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Vietnam Child-Centred Climate Resilience Program

Design Document (July 2012)



Children in rural Vietnam learn about climate change and disasters through songs and games
Photo: Paul Mitchell/Save the Children

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List of Acronyms

| | |
|---------|--|
| CBA | Community-Based Adaptation |
| CBDRM | Community-Based Disaster Risk Management |
| CFSC | Committee for Flood and Storm Control |
| CVCA | Climate Vulnerability and Capacity Analysis |
| DARD | Provincial Department of Agriculture and Rural Development |
| DMC | Disaster Management Committee |
| DONRE | Provincial Department of Natural Resource and Environment |
| DRR | Disaster Risk Reduction |
| IEC | Information, Education and Communication |
| MARD | Ministry of Agriculture and Rural Development |
| MOET | Ministry of Education and Training |
| NTP-RCC | National Target Program to Respond to Climate Change |
| SEDP | Socio-Economic Development Plan |

Executive Summary

Vietnam is highly vulnerable to the impacts of climate variability and change, particularly for poor communities living in coastal and mountainous areas. Climate variability and extremes already have significant impacts on the lives and livelihoods of poor girls, boys, women and men in poor communities. While there is a high level of confidence in the general trend of climate change in Vietnam, relatively little is known about the magnitude and timing of impacts in specific locations. There is also a generally low level of understanding of climate change and locally-relevant and effective adaptation options. Children and young people are particularly susceptible to the impacts of climate variability and change – making up a disproportionate number of those killed and injured in extreme weather events.

In response, Save the Children and Plan, along with The Center for Rural Development in Central Vietnam, Live and Learn for Environment and Community and The Nature Conservancy, have developed the Vietnam Child-centred Climate Resilience Program. The Program aims to *build the adaptive capacity of children and their communities in Vietnam to manage the impacts of climate change*. This goal will be reached by achieving two objectives:

Objective 1: To increase the ability of children and their communities to directly plan for and manage the negative impacts of climate variability and change; and

Objective 2: To improve the ability of government and civil society to meet the adaptation needs of children and their communities, in line with national objectives.

The Program will achieve four key outcomes:

- increased understanding of climate change impacts among children and their communities;
- increased capacity of children and their communities to plan for and respond to climate change impacts through participatory planning and community-based action;
- increased capacity of sub-national government and civil society to implement CBA programs in line with the NTP-RCC; and
- increased understanding and engagement of policy makers in CBA.

The \$2.9 million, 2.5 year Program will focus on 28 communes in 7 disaster-prone districts of Thai Nguyen, Quang Ngai, Thua Thien Hue, and Tien Giang Provinces to reach 105,450 girls, boys, women and men as well as government officials at local, provincial and national levels.

The Program will build on existing child-centred community-based disaster risk management approaches pioneered by Save the Children and Plan. Building on existing approaches and materials will help ensure activities are embedded into existing community structures and will enhance sustainability. Focusing on children and youth will highlight that they are not uniform in their capacities and needs; and that they can (and often do) positively contribute to managing risks and increasing their communities' adaptive capacity.

The Program will work with and through young people as agents of change; target the most vulnerable groups; empower communities to use their existing knowledge and resources as a basis on which to build their resilience; and build on existing partnerships and structures to enhance sustainability.

A final key result will be the development of a child-centred CBA model that will draw from the strategies and techniques utilised by the Program (including those drawn from consortium members' established child-centred community-based disaster risk management activities). It will be flexible and scalable to ensure it can be applied in communities throughout Vietnam, across the region and beyond.

1. Context and Analysis

1.1 Climate Change Challenges

Vietnam is ranked as the 5th most at risk country globally in terms of exposure to extreme weather events (under current climate and future scenarios) in recent research by the Center for Global Development (CGD).¹ The same research also ranks countries in terms of their vulnerability to the impacts of extreme weather events and Vietnam ranks 7th out of 233 countries analysed. As climate change intensifies, communities throughout the country are likely experience impacts including increasing extreme weather events like heavy rainfall, flooding and more intense cyclones. Weather patterns will also become more difficult to predict, impacting on food security and livelihoods.

Communities in coastal and mountainous areas are particularly exposed to the kinds of natural disasters that will become worse in a changing climate. Coastal and Delta communities are likely suffer from more frequent flooding, higher storm surge coupled with stronger cyclone wind speeds, heavier rainfall and more severe salination. Those in mountainous and upland regions are likely to experience significant increases in heavy precipitation and resulting in more frequent flooding (a trend already observed in recent years).² The less resilient communities are, the less likely they are to be able to sustain their development trajectories in a harsher climate. There is an urgent need to help poor and vulnerable communities in these areas build resilience to the impacts of current climate variability and extremes and to generate adaptive capacity in the face of climate change.

Children and young people³ are particularly vulnerable to the impacts of climate variability and change. Of those affected or killed as a result of disasters globally, half are children. Up to 175 million children are likely to be affected by natural disasters every year by 2015,⁴ the overwhelming majority of which will be weather-related. As climate change intensifies the impacts of weather-related disasters will put more children in harm's way. While future impacts will be harsh, children in Vietnam are already suffering from more intense extreme weather event – for example, over 90 per cent of those killed in the 2011 Mekong floods were under 16 years of age.



As with all climate change projections, in Vietnam there is a high level confidence in the general trend of changes, but relatively little is known about the magnitude and timing of impacts.⁵ It is, therefore, important to focus on building the resilience of vulnerable populations to a broad range of likely impacts in order to help ensure the sustainability of their development aspirations in a changing climate. Accordingly, the Program will work with a broad cross-section of communities to plan for and respond to current and projected climate change impacts with a view to developing a model for community-based adaptation that can be scaled up within Vietnam and beyond.

1.2 Target Communities

The Program will work with a cross-section of communities to target highly vulnerable populations in mountainous (northern and central midland) and coastal (Mekong delta and central) regions, spread across a range of geographic and socio-economic contexts to allow for enhanced cross-learning and comparative analysis. The

¹ Wheeler, D (2011) Quantifying Vulnerability to Climate Change: Implications for Adaptation Assistance, Center for Global Development. Available from <http://www.cgdev.org/content/publications/detail/1424759/>

² See, Institute of Strategy and Policy on Natural Resources and Environment/Ministry of Natural Resources and Environment (2009) *Vietnam Assessment Report on Climate Change*, for more information on specific projected impacts.

³ Save the Children and Plan adhere to the UN Convention on the Rights of the Child, which defines a child as a person under the age of 18. Under Vietnamese law a child is a person under the age of 16. In Vietnam and internationally, a youth is generally considered to be a person between the ages of 15 and 24.

⁴ Save the Children (2007) *Legacy of Disasters*; UNICEF (2007) *Children and Climate Change*

⁵ World Bank (2011) *Climate-Resilient Development in Vietnam: Strategic Directions for the World Bank*, p.vi. Available from <http://www.worldbank.org/vn/environment>

impact areas targeted by the Program have been selected on the basis of:

- High vulnerability to climate variability, extremes and projected change;
- The existence of significant vulnerable sub-populations; and
- Consortium members' existing relationships.

Thai Nguyen Province: has experienced a rapid increase in natural disasters in recent years, including flash flooding, landslides, extremely cold weather and droughts.

Quang Ngai Province: is one of the highest risk areas for natural disasters in Vietnam, facing annual tropical cyclones, floods, and other weather-related hazards. In the three districts selected for this Program the majority of people (over 70 per cent) are part of an ethnic minority group living in mountainous areas. The target district of Ba To is one of the 62 poorest in Vietnam.

Tien Giang Province: the two districts proposed for this Program in Tien Giang, are both in low-lying coastal areas making them extremely vulnerable to sea level rise and tropical cyclones, with associated storm surge. One of the districts is located next to the Vam Co River, which is susceptible to flooding during heavy rainfall increasing the likelihood of coincident events.⁶

Thua Thien Hue Province: the targeted districts in Thua Thien Hue are exposed to flooding, coastal erosion, and tropical cyclones due to their proximity to the coast and the largest lagoon in East Asia. Deforestation of coastal mangroves has also increased community vulnerability to extreme weather events.

Table 1: Key Statistics from Target Provinces

| Province | Target District | Total Communes | Target Communes | Total Households | Total Population | Under 18 (%) | Women (%) | Poverty Rate (%) | Ethnic Minority Rate (%) |
|----------------|-----------------|----------------|-----------------|------------------|------------------|--------------|-----------|------------------|--------------------------|
| Quang Ngai | Ba To | 20 | 4 | 15,240 | 50,986 | 20 | 52 | 30 | 88 |
| Thai Nguyen | Dai Tu | 35 | 5 | 44,836 | 159,667 | 22 | 51 | 28 | 27 |
| | Dinh Hoa | 24 | 5 | 23,985 | 91,919 | 21 | 52 | 29 | 62 |
| Thua Thien Hue | Phu Vang | 20 | 4 | 39,920 | 171,363 | 29 | 50 | 13 | 3.7 |
| | Quang Dien | 11 | 4 | 22,698 | 83,538 | 29 | 50 | 16 | 3.7 |
| Tien Giang | Go Cong Dong | 13 | 4 | 31,289 | 178,844 | 29 | 51 | 5 | 2 |
| | Go Cong Town | 6 | 2 | 21,114 | 97,709 | 29 | 50 | 4 | 2 |

1.3 Existing Capacities, Gaps and Constraints

During the design phase a thorough needs assessment was undertaken in all target districts. The results highlighted existing development challenges that are likely to be made worse by climate change, resulting in an adaptation deficit⁷ and impacting on the sustainability of current development trajectories. The key findings of the needs assessments are outlined below:

Low Awareness of Climate Change: While many staff from local government offices and organisations had heard about climate change, climate change remains an opaque concept to most people in the target communities. Even those with some knowledge of the concept struggled to relate this to their local contexts and showed little evidence of the potential negative impacts on their communities. Many respondents showed a reluctance to consider changes to their livelihood practices, highlighting the need for increasing understanding of climate change and its likely impacts in order to catalyse adaptive action prior to the intensification of impacts.

