. 	<p>Regular-basis monitoring report</p>	<p>A sufficient number of successful models were</p>

	community-based adaptation models that can be replicated across the Mekong Delta.			established in Outcome 2.
Output 3.2	Strengthened climate change adaptation network of NGOs, Universities and local authorities across the Mekong Delta.	<ul style="list-style-type: none"> o Networks exist and reported by organisation participants to be useful. 	Regular-basis monitoring report	<p>The context for developing civil society is supportive.</p> <p>Existing networks exist.</p>
Output 3.3	Mass organisations are capable of supporting community based adaptation	<ul style="list-style-type: none"> o % of MOs increased their knowledge and skills in supporting above adaptation models. 	Regular-basis monitoring report	Good trainers are available
Output 3.4	District Government institutions are supported to replicate the project's approach to gender-sensitive, inclusive.	<ul style="list-style-type: none"> o % of district government reps (men/women) improved their skills in replicating project approaches to their existing activities. 	Regular-basis monitoring report	Provinces and district are cooperating
Output 3.5	Strengthened community based organisations.	<ul style="list-style-type: none"> o Number of CBO improved their capacity in organisational development and in programming (i.e., climate change). 	Regular-basis monitoring report	<p>Provinces and district are cooperating</p> <p>Existing networks exist.</p> <p>Good trainers exist</p>
Output 3.6	Lessons are continuously disseminated.	<ul style="list-style-type: none"> o # of forms of dissemination organised. o Indication of neighbouring households/ villages/communes adopting these models. 	Regular-basis monitoring report	<p>Villagers are able to cooperate</p> <p>Funds are adequate</p> <p>Provinces and district are cooperating, and AusAID and other AusAID grantees cooperate.</p>

Annex 4. Risk Matrix

Risk	Potential Impact on the project	Likelihood (1-5 where 1 = very low 5 = very high)	Impact (1-5 where 1 = very low 5 = very high)	Risk (=Likelihood X Impact)	Management Strategy (For Risks rated 5 and above.)	Responsibility	Is the risk assessed through the M&E system? (Y/N)
The limited capacity of the government and non-governmental partners (Women's Union) leads to delays.	Limited capacity may lead to delays.	3	2	6	1. CARE has already worked in the region and many partners are experienced/ familiar. 2. Training will be provided for all members of PMB. 3. CARE Project Office will play a key role in coordinating/mobilisation. 4. A clear definition of roles and responsibilities before the project begins will facilitate coordination and lessen delays.	CARE	Yes (M&E system will detect delays).
The limited capacity of the government partners leads to difficulties in achieving sustainable impacts.	Government departments/ personnel have to address many issues, and may find it difficult to fully engage in some activities, and so follow-up may be inappropriate.	2	3	6	1. CARE has already worked in the region and many partners are experienced/ familiar. 2. The Project Office will play a key role in advocacy and consultation to address partner concerns as they arise. 3. An important role of PSC is to build commitment to replication. 4. As part of the AusAID CCA program, advocacy should lead to national and provincial high level support to the project.	CARE	Yes (Under Outcome 3).
The poor communities, and poorest of the poor, are too busy to engage fully in the project activities.	There will be delays and it will be difficult to identify sustainable livelihood models.	2	4	8	1. The project aims to find solutions that will lead to quick benefits for the poor and most vulnerable. 2. The assessment will lead to a thorough understanding of how to work most effectively with the poor and most vulnerable.	Project Office	Yes (under Outcome 2)
One or more large-scale natural disasters (floods, storms) affect the project sites.	The time and resources of local communities and authorities would be diverted away from the project for a potentially lengthy period of time.	2	4	8	1. ICAM will work with local authorities to forecast disasters and prepare for them. 2. During a disaster period, CARE will be involved in disaster relief. 3. CARE will integrate ICAM approach and activities into the Early Recovery phase. 4. CARE will consult with all CCA program projects to prepare for these risks.	CARE	No But other existing government mechanisms will monitor this risk.

The short time allocated to the project is insufficient, as many of the expected outcomes require a transformation in terms of behaviour and/or practice.	Although all activities may be implemented, the changes may not get fully anchored into practices and behaviour, leading to sustainability issues.	3	2	6	<p>1. The project will focus on delivering both short term benefits and long term benefits, in a complementary fashion.</p> <p>2. The project has several components, and even if there are delays or weaknesses in some aspects, the overall project progress should be good.</p> <p>3. CARE aims to mobilise resources to follow-up phases, after the implementation of this 2.5 year project.</p>	CARE	Yes
---	--	---	---	---	--	------	-----

Annex 5. Monitoring and Evaluation Plan

Note- the Baseline survey will focus on finalising this table. This will include determining baseline value and targets. In some cases, it will mean further definition/clarification of the indicator.

