

To be filled in by DPOD	
Disability Fund ref. no.	
Date received	

# APPLICATION

## C: MAJOR DEVELOPMENT PROJECT (UP TO DKK 5 MILL)

### 1. Cover page

<b>Grant modality</b> (insert X)	C: Cooperation project between several org.	<b>C: Major development project X</b>	<del>D: Project of more than DKK 5 million</del>
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<b>Danish applicant organisation</b> (financially responsible):	<b>Dansk Handicap Forbund (DHF)</b>
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<b>Other Danish partner(s):</b>	-
<b>South partner(s):</b>	<b>DP Ha Nam, DP Nam Dinh, DP Thai Binh, DP Hai Duong; DP Thai Nguyen, Strategic partners: DP Hanoi and Vietnamese Federation of the Disabled (VFD)</b>

<b>Project title:</b>	<b>Strengthening provincial DPOs</b>		
<b>Country(ies):</b>	Vietnam	Country's GDP per capita: <b>2111,1 (2015)</b>	
<b>Project period:</b>	<b>Commencement date:</b> 1.8.2017	<b>Completion date:</b> 31.7.2020	<b>Total number of months:</b> 36
<b>Total amount applied for:</b>	4.579.662		
<b>Is this a new project?</b>	<input type="checkbox"/> A. Yes, a new project. <input checked="" type="checkbox"/> B. A project in extension of a project that has been supported (by the Danish Disability Fund or others), indicate Disability Fund ref. no. if it applies: <b>HP-324-054</b>		
<b>Is this a re-submission?</b>	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, date/year of previous application:		
<b>Do you want a response letter in</b>	<input type="checkbox"/> Danish or <input checked="" type="checkbox"/> English		

#### Synthesis of the project in Danish

Projektet planlægger at styrke handicapbevægelsen i de nordlige Vietnam gennem kapacitetsopbygning af 5 provinsorganisationer og deres strukturer på distrikt niveau. Organisationerne skal herigennem blive bedre til at kæmpe for og beskytte rettigheder af mennesker med handicap.

Der er tale om et 3-årigt projekt og målgruppen er medlemmerne af handicaporganisationerne, primært i provinserne Ha Nam, Nam Dinh, Thai Binh, Hai Duong og Thai Nguyen, som primært er mennesker med fysisk handicap, heriblandt mennesker med svære handicap. Et særligt fokus er på kvinder og buge med handicap.

Der arbejdes med tre specifikke projektmål, som er a) handicaporganisationer i 5 provinser har forbedret deres kapacitet i a lede organisationen; b) handicaporganisationer i 5 provinser har forbedret deres kapacitet i medlemsbaseret arbejde på provins og distrikt niveau; og c) handicaporganisationer i 5 provinser har forbedret deres kapacitet i at planlægge og gennemføre rettighedsbaseret arbejde (advocacy).

\_\_\_\_\_

Date

\_\_\_\_\_

Person responsible (signature)

\_\_\_\_\_

Place

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Person responsible and position (block letters)

## 2. Application text

### 1. CONTEXT AND PROBLEM ANALYSIS

#### 1.a The overall context

The Vietnamese state is the result of a long and difficult process that included several wars and a long struggle for independence. As a consequence of this, the nation and the Vietnamese Communist Party (VCP) are tightly intertwined. Vietnam remains a single party republic where the VCP continues to have a high level of legitimacy among the people. With Hanoi as the political centre, the northern part of Vietnam remains true to the traditional values and socio-cultural norms of the communist era.

Politically, the VCP exercising its powers on different levels: nationally through the national assembly and on provincial, district and ward level through the representative bodies (the elected people's councils) and the executive bodies (the people's committees). At all levels the people's committee has budgetary and administrative responsibilities.

Since the Doi Moi reforms in 1986, Vietnam opened up for economic development and introduced ideas of market economy, which led to a positive economic development with growth rates of 5 to 6 % annually in recent years<sup>1</sup>. This has led to poverty reduction as for instance documented through the poverty headcount ratio of people living of 1,9 USD a day, which was 38,78% in 2002, 17,17% in 2008, and 3,06% in 2014<sup>2</sup>. However, the national growth has also increased the inequality and left the least-educated and vulnerable groups of the society behind. People with disabilities are among the poorest part of the society, as documented by the World Bank Economic Review from 2011, stating that not only lower education levels and reduced employability increases the linkage between poverty and disability, but also the extra costs for the entire family due to a disability of one person in the household<sup>3</sup>.

According to the latest population census (2009), 6.7 million (7.8% of the Vietnamese population) are living with one or more disabilities<sup>4</sup> in Vietnam. However, WHO estimates this number to be 15%.

**The legislation on disability:** Vietnam is signatory to the UN Convention on the Rights of Persons with Disabilities (CRPD, 2006), which it ratified in December 2014. The complete legislation on disability in Vietnam is quite impressive; in 2010, the National Assembly enacted the Law on PWD, which is the first comprehensive national law in Vietnam to guarantee the rights of PWDs. The law mandates equal participation in society for disabled people through accommodation and access to health care, rehabilitation, education, employment, vocational training, cultural services, sports and entertainment, transportation, public places and information technology. The law also states that DPOs represent the legitimate rights and interests of PWDs and shall participate in the planning, monitoring of the implementation of the disability laws, policies and programs.

A national action plan on support to persons with disabilities has been formulated for the period 2012-2020. The plan describes targets per sector, which just have been adjusted for the period of 2016 to 2020. Among these targets the plan states that 100% of all public building shall be accessible for PWDs, 80% of PWDs shall have access to transportation that meets the technical standards, and 80% of personnel working with PWDs shall receive training. The national action plan is translated into provincial action plans. However, a mid-term review of the action plan shows that targets are unrealistically high. Only 50 out of 63 provinces have formulated provincial action plans, and those who did have not followed-up on the plans with action. For instance did Ha Nam draft its provincial action plan on disability in 2013, and until 2016, only the first step (establishment of legal advice units) was implemented.

A national Committee on Disability (NCD) has been established in October 2015, with the role to enforce the disability law and other laws relevant for PWDs. The Vietnamese Federation of the Disabled (VFD) is part of this committee. On provincial level Disability Committees are established on ad hoc base under the provincial Peoples Committee. These committees do for instance issue disability certificates for people with disabilities and thereby approve, if a PWD is entitled

<sup>1</sup> 6.24% in 2011; 5.25% in 2012; 5.42% in 2013; 5.98% in 2014; 6.68% in 2015 (GSO 2016 Yearbook)

<sup>2</sup> World Bank: <http://povertydata.worldbank.org/poverty/country/VNM>

<sup>3</sup> World Bank Economic Review, Volume 25 No. 2; May 2011

<sup>4</sup> UNFPA: People with disability in Vietnam: Key findings from the 2009 Viet Nam Population and Housing Census, 2011

to social security funds. This way, the work of the disability committee is very important for the individual PWD as the right holder in this context.

**Civil Society in Vietnam:** The government in Vietnam has established mass organisations and social organisations as semi-governmental entities in order to organise the people and channel the policies to their members. Due to limited resources and capacities, this system has not been as efficient as hoped. Therefore, the government started to open up a space for civil society to operate and fill the gaps left by the official government programmes. For instance in the area of social care (which includes the PWDs), non-governmental organisations deliver services where the government and their mass organisations do not manage to reach.

Today, many civil society organisations still act as service providers to the state, but advocacy and lobbying roles are gradually developing<sup>5</sup>. With the increase of social media, the rights based debate has increased considerably in recent years; for instance did topics of corruption find their way to the public debate. The government's response to this was, however, to increase the control of social media and to imprison critical bloggers, which according to Human Rights Watch created a "significant deterioration" of civil and human rights in Vietnam.

The space where civil society freely can express their views and opinions has since then reduced. A new bill on association which is heavily discussed, proposes changes that for instance put the peoples party in charge of employing staff at CSOs. The bill, which the National Assembly in June 2016 decided not to approve, will restrict associations (including the DPOs) to access international donor support. The future developments in this area need to be closely monitored.

In this context, **the disability movement** in Vietnam operates with a main focus of delivering services to PWDs, which is accepted by the government, as it fills the gap described. There exists a culture in Vietnam that supports the formation of groups. People who work together in a group receive automatically more support than individuals, and this does also apply when PWDs form groups, such as a club, an association, or a DPO.

With the DPOs role defined in the disability legislation, the DPOs are embedded in the authorities both in terms of legal status and in terms of people from government participating in leadership of the DPOs. This gives them both opportunities of influence and challenges of dependency. For instance does government understand the DPOs as a means to get support to a marginalised group of the population. Advocacy work by the DPOs is therefore understood as a way of improving the strategic service delivery to people with disabilities and is at large tolerated by the government. DPOs are allowed to influence plans and strategies made by the authorities. At the moment only 17 out of 63 provinces have established DPOs<sup>6</sup> and most of them are still very weak organisations. The few strong DPOs that exist (like DP Hanoi) can play their influence on provincial and district level when formulating and implementing the local action plans on support to PWDs.