⁶ For example, sea-level rise on top of an extreme storm tide and a severe riverine flood from the same weather event (see Government of Australia (2009) *Climate Change Risks to Australia's Coasts*, chapter 2, p.38)

⁷ "Countries face not only a deficit in adapting to current climate variation, let alone future climate change, but also deficits in providing education, housing, health, and other services. Thus, many countries face a more general "development deficit," of which the part related to climate events is termed the "adaptation deficit." World Bank (2010) *Economics of Adaptation to Climate Change: Synthesis Report*, p.xvii. See also Parry et al (2009) 'Adaptation to Climate Change: Assessing the Costs' *Environment* Nov/Dec 2009 and Burton (2004) 'Climate Change and the Adaptation Deficit' in Fenech et al (eds) (2004) *Climate Change: Building the Adaptive Capacity*, AIRG

Limited Community Adaptive Capacity: Only two of the 12 communities surveyed across the four provinces have undertaken systematic risk mapping and there was little evidence of adaptation planning. Despite the implications of climate change, most of the local cultivation practices, crop types and seeds, water usage, etc. remain unchanged and many respondents consider that climate change is not a concern for the current generation. This has left a major gap in local capacity in risk mapping and adaptation planning.

Limited Institutional Adaptive Capacity: Awareness among government and organisations is better than among community members but only one out of the four target provinces has developed a Provincial Plan of Action for Climate Change. While the lack of provincial planning is a concern, documents at provincial level, while comprehensive, tend to be top-down and, consequently, are of limited value as guidelines for practical adaptation responses. There was no evidence of budget allocations for adaptation in provinces or districts. Most staff from key stakeholder organisations have not attended training on adaptation or DRR (for example, the majority of staff in the Thai Nguyen Provincial Committee for Flood and Storm Control have not been trained in climate change or DRR due to limited resources). Similarly, no teachers in surveyed communes have been trained in climate change or DRR. Most government officials across all four provinces were not aware of the rolling-out of the National Program on CBDRM.

Poor Coordination and Low Involvement of Stakeholders: In all four provinces, at least one department is involved in adaptation; however, it is not clear which department is responsible for coordinating efforts. Additionally, while several departments have included climate change in their plans, there is little evidence of consultation or cross-department cooperation. For example, linkages between DONRE and DARD and research institutes which can potentially play a critical role in developing adaptation measures and building adaptive capacity is close to non-existent. The assessment also highlighted that the capacity of local government to facilitate adaptation measures in vulnerable communities is limited due to policy, regulation and resource constraints. Additionally, the traditional top-down approach of government agencies in Vietnam fails to account for traditional knowledge and coping strategies, and often undermines them.

1.4 Lessons Learned

In addition to needs identified by community members, local authorities, and our staff during needs assessments, the Program design is informed by previous experience and lessons learned by consortium members. Specifically:

Working with Local Government: Achieving sustainable outcomes at the community level requires strong collaboration with local officials. Given the multidisciplinary nature of adaptation, Program activities are categorised into small groups that will feed into the specific scope of work for each implementing partner at the local level. Provincial Project Management Boards will be established in each province with assistance of each Provincial People's Committee, and a focal department will be selected to coordinate implementing partners in cooperation with Save the Children and Plan. This arrangement will allow for effective coordination while providing a clear scope of work for each implementing partner, which experience shows is crucial to successful implementation.

While overall provincial government structure and functions are similar, there are differences in the way government offices work and communicate from sector to sector and province to province. Understanding the structure, relationships and dynamics is critical in this Program given the multidisciplinary nature of climate change adaptation. Save the Children and Plan have established existing relationships with key government departments in the target provinces and a good understanding of their ways of working. This will facilitate activity development and implementation.

Save the Children and Plan have significant experience in working with local government on financial management and anti-corruption issues. In addition to rigorous financial management procedures and reporting, we have a policy of providing on-going support to local partners, including initial training by our experienced Finance and Grants teams on financial management and reporting and procurement procedures.

Working for Policy Change: For adaptation to be sustainable and transformative policy change is required. Our experience in Vietnam shows that national level policy change can cascade down to provincial and local structures, however this filtering takes time and resources. Consortium members have strong experience of

successful engagement with national authorities, including the ministries of Education and Training (MOET) and Agriculture and Rural Development (MARD), in provision of technical advice on adaptation and DRR and in successfully advocating for policy change to increase local level resilience (for example, a DRR Training Manual for use in schools, developed by Save the Children and Plan for a project in two provinces has been endorsed by the Ministry of Education and Training (MOET) and we anticipate national roll out). Save the Children and Plan have also successfully engaged with provincial authorities and agencies (including provincial CFSC and Red Cross) in support of the National Program on Community Based Disaster Risk Management (CBDRM). Both organisations have provided hands-on experience, field based technical inputs for training manuals, M&E guidelines and Master Trainer facilitation through participation in the CBDRM Technical Working Group. The Program will build on these relationships to undertake targeted advocacy at national and provincial levels to promote the integration of adaptation into provincial and district plans and to encourage national ministries to support the role out of these plans, in line with the National Target Program to Respond to Climate Change.

Working with Communities: Save the Children and Plan's significant experience in Vietnam (and around the world) has highlighted the importance of ensuring active and full participation of target communities through the entire project cycle. The Program will ensure targeted communities are actively involved right from the beginning. Community members will have be able to provide feedback on the final Program design, which we will treat as a 'living document' to ensure continued responsiveness within agreed parameters. Community feedback will help define targeting criteria for specific activities, as well as the formation of the Program field implementation modalities. This feedback mechanism will be established as part of the participatory monitoring systems to ensure involvement of target group in monitoring the program activities, outcomes, and transparency. In our experience, community members can play effective roles in financial management and prevention of corruption once participatory monitoring systems are in place.

Working with Children and Youth: Our past and existing interventions have demonstrated that children: 1) are not uniform in their capacities and needs; and 2) can (and often do) positively contribute to managing risks and increasing their communities' adaptive capacity. During the needs assessments conducted in the target communities, children not only showed a great concern for the impacts of climate change but often demonstrated a stronger understanding and awareness of the issue than other members of the community. Our field experience shows that campaigns for behaviour change are often most successful when conducted through children's or youth groups, as these groups are often more motivated to make changes themselves. In this regard, targeting children and youth will enhance program impact and sustainability.

A key lesson learned from our past experience is that IEC and training materials must be child- and youth-friendly and age appropriate for them to be effective. Materials also need to be localised in order to ensure relevance (for example, including relevant examples and images from local areas). The Program will utilise a child participation approach that will include asking children to provide simple paintings to be used in the IEC and training materials. Feedback from children on the materials will be sought during their development to ensure they are appropriate and effective.

1.5 Existing Activities in target Provinces

The Program will build on existing activities in the targeted provinces implemented by consortium members. A brief outline of existing activities and experience is provided below.

Save the Children: Save the Children has been implementing community-based DRR projects since 2003 in Thua Thien Hue and Tien Giang provinces, resulting in strengthened capacities of local leaders and community members to reduce the negative impacts of natural disasters on children and their communities. Key activities have included participatory community DRR planning, capacity building technical training, child-centred activities in schools, and innovative public-private SMS and early warning systems. In Tien Giang, Save the Children has recently concluded a child-led and school-based DRR project in Go Cong Dong and Tan Phu Dong Districts, focused on child-centred approaches to managing the risks of floods, typhoons and tidal surges. Save the Children has also launched a climate change awareness raising and environmental education in coastal settings program, at both school and community level.

Plan International: Plan has been working in Thai Nguyen and Quang Ngai provinces since 2000 to promote child-centred community development programs and has built a strong presence and relationship with local authorities and communities. Plan currently implements a range of programs in the target districts including a Pro-poor Participation Development Project which aims to build up local governance and increase participation of local populations in the socio-economic development planning process. Since 2009, Plan has implemented DRR activities in Son Ha district, Quang Ngai Province to increase local capacity in child-centred DRR planning and management.

Live & Learn for Environment and Community: Live and Learned was established as a Vietnamese NGO in 2009 with a mission to reduce poverty and foster greater understanding and action towards a sustainable future through education, community mobilisation and supportive partnerships. Live & Learn is active in raising awareness in schools, youth and communities on climate change and facilitating grassroots action to address sustainability through partnerships with schools and youth organisations in Thua Thien Hue, Quang Ngai and Tien Giang provinces.

The Centre for Rural Development in Central Vietnam (CRD): CRD was established in 1995 under Hue College of Agriculture and Forestry. CRD aims to facilitate community development through provision of technical support in agriculture, forestry, aquaculture, climate change adaptation, natural resource management and environmental protection. CRD has implemented development projects funded by the World Bank, the European Union and ADB among others.

The Nature Conservancy (TNC): TNC has experience working in Thua Thien Hue and a strong background in providing training for local civil society groups on participatory planning processes.

In addition to activities carried out by consortium members, at a provincial level there are a number of climate change awareness raising and adaptation plans and activities being developed and implemented by government departments and civil society organisations. However, both of these groups suffer from a lack of human resource capacity and funding, limiting their ability to undertake climate risk assessments and develop practical adaptation plans. Planning processes undertaken to date have been mixed in terms of levels of participation from key vulnerable groups, thereby risking alienation of those most in need of assistance. Additionally, the increased scale and frequency of weather-related hazards and disasters in recent years has resulted in government and civil society focusing more on response and recovery activities, thereby reducing their capacity to engage in broader resilience building and adaptation planning.

1.6 Cooperation with Other Projects

The consortium members will work closely with CARE, Oxfam and the Red Cross—the other NGOs implementing CBA activities through the AusAID Climate Change Action Grants Program. Coordination meetings have already been held among these NGO partners and agreements have been made to collaborate on a number of activities, including national level advocacy and awareness raising events and capacity building for provincial level staff. Save the Children will work particularly closely with Oxfam in Tien Giang Province to ensure consistent messages are delivered to government officials and that the two projects do not over burden provincial departments. Save the Children will also seek to coordinate with the ADB implemented Greater Mekong Subregional Flood and Drought Risk Management and Mitigation Project, under which AusAID is funding CBDRM activities in Tien Giang. A particularly strong linkage will be forged with a Program in the Philippines, 'Child Centred Climate Change Adaptation in Philippines', also to be implemented by Save the Children and Plan under the AusAID Climate Change Action Grants Program. Cross-fertilisation of ideas will be ensured through an overarching management group in Australia and field engagement.