	Hierarchy of objectives	Verifiable indicator	Data collection method/ tool	Frequency	Who	How to use
The Overall Objective of this Project is: <i>Increased resilience of communities in the Mekong Delta Region to the unavoidable impacts of Climate Change.</i>						
Specific Objective	The population of five Communes in An Giang and Soc Trang Provinces – particularly women, landless, land-poor and otherwise vulnerable – have improved their resilience to the impacts of climate change.	<ul style="list-style-type: none"> % of women and men in target Communes increased their awareness of unavoidable impacts of climate change on their community and livelihoods. Number of men/women 'confident' in their level of climate resilience. Number of vulnerable individuals (men/women) benefitting from sustainably improved livelihoods. 	Baseline study, Mid Term review, End of Project evaluation Questionnaire/ Household survey	At beginning, mid and end of project implementation	External consultant/ Project team	Set baseline data for project Set targets for indicators Inform activity design
Outcome 1	Communities and local authorities have improved capacity to undertake gender-sensitive analysis and planning for community-based adaptation (CBA) and disaster risk reduction (DRR)	<ul style="list-style-type: none"> Level of satisfaction of local people (men/women) with the support they receive related to climate change from local (Commune/District) authorities, by mid-term and end of project (EoP) Evidence that gender concerns and vulnerable people's concerns are integrated into Commune SEDP/DRR plans, by annual 	Baseline study, Mid Term review, End of Project evaluation Questionnaire/ Household survey Gender & power analysis	At beginning, mid and end of project implementation	External consultant/ Project team/ CVN Gender Advisor	Set baseline data for project Set targets for indicators Inform activity design
Output 1.1	Partner organisations trained to undertake gender-sensitive, community-based assessment and planning.	<ul style="list-style-type: none"> % of partner participants (men/women) improved their knowledge and skills of undertaking gender-sensitive, community-based assessment and planning 	Training need assessment Monitoring tools: Training evaluation Pre/post training test Post-training monitoring (field visit)	Before and after training conducted	Trainers/Project Team	Measure effectiveness of capacity building activities Provide further support/coach
Output 1.2	Five community-led, Commune level assessments.	<ul style="list-style-type: none"> % of local people (men/women) involved in leading the assessments % of community (men/women) reported their needs and inspiration were reflected in the assessments 	Monitoring tool (observation, interview with participants, review of the assessment results)	During the assessment		
Output 1.3	Community climate adaptation plans developed.	<ul style="list-style-type: none"> # of CCA plans developed 	Monitoring tool			Report project's progress
Output 1.4	A shared long-term, participatory landscape-wide vision for a climate change adapted, inclusive, gender-	<ul style="list-style-type: none"> Evidence of the shared long-term, participatory landscape-wide vision developed for the target communes Evidence of gender-differentiated needs and 	Monitoring tool (observation, interview with participants, review of the assessment results)	During the events	Project team/ME officer	Provide input for project report Share with other communes/projects of

	Hierarchy of objectives	Verifiable indicator	Data collection method/ tool	Frequency	Who	How to use
	sensitive development in each of the five Communes.	inspirations reflected in the visions				similar intervention
Output 1.5	Lessons learnt from community interventions are continuously integrated into project and Commune decision-making and planning.	<ul style="list-style-type: none"> ○ A mechanism for lessons sharing within project and with local authorities established ○ Evidences of lessons learnt are integrated in project and commune decision making and planning 	Annual project reflection workshop's report (involving commune authorities to share their learning)	Annual	Project team/partners/ M&E officer	Provide input for annual project report Share among partners Withdraw lessons learned for improvement
Outcome 2:	Improved community resilience through the implementation of sustainable, community-level, integrated CBA and DRR interventions that benefit vulnerable people, particularly women	<ul style="list-style-type: none"> ○ Evidence that vulnerable people/groups in target Communes more effectively accessing markets. ○ Evidence of awareness and behaviour change in target communities (amongst men/women) (as compared to control communities). ○ % of local people (men/women) improved their awareness of unavoidable impacts of climate change on community and livelihood. 	Baseline study, Mid Term review, End of Project evaluation: Questionnaire/ Household survey	At beginning, mid-way, and end of project	External consultant/ Project team	Set baseline data for project Set targets for indicators Inform activity design
Output 2.1	Vulnerable people have improved livelihoods that are adaptive to climate change.	<ul style="list-style-type: none"> ○ # of climate resilient livelihood options developed and implemented ○ % of poorest and vulnerable people reporting having adopted/benefited from resilient livelihood options 	Baseline study, Mid Term review, End of Project evaluation: Questionnaire/ Household survey; Component's quarterly monitoring tool (Story telling)	At beginning, mid-way, EoP Quarterly	SPO/ME officer	Provide input for project report Share with other members for improvement
Output 2.2	Communes benefit from increased climate resilience.	<ul style="list-style-type: none"> ○ % of local people (men/women) reported having benefited from climate resilient and DRR interventions 	Baseline study, Mid Term review, End of Project evaluation: Questionnaire/ Household survey; Component's quarterly monitoring tool (Story telling)	At beginning, mid-way, EoP Quarterly	SPO/ME officer	Provide input for project report Share with other members for improvement
Output 2.3	Civil society and mass organisations have capacity (including tools) to prepare and deliver awareness campaigns on climate change and gender.	<ul style="list-style-type: none"> ○ Number of participating CSOs and MOs increased their knowledge and understanding of climate risk ○ Participating CSOs with have increased skills in delivery of climate change awareness campaigns. 	Training need assessment Monitoring tools: Training evaluation Pre/post training test Post-training monitoring (field visit)	Before and after training conducted Random field visit	Trainers Project Team	Measure effectiveness of capacity building activities Provide further support/coaching
Output 2.4	Awareness raised in the five Communes, particularly of the vulnerable communities.	<ul style="list-style-type: none"> ○ # and types of awareness raising campaigns delivered in the target communities ○ # of participants (men/women) in each of these campaigns ○ % Households that are using climate 	Quarterly component monitoring tool	When campaign conducted	SPO/ME officer	Provide input for project report Share with other members for improvement