Describing the disability movement in Vietnam, it is due to historical reasons a divided movement. There are the Agent Orange victims from the Vietnam War, who have their own organisations and which are heavily supported and compensated by the US. The remaining people with disabilities are organised through the Disabled Peoples Organisations (DPOs), with a coordinating body on national level, the Vietnamese Federation of the Disabled (VFD), and the provincial and district DPOs, being membership based organisations. VFD is a strategic partner, and described as follows:

VFD	Governance & organisation	Main area of expertise	Capacities
VFD was established in October 2010 as a social, non-profit organization and as an umbrella for organizations for and of the disabled. This includes the disability organizations at provincial level (DPOs), currently 16. VFD also organises seven national organizations, i.e. the organizations of the blind, Agent	VFD is governed by a national board of seven people, who are elected on a general assembly. The members of VFD are reflected in the composition of the board. The National Chairman is a woman and the board is made up of both members with and without	VFD works with promotion of the rights of People with Disability (PWD) according to the national legislation and international conventions, like the UN Convention on the Rights of Persons with Disabilities. Focus of VFD is mainly on coordination and capacity building within the disability movement. On behalf of	VFDs organisational capacities are relatively weak as the organisation depending on few persons who are not PWDs themselves. The strength of VFD lays in their

<sup>5</sup> Bertelsmann Stiftung, BTI 2016-Vietnam Country Report

<sup>6</sup> The remaining provinces have an association of the orphaned and disabled

Orange victims, the Vietnam Association for Invalids and Disabilities, Vietnam Rehabilitations Association, Vietnam Red Cross Society.	disabilities. The organisation's work is guided by a newly formulated strategic plan.	its member organizations, VFD is involved in the development of M&E systems for monitoring of the national disability legislation.	strategic role as lead organisation and close links to the governmental processes.
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The disability movement in Vietnam does, besides the Orange victims supported by the US, not receive much donor support. Government provides some activity based support and social protection if the person holds a disability certificate, but support in organisational strengthening is highly needed. This project will therefore make a huge difference for the disability movement in the northern region.

The project has selected 5 provinces in northern Vietnam to be targeted. Selection criteria included a) geographical reach as a daytrip distance from Hanoi city, b) the existence of a DPO with a basic structure and level of activities, and c) a DPO leadership, which agrees with the ideas of mutual and transparent partnership and strengthening of a democratic organisation. The latter made one of the provinces of the previous project (Ninh Binh) not to qualify for the new project .

### Specific context of the provinces of project interventions:

**Ha Nam province** consists of 5 districts and 1 city. It has a population of 800,751 people (2015), with 2.7% of them being recorded by DOLISA as people with disabilities (disability prevalence generated through the national census 2009 is estimated to be 9.4%)<sup>7</sup>. The number of PWDs says to have increasing due to pollution, and accidents. Ha Nam is considered as a relatively poor province with an average indicator of socio-economic development. Following the formulation of the National Action Plan on Disability, Ha Nam's People's Committee has established a number of provincial plans and progressive decisions (e.g. decision about provision of social protection subsidy for PWDs; plan for legal support for PWDs) to guide the implementation the disability law and to support PWDs in the province. The partner is DP Ha Nam:

DP Ha Nam	Governance & organisation	Main area of expertise	Capacity assessment
Established in 2006, DP Ha Nam has legal status as a CSO, and covers the province as an umbrella with member organisations at district level. DP Ha Nam has approximately 1010 individual members, with most of them being physically disabled. Around 10% of the members are blind.	DP Ha Nam is governed by an executive board and a standing committee. All members of both committees are persons with physically disabilities. The organisation had its last General Assembly in 2011 with participation of 100 members. DP-Ha Nam is organized in all districts and they have started to organize at ward level. They have no office structures, but run the organisation from the vice-chairman's private home. DP Ha Nam receives a small government budget, which is used for running costs.	DP-Ha Nam has been active within vocational training, support to formation of district organizations, support to members with registration for government allowance, participation in meeting to develop local policies on disabilities including input to NAPSPD, and awareness raising activities. DP Ha Nam is also members of Vietnam Fatherland Front.	Have developed some organisational capacities during the past project with DHF/PTU, which still needs to be consolidated. Especially advocacy skill can further be strengthened. Have also participated in trainings arranged by GIZ in fundraising and advocacy.

**Nam Dinh province** consists of 9 districts and 1 provincial city. It has a population of 1,935,000 citizen (2015) with 2% of them being recorded as PWDs (disability prevalence generated at national census is estimated to be 8.8%)<sup>8</sup>. About 60% of PWDs in Nam Dinh are unable to work or take care of themselves. Also Nam Dinh has established a number of documents following the national action plan on disability. These documents are based on specific characteristics of the province and include a) decision on tuition fee and subsidy for PWDs to participate in vocational training, b) plan about legal support for PWDs, and c) decision on financial support for DP Nam Dinh, among other. The partner is DP Nam Dinh, and described as:

DP Nam Dinh	Governance & organisation	Main area of expertise	Capacity assessment
Established in 2004, DP Nam Dinh has acquired full legal status as an independent CSO in 2014. They cover the province as an umbrella	PD Nam Dinh is governed by an executive committee and a standing committee. Both committees consist of persons	Main activities are support to the district organizations, including vocational training and training of members who receive loans for	Organisational capacities have been growing during the past project with DHF/PTU.

<sup>7</sup> Source: GSO, Ha Nam DPI's report:

<sup>8</sup> Source: General Statistics Office of Vietnam (GSO)Year Book

with representations in 9 out of 10 districts. The organisation is recognized as a special organisation and receives a budget from the Peoples' Committee. DP Ham Dinh has around 1120 registered members.	with physically disabilities. The organisation held its last General Meeting in 2012 with the next scheduled for 2017. They have no office structures but run the organisation from chairman's private home.	microcredit, income generating projects, and support to individual members. DP Nam Dinh collaborates with VVAF and DOLISA to provide wheelchairs to PWD in the province.	Members from DP-Nam Dinh have also participated in fundraising trainings by VFD and VVAF. Advocacy skills are weak.
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**Thai Binh province** consists of 7 districts and 1 provincial city. It has a population of 1,789,000 people (2015), with an estimated disability prevalence of 12.3%<sup>9</sup>. The province is characterized by high economic growth rate (9.76% in 2015) mainly due to an increase in industry, construction, service, and trade. Following the national action plan on disabilities, the People's Committee in Thai Binh has so far only approved general provincial plans, such as a) plan on implementing UN convention on PWD rights, and b) decision that approved the plan. The partner in this province is DP Thai Binh:

DP Thai Binh	Governance & organisation	Main area of expertise	Capacity assessment
Registered in November 2015, DP Thai Binh is new and vibrant. They have around 300 individual members and are formed on the bases of 7 clubs, all headed by women.	Their first general assembly was held in April 2016 where the current leadership was elected. The DPO is governed by an executive committee and a standing committee. They have strong representation (65%) of women in leadership and management.	The DPO has good relations to local authorities, and have participate in trainings and courses organised by other donors. They organise events on special days also organise a credit support scheme.	The DPO is still weak on organisational capacities, but relatively strong in communication and networking. They have financial regulations but still needs to update their by-laws following last year's general assembly.

**Hai Duong province** consists of 10 districts and 1 provincial city. It has a population of 1,774,000 people, with 1.6% of them recorded by DOLISA as PWDs. The disability prevalence is though estimated to be 7.82%<sup>9</sup>. Hai Duong is among the most industrialized and developed provinces in Vietnam due to large farming and industrial sectors. Various decisions have been established by Hai Duong People's Committee in order to implement the disability law and the National Action Plan in the province, including a) decision on passenger transportation to meet commuting demand of PWDs, and b) decision on vocational subsidy for PWDs. The province has focused on increasing the accessibility of PWDs for employment, while other issues (health, education, legal assistance) have not been addressed. The partner organisation is DP Hai Duong:

DP Hai Duong	Governance & organisation	Main area of expertise	Capacity assessment
This DPO was registered in 2013 and has approximately 370 members. 3 of the 12 districts in this province have established own DPOs, which are small but strong organisations.	Both an executive committee and a standing committee has been elected on the last general assembly. The DPO has an office which opens when there are activities.	The DPO has some experiences with donor projects (APHEDA) and receive government funds through PACCOM & DOLISA. Activities mainly focus on improving the individual PWDs life.	Leadership is committed and open for collaboration. A hierarchic management style is nevertheless a weakness to the DPO. Only little developed organisational capacities exist. Participated in trainings organised by VFD.