The Program will also cooperate with the Global Environment Facility Small Grants Program (SGP) (part-funded by AusAID). The SGP has significant CBA experience in Vietnam and has committed to sharing resources with the consortium. In turn, the Program will work with community members in the target districts to develop and implement SGP grants for adaptation under the 5th GEF replenishment (commencing in 2012).

Both Save the Children and Plan are core members of the Disaster Management and Climate Change working groups and the Program will support the national Climate Change Working Group to play a more

effective role in the sector, including coordinating CBA activities, conducting a mapping of the sector, facilitating documentation and disseminating lessons learned. Both organisations are also core members of the Joint Advocacy Network Initiative (JANI), which works to build and disseminate best practices in DRR and CBDRM in Vietnam. The Program will ensure key outcomes are shared through the JANI network.

1.7 Program Approach

Through working with children and young people the Program will support increased understanding of climate variability, extremes and change and catalyse community level action. Children's voices and perspectives will be better integrated into community decision-making processes around adaptation and clearer connections between communities and policy makers (sub-national and national) will be facilitated – helping ensure the voices of children and youth are heard.

Effectively helping communities build their adaptive capacity requires a strong logical link between planned activities and desired outcomes. A consistent theory of change linking core activities to anticipated impacts through a logic chain progressing through strategy and activities to short term and long term impacts, via intermediate outcomes is one means of ensuring each activity contributes to the impact sought. The Program's theory of change is based on engaging at local, provincial and national levels to build understanding and capacity in order to catalyse action at the community level, with a particular emphasis on children and young people as both in need of enhanced resilience as well as drivers of change in the wider community. This theory of change links activities to adaptation impact and will enable the Program to track progress against objectives, measure impact in the short term and assess the potential for sustained increases in adaptive capacity over the long term. The logic model underlying the theory of change is further outlined in Section 4, below, and in the M&E framework at Attachment 5.

For each program outcome area, an adaptation hypothesis has been developed that links Program activities to adaptation outcomes and will help the Program track adaptation impact over the life of the Program and beyond, in addition to outlining how and why the outcome is expected to contribute to adaptation. Below are the principal adaptation hypotheses that the Program key activities will be designed upon:

- Increased understanding of climate change is a prerequisite for successful adaptation. In addition, children and young people are often agents of change in their communities. School-based climate change knowledge activities can be an effective means of increasing adaptive capacity and catalysing adaptation action.
- Climate change impacts are overwhelmingly local in their manifestation and adaptation involves practice and behavioural changes. Therefore, locally driven, participatory adaptation planning processes can enhance community-level agency and control over the adaptation process.
- For local adaptation action to be sustainable government engagement and support is essential. Building sub-national government understanding of climate change and adaptation implementation capacity can bolster local adaptation outcomes.
- Successful sustainable adaptation often requires policy change. Targeted advocacy and facilitation of dialogue between communities and policy makers can create shared understandings and promote policy development that is more responsive to sustaining development in a changing climate.

The explicit linkages between Program Outcome areas, the adaptation hypotheses and Program activities are outlined in Table one in Attachment 5.

Three other key principles will guide the Program: targeting the most vulnerable, increasing voice and agency, and building capacity at all levels.

Targeting the most Vulnerable: The targeting process will happen at different levels, including administrative and household. The selection of specific communities within each district for activity implementation will be based on the criteria outlined in Section 1.2, above, to ensure the Program targets the most vulnerable communities and those that have the highest number of vulnerable people. The administrative targeting will be conducted with close consultation with local authorities and partners, including DONRE, DARD and the Red Cross, to ensure that there is no sectoral overlapping with other similar activities implemented by government or other NGOs.

Household selection processes will be conducted on participatory basis, with the actual selection conducted at village meetings facilitated by the village head and local partner organisation's staff. Household selection criteria will be developed in close consultation with local authorities, partners and community leaders to ensure they are realistic and appropriate to the local context. General criteria, such as poor households and households living in disaster prone areas, will be included, along with specific criteria to target the most vulnerable – such as children, pregnant women and lactating mothers and people with a disability. Children and young people, who are among the most vulnerable groups to the impacts of climate change, will be the key focus of the Program. By focusing on the capacities and needs of children and young people, the Program will implicitly target some of the most vulnerable populations within the target districts.

Increasing Voice and Agency: Program activities are specifically designed to help local communities increase their voice and influence at the national level to generate understanding among policy makers of the capacities and needs related to climate change and adaptation at the local level across a diverse subsection of the population. Advocacy initiatives at the national level will be accompanied by awareness raising activities at the local level. Communities will also be encouraged to integrate climate change into their local SEDPs with the aim of leveraging budget allocations for adaptation activities linked to the local adaptation plans developed under the Program.

Building Capacity: Resilience to the impacts of climate change is most effectively built through increasing the capacity of communities to undertake planned adaptation action in the face of change. The Program will build capacity on many levels – within the target communities, among civil society partners and in government at all levels – in several different ways. Girls, boys, women and men will have enhanced understanding of the likely impacts of climate change and will be engaged in local adaptation planning processes. Local and sub-national officials will have a clear understanding of child-centred approaches to adaptation planning and implementation and the capacity to replicate these processes in other communities. National policy makers will have a better understanding of the adaptive capacities and needs of communities and be better able to conceptualise how to help communities reduce their adaptation deficits. Specifically, activities under Outcomes 1 and 2 will work directly on building community-level capacity to understand climate risk, develop adaptation plans and implement locally relevant adaptation actions. Activities under Outcomes 3 and 4 will build government and civil society capacity to more effectively meet adaptation the needs of vulnerable communities. Opportunities to build local capacity on cross-cutting issues, including child protection, gender equality, environmental sustainability, disability inclusion and anti-corruption, will be integrated into Program activities.

2. Program Description

2.1 Goal and Objectives

The goal of Vietnam Child-centred Climate Resilience Program is: *To build the adaptive capacity of children and their communities in Vietnam to manage the impacts of climate change*. This goal will be achieved by meeting two key Program objectives:

- Objective 1: To increase the ability of children and their communities to directly plan for and manage the negative impacts of climate variability and change; and
- Objective 2: To improve the ability of government and civil society to meet the adaptation needs of children and their communities, in line with national objectives.

The Program will help Australian aid program's Climate Change Action Grants Program to meet its objective of *increasing the resilience of communities to the unavoidable impacts of climate change* by working directly at the local level, focusing on the needs and capacities of the most vulnerable groups – particularly children and young people. The Program will also work to improve the ability of government and civil society to meet adaptation needs at the community level, thus contributing to sustainable change. The Program will make a contribution to the third pillar (Environmental Sustainability) of the *Australia – Vietnam Joint Aid Program Strategy 2010–2015*, helping achieve the strategic objective of advancing climate change adaptation and mitigation (particularly contributing to the 2015 target of assisting 750,000 people to build their resilience to climate change and weather-based disasters).

The Program will also support the Vietnam government's adaptation priorities, as outlined in the NTP-RCC through making a contribution to the achievement of five NTP-RCC objectives and associated 2015 targets.⁸ The consortium will also work in collaboration with other NGOs to advocate at the national level for greater integration of climate change into development planning processes – particularly the National SEDP for 2016-2020 for which this Program could provide lessons and inputs.

2.1 Expected Outcomes

Program objectives will be achieved through the implementation of activities which will contribute to the following four key Program outcomes:

- Outcome 1: Increased understanding of climate change impacts among children and their communities
- Outcome 2: Increased capacity of children and their communities to plan for and respond to climate change impacts through participatory planning and community-based action
- Outcome 3: Increased capacity of sub-national government and civil society to implement CBA programs in line with the NTP-RCC
- Outcome 4: Increased understanding and engagement of policy makers in CBA

Key activities to achieve Program Objectives are outlined below. Detailed activity descriptions are listed at Attachment 1.

Activities contributing to Outcome 1 will increase understanding of climate change impacts among children and their communities through the development of innovative IEC materials for participatory activities in local community and schools. Key activities include:

- Conduct baseline and end-line surveys using the 'knowledge, attitudes and practices' (KAP) methodology relating to understanding of impacts of climate variability and change
- Develop climate change IEC materials and communication strategies
- Integrate CBA into existing school extra-curricula and children and youth clubs
- Implement youth-led climate change awareness raising campaigns at community level

Activities contributing to Outcome 2 will increase the capacity of children and their communities to plan for and respond to climate change impacts through participatory risk assessments and adaptation planning as well as the implementation of community-based locally-relevant 'no-regrets' adaptation actions. Activities will include a number of participatory processes including CVCA and development of a sustainable adaptation model in communities and schools. Key activities include:

- Develop child-centred CVCA tools and methodology
- Undertake child- and youth-centred participatory adaptation planning processes
- Facilitate integration of outcomes into local SEDPs
- Develop a child-centred CBA model
- Implement child-centred CBA actions

Activities contributing to Outcome 3 will increase the capacity of sub-national government and civil society to implement CBA programs in line with the NTP-RCC. Activities will include targeted training and participation of sub-national government and civil society in adaptation activities.

- Conduct institutional capacity assessment of key local partners
- Conduct training of trainers on child-centred adaptation
- Support increased capacity among existing CSO networks for CBA
- Organise community visits for officials to experience CBA models

Activities contributing to Outcome 4 will increase understanding and engagement of policy makers in CBA. Activities will undertake evidence-based advocacy, facilitate policy makers' involvement in community-based activities and processes, and disseminate adaptation models and lessons learned from participating

⁸ The Program will make a direct contribution to the achievement of the following NTP-RCC objectives: raising public awareness; developing local action plans; building institutional capacity; integrating climate change into SEDPs; and identifying adaptation measures

communities. Although the primary outcomes of the Program will be at the community level, activities contributing to this outcome will work to leverage policy change to increase the sustainability of local adaptation actions.

- Map policies and institutions in climate change at national and sub-national levels
- Support review of Provincial Action Plans in line with community priorities
- Shared learning dialogues between communities and sub-national government

A final key result will be the development of a child-centred CBA model that will draw from the strategies and techniques utilised by the Program (including those drawn from consortium members' established child-centred CBDRM activities). It will be flexible and scalable to ensure it can be applied in communities throughout Vietnam, across the region and beyond.