	Hierarchy of objectives	Verifiable indicator	Data collection method/ tool	Frequency	Who	How to use
		information for planning				
Outcome 3:	A strong evidence base and strengthened civil society provide a foundation for the scale up of community-based, equitable and gender-sensitive adaptation in the MDR	<ul style="list-style-type: none"> Elements of the models developed in the target communities are effective and sustainable. Community level social organizations, with high participation of women, operating sustainably in the target Communes. 	Baseline study (in-depth interview, FGD with local authorities) Organizational capacity assessment	At beginning, mid-way, EoP	External consultant/ Project team	Set baseline data for project Set targets for indicators Inform activity design
Output 3.1	Documentation of community-based adaptation models that can be replicated across the Mekong Delta.	<ul style="list-style-type: none"> # of documents produced and shared 				
Output 3.2	Strengthened climate change adaptation network of NGOs, Universities and local authorities across the Mekong Delta.	<ul style="list-style-type: none"> Networks exist and reported by organization participants to be useful 	Baseline study: Network review Repeated by mid-way and EoP	At beginning, mid-way, EoP	External consultant/ Project team	Set baseline data for project Set targets for indicators Inform activity design
Output 3.3	Mass organizations are capable of supporting community based adaptation	<ul style="list-style-type: none"> % of MOs increased their knowledge and skills in supporting above adaptation models 	Baseline study: MO programming capacity assessment, repeated by EoP. Monitoring tools: Training evaluation Pre/post training test Post-training monitoring (field visit)	At beginning EoP Before and after training conducted Random field visit	External consultant/ Project team Trainers Project team	Set baseline data for project Set targets for indicators Inform activity design Measure effectiveness of capacity building Provide further support/coach
Output 3.4	District Government institutions are supported to replicate the project's approach to gender-sensitive, inclusive,	<ul style="list-style-type: none"> % of district government reps (men/women) improved their skills in replicating project approaches to their existing activities 	Baseline study: MO programming capacity assessment, repeated by EoP. Monitoring tools: Training evaluation Pre/post training test Post-training monitoring (field visit)	At beginning EoP Before and after training conducted Random field visit	External consultant/ Project team Trainers Project team	
Output 3.5	Strengthened community based organisations.	<ul style="list-style-type: none"> % of CBOs improved their capacity in organizational development and in programming (i.e., climate change) 	Baseline study: CBO organizational and programming capacity assessment, repeated by EoP. Monitoring tools: Training evaluation	At beginning EoP Before and after training conducted Random field visit	External consultant/ Project team Trainers Project team	

	Hierarchy of objectives	Verifiable indicator	Data collection method/ tool	Frequency	Who	How to use
			Pre/post training test Post-training monitoring (field visit)			
Output 3.6	Lessons are continuously disseminated.	<ul style="list-style-type: none"> ○ # of forms of dissemination organized ○ Indication of neighbouring households/villages/communes adopting these models 	Monitoring tools (workshop evaluation, participant's satisfaction)	When events conducted	SPO/ME officer	Measure effectiveness of dissemination activities Provide further support

Annex 6. Relationship Chart

ICAM Project Accountabilities Chart

Note: this chart should be viewed together with the Project Management Description in Section 3