**Thai Nguyen province** consists of 6 districts and 1 provincial city. It has a population of 1.190.000 people, whereof 2.1% (25.000) are recorded as PWDs. However, the disability prevalence generated by the national census 2009 is estimated to be 9.36%<sup>9</sup>. The province is characterized by its location on the main trade route between Hanoi and China, and has an increasing industrial sector linked to these trade relations. Thai Nguyen has not yet established a provincial plan to implement the National Plan on Disabilities. Decisions to improve the conditions for PWDs in Thai Nguyen are very few, but include the approval of a provincial plan for legal support for PWDs. The partner organisation is DP Thai Nguyen:

DP Thai Nguyen	Governance & organisation	Main area of expertise	Capacity assessment
The DPO was established in December 2005 and has approximately 300 members.	The DPO has a standing committee and a leading committee, elected on the general assembly. The last general assembly has delayed, but now been held in April 2017, where	Activities include the organisation of volunteers for helping PWDs in harvest season and celebration of special days. They collaborate with a broad local network of	Organisational capacities are low, but basic knowledge among leaders does exist. Members of the DPO pay a membership fee as a type of

<sup>9</sup> Source: General Statistics Office of Vietnam (GSO) Year Book

They have organised 14 groups at ward level.	new leadership has been elected. The DPO has no office.	organisations, including a local rehabilitation centre.	insurance for, when they need support.
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**Hanoi** is not one of the 5 provinces of project implementation, but still distributed here because the strategic partners operate in and from Hanoi. The province consists of 30 districts and includes the national capital, the city of Hanoi. It has a population of 7.700.000 people (2015), with an estimated disability prevalence of 15%<sup>10</sup>. Contrary to the other provinces described, Hanoi is characterized by national politics, thus, the DPO in Hanoi is both involved in the legislative processes at national and provincial level. The province maintains good relations to the DPO of Hanoi, which it has given the status of "Special Organisation", and which gives them access to government funding and allows the organisation to make recommendation on policies for PWDs. Achievements made do focus on accessibility for PWDs to public building. The partner here is:

DP Hanoi	Governance & organisation	Main area of expertise	Capacity assessment
Established in 2006, DP Hanoi has status of a "Special Organization", and has actively cooperated with authorities at city and district levels. The organisation has approximately 8.000 individual members, most of them with physical disabilities.	The composition of the board reflects the type of members of DP Hanoi. The Executive Committee (elected on the general assembly) consists of 43 members, most of them physically disabled. The Standing Committee consists of 15 members, elected by the Executive Committee, most with a physical disability. DP Hanoi is active in 24 of Hanoi's 30 districts. The staff of DP Hanoi is experienced.	DP-Hanoi has been successful in mobilizing PWDs and advocating the authorities at city and district levels. DP-Hanoi is involved in legislative processes regarding PWDs, including the recent ratification of the UN Convention on the Rights of Persons with Disabilities. DP Hanoi cooperates with a large number of NGOs such as SHIA, ABILIS, MCNV, ILO, VSO, VNAH, CRS, CBM.	DP-Hanoi is the strongest DPOs in Vietnam and significantly stronger than the other partners of the existing project. The organization has for instance experiences in project implementation, management and monitoring. DP-Hanoi has managed to mobilize resources from Vietnamese authorities as well as private sector. Due to their strength the DPO will play a strategic role in the coming project.

## 1.b Specific challenges faced by persons with disabilities and their organisations

Despite a positive legislation and good intentions of the government, people with disabilities remains the most vulnerable group of society. The number of problems and constraints they are facing are large:

- **Social and cultural challenges:** Attitudes towards people with disabilities are still demonstrating a common lack of awareness about reasons for and types of disabilities. Due to social norms and traditions disabled children are hidden away and disabled people are not getting the support they need. As a result, PWDs lack not only the respect of society, but in many cases also self-esteem. At rural or remote places, PWDs do also lack opportunities to meet and share experiences with likeminded persons. Opportunities to organise are limited. Many PWDs drop out of school, because the education system does not compensate for their disability. Lack of accessibility and the lack of accommodation of special needs of PWDs result in statistics that indicate that PWDs are less educated than the average population in Vietnam.
- **Rights based challenges:** Despite of governmental efforts, such as the ratification of the convention on the rights of PWDs and the national action plan, discrimination of PWDs remains to be an issue in Vietnam. Access to adequate health services are only provided to those PWDs who are lucky enough to be ensured as public employees, and access to education is complicated as long as there is no or too little compensation, such as access to wheelchairs. Another example of discrimination occurs in the transport sector, where public busses deny wheel chair users access. Some positive developments have been achieved on accessibility to public building, due to campaigns and advocacy work of DPOs (e.g. by DP Hanoi), but there still remains a lot to be done. Difficulties in accessing legal aid is part of the rights based challenge, also in terms of accessing social protection and aid concerning matrimonial issues and domestic violence.
- **Economic challenges:** At the labour market only small improvements promote the inclusion of PWDs at the workplace. Many companies have difficulties in accommodating people with special needs, even though it sometimes only needs few adjustments. Workplaces that are not accessible or not geared to change work routines

<sup>10</sup> World Report on Disability, WHO/World Bank, 2011

to fit the PWD, restricts the possibilities for economic development of PWDs. On top of that, PWDs face extra living costs (for medicine, equipment, and transportation) due to their disability. All together it contributes to keeping PWDs in poverty.

The described challenges call for the need of organisations of PWDs to address the identified constrains and violations. Strong DPOs working for their members rights are crucial in order to improve this situation. However, with the analysis of the context of civil society in Vietnam in mind, it becomes clear that DPOs in Vietnam themselves face considerable constrains. Even though DPOs are given the necessary mandate and legitimacy, they are not effective in their defence of PWDs rights. A few positive examples do exist (e.g. from DP Hanoi), but in general the province and district DPOs lack adequate capacities to defend the rights of their members. Experience from previous projects show that DPOs have the following common capacity gaps:

*Weak leadership and management of the DPOs:*

- Most DPOs where formed in recent years, some within a timeframe of 5 to 10 years ago. Experiences in how to organise a DPO are limited. Some board members have been trained by the past project, but much more need to be done to develop strong organisations.
- There is a lack of experiences of transparent leadership. Some leaders have experience form government entities (ministries or the Peoples Committee), but the type of experience they come with does not always promote transparency. Democratic leadership and transparent decision making are capacities that still needs to be trained and practices.
- Leaders have limited capacities of managing a membership based organisation. Both the accountability downwards and the involvement of members in decision making and on policy level are relatively new concepts in Vietnam.
- When looking at district and ward level, the DPOs capacities are very weak or not existing. Taking into account that most PWDs live in districts and on wards level, this means that the provincial DPOs legitimacy is very weak, as they often do not speak on behalf of all PWDs in their province.
- A SWOT analysis done with DPOs also shows that project management skills (including planning skill and monitoring of results) are very weak due to little or no experience with donor projects. This results in the fact that few donors are interested in supporting them.
- The communication of the DPOs is another area where capacities are weak. This includes both internal communication (with members, among leaders) and external (with other DPOs , stakeholders, and donors).

*Limited capacities and experience in advocacy work:*

- The political space where DPOs can operate exists, but is very narrow and most DPO leaders fear to demand action from their local People's Committee. DPO leaders also lack skills in how to approach the authorities strategically with advocacy issues without been seen as an opponent to them.
- DPOs are also challenged in their advocacy work by the public perception of PWDs. There is generally a low awareness about PWDs in communities and in many cases the DPO is seen as a low-status organisation, compared to the Vietnamese Association of Agent Orange Victims and the organisation of the Veterans. This creates a problem for the DPO when competing for government or donor funds.
- Limited capacities to formulate advocacy plans and strategies make a more systematic and efficient advocacy work difficult. The lack of capacities include also a perception that direct resource mobilisation (out of a charity perspective) for members is easier than advocacy work, as the results for advocacy come much later.
- Experiences of coordination and cross learning are limited within the Vietnamese disability movement. This hinders DPOs to learn from each other's achievements from advocacy work. This is partly caused by the fact, that the People's Committee do not allow larger coordination between DPOs as they fear the development of a strong, united movement.

### **1.c General response to the challenges**

The Vietnamese Government is responsible to take care of their citizen, including those who are most vulnerable in society. The ratification of the convention of rights of PWDs and the formulation of laws and the National Action Plan for Support to Persons with Disabilities shows the commitment of the government to address the challenges identified. The success of the

action plan depends on how it is implemented on provincial and district level, which up to now has been a challenge due to lack of resources and capacities when prioritizing the topics for local development. Much of the further developments depend on the local government level, where decision makers are close to the people who need their help. This level is therefore also an important entry point for DPOs to influence the decision makers. For instance, the DPOs can lobby the provincial Peoples Committee to make the disability committee meet when there is a need for them to issue disability certificates for the members of the DPO.

With the establishment of DPOs on provincial (and partly on district) level, not only the government has shown its commitment, but also PWDs, organising themselves to bring forward the issues of their members. The formal position of DPOs and the legal framework create an incentive for PWDs to organise and volunteer for improving PWD rights. This is one of the rationale behind the planned project and it needs strong DPOs who can fulfil this role. However, up to now, only very few DPOs have been strong enough to engage in effective advocacy, even though there exist an opportunity for DPOs to engage in advocacy work with provincial and district authorities (mainly the Peoples Committee, but also Peoples Councils and other representatives). In order to grab this opportunity, DPOs need to develop lobby and advocacy skills.