2.2 Program Budget

The Program implementation budget of \$2,971,847.00 is allocated across the four outcome areas, based on activity costs and program emphasis. Outcome Two contains the highest budget allocation as under this component the Program will work directly with community members to develop and implement 'no-regrets' community-based adaptation actions, based on the outcomes of the risk assessments and participatory planning processes, also undertaken under Outcome Two. These CBA activities will benefit from the knowledge and awareness raising activities undertaken at community level through activities under Outcome One, while Provincial and District officials will have increased capacity to engage with the CBA activities (and to envision a scale up) through activities under Outcome Three. Activities under Outcome Four will take place largely at the capitol level and will build on existing relationships with key central government officials and agencies to advocate for further policy change to better reduce communities' adaptation deficits. Activity implementation funds are divided between Save the Children and Plan, who will both sub-contract specific activities to the other consortium partners. Save the Children, as lead organisation, will manage Program-wide administration and M&E and overarching technical support.

3. Management Arrangements

3.1 Management Structure

Save the Children as lead agency will assign a full time International Program Manager and an International Climate Change Advisor (at 50 per cent) both based in Hanoi to oversee coordinated Program implementation and to manage partnerships. The Climate Change Advisor will also ensure close cooperation with other NGOs delivering adaptation projects in Vietnam and the sister program in the Philippines. Save the Children and Plan will both engage Project Managers to oversee field implementation across provinces and manage working relationships with implementing partners. Save the Children and Plan will appoint a Training Coordinator to ensure a coordinated approach across all agencies and provinces and to liaison with DMC, Red Cross, CARE and Oxfam for coordination and standardisation of training.

The Program will be managed by a Program Management Unit (PMU), based in Hanoi, led by the Program Manager and including senior managers from Save the Children and Plan in Hanoi and the Climate Change Advisor, with representation from senior managers of implementing partners as required. The PMU will be responsible for overall program management, quality assurance, program-level M&E, consolidating field and partner reports and reporting to AusAID, coordinating with consortium members, and advocacy management including the partnership with relevant ministerial bodies and working groups at national level. The PMU will be supported by a team of technical advisors from Save the Children and Plan, managed out of their Melbourne offices, including climate change, gender and disability. The technical advisors will also ensure cross-linkages between the Vietnam and Philippines programs.

Save the Children and Plan, will sign an MOU with the Provincial People's Committee in each province. The Committee will issue the Provincial Decision and assign key Program implementation partners, including DONRE, DARD (including the Provincial CFSC) and the Red Cross. At the provincial, district and commune levels, the key consortium members will establish Project Management Boards for the coordination, implementation and monitoring of Program activities. With support of Save the Children and Plan's field-based Program staff, the Project Management Boards will coordinate partners and stakeholders involved

across the provincial, district, and commune levels. Clear communication and effective coordination between districts and communes is critical and Save the Children and Plan's field-based program staff facilitate this coordination as well as building capacity among commune staff. These mechanisms will be institutionalised through the MOUs with the Provincial People's Committees and agreements among consortium members.

3.2 Roles and Responsibilities

Consortium members and partners have clear roles and responsibilities linked to Program activities and deliverables. These will be further discussed, clarified, and finalized among consortium members and partners during the first months of the Program implementation to ensure full endorsement by parties involved. These roles and responsibilities will constitute part of the MOU with the Provincial People's Committee in each province, and agreements among consortium members and local partners. During the Program implementation, these roles and responsibilities may be revised as issues arise to ensure that they are appropriate and practical. A relationships chart outlining key roles and responsibilities of each partner is at Attachment 6.

4. Monitoring and Evaluation

The overall monitoring and evaluation of activities will be guided by the M&E framework and plans which follow the Program logical framework. Standard, detailed yet simple templates for data collection, activity reporting, training and activity evaluation will be developed and agreed among the implementing agencies with appropriate references to the approved M&E guidelines from the National CBDRM Program. A specific set of indicators has been developed to measure Program progress at impact, objective, and outcome levels following the menu of indicators available from Save the Children and Plan – including disaggregation of data by gender and age groups. These indicators will be further discussed with local partners to operationalise in such a way that they are appropriate to the local context while reflecting the Program progress and positive changes correctly. Save the Children will coordinate with CARE, Oxfam and the Red Cross—the other NGOs implementing CBA activities through the AusAID Climate Change Action Grants Program on the key indicators at impact and objective levels to ensure consistency across programs. Further detail on the indicators to be used in tracking progress is at Table 2 of Attachment 3 (p.29).

The Program Manager and Climate Change Advisor will coordinate Program level M&E. The Climate Change Advisor will provide technical leadership in M&E, including working with Project Officers on field monitoring, data collection and reporting. Save the Children and Plan will each assign a Project Manager to support implementation of their respective projects; to monitor interventions and to distribute information across the core partners and implementing partners.

At the district and sub-national level, the field Project Managers will be responsible for M&E through the workplan and implementation review in partnership with local government partners (provincial, district and commune level) who will attend an M&E training session to increase capacity to conduct M&E activities at the grassroots level and increase their familiarity with the specific M&E tools used in this Program.

Save the Children and Plan will support provincial stakeholders and community members, particularly children and young people, to take an active role in monitoring process during the Program timeframe to ensure local ownership of the M&E process. The Program Manager and Climate Change Advisor will undertake regular visits to Program sites to monitor progress, ensure effective stakeholder engagement and enhance communication and cross-learning between program sites and with other NGOs and projects in the same areas. From headquarters, each agency will conduct monitoring visits in the project sites to measure the progress and provide comments for quality control and management. Further detail on how outcomes, impact and the Program's contribution to adaptation will be measured is in the detailed M&E Framework, at Attachment 5.

Thorough baseline studies will be undertaken in all communities prior to implementation of activities, building on the needs assessments conducted during the design phase. Endline studies will be undertaken at the conclusion of the Program utilising similar protocol and methodologies to ensure comparability with the baseline for impact measurement. Both the baseline and endline surveys will include knowledge, attitude, and practice (KAP) component to measure behavioural change in key areas of climate change

awareness, adaptive capacity and practices. Consortium members will hold monthly update meetings and joint quarterly monitoring exercises, in which all agencies will participate. A mid-term review and final workshop, together with inter-province exposure visits, will encourage learning and sharing as part of M&E through documentation and cross learning among consortium members and other NGOs implementing CBA activities through the AusAID Climate Change Action Grants Program. All consortium members and local partners will be allocated M&E budget covering all travel related costs and that of respective activities as defined in their scope of work, for example baseline and endline surveys, mid-term review, quarterly review meetings and documentation.

5. Reporting

In order to effectively track progress on activity implementation, milestones, achievement of objectives, financial expenditure and cross-learning between Program sites, implementing partners will submit short monthly update reports and more detailed quarterly reports, including financial acquittals. The Program Manager and Climate Change Advisor will collate partner quarterly reports into six-monthly reports to AusAID, as stipulated in the Program Funding Order. The reports will include a summary of progress towards outcomes, the status of key performance indicators including gender breakdown, and any challenges to implementation and how they will be overcome.

At the conclusion of the Program the Program Manager and Climate Change Advisor will submit a final Program report based on final evaluations at Program sites, endline surveys (including comparison with baseline surveys), and final implementing partner reports.

6. Risk Management

Given the complex composition of the consortium members and partners, coordination and effective collaboration is a major risk to the Program. This risk will be managed by building on the long existing relationship between Save the Children and Plan in Vietnam and Australia. In Vietnam both organisations have been consortium members on numerous projects and have worked together and gained excellent understanding of each other's approaches, systems and procedures. Both organisations have existing relationships with most of the other Program partners at national and sub-national levels, particularly sub-national government departments. This will enhance access to community decision-makers, ensure a quick start-up, and provide a base of trust on which to build climate risk assessments and resilience building activities.

Save the Children and Plan both have effective risk management strategies in place that effectively identify, evaluate, mitigate and monitor the risks that the organisations face during the course of their operations. Key risks to the achievement of Program objectives and mitigation strategies are outlined at Attachment 3.

7. Sustainability

All Program activities will be embedded in existing institutions at local, sub-national and national levels to reduce transaction costs and enhance sustainability. Working with trusted implementing partners where we already have strong relationships will ensure we are able to embed the child-centred CBA model into partners' ongoing work, increasing its sustainability and impact over time. Activities contributing to Outcome 3 will help local and provincial officials and civil society partners increase their capacity to undertake vulnerability and capacity assessments, and design and implement adaptation actions, with a focus on child-centred participatory approaches. Save the Children and Plan will assess the current capacity of partners during the first months of the implementation and provide support as required.

The key to long term sustainability of Program impact is, however, to generate policy change at national and sub-national levels. Working towards this change is a key aim of the Program. Activities contributing to Outcome 4 will specifically target national and sub-national policy makers to bridge the gap in knowledge of local capacities and needs for adaptation and to increase communities' voice in adaptation policy decisions.

8. Cross-Cutting Issues

8.1 Child Protection

Child protection is an integral element of all Save the Children and Plan programming. Save the Children Australia and Plan Australia are fully compliant with the AusAID Child Protection Policy. The Save the Children Child Protection Policy and Code of Conduct (CP Policy) mandates child safe recruitment and screening processes including criminal record checks prior to engagement for all staff and volunteers, and targeted interview questions and verbal referee checks, for all personnel (including volunteers) who will be working with children. All activities that involve working with children are subject to child protection risk assessment processes.

In addition to the compliance standards specified in the AusAID Child Protection Policy, we have appointed Child Protection Focal Points in each country where we work and have developed Child Protection Implementation Guidelines to assist staff to implement and meet specific requirements of the CP Policy. Save the Children will ensure that all consortium partners adhere to these standards. Child protection training will be provided to all consortium members and implementing partners by Save the Children's Child Protection Unit, which will also provide on-going support during Program implementation.

8.2 Environment Management

Consortium members are committed to minimising the negative environmental impacts of our activities. The program will ensure that environmental sustainability is incorporated into community adaptation planning processes and that all adaptation actions are screened for environmental impact prior to implementation. Should significant impacts be identified alternative activities will be developed and EPBC Act guidelines followed. Environmental co-benefits (including biodiversity protection and resilience of ecosystem services) will be actively sought out in the design and implementation of all community level activities. The involvement of conservation NGOs as core consortium members also strengthens the Program's approach to environmental sustainability.