The example of DP Hanoi developing into a strong and capable DPO shows, that long term partnership with donors and likeminded organisations (such as the past projects with PTU and DHF) enable the organisations of disabled to play an active role in advising and monitoring government in law-making and implementation. These experiences (described in 2b) can be multiplied in the coming project.

Another example where a strong DPO manages government assistance for their members is DP Hanoi's experience in linking up with governmental Legal Aid Services (LAS) for its members. LAS are established through the provincial department of Justice under the Peoples Committee. The DPO request such services and the LAS unit then prepares their plan, to be approved by the Peoples Committee. Thereafter, the DPO organise the legal aid events for their members with people from the LAS unit. Each of Hanoi's 30 districts have organise several of such events annually since 2014. Legal advice include topics on social protection, domestic violence and inheritance issues, among other.

Donor support can be a contributing faction to strengthen the disability movement. Funds from donors should not fill the gap which the lack of government funding is creating, but rather strengthen the organisation of disabled and build their capacities to advocacy for their rights and for increase government support. A few international donors do work on this (as the stakeholder analysis in annex B demonstrate), while others seems to work more out of a principle of compensating historical damage rather than on strengthening a movement.

The integration of disability aspects in other sector programmes is another strategy for the improvement of disability rights in Vietnam. Mainstreaming the integrity of PWDs in education, health, or labour market programmes would ideally secure equal access for all. However, in order to succeed, the Government of Vietnam, together with its bilateral donors, needs to invest a lot of resources in such programmes.

## **2. EXPERIENCE AND RESULTS THE PROJECT BUILD UPON**

### **2.a Previous cooperation experience with the partners**

The Danish Association of the Physically Disabled (DHF) collaborated initially with DP Hanoi, who at that point already had a long history of collaboration with the Danish Association of Polio and Accident Victims (PTU). DHF was able to take advantage of the experience when in 2012 starting a joint project with PTU to further strengthen DP Hanoi. The project was titled "Promoting the implementation of disability laws and policies: DP Hanoi capacity building and advocacy project" (2012 to 2014), and was funded by CICU. Its main objectives were a) to strengthen DP Hanoi as an democratic and membership based organisation and b) to assist DP Hanoi to formulate and apply a rights based strategy for their advocacy work.

In 2014 PTU and DHF expanded the collaboration with a project titled "Cooperation with Provincial DPOs in Vietnam" (Disability Fund ref. no. HP-324-054). The partner organisations were the Vietnamese Federation of the Disabled (VFD), DP Hanoi, and three provincial DPOs (DP Ha Nam, DP Nam Dinh and DP Ninh Binh). The development objective of the project was "Organisations of Disabled in Vietnam are efficient in their defence of PWDs legal rights and national and



international legislation are under constant monitoring by a strong disability movement.” This was planned to be achieved through

- a) efficient running of DPOs through improved leadership and management, and
- b) improved capacity for advocacy work.

The main approaches to achieve the planned objectives were joint trainings for DPO leaders (in leadership skills, communication, organisational development, national disability legislation), and a focus on awareness and advocacy activities (through an own component or by applying a fund for small activities). Coaching has been an important part of capacity building, but only linked to the content of trainings and not to the organisational learning itself.

In early September 2016, a **partnership project** made it possible to bring 9 people from the implementing partners in Vietnam (2 from DP-Nam Dinh, 2 from DP-Ha Nam, 2 from DP-Hanoi, 1 from VFD, and 2 from the project office) to Denmark. This opportunity was used to discuss our common values, like accountability, transparency, and participation in decision making processes. The outcome of these meetings was a draft partnership agreement document, which incorporates these values and can be used in the new project.

## 2.b Results, challenges, and lessons learnt

As the government of Vietnam has ratified the UN convention on disability rights and formulated an action plan, this is an important first milestone towards positive change for people with disability. While it is not possible to describe this fact as a result of the past projects, DP Hanoi has contributed to this process. In 2016, for instance, all project partners took part in the development of the national report on the implementation of the UN convention on Disability. Their role was to provide specific data from their province to the report. This is an achievement on the part of monitoring the implementation of the national legislation on disability. However, DPOs still need to understand fully their advocacy role in this reporting process.

The strengthening of DP-Hanoi has also led to the following results:

- Through capacity building and training of trainers, the past projects have managed to assist DP-Hanoi in establishing a network of skilled trainers (grass-root trainers), who work on district level within DP Hanoi. These trainers form an opportunity for the new project to build on and further to strengthen.
- The DPO has employed staff and managed the change from political lead to a professionalised organisation.
- One of the major achievements is that DP Hanoi succeeded in establishing district DPOs and build their capacities to a level where they themselves manage access government funds.
- DP-Hanoi is today a role model for other DPOs and has through the past project engaged in exchange of experiences, sharing lessons learnt on organisational development and advocacy. Thereby they play a very important role in building the capacities of provincial DPOs.

The work with 3 provincial DPOs shows achievements and results, which are documented in reports of the past project:

- The participatory project leadership fulfilled its expectations : 100% of partners participated in project advisory forum and project board meetings. Based on a clear description of the terms of references, the board and the forum were very useful for guidance on project implementation.
- The joint activities such as joint trainings and counselling were successful in developing the DPOs organisational capacities, for instance measuring on one of the indicators of the past project, we know that 92,43% of DPO leaders who signed up for a training did complete the course. This has led to positive results in terms of improved planning, proposal writing and better reporting, which the project office has documented in its project report.
- Good experiences were made with coaching and mentoring, as well as the facilitation of exchange of experience (cross-learning). These approaches can be given a larger role in the capacity development strategy of the new project.
- After some difficulties in finding common standards for financial transparency, an audit format of an DPOs entire accounts (not only project accounts) was developed and piloted successfully with DP-Nam Dinh.
- The capacity to organise events, such as on the Disability Day, has improved. These events increase the awareness about PWDs rights and thereby create the base for further advocacy work.

- The project documented that DPOs managed to formulate advocacy plans. However, the plans mainly included actions to advocate for organisational improvements (office space, new district DPOs), and less for improving the rights of their members.
- The project office provides adequate and relevant services to the partner organisations. Based on clearly formulated implementation guidelines it assists with coordination, advisory support and coaching, as well as monitoring and reporting on results. The office has therefore been a great strength for the project.

The past project established a project office in Hanoi, which has turned out to be a very important asset for the project. This way, close monitoring and coordination of the project has been possible in a very complex set-up. The office is also efficient in overcoming language barriers between DHF/PTU and the DPOs, whose leaders only in few cases speak English on proficiency level. Therefore, qualified local project staff for trainings, project management and accounting are necessary in the current project set-up.

The **challenges** met along the way of implementation of the past projects were together with the results identified and discussion internally and through an external review. The main challenges include:

- *Challenges in the collaboration with the umbrella-organisation of DPOs:* VFD is a very important organisation for the provincial DPOs, as it functions as an umbrella-organisation for them. However, the collaboration between VFD and the past project has been difficult, as VFD does not live up to common standards for transparency and accountability. At the same time results of their work does not follow plans and expectations. Furthermore, an audit review by DPOD's financial controller confirmed the difficult situation on accountability. With the importance of VFD in mind, the organisation will in the future not be an implementing partner organisation but only engage on strategic project level and with as little direct financial support as possible.
- *Challenge in the partnership concerning DPOs readiness to full transparency in the partnership:* It became more and more clear during the project implementation that some partner organisations had easier with understanding the importance of transparency, accountability and democratic decision making than others<sup>11</sup>. Traditionally, organisations in Vietnam have not been transparent and some people do resist more to change than others. This includes both democratic leadership, accountability to partners and members, and transparent finance and decision making processes. DHF has with the partnership project in 2016 tried to focus on this and developed a format for a partnership agreement, where transparency and accountability are defined as common values. These agreements will be used in the new project. Furthermore, the project will be designed in a way that it awards those partner organisations who live up to transparency and accountability standard with an own project component.
- *Challenges among DPOs about weak membership management:* During the project span all provincial DPOs started to understand that they lack tools to properly register and manage a membership database. The understanding of being accountable to members and internal communication between leadership and members was also weak and had only little focus in the beginning of the past project. The improvement of the membership register of two DPOs resulted in an initial decrease of number of members (because mistakes of membership registration were corrected), and strengthened the membership management, because it allowed to aggregate the data per gender, age, and type of disability. Experiences made do also show that an adequate membership register is an excellent tool for evidence based advocacy work. With this learning, the new project will increase its focus on membership management and the application of membership data for advocacy work, such as the promotion of disability certificates for members.
- *Continuous challenge among DPOs in understanding the essence of rights based advocacy work:* Again, due to historic and cultural reasons, many DPOs hesitate to engage in advocacy work, thinking that advocacy has to take place in a provocative way. The unique set-up of DPOs being close to government puts them in a difficult situation while at the same time providing an opening for the DPOs to influence government plans and monitor implementation of them. A new project will have to further develop an advocacy approach and use the existing opportunities in a cultural sensitive way. DPOs do have a room for advocacy work, which can be further explored.

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<sup>11</sup> Status report 2016 of the past project, where DHF measured transparency according to a point system gives DP-Ha Nam 71 points out of 100, DP-Nam Dinh 82/100, DP-Ninh Binh 54/100, DP-Hanoi 72/100, and VFD got 20/100.

As a planned **learning** mechanism of the past project, an independent consultant was commissioned to conduct the **mid-term review** of the 2014-2017 project. The review was completed in July 2016 and a review report is attached to this application. Many of the recommendations were advising on specific improvements of the ongoing project, however, some overall recommendations for a new project were also made:

- On an overall level, the approach to move project activities beyond Hanoi into the provinces is right and should be continued and, if possible, further extended to district level.
- The project focus on capacity building and advocacy is highly relevant and should also be continued.
- It is recommended to plan the capacity development approach in a way to suit each partner organisation in a best possible way. Some DPOs need different capacities to be developed than others.
- Many DPOs struggle with similar challenges (e.g. a membership database). Therefore, the partners should increase the opportunities of learning from each other.
- It is suggested that the current *Fund for Small Activities* continues and that its criteria are refined so these activities more clearly contribute to project outputs and are easier to apply for partners.
- A new project should use trained PWDs as facilitators or co-facilitators in trainings. The ToTs conducted in the ongoing project should be continued as a way of building the capacities of trainers within the disability movement.
- On sustainability: The writing of proposals, planning and reporting has focused on the project itself. In a new project, focus should be on how these skills are applied also to mobilise other resources.

The findings and recommendations from the review were presented to and discussed at the project board and at the development committees of PTU and DHF in Denmark. On all levels the conclusions taken were to start the process of planning a new project which accommodates the recommendations from the review.

#### **How we apply the lessons learnt when looking forward:**

- *Continuous capacity assessment over time:* The assessment of the capacities of the partner organisations (described in chapter 1a) will continuously be monitored and adjusted to specific needs. The past project has demonstrated that this flexibility is needed in order to secure that the capacity development activities also strengthen the DPO leaders to improve their work. The established project office plays a key role for securing this, both through coaching, monitoring of activities, and through continuous capacity assessment in the future.
- *Shifting of project focus from national/provincial level to provincial/district level:* With the difficulty of influencing decisions on national level and some positive experience from advocacy work on provincial level, the new project will shift its focus and assist the provincial DPOs to improve its effectiveness on this level. As most PWDs live in the districts and are engaged on that level, the DPOs will also be strengthened on district level. This will create a stronger foundation for the provincial DPOs.
- *Increased and more comprehensive capacity development of DPOs:* Taking into account the recommendation of training that are targeting the different needs of the partner organisations better, a more strategic approach to capacity development has been developed. For instance a new strategy for coaching of organisational change (rather than coaching per training) will be introduced, taking the learning from the past project into account that the DPOs need more individually tailored advice. Secondly, we do now understand the concepts of training different than in the past project. Training is only one out of many methods to capacity development and focus will be on the comprehensive learning process, where the learning not necessarily happens in the training but also among peers. This way, interventions should not only enable the leaders through increased capacity, but also ensure that learning is applied in the organisation in order to introduce new practices and work in more efficient ways.
- *Planning for advocacy results:* Building advocacy capacities will be an important part of a new project. There is a need to extend the knowledge about non-confrontational advocacy tools and to move advocacy initiatives to the right level of influence for the DPOs (provincial and district level). The existing space for advocacy will be explored and tried to be extended., The project can support this agenda by assisting DPOs to advocate for that disability committees meetings are happening more frequent and thereby help more PWDs to receive disability certificates, which as a final result will assist them to get entitled to social protection and government funds.
- *Addressing transparency issues:* With the challenge of transparency within some partner organizations, important lessons have been learnt. Accountability and transparency in accounting and decision making is important for

organisational development. Therefore a partnership agreement with focus on these common values has been developed and will be applied in future. Furthermore, experiences were made during the end of the past project with developing a format for unannounced inspection visits to the DPOs, reviewing their state of accounts. A local audit firm developed the format, which will be rolled out in the new project in order to improve mutual transparency.

## **2.c Preparatory process**

Following the mid-term review, the project board of the past project in Vietnam decided to recommend DHF and PTU to apply for funds for a new project that incorporates the lessons learnt. Therefore, a pre-study was conducted in late 2016, where PTU and DHF appraised the possibilities of such project.

During the pre-appraisal a local consultant was hired to conduct a situation analysis of the context and situation of people with disabilities in Vietnam. This analysis included also an analysis of the relevant legislation, the provinces of relevance for the planned project, and a mapping of relevant donors. The consultant's report (annex I) has provided input to the context analysis and the stakeholder analysis of this project.

The project office of the past project was engaged in the pre-study with its competence and insight to the disability movement in Vietnam. They also assisted with the preliminary capacity assessments of potential partner organisations (DPOs of the existing project and new DPOs).

A team from Denmark then went on the pre-study mission to Vietnam with the task to appraise the entire situation. Meetings with the local consultant and the project office made their inputs available for the team. Furthermore, the appraisal team conducted:

- Bilateral meetings with partner organisations (including the potential new organisations). All provinces included in this project proposal have been visited. The assessment of the 5 DPOs outside Hanoi have shown organisational strengths and weaknesses, and as a conclusion they all qualify to be part of the new project to build their capacities as described elsewhere in this document.
- Meetings with beneficiaries / members of DPOs on district level have been held in order to get a better picture of the needs and concerns of the members of the DPOs. 3 interviews have been conducted and published as short videos on DHF's Facebook page.
- Courtesy meetings with important stakeholders and donors, such as the Norwegian Mission Alliance. The latter resulted in an official document MOU for improved coordination of our future activities, hereunder the commitment to exchange information and to allow each other to participate in ones activities.

A major activity during the pre-appraisal mission was a two-days partner workshop held with the 5 provincial DPOs of the planned project. During the first day a theory of change process identified a wide range of preconditions for the coming project. This led to a very strong consensus about the conditions needed in order to strengthen the DPOs and to work efficiently for PDWs rights. The ToC analysis led to the formulation of outcome and outputs in an LFA matrix during the second workshop day. The DPOs were actively participating in the discussions about a new project when identifying the main objectives to be about organisational strengthening, membership management and advocacy capacities.

The result of the partner workshop is a first draft of the project matrix. After the pre-study mission, the Hanoi project office continued the dialogue with the DPOs by further formulating the logical framework (LFA) with each DPO contributing with specific activities to the overall formulated outputs. The result of this process is the LFA presented as annex C to this document and a very high degree of local ownership to it. Another result of this process is that each provincial DPO has a draft LFA with own priorities feeding into the overall LFA. These small LFAs have served as a way of identifying joint activities, as well as linking own components to specific outputs of the overall LFA.

In February 2017, the board of PTU decided to reduce their engagement in development work by not starting new project in Vietnam and other countries. With this decision, DHF is the sole Danish partner to propose this project to the Disability Fund.

### 3. WHAT CHANGE WILL THE PROJECT ACHIEVE AND HOW?

#### 3.a Change

Building on a participatory process, the partners of the planned project have identified the desired change and the pathways to change during a two-day workshop in Hanoi in November 2016. Following the identification process, the result framework for the project has been formulated accordingly and the narrative of the Theory of Change articulated as follows:

*If organisations of disabled increase their capacities to lead and manage the organisation, their capacities to manage the membership base, and their capacities to conduct advocacy work, then they will promote and protect the rights of people with disabilities more efficiently, because strong organisations of disabled better can talk on behalf of their members and because they have adequate capacities to work efficiently towards achieving the organisations goals.*

The above narrative describes the change we wish to see as *people with disabilities achieve their right to a good life*. We need strong organisations of disabled to achieve this change, and in order to be a strong organisation, three preconditions have been identified as most important: a) capacities in leadership and management of the organisation, b) efficient membership management, and c) capacities in advocacy work.

There is an underlying assumption that we need organisations to promote change for people with disabilities. Looking at DHF own history, and at their extensive experience with strengthening the disability movement in other countries, this assumption is based on the lessons learnt that strong organisations of disabled are an important factor to achieve PWDs rights.

The project operates furthermore with the assumption that capacity-building activities would produce changes in leader's capacity (knowledge and skills) and that this would produce change in the way DPOs are run. With the lessons learnt from the past project, DHF has demonstrated that these assumptions hold in practice. With the additional focus on coaching of the organisational processes of applying new learning to change practices within the DPO, the applied change theories are expected to be efficient.

#### 3.b Stakeholder analysis and target groups

The **primary target group** are on the site of the *right holders* the people with disabilities that are organised as members of the DPOs in the provinces of the project. These are 3.100<sup>12</sup> members (see table below) and will directly benefit from the project. They are understood as primary, because the project directly involves these members through the DPOs own component and FSA.