Save the Children Australia has an Environment and Sustainability Policy which guides the organisation's efforts to minimise the impact of our programs, in Australia and the region. The Policy includes a Program Environment Management System, which is used to screen new projects for environmental impact and sustainability in line with our obligations under the EPBC Act.

8.3 Disability

Save the Children and Plan believe children and adults with disabilities have the right to fully, equally and meaningfully participate in and benefit from development and emergency response activities. Save the Children Australia and Plan International Australia fully endorse and adopt AusAID's Guiding Principles in the *Development for All* strategy.⁹ To that end, in accordance with Save the Children Australia's Inclusion of People with Disabilities Policy, the Program will:

- Promote and enable activity participation and contributions by children and adults with disabilities through facilitating inclusion into mainstream activities
- Recognise, respect and promote rights of all people, particularly potential of people with disabilities
- Respect and build understanding of diversity
- Take into account the interaction of gender and disability

The Program will also work with Disabled People's Organisations to ensure climate risk analysis and participatory adaptation planning activities are inclusive and meet the specific adaptation needs of people living with a disability. The M&E plans will also monitor the participation of people with disabilities, including collection of data on the number of people with disabilities participating in Program activities.

Both Save the Children and Plan have the technical expertise, relevant resource partners and field staff to effectively integrate disability into the Program. Save the Children and Plan will provide training and lead awareness raising activities among local partners' staff, community leaders and members. Discussions will be facilitated by Save the Children and Plan on developing targeting criteria to ensure significant

⁹ AusAID (2008) *Development for All: Towards a Disability-Inclusive Australian Aid Program 2009-2014*, p.11

participation of people with disabilities as well as discussions on their unique needs and development of appropriate services and support for both people with disabilities and their caregivers, so that they can fully participate in Program activities.

8.4 Gender Equality

Save the Children and Plan have a strong commitment to ensuring the active participation of girls and women in all interventions at the community level. The Program will work to ensure that women are equally represented in all aspects of community activities, and will employ strategies to ensure provide women greater opportunities to take leadership roles in Program activities and in decision-making forums. The Program will place an emphasis on understanding the different capacities and needs of women and men in relation to climate change, and ensure that women's voices are heard in adaptation planning processes and in the prioritisation of activities. Representatives from the Women's Union at all levels will be active in adaptation planning processes at commune level. Teachers and local education administrators are predominantly female so targeted training and school-based activities will be shaped by this gendered context.

Save the Children's Policy on Gender Equality is grounded in the following principles:

- Gender equality is fundamental to the realisation of children's rights
- Gender equality is about the relationship between girls, boys, women and men
- Gender inequality is a result of poverty and unequal power structures
- Gender intersects with other aspects of identity such as religion, caste, disability, ethnicity
- Men and women need support in taking responsibility for childcare and children's development
- Discrimination on the basis of sexual orientation is a facet of gender inequality
- Girls and boys must be actively involved in preventing/responding to gender discrimination
- Save the Children must foster an organisational culture promoting gender equality

In consideration of the above principles, the Program will undertake the following:

- Account for the different needs and priorities of girls, boys, women and men
- Use child-focused gender analysis tools, especially data disaggregation, during research, planning, monitoring and evaluation
- Provide equal opportunities to girls and boys to participate in program planning, implementation, monitoring and evaluation
- Design and report against sex, age, ethnicity and disability status indicators, where appropriate
- Include a focus on changing attitudes and practices that reinforce gender-based stereotypes, discrimination and violence against girls, boys and women through culturally sensitive approaches
- Aim to empower girls and encourage positive participation of boys in society for improved gender relations and equal access to resources
- Provide training on gender equality and gender oriented programming for local partners

Save the Children and Plan both have Gender Advisors in-house who will provide technical support at various stages of program implementation, particularly program design and M&E. The Gender Advisors will also be involved in building national staff capacity to integrate gender equality into Program activities. The Gender Advisors will work with the Climate Change Advisor in finalising the M&E framework as well as the baseline and endline surveys and mid-term review. The Program will also partner with Vietnam Women's Union whose mandate is for the advancement of Vietnamese women; this organization will play a critical role in program implementation at different stages, particularly in targeting the most vulnerable women in each community. All Save the Children and Plan Program staff complete a comprehensive orientation program that includes gender training.

8.5 Disaster Risk Reduction

The program will directly contribute to the goal of the Australian aid program's DRR policy, *Investing in a Safer Future* (2009): reduced vulnerability and enhanced resilience of countries and communities to disasters. The vast majority of natural disasters in Vietnam are weather related. The Program will take an integrated approach – building on existing CBDRM activities and integrating resilience building to climate change impacts. This approach will make a direct contribution to the achievement of Objective 4 of the

policy. The Program will also help strengthen the capacity of communities and officials in Vietnam to prepare for and respond to the impacts of climate change, much of which will require enhanced action on DRR. This will contribute to Objective 2 of the Policy.

8.6 Anti-Corruption

Save the Children and Plan have strong financial management processes and procedures in place and significant experience in working with local government and local partners on financial management and anti-corruption issues. In addition to rigorous financial management procedures and reporting, we have a policy of providing on-going support to local partners, including initial training by our experienced Finance and Grants teams on financial management and reporting and procurement procedures

9. Attachments

1. Activity Descriptions
2. Risk Matrix
3. M&E Framework (including theory of change)
4. Relationship Chart

Attachment 1 – Activity Descriptions

The Program is made up of 17 activities contributing to the four Program Outcomes, which combine to achieve the two Program Objectives and, ultimately, the Program Goal. A description of each activity follows.

Outcome 1: Increased understanding of climate change impacts among children and their communities

Activity 1.1: Conduct baseline and end-line surveys using the ‘knowledge, attitudes and practices’ (KAP) methodology relating to understanding of impacts of climate variability and change
 Baseline information on knowledge, attitudes and practices of children, women and men will be collected at the beginning of the Program. At the end of the Program, post-KAP surveys with disaggregated data (age, gender, ethnic minorities, etc.) will help measure impact.

Activity 1.2: Develop climate change IEC materials and communication strategies

A further needs assessment to identify gaps and gather recommendations from children and communities will be undertaken. Existing IEC materials will then be adapted, tested and disseminated. At least 1,000 copies of the IEC package will be provided to province, district and commune partners. Program staff will assist local partners to utilise the materials.

Activity 1.3: Integrate CBA into existing school extra-curricula and children and youth clubs

A three-day Master ToT training will be held in each province, training a total of 120 educational leaders and teachers. Training for the use of extra-curricular education on the climate change and DRR education training manual will be delivered to equip participants as trainers in their district. At commune level, at least 560 teachers and students will be trained by the new trainers (10 students and 10 teachers in each commune). These trainees will develop an awareness raising and training plan to deliver climate change and DRR lessons/events at schools. All students in the targeted communes will benefit from attending these DRR lessons/events (at least five events in each school).

Activity 1.4: Implement youth-led climate change awareness raising campaigns at community level

A three-day Master ToT training will be held in each province, training a total of 120 members of the Youth and Women’s unions and the Red Cross in the use of the outreach communication training manual and guideline on climate change and DRR education. At commune level, at least 280 youth and women’s union members will be trained by the new trainers (10 in each commune) to be facilitators for awareness raising events at community level. At least 70 per cent of households in the targeted communities will benefit from attending these climate change and DRR events (at least 5 events in each community).

Outcome 2: Increased capacity of children and their communities to plan for and respond to climate change impacts through participatory planning and community-based action

Activity 2.1: Develop child-centred CVCA tools and methodology

Save the Children and Plan will adapt existing tools and methods developed by DRR actors in Vietnam over the last 5 years. The following CVCA tools will be considered for adaptation:

- VCA tools developed as the technical guideline under the National CBDRM program
- VCA tools currently used by Red Cross
- Child-centred DRR materials developed by Save the Children and Plan

Activity 2.2: Undertake child- and youth-centred participatory adaptation planning processes

Community level three-year CBA/DRR plans will be developed in the selected communes with the strong participation of children at the village level. The most vulnerable villagers will be selected for the CVCA process to inform the CBA/DRR plans at commune and district level. Commune and village facilitators will be trained by those attending the ToT course in Activity 3.2 so that they can lead the

assessment and planning process, using tools developed in Activity 2.1. The process will ensure the inclusion of the most vulnerable and marginalised including those with a disability, women and children. The recommendations will be presented at a public meeting in the commune to gain consensus for collective action, endorse the plan and commit to implementation.

Activity 2.3: Facilitate integration of outcomes into local SEDPs

This activity will include reviewing the current SEDP process and existing district Disaster Preparedness Plans to identify opportunities for integration. CVCA tools will be reviewed for incorporation into the SEDP process. Multi-stakeholder workshops on participatory processes for incorporating climate change into SEDPs will be held, building on the findings of CVCA.

Activity 2.4: Develop a child-centred CBA model

Climate change adaptation experts from CRD will conduct technical assessments on livelihoods and adaptation to identify opportunities and constraints for adaptation models in the targeted communes. Three to five models will be developed in each livelihood zone. The models will be piloted in approximately 100 households groups (10 households per group). After the pilot phase, a participatory workshop will be held with district, commune and household representatives to select the most appropriate models and indicators.

Activity 2.5: Implement child-centred CBA actions

Small scale adaptation actions identified by communes during the adaptation planning process (activities 2.3 and 2.4) will be prioritised and the highest priority actions will be supported in each commune. A nominal budget will be allocated to invest in the expansion of models proposed by local people. Activities will target the most vulnerable households in each commune (approximately 2,000 households in total). Project teams will promote the strong participation of beneficiaries in implementation and monitoring to ensure local contribution to, and effectiveness of, these adaptation actions.

Outcome 3: Increased capacity of sub-national government and civil society to implement CBA programs in line with the NTP-RCC

Activity 3.1: Conduct institutional capacity assessment of key local partners

This activity aims to strengthen technical groups at provincial and district levels to be able to implement the National CBDRM and CBA program. An assessment of training needs and capacity will be conducted through workshops and in-depth interviews with provincial and district partners. Based on the results of this assessment, a capacity building plan will be developed and training will be developed.