The geographical focus will be on 5 provinces (Ha-Nam, Nam-Dinh, Hai-Duong, Thai-Binh, and Thai Nguyen) and the city of Hanoi, all in northern Vietnam. Through the provincial DPOs, the project will strengthen the district DPOs and thereby increase the number of PWDs reached outside the urban centres.

Around 70 leaders and managers of the 5 provincial DPOs and 350 from the district DPOs will be the primary target group for the capacity development. These people are given a key role as change agents, working directly for / with the change this project wish to see. The leaders and managers of the DPOs are disabled themselves and talk on behalf of their members, thus, they hold an important role as the link between the right-holders and the duty bearers. As a challenge it can be mentioned that some DPO leaders come from positions in government and continue to see themselves as duty bearers towards the members of the DPO. This calls for project activities to define the roles and responsibilities of the DPOs.

The partner organisations with a major role of project implementation are the five provincial DPOs mentioned in the matrix below. Their interests, potentials, strengths and weaknesses are described in the interest analysis (annex B). This matrix provides numbers of people involved in project activities:

<sup>12</sup> The large number of PWDs described in the context analysis form a great potential to become new members of the strengthened DPOs. 3.100 members is less than 1% of the potential members. With a successful project the baseline number of members is expected to increase.

Provincial DPOs	No of district DPOs and clubs involved	Total number of districts	Leaders & staff targeted with cap. building	Members registered at DPOs	Community members targeted	Duty bearers targeted with advocacy
1. DP Nam Dinh	10 district DPOs 1 club	10	15	1120	Approx. 4000	Approx. 50
2. DP Ha Nam	5 district DPOs 1 women's club	5	9	1010	Approx. 4000	Approx. 30
3. DP Hai Duong	3 district DPOs 4 clubs	10	15	370	Approx. 2000	Approx. 40
4. DP Thai Binh	0 district DPOs 8 youth clubs	7	17	300	Approx. 1599	Approx. 50
5. DP Thai Nguyen	14 ward DPOs	6	9	300	Approx. 500	Approx. 30

Comparing the numbers of PWDs in the provinces (described in chapter 1) with the numbers of members of the DPOs, it becomes clear that there still is a great potential for increasing the number of members. The current ratio is that less than 1% of the PWDs are members of the DPOs.

Partner organisations with a strategic role in this project:

Organisation	Role in project	Leaders and staff reached with TOT or cap. building	Members involved in project activities	Duty-bearers reached through project
DP Hanoi	<ul style="list-style-type: none"> <li>• Training of resource persons that can be used by DPOs and project (ToT, pool of consultants).</li> </ul>	20	Around 200 (out of a total of 8.000 members)	-
VFD	<ul style="list-style-type: none"> <li>• Monitoring the implementation of the UN convention on disability rights.</li> <li>• Conducting studies in the provinces to support their work with evidence.</li> <li>• Acting as an entry point to relevant government institutions.</li> </ul>	30	The DPOs mentioned above are members of VFD	50

*Special focus on sub-groups of PWDs:* In order to reach also the most vulnerable people among the PWDs, the project included a focus on:

- *PWDs with severe disabilities.* DPOs need to improve their membership register in order to know how many people with severe disabilities are active in the organisation. Furthermore, the focus will be included when drafting by-laws and planning activities (need for extra compensation) for the project. The project also proposes an budget line and cost norms for disability compensation in order to make it possible for severe disabled people to participate in project activities.
- *Women with disabilities.* The project will focus on women's representation in leadership of the organisations and support activities that involve women with disabilities actively (through women's clubs). This way, the marginalised women who often tend to stay at home will be given a platform to participate in the project and share their experience with likeminded people.
- *Youth with disabilities.* The project will also promote the inclusion of young people (15 to 24 years) in the project and the work of the DPOs as such. The approach for supporting this is the strengthening of youth clubs and as special training to promote youth leaders as the coming generation of DPO leadership.

As *duty bearers*, approximately 200 representatives of different authorities have been identified as part of the **secondary target group**. These include people from relevant ministries (e.g. representations of DOHA, MOLISA/DOLISA on provincial and district levels, which includes health workers and social welfare officers,) and local government authorities (peoples councils and peoples committees, at provincial and district levels; also members of the ad hoc based disability committee). The stakeholder analysis (interest analysis in annex B) is providing further details about relevant duty bearers.

On the side of the right holders, the secondary target group consists of the community members that are reached with project activities (approximately 12.000) and the PWDs who are potential future members of the DPOs.

### 3.c Objectives and indicators

The project has formulated the long term impact as follows: *Organisations of disabled in Northern Vietnam are increasingly efficient in promoting and protecting the rights of people with disabilities.* In order to achieve this, the following 3 outcome have been formulated with its respective results (outputs):

Outcome 1: Organisations of Disabled in five selected provinces have increased their capacities in leading and managing the organisation.

- Output 1.1 Leaders and staff improved their skills in leadership and management of their organisation on provincial and district level.
- Output 1.2 Systems and structures improved to ensure legitimacy towards its members, democratic decision making, and clear distribution of roles and responsibilities.
- Output 1.3 Financial management systems are developed, implemented and improve accountability and financial transparency in the organisation
- Output 1.4 DPOs start during the project period to apply tools and gained knowledge in resource mobilisation.

Outcome 2: Organisations of disabled in five selected provinces have increased their capacities in membership management on provincial and district level.

- Output 2.1 Increased number of disabled and severely disabled members and increased geographically coverage.
- Output 2.2 System for membership registration improved at provincial and district levels.
- Output 2.3 Internal communication systems developed and practiced.
- Output 2.4 Increased the number and the capacities of women and youth clubs.

Outcome 3: Organisations of disabled in five provinces have increased their capacities in planned advocacy work and apply the gained knowledge.

- Output 3.1 Members & selected stakeholders on provincial & district level are better informed about disability rights.
- Output 3.2 DPOs have developed plans for advocacy work and tested them in practice.
- Output 3.3 DPOs at provincial and district level have increased their capacities to do advocacy work according to learned methods and tools.

The outcome and outputs have been identified in an participatory process with the partner organisations in Vietnam, following a discussion on the lessons learnt from the past project and based on the theory of change formulated during the same workshop. The result is an LFA, where all partners feel the ownership to it, as all agreed that this is an efficient way to achieve the desired change. The components such as joint capacity building, joint activities, DPOs own components and small activities (components are described further down in this document) do all contribute to the achievement to one or more of the described outputs and outcome. This way the LFA aligns activities into one framework.

The indicators formulated for the outputs demonstrate concrete figures, e.g. for the results of the planned advocacy work. Here we expect that all provincial DPOs manage to make the disability committee meet "on demand", and that this shall lead to an increase of PWDs with a disability certificate (from less than 30% to more than 50% of DPOs members) . Also the number of DPOs who will manage to organise legal aid for their members is an indicator for if advocacy efforts have achieved results. For a complete picture of the LFA, including indicators, baseline-data, milestones and targets, please see the matrix in annex C. The LFA also contains details about the planned activities under each output. These activities are the syntheses of what has been identified by each DPO as priority activities.

### 3.d Strategy

Capacity development is at the centre of all aspects of this project. Past experiences in Vietnam has shown, that improved capacities of DPOs are key in order to assist people with disabilities to achieve their rights through these organisations. DHF applies the change triangle as a tool to achieve change through capacity development. All three corners of the triangle are interlinked, but focus of this project is on OD and advocacy work:

- **Organisational capacity** is where the main focus of this project is set. Areas of organisational capacity building include leadership (board development and strategic leadership), management (project cycle, including planning, monitoring and reporting), communication (internal and external), resource mobilization, and last but not least, capacity building in establishing, maintaining and using a membership database. Emphasis will be given on skills in democratic leadership, transparent decision making, and accountability toward members. As the provincial DPOs grow organisationally, the project will support them to establish a membership register, managed and updated at district level.
- **Advocacy:** Outcome 3 of this project plans to build the capacity of DPOs to engage in advocacy work on the level of their operations (provincial/district). Through joint training, managers of the DPOs will get skills and tools for efficient advocacy work, such as campaigns, lobbying, as well as sensitization of duty-bearers and right-holders. Each DPO will formulate an advocacy plan and gather evidence (based on site visits, research or their membership data) for their advocacy work. Following the capacity building, the DPOs will conduct advocacy activities through an own component (OC) or through funds for small activities (FSA) provided by the project. Results of this work are the establishment of more district DPOs, the result of making disability committees meet and thereby make it possible that more members get issued a disability certificates. Another indicator for the achievement of advocacy plans is, if the DPO managed to collaborate with local government about the establishment of legal advice services (LAS) for its members.
- **Empowerment:** On individual level, all corners of the change triangle contribute to the empowerment of PWDs through the work of the DPOs. Members get organised in youth clubs or women clubs and engage in the work for PWD rights. The project contributes to empowerment of PWDs both through the formation of groups and DPOs, through the engagement of members in social activities, through awareness rising activities in the communities, and through the results of advocacy work, where PWDs receive the support they are entitled to according to law (e.g. social protection support).