Activity 3.2: Conduct training of trainers on child-centred adaptation

At least 120 technical staff from provincial and district agencies will be trained based on the outcomes of Activity 3.1. This will include: ToT training skills; CVCA and participatory adaptation planning; integration into SEDP; and technical training on CBA models. Following the training, district and provincial staff will be able to use the tools/guidelines, and be able to train commune level staff. Participants will then deliver the roll-out trainings at commune level.

Activity 3.3: Support increased capacity among existing CSO networks for CBA

Save the Children and Plan will identify the existing CSO groups requiring capacity building and technical support on CBA. Save the Children will collaborate with CARE to promote the establishment and support of CBA Mekong-net in Mekong delta area while Plan will collaborate with CCWG to promote the development of current Central Working Group on Climate Change in the central region and the North-net in the northern region.

Activity 3.4: Organise community visits for officials to experience CBA models

Selected members from national, provincial and district levels will participate in exposure visits within and between provinces, including activities under this Program and activities of other NGOs.

Opportunities for exchanges with the CBA Program implemented by Plan and Save the Children in the Philippines will also be explored. At community level, provincial, district and commune staff will organise monitoring and exposure visit in targeted communities to facilitate the documentation and learning processes. Good practice and models under this Program will be shared to other districts in each province to promote replication and scale up of the model.

Outcome 4: Increased understanding and engagement of policy makers in CBA

Activity 4.1: Map policies and institutions in climate change at national and sub-national levels

The mapping exercise will utilise different methods, including desk studies, key informant interviews and consultation workshops. The key output will be a mapping matrix of relevant policies, programs, materials and models on CBA in Vietnam. Outcomes will be used for advocacy at national and provincial levels.

Activity 4.2: Support review of Provincial Action Plans in line with community priorities

The target provinces have all developed provincial Action Plans to respond to climate change, based on the NTP-RCC. The Program will support a review of implementation of the Plans. Shared learning from the Program will enable the Plans to better target the needs of local stakeholders.

Activity 4.3: Shared learning dialogues between communities and sub-national government

Shared learning workshops will be conducted approximately 15 months into implementation, building on inceptions workshops held at the start of the Program and targeting the same participants. The workshops will review progress of implementation and share initial lessons learned. A final workshop will be held in all four provinces in the last month of the Program share further lessons learned and program impact. KAP survey findings will also be presented.

Activity 4.4: Share child-centred CBA model

Following the end of Program review process, tools, IEC materials and the CBA model will be reviewed, compiled, and shared at provincial and national levels, including with the national program on CBDRM and among other agencies working on DRR/CCA in Vietnam.

The child-centred CBA model will be shared among key DRR/CCA actors in Vietnam, including government, donors, NGOs and the CCWG. Policy briefings, case studies and media products, such as videos, will be developed. Save the Children and Plan will participate in high profile national, regional and international events disseminate Program outcomes.

Attachment 2: 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) |
|---|--|--|--|------------------------------|---|----------------------|--|
| Contextual Risks | | | | | | | |
| Serious weather conditions, particularly during stormy/monsoon season | Slow down the project implementation | 2 | 4 | 8 | <ul style="list-style-type: none"> – Increase the workload during dry season to offset possible setback in stormy/monsoon season – Build on existing DRR activities in districts – incorporate risk analysis into the Program design to ensure outcomes are safeguarded in the event of a disaster | All parties involved | Y |
| Hyperinflation, price fluctuation, or poorly functional market | Making program delivery more costly | 2 | 3 | 6 | <ul style="list-style-type: none"> – Assessment of the fluctuation in the prices of key project materials, e.g., livelihood assets and inputs | All parties involved | Y |
| Uneven capacity among local government partners | Slow down the project implementation and increase capacity building effort | 4 | 2 | 6 | <ul style="list-style-type: none"> – While the project overall strategies remain the same for all provinces and districts, specific roles and responsibilities of each partners may be customized to fit with their local capacity. – Capacity building plan is customized to fit the local needs as identified through institutional capacity assessment | SC, Plan | Y |
| Design Risks and Assumptions | | | | | | | |
| Target communities' needs change during the project implementation | Making project less effective | 1 | 5 | 5 | <ul style="list-style-type: none"> – The needs assessment is conducted during the design phase but identified needs will be revalidated during the project implementation as appropriate – Target population will be involved during the need assessment and revalidation | All parties involved | Y |

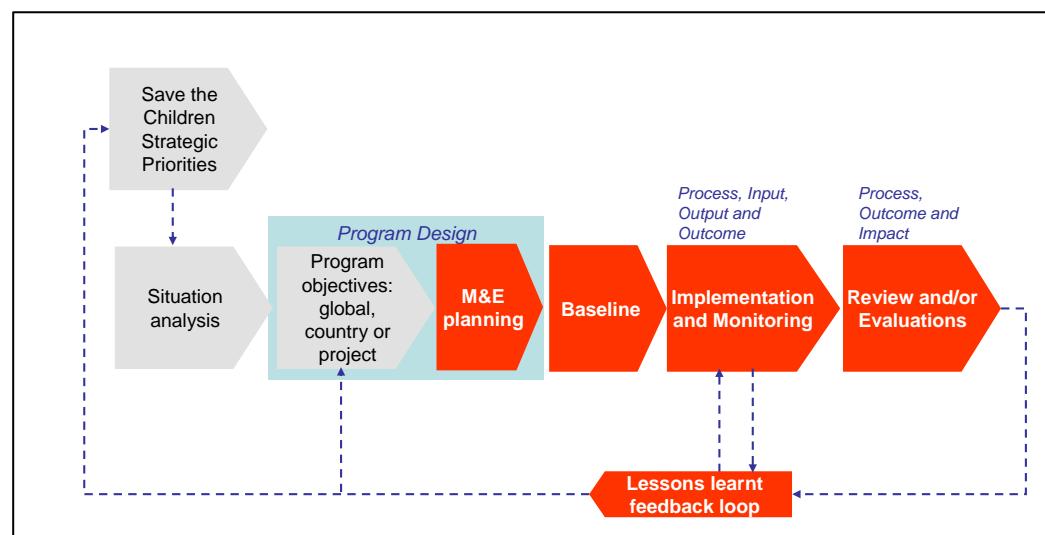
| Risk | Potential Impact on the Project | Likelihood (1-5 where 1= very low 5 = very high) | Impact (1-5 where 1= very low 5 = very high) | Risk (= Likelihood X Impact) | Management Strategy (for Risks rated 5 and above) | Responsibility | Is the Risk Assessed through the M&E System? (Y/N) |
|---|--|--|--|------------------------------|---|---------------------|--|
| Adaptation measures identified have poor performance | Making project less effective | 1 | 5 | 5 | <ul style="list-style-type: none"> Multiple measures will be tested to identify the most effective and feasible ones | SC, Plan, CRD, DARD | Y |
| Adaptation measures identified not accepted by target population | Making project less effective | 1 | 5 | 5 | <ul style="list-style-type: none"> Target communities will be thoroughly consulted to ensure that they are appropriate to the local context and culture Multiple adaptation measures will be proposed for target communities to make choice | SC, Plan, CRD, DARD | Y |
| Implementation Risks | | | | | | | |
| Consortium approach may result in a fragmented program with limited consistency and alignment in achieving objectives | Slowing down the project implementation, preventing full achievement of objectives | 1 | 5 | 5 | <ul style="list-style-type: none"> This risk has a low to very low likelihood as SC and Plan have similar child-centred community development approaches. SC and Plan have worked together on a number of projects in the last 5 years with excellent results. SC and Plan will adopt a standardised activity implementation methodology across provinces (with customisations as required to fit local context). The Program Manager position will work across both organisations and facilitate cross-learning and ensure implementation is consistent and aligned with shared core values and program principles. | SC, Plan | Y |
| Poor coordination among provincial departments, particularly on mainstreaming CCA and CBA into their planning and budgeting processes | Slowing down the project start-up and making project less effective | 3 | 2 | 6 | <ul style="list-style-type: none"> Engaging with all provincial departments on a regular basis, including coordination meetings with key staff from all departments engaged in the Program will help ensure channels of communication remain open and synergies are exploited. | SC, Plan | Y |

| 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) |
|---|---|--|--|------------------------------|--|----------------------|--|
| Sectoral overlapping with other interventions | Making project less effective | 2 | 3 | 6 | – Maintain regular communication and coordination with local authorities and among stakeholders through working groups, meetings, and direct communications | All parties involved | Y |
| Overloading local authorities and partners with multiple interventions in the same geographical areas | Local authorities losing interest and reducing the quality of activities they are in charge | 2 | 3 | 6 | – Maintain regular communication and coordination among players in the same province to minimise overlap while facilitating joint activities, e.g., orientation workshops, training, field visits, etc. | All parties involved | Y |
| Challenges in identifying qualified staff, particularly at provincial level | Slowing down the project implementation and possibly lowering project quality | 2 | 2 | 4 | – During the mobilisation phase, existing staff will take the lead to capitalize upon our on-going relationship with the province. This will allow for more time to recruit qualified staff. – Hanoi- and HCMC-based staff will be more involved to fill in the gap in the local capacity as much as necessary. | SC, Plan | Y |

Attachment 3 – Monitoring and Evaluation Framework (Including Theory of Change)

The M&E framework for this Program builds on the framework established by GiZ and the World Resources Institute (WRI)¹ which proposes a six-step process to develop adaptation-relevant M&E systems for use in developing countries. These steps are:

1. Describe the Adaptation Context
2. Identify the Contribution to Adaptation
3. Form an Adaptation Hypothesis
4. Create an Adaptation Theory of Change
5. Choose Indicators and Set a Baseline
6. Use the Adaptation M&E System²



The Program level M&E Framework is grounded in Save the Children's approach to monitoring and evaluation, the Design, Monitoring and Evaluation Cycle (DME). The DME is implemented at global, country and project levels. The DME guides the development of strategies and proposals, as well as implementation monitoring and program evaluation. The DME also promotes continuous learning.

Children and young people will be engaged at all points of the M&E cycle to ensure their perspectives on the Program are captured, their changing circumstances accounted for, and their voices are heard in program management and in lessons learnt.

Children's participation in Program M&E will be enhanced through adherence to the Practice Standards in Children's

Participation, which include: taking an ethical approach: transparency, honesty and accountability; ensuring children's participation is relevant and voluntary; creating a child-friendly, enabling environment; ensuring equality of opportunity; ensuring staff are effective and confident; promoting the safety and protection of children; and ensuring follow-up and evaluation. At a minimum, M&E data will be analysed by sex, to highlight any gender differences. If the sample includes boys and girls and men and women people with disabilities, or those who are from a minority group, their responses will also be analysed separately to obtain an understanding of their particular experiences.

¹¹ GiZ and WRI (2011) *Making Adaptation Count: Concepts and Options for Monitoring and Evaluation of Climate Change Adaptation*, GiZ, Eschborn.

² *ibid*, pp. 9-10 and 23-48

The M&E Framework will capture information related to Save the Children's Strategy 2010-2015, which includes an overarching theory of change through which Save the Children will:



The M&E Framework will address the agreed overarching AusAID Climate Change Action Grants program-wide indicator: *Number of women and men assisted in building resilience to climate change*. This Program will also provide separate information on the number of girls and boys assisted.

Making Adaptation Count: GiZ/WRI Framework

1. Describe the Adaptation Context

The GiZ/WRI framework calls for climate vulnerability and/or climate risk assessments to be conducted in order to enhance understanding of the climate and non-climate factors and populations that will affect and be affected by the interventions. During the design phase, Program staff undertook

initial needs assessments in all 28 communes in the four provinces in order to gain a clearer perception of the current level of understanding of climate variability and change, existing strategies and plans at community, district and provincial levels, and any past, current or planned adaptation actions.

The needs assessment showed significant vulnerability to current climate variability at the local level. The socio-economic status of the targeted communities, particularly their most vulnerable populations (including children and youth, women, people with disabilities and the extreme poor) increases vulnerability to extreme weather. This underlying vulnerability is exacerbated by a low level of understanding of climate variability and extremes, and a lack of capacity to plan for and adapt to the impacts of climate change.

A formal baseline process will be undertaken during the mobilisation phase (activity 1.1). The results of the baseline assessment will be then input into the monitoring framework at point 5, below.

2. Identify the Contribution to Adaptation

The GIZ/WRI framework utilises a three-part framework constructed around possible contributions to the adaptation process: adaptive capacity, adaptation actions, and sustained development in a changing climate.

- Adaptive Capacity is defined as: “Building the capacity for a population to adapt provides a foundation for anticipating and adjusting to climatic conditions that will continue to change over a long period of time.”
- Adaptation Action is defined as actions that apply adaptive capacity: “To address specific climate change risks, adaptive capacity must be applied to specific decisions and actions.”
- Sustained Development in a Changing Climate is defined as resilient development outcomes under climate change: “The endpoint of adaptation is successful development.”

3. Form an Adaptation Hypothesis

The GIZ/WRI framework states that for each major outcome sought for an intervention, practitioners should produce a hypothesis that outlines how and why the outcome is expected to contribute to adaptation. An adaptation hypothesis has been developed for each Program outcome area. These hypotheses link Program activities to adaptation outcomes and will help the Program track adaptation impact over the life of the Program and beyond.

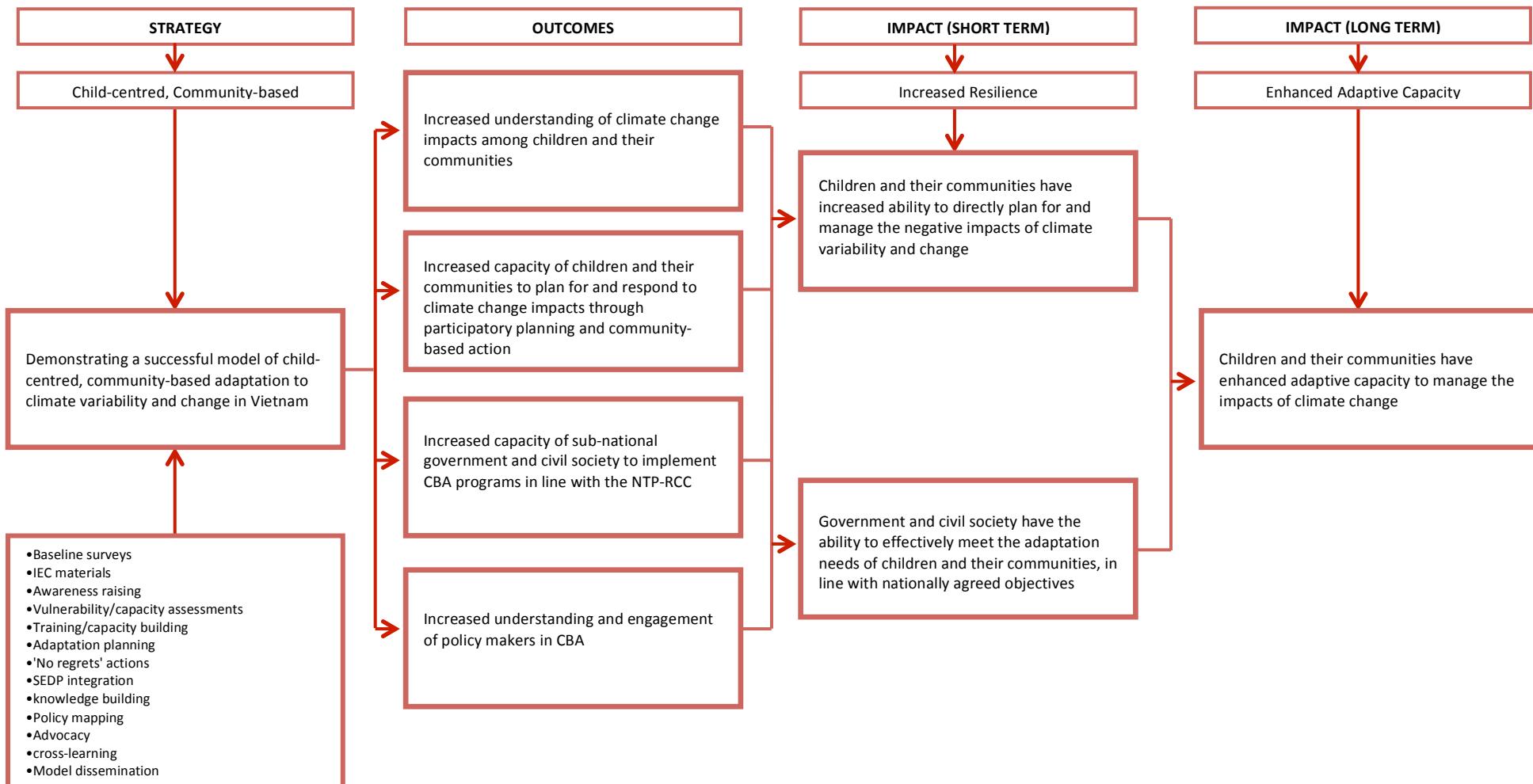
The table below maps project activities against the three-part contribution to adaptation framework and presents the adaptation hypothesis for each outcome area. This table will be utilised alongside the Logframe to ensure Program staff are monitoring for adaptation outcomes.

Table 1 – Outcomes, Adaptation Hypotheses, and Contribution to Adaptation

| Outcome | Adaptation Hypothesis | Contribution to Adaptation (Activity Level) | | |
|---|---|---|--------------------------------|---------------------------|
| | | Building Adaptive Capacity | Implementing Adaptation Action | Sustaining Development |
| 1. Increased understanding of climate change impacts among children and their communities | Increased understanding of climate change is a prerequisite for successful adaptation. Children and young people are often agents of change in their communities. School-based climate change knowledge activities can be an effective means of increasing adaptive capacity and catalysing adaptation action | Activities: 1.2 1.3 1.4 | Activities: | Activities: |
| 2. Increased capacity of children and their communities to plan for and respond to climate change impacts through participatory planning and community-based action | Climate change impacts are overwhelmingly local in their manifestation. Locally driven, participatory adaptation planning processes can enhance community-level agency and control over the adaptation process | Activities: 2.1 2.2 | Activities: 2.5 | Activities: 2.3 2.4 |
| 3. Increased capacity of sub-national government and civil society to implement CBA programs in line with the NTP-RCC | For local adaptation action to be sustainable government engagement and support is essential. Building sub-national government understanding of climate change and adaptation implementation capacity can bolster local adaptation outcomes | Activities: 3.1 3.2 3.3 3.4 | Activities: | Activities: |
| 4. Increased understanding and engagement of policy makers in CBA | Successful sustainable adaptation often requires policy change. Targeted advocacy and facilitation of dialogue between communities and policy makers can create shared understandings and promote policy development that is more responsive to sustaining development in a changing climate | Activities: 4.1 4.3 | Activities: | Activities: 4.2 4.4 |

4. Create an Adaptation Theory of Change

Effective M&E for adaptation requires the development of a consistent theory of change that links core activities to adaptation outcomes. The Program's theory of change is based on engaging at local, provincial and national levels to build understanding and capacity in order to catalyse action at the community level. This theory of change will link activities to adaptation outcomes and enable the Program to track progress and assess impact. The logic model underlying the theory of change is outlined below.