### ***Methodologies and approaches of Capacity Development***

With this project, the comprehensive capacity development part implies a shift of focus from training to learning. Instead of planning for different types of workshops and trainings, the plan focuses on what type of learning is needed for a person / an organisation to achieve the desired change. After formulating the learning goal, different approaches have been combined to facilitate the learning process:

- *Sequence of training modules and sessions:* Training is not understood as a single event, but as a process with sequences. This way, learning does not only happen in class, but also in between trainings. Therefore, the process of preparation before a training and action plans on how to implement the new learning after a training are understood as important parts of the method.
- *Coaching and feedback:* Participants go through an enormous learning process while participating in this project. In order to assist them individually and in small groups a structure for coaching and feedback will be established. It will be a service provided by the project office in Hanoi, mainly by the training facilitator employed for the purpose, and partly by the project manager. Besides the enhanced learning, experience made during the past project document also that coaching leads to higher quality in the results delivered by the project, as they will receive feedback and advise on the specific problems they deal with, and not only the topic of the training.
- *Training of Trainer:* With a clear recommendation from the mid-term review of the past project, trainers will be trained through the approach of ToT and in order to be used as training assistants in the capacity development of the project. This will happen in continuation of a TOT during the previous project and will further strengthen capable persons from within the disability movement to become trainers and facilitators. This is also a strategy for sustainable development of capacities within the sector.
- *Peer learning:* Experiences drawn from the past project show that people learn the most from their peers. This has led to the development of comprehensive approaches for peer education and peer learning, which this project plans to include in its toolbox of approaches. There will therefore be an enhanced focus on exchange of experience on all levels of the project (provincial/district, leaders/managers/members), and on peer review of each other's performances, using the underlying peer pressure to control / stimulate each other's work.



- *Organisational learning*: In order to convert the individual learning to organisational learning, the project will create spaces for reflexion, discussion of own performance and reviewing lessons learnt. As a project this will be done through the peer review process and an annual review forum. At the level of each DPO, the trainings will include topic on how to plan for reflexion (through meetings and improved meeting agendas), give feedback on own performance (self-assessment), and plan for organisational change. *The learning cycle* (planning, doing, reflecting, improving) is also one of the approached applied for individual and organisational learning within this project.

The comprehensive mixture of tools and methods for capacity development is understood as the major success factor to reach the change desired by this project (increasingly efficient DPOs promoting and protecting the rights of PEWs). As this assumption is both based on own experience (the past project in Vietnam and other projects implemented by DHF) and internationally approved methods for development, it is understood as very likely that the project will contribute tremendously to bring the desired change.

DHF also uses the tool *Pathways towards the ideal organisation* as an additional approach to OD. The tool is used for analysis, planning, monitoring and evaluation of the development of the DPOs, starting with the initial needs assessment step. The tool looks at the organisation within the sphere of three circles

- The *being* of the organisation: the identity, membership, structure and bylaws of the organisation.
- The *doing* of the organisation: such as service provision to members, advocacy work, etc.
- The *relating* of the organisation: internal and external relations the organisation participates in.

This way, different capacities that the organisation needs in order to develop the ideal organisation will be identified, prioritized, and planned for as part of project activities (mainly own component and FSA).

The approach for capacity development has been planned in a most flexible way to fit the different needs of the partner organisations. We are talking about provincial DPOs with different organisational capacities (some have been part of the past capacity building project, others have not), and district DPOs who in most cases are weak. Therefore the strategy consists of a mixture of different components, such as joint activities, joint capacity building, specific activities channelled through own components for the provincial DPOs and a fund for small activities. The 5 provincial DPOs will have access to all project components, while the strategic partners of DPO Hanoi and VFD will engage in different types of activities (described further down), financed through the Fund for Small Activities.

### ***The project components***

*Joint capacity building*: This component is requiring a large part of project resources, including man-hours at the project office. The participant for joint capacity building will go through a process of learning via different tracks, each with a number of modules and sessions, tailored for the specific target group. These tracks are:

- **Track A**: for leaders and managers from the two old provincial DPOs (Nam Dinh and Ha Nam). These trainings build on the experiences of the previous project and starts as the needs were identified at the end of that project. Main focus will be on membership management and new legislation, such as the civil society bill.
- **Track B**: for leaders and managers from new provincial DPOs (Thai Binh, Hai Duong, and Thai Nguyen). During the year of 2018 the three new provincial DPOs will participate in intensive training, to bring them on the same level of knowledge then the DPOs who already participated in the past project. The content of this track includes modules about organisational development, leadership skills, internal democracy and accountability, project management skills (including planning, monitoring, and reporting) general financial management, office management skills, and intern/external communication. The track also includes basics on advocacy work, and membership management.
- **Track C**: for leaders and managers from all provincial DPOs. After completion of track A, the provincial DPOs will jointly participate in further training. The content of this track includes strategic planning, resource mobilization, development of internal control committees, sustainability of DPOs, and capacity building for future leaders.
- **Track D**: for leaders and manager from district DPOs. The track will first be conducted for district DPOs in Ha-Nam and Nam-Dinh (old project partners), and thereafter for district DPOs in Hai-Duong, Thai-Binh, and Thai Nguyen (new project partners). Selection criteria will only include those district which prior to the subscription show readiness (basic level of organisation must be in place) for participating in it. The content of this track is adjusted

to the needs and include modules about membership management, advocacy skills, disability legislation and policies, basic project management (e.g. planning, monitoring and reporting) and local resource mobilization.

Besides the tracks, some specific technical training is provided according to identified needs, for instance to accountants and bookkeepers.

The capacity building tracks are designed with training modules and sessions. Some modules are understood as a sequence, where participants go through a longer learning process. In between workshops, the participants will apply the learnt and continue to receive coaching and feedback. Also the exchange of experience between the likeminded DPOs is an integrated part in the capacity building, learning by observing how others do.

The capacity building component is very complex and a large part of the entire project. Therefore, a training plan has been formulated to provide an overview of all tracks and details about the learning goals for each module and session. The training plan is attached to this application.

*Joint activities:* A number of activities that are common for all DPOs will be supported through this project. The project office in Hanoi will take the lead to organize these activities together with and for all partner organisations. A preliminary needs assessment has identified the following as the partners' priorities for joint activities:

- *Establishment of a membership register:* All DPOs have identified the creation of a membership register as a key priority. The project can therefore efficiently join the DPOs and introduce a database system that works for all, based on one database that was piloted in the previous project. This way, the data base can aggregate comparable project data.
- *Exchange of experience:* This approach is both part of the joint capacity building (as a tool for peer learning), but will also be supported as stand-alone activities. For instance will the youth and women's clubs exchange their experiences within a network of these clubs. The exchange can take place between the DPOs (for cross learning among DPOs on FSA applications, or M&E) or with other organisations, such as the Blind Association, the Orange Agent Association, or the Women's Union.
- *Peer review, followed by an annual review forum:* Based on learning from the past project and to further strengthen organizational sharing and cross-learning among peer, the provincial DPOs will monitor and review each other's work, and share experiences on an annual review forum.
- *Formation of training assistants,* involving the capable trainees from the DP Hanoi ToT training, who will play a role in the joint capacity building as well as in training at own DPO components.
- *A best practice study* on project achievements of organizational strengthening: This study will document good practice during the implementation of the project and end with a publication of an OD handbook, together with the applied curriculum for capacity development, to be shared with stakeholders and for scaling up similar projects in other provinces of Vietnam. This will be done in collaboration with other INGOs who are active in the disability movement in Vietnam.
- *Other joint activities* will be defined along the way and implemented through the creation of specific task forces for different purposes. One opportunity is a possible exchange project with the *Norwegian Mission Alliance*<sup>13</sup>, who works with a similar approach of strengthening DPOs in southern Vietnam.

*DPOs own components:* As the joint activities and trainings will not cover all the aspects a DPO needs to be strengthened, the project supports them with an own component. Within the scope of the project outcome and outputs<sup>14</sup>, a detailed needs assessment of each DPO will determine the focus of the own component. All DPOs are expected to deliver results to the outcomes of strengthening a) their organisational capacities, b) their membership management and c) their ability to

<sup>13</sup> An MoU between the project office in Hanoi /DHF and the Norwegian Mission Alliance has been signed, where both parts commit themselves to share working modalities and standards, as well as best practices.

<sup>14</sup> Each provincial DPO has formulated their own LFA which corresponds with the overall project LFA on outcomes and outputs. The individual LFA will together with the detailed needs assessment serve as a starting point for planning own components that strategically contribute to the achievement of the overall LFA.

conduct advocacy work. Therefore all three areas are likely to be included in own components, though with individually adjusted focus.