5. Choose Indicators and Set a Baseline

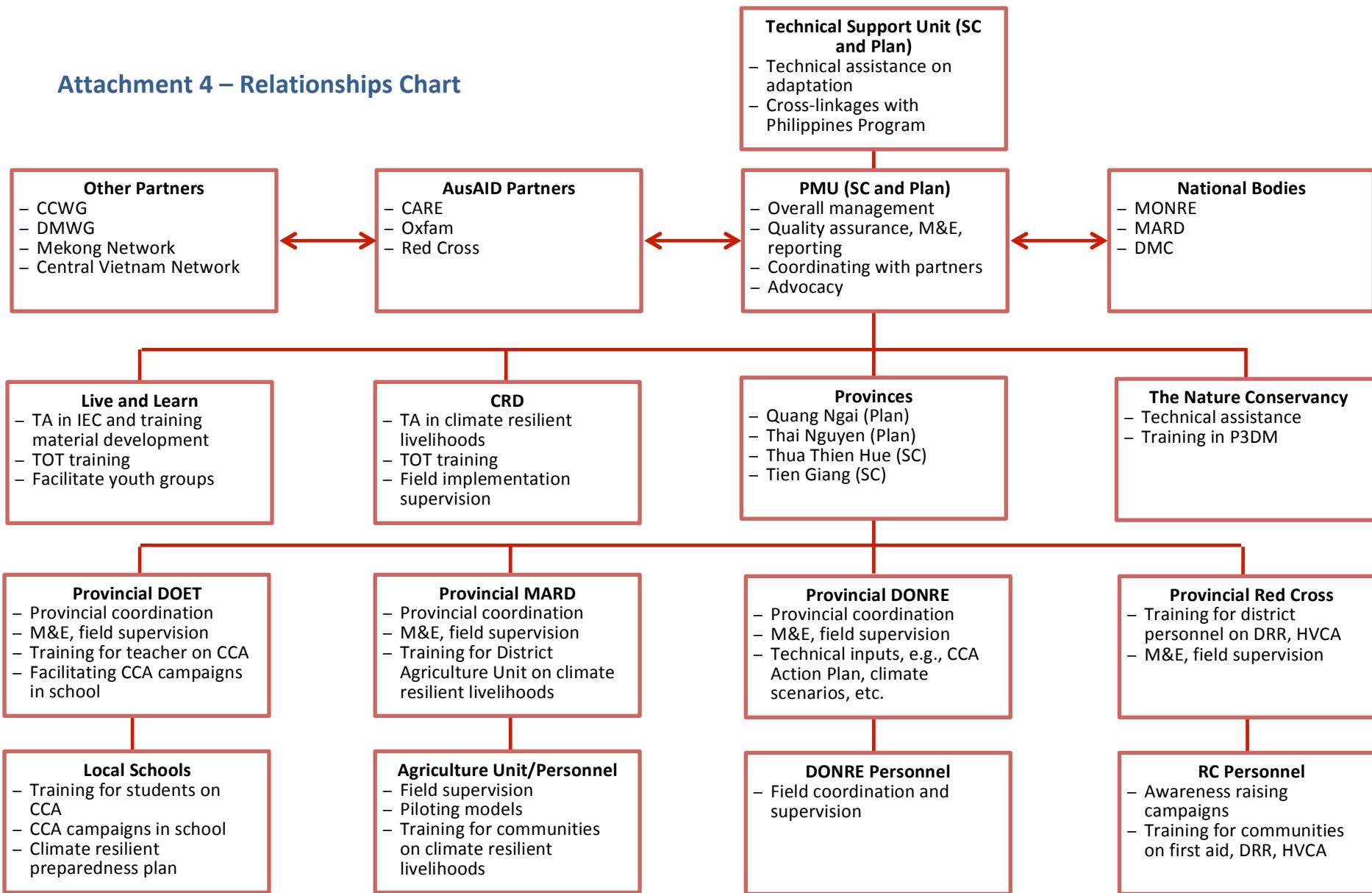
As adaptation cannot be measured by a single, universal indicator (in contrast to mitigation), choosing appropriate indicators for adaptation requires anchoring an intervention's goals within its specific climate change and development context. The Program Logical Framework will serve as the basis for regular monitoring of activity-level outputs and outcomes, largely along development lines. The adaptation hypotheses and links between activities and adaptation outcomes, as highlighted in Table 1, above, will serve to link general activity monitoring to the Program Goal, through ensuring an adaptation 'lens' is applied to all assessments of progress. Table 2, below, outlines how discrete activities will contribute to the Outcomes, Objectives and, ultimately, the Goal of the Program, as articulated in the Program Logic Model, above.

Table 2 – Baseline, Targets and Indicators

| Results | Baseline | Target | Indicator | Means of Verification |
|--|---|---|--|---|
| Impact statement Children and their communities have enhanced adaptive capacity to manage the impacts of climate change | | 105,450 community members, officials and civil society organisations across four provinces | Number of girls, boys, women, and men assisted in building resilience to climate change | - Project records |
| Objective Statement 1 Children and their communities have increased ability to directly plan for and manage the negative impacts of climate variability and change | | 105,000 people have increased capacity to manage climate variability and extreme weather events | Number of community members with increased adaptive capacity | - Survey - Project records |
| Outcome Statement 1: Children and their communities have increased understanding of climate variability and change | | | | |
| Activities 1.1 Conduct baseline and endline surveys 1.2 Develop climate change education packages 1.3 Integrate climate change into existing school extra-curricula and children and youth clubs 1.4 Implement youth-led climate change awareness raising campaigns at community level | To be developed during Mobilisation Phase | 70% of target population demonstrating improved understanding and awareness of climate change impacts | - 4 baseline and 4 endline surveys undertaken in 4 provinces - 2 climate change education packages developed and tested - 37,000 children, youths and local people involved in climate change education activities | - Surveys - Project records - Monitoring checklist |
| Outcome Statement 2: Children and their communities have increased capacity to plan for and respond to impacts of climate variability and change | | | | |
| Activities 2.1 Develop Child-Centred Climate Vulnerability and Capacity Assessment (CVCA) methodology 2.2 Undertake child- and youth-led participatory adaptation planning processes 2.3 Facilitate integration of outcomes into local SEDPs 2.4 Develop a child-centred, community-based | To be developed during Mobilisation Phase | An affordable and replicable child-centered, community-based adaptation model developed and documented Child-centred CBA activities based on the model are developed, implemented and evaluated by | - 28 child-centered CVCA undertaken - 9 existing coping strategies identified through appreciative inquiries - 90% of communities with teachers and community-based CVCA facilitators established | - Project records - Attendance records - Monitoring checklist |

| | | | | |
|--|---|---|---|---|
| adaptation planning model 2.5 Implement child-centred, community-based 'no regrets' activities | | community members and the consortium | - 28 communities with climate risk and adaptation integrated into SEDP - 28 adaptation actions implemented - 2,000 households (10,000 children, youths and local people) implemented adaptation models | |
| Objective Statement 2 Government and civil society have the ability to effectively meet the adaptation needs of children and their communities, in line with nationally agreed objectives | | 450 officials and civil society representatives have increased understanding of community needs and capacity and to respond | Number of officials and civil society representatives with increased understanding of community adaptation needs | - Survey - Project records |
| Outcome Statement 3: Sub-national government and civil society has increased capacity to implement CBA programs in line with the NTP-RCC | | | | |
| Activities 3.1 Conduct institutional capacity assessment of key local partners and develop appropriate action plans 3.2 Conduct training of trainers on child-centred adaptation 3.3 Support increased capacity among existing CSO networks to address climate change 3.4 Organise community participation visits for provincial and district officials | To be developed during Mobilisation Phase | 450 Officials and civil society representatives trained in CVCA and/or engaged in community activities | - 4 institutional capacity assessments conducted and institutional action plans developed - 60 provincial, district and CSO resource trainers on CVCA identified and qualified - 10 CSOs participating in joint learning, organisation development on CBA and/or research and community activities - 200 provincial and district officials participating in community visits | - Attendance records - Project records - Monitoring checklist - Assessment reports |
| Outcome statement 4: Policy makers have increased understanding of, and engagement in, CBA | | | | |
| Activities 4.1 Map policies and institutions for climate change at national and sub-national levels 4.2 Support the development of Provincial Action Plans to respond to climate change 4.3 Organise shared learning dialogues between communities and district/provincial governments 4.4 Share child-centred, community-based adaptation model | To be developed during Mobilisation Phase | Key policy makers at national level are exposed to CBA tools and methodologies and have an increased understanding of community needs International climate change policy community and CBA practitioners are aware of the benefits of child-centred approaches to CBA | - At least 5 advocacy campaigns and dialogues conducted - CBA model highlighted in at least 10 media events/articles - At least 10 presentations in relevant forums - At least 5 multimedia initiatives implemented | - Project records - Attendance records - Monitoring checklist |

Attachment 4 – Relationships Chart



Partners' Key Roles and Responsibilities

1. Plan International

- Oversee project field implementation
- With SC, develop institutional capacity assessment methodology/tools
- Lead institutional capacity assessment of respective local partners
- Overall technical support including quality assurance, M&E and reporting
- Coordinate implementing partners at field level
- With SC, coordinate policy advocacy activities at national level
- Facilitate field visits for respective government officials
- With SC, conduct project baseline and endline surveys, research and mapping
- Facilitate the development of Provincial Action Plan for Climate Change

2. Center for Rural Development

- Participate in institutional capacity assessment
- Provide technical support in developing CBA model (livelihoods), including designing, pilot tests and field implementation
- Conduct TOT training for DARD staff
- Supervise field implementation, particularly development of CBA model

3. Live and Learn

- Participate in institutional capacity assessment
- Provide technical support in developing IEC and training materials
- Conduct TOT training for local staff and school teachers
- Facilitate the integration of climate change activities into youth clubs

4. The Nature Conservancy

- Provide technical support for GIS in community adaptation planning
- Conduct TOT in P3DM to local staff

5. Provincial Department of Education and Training (DOET)

- Coordinate DOET and local schools
- Participate in institutional capacity assessment
- Provide inputs into and facilitate pilot tests of IEC materials and teaching aids
- Train teachers on climate change and use of IEC materials and teaching aids
- Facilitate integration of climate change activities into extra-curriculum at schools

- Supervise climate change activities in schools, specifically communication events, including classroom lesson, extra curriculum activities, scouts, campaigns, painting competitions, performance and plays, etc.

6. Provincial Department of Agriculture and Rural Development (DARD)

- Coordinate DARD and district and commune personnel
- Participate in institutional capacity assessment
- Facilitate pilot tests and expansion of CBA model (livelihoods)
- Train district and commune personnel on CBA model (livelihoods)
- Monitor and superviss implementation at commune and household levels

7. Provincial Department of Natural Resource and Environment (DONRE)

- Coordinate all provincial partners, including DARD, DOET, RC, etc.
- Participate in institutional capacity assessment
- Provide technical inputs for integration of CBA into sectoral planning
- Conduct planning workshops to integrate CBA into local planning and budgeting cycles
- Monitor and supervise implementation at commune and household levels
- Facilitate integration of CBA into local SEDPs
- Coordinate in-country exchange studies
- Facilitate field visits for respective government officials

8. Provincial Red Cross

- Participate in the baseline and endline studies using KAP tools
- Participate in institutional capacity assessment
- Provide inputs and field testing for CVCA
- Provide training on DRR including CVCA
- Provide inputs into and facilitate pilot tests of IEC materials and training materials
- Implement CVCA at community level
- Implement behaviour change campaigns at community level