The process of formulating an own component will be facilitated by the staff at the project office in Hanoi and be carried out in different steps:

1. Knowledge generation and participatory needs assessment, facilitated by staff at the project office. Tools like “pathways towards the ideal organisation” will be applied.
2. Compilation of own LFA and overall project LFA with results from needs assessment lead to the next step:
3. Formulation of component with detailed implementation plan, including monitoring plans. The process is guided by the project office to secure alignment with planned project results.
4. Approval of own component by project board, based on defined criteria (see implementation guidelines annex J).
5. Implementation of own component and monitoring of results. Guidance and feedback by staff at the project office.
6. Periodic review by peers and reporting to project board.

As the content of the DPOs own components is working towards achieving the overall results of the project framework, it is important to mention that the components will be formulated with the priorities already made when formulating the LFA jointly. The steps described above shall therefore secure coherency between the components (e.g. links to trainings) and the overall project goals and results. Likely activities supported through own components include activities for members and youth / women's clubs, mobilisation of new members, the advocacy work planned in this project and a small amount of administrative support for the DPO.

DHF has good experiences with the implementation framework through own components. The formulation and administration of the own components is managed according to a clear and transparent process, described in the implementation guidelines in annex J.

Own components will be managed by provincial DPOs and include their work with district DPOs. This means that the support will trigger down from provincial to district level. The structure is sufficiently flexible to allow other ways of organisation. For instance, it is expected that the province DPO of Ha-Nam will focus directly on the district level, bypassing the provincial DPO until their transparency standards improve.

*Fund for small activities (FSA)*: The FSA are set aside for small activities that are not part of the joint activities, joint training or an own component. The DPOs have to apply for this funds and the project board will decide on them based on formulated selection criteria (see details about the FSA in the implementation guideline in annex J). All applications shall contribute to the achievement of at least one of the project outputs, either strengthening the organisation, its memberships or engaging in advocacy work. This way, even the FSA will be aligned with the overall project LFA.

The FSA give the project the flexibility to include activities, which were not planned for when approving a DPOs own component. Also new provincial DPOs will have to get project experience through the FSA before being allowed an own component. The majority of the FSA applications are expected to come from district DPOs and youth / women's clubs. Examples of expected activities under the FSA include:

- A district DPO plans a community activity to make people (both right-holder and duty-bearers) aware of disability rights.
- A women's club plans to hold social activities with another women's club so they can meet and exchange their experience on topics related to gender and disability.
- A provincial DPO plans to hold an extraordinary general assembly which they have not planned for in their own component but is important for the accountability to their members and in order to live up to their own by-laws.

The MTR recommended that FSA should continue to be available for project partners and that they should be easier to be applied by district DPOs. This level had in the past project difficulties in accessing FSA due to lack of capacity in project formulation. This project has therefore included both joint training and increased coaching for district DPOs in the process of applying for the FSA.

*Activities with strategic partners:* DP Hanoi has through previous partnerships grown tremendously and proves that the past capacity building approach did work. The success story also implies that DP Hanoi needs a different kind of support than the remaining provincial DPOs. They are therefore understood as a strategic partner, where the project draws on their experiences and competencies. Project activities with DP Hanoi include:

- Skilled staff at DP Hanoi will join a pool of consultants which the project uses as potential facilitators for trainings and courses. It has been recommended by the review of the past project that skilled people with disabilities shall be used to a higher extent in the project as trainers and facilitators.
- DP Hanoi will participate in a training of trainers (ToT) to provide resource persons for the district DPOs of Hanoi and thereby strengthen their organization through their own training. This ToT will be based on experiences with the same approach in the past project, while new / more trainees will be trained. The trainings will identify the skilled staff for the pool of facilitators that will assist the project trainings with the other DPOs.

The *Vietnamese Federation of the Disabled* has in this project also changed status to a strategic partner because of their importance as a link between the government and the provincial DPOs. Activities with VFD will be financed through the fund for small activities and include:

- Monitoring the implementation of the UN convention on disability rights. VFD has for instance good experience in the formulation of shadow reports, where the provincial DPOs contribute to the report with data and examples from their members.
- Conducting studies in the provinces to support their work with evidence.

### ***Timeline for project interventions***

The difference between the capacities of the provincial DPOs and the project history, where three provinces are new to the project, has influence on the timeline of interventions. Concerning capacity development, the new DPOs, Thai Nguyen, Thai Binh, and Hai Duong, will go through an intensive sequence of training modules in 2018 in order to bring them up to the level of the two provincial DPOs that have been part of the capacity building of the past project (Nam Dinh and Ha Nam).

The DPOs of Ha Nam and Nam Dinh will during 2017 and 2018 be given time to internalise and apply the learning from the past project, with only a few trainings that follow up on learning from the past project. They will also receive intensive support through coaching in how to apply the learnt knowledge. During 2019, all 5 DPOs are expected to be brought together for continuing to participate in capacity building jointly.

The district DPOs will participate in capacity building in two groups. The first groups will be trained, starting during the last quarter of 2017 and cover the district DPOs from Ha Nam and Nam Dinh, and the second group will be trained, starting in mid-2019 and cover the three remaining districts. The groups have been planned one after the other because the number of districts is too large to build their capacities all together.

With the project start, DP Nam Dinh and DP Ha Nam will immediately start the process of planning for an own component. DP Ha Nam will do this as a bottom-up process, focusing on strengthening the district DPOs. The remaining three provinces will first have to start their capacity building and apply for at least one FSA before they can apply for an own component from mid-2018. All DPOs have in the project planning stage already drafted an own LFA-document with proposed project activities. These documents form the base of the formulation of own components.

The project office in Hanoi will guarantee timely implementation of the project according to plans. An overall implementation plan, illustrating the above details, is in annex G to this document.

### ***Strategy on transparency***

Lessons learnt from the past project show that some DPOs have easier with the project requirements on accountability and democratic leadership than others. It has in some cases been difficult for DHF to insist on complete transparency in the partnership. There exist a general goodwill among all partners to be accountable to its members and partners, but undemocratic traditions in Vietnam are still a barrier for some leaders, also within the disability movement. As a way of dealing with this and work for more transparency within the DPOs, the following strategies have been formulated:

- Partnership Agreements define common standard: During a partnership project in 2016, the partnership agreement between the project (DHF) and each implementing partner of the past project was jointly developed to formulate the standards for the partnership. The partnership agreement each partner will sign for the new project will therefore make democratic decision making, transparency in the partnership and accountability to stakeholders and members a preconditions for the partnership. All partners have agreed to these standards, while it will be a task for the project monitoring to check, if they live up to the agreement. Draft partnership agreements formulated with the partner can be found in annex M.
- Scaling up/down of project engagement based on level of transparency in the DPO: It is part of the flexible project approach is it, only to give an own component to DPOs living up to the transparency standards in the agreement document. Partners who do not want to be transparent may only attend the joint activities and capacity building, as well as FSA, until they live up to the agreed standards. This structure has been decided on in order to reward those DPOs who are open and transparent in their way of working.
- Annually audited accounts: the project will hire a local audit firm to conduct annually audited accounts of the partner organisations entire accounts. This will not only inform the project about possible irregularities but also provide the partners with a management letter about where to improve the accounts. Annual audited accounts are also a good tool for transparency and may attract other donors to fund the DPO.
- Periodic review of partner accounts: the same audit firm will also to review partner accounts through un-announced visits. These reviews lead to a report that describes the state of the entire accounts of the partner organisation. This way the project wishes a) to increase the transparency of the partner organisation, b) provide the partners with a tool to improve temporary shortcomings and c) make them aware of always having the accounts updated and in order.

### 3.e Risks

The risks have been assessed as described in annex D through the risk matrix and a matrix that provide details about the risk mitigation measures. A perspective of the risks can also be found described as assumptions in the LFA (annex C). DHF has great insight into the local context of working with DPOs in Vietnam, thus the assessment of the risk is based on facts from the ground (partner organisations, project office, own observations). In resume, the risks will be mitigated as follows:

1. *The government could become less cooperative*: The project office in Hanoi holds an important role of keeping good relations to authorities such as PADCOM, who approves licences and employment of project staff. This work relation is an advantage for the project and is shortening bureaucratic procedures. Also on provincial level DPOs have good relations to government. Advocacy activities are planned in a cultural sensitive way (non-confrontative). The project participates in the NGO-coordinating forum WUFO, where joint responses towards government are discussed and agreed on. Even in the worst case scenario (if the new civil society bill is passed without alterations, which however is unlikely), the project can still operate under new modalities.
1. *Delay in approval process of new project by local authorities may cause a late start*: The project is planned in a way that it allows initial delays, especially among those DPOs who are new to the project.
2. *Other key players in the disability movement could start becoming counterproductive*: Some of the other key players will be involved as strategic partners and in the project advisory forum and thereby keep them close to the project. The project office will share information about the project with other stakeholders and keep good relations to them.
3. *Reduced accessibility to provinces & districts due to bad weather and natural disasters*: Accessibility to provinces and districts is generally good in Vietnam, including the availability of alternative routes.
4. *People with disabilities might not commit fully in the DPOs but engage with other organisations that pay them better money*: The project believes in voluntarism as the best way of organizing interest groups around a case. With the project of strengthening the DPOs and their membership management, it is expected that members will better understand the benefit for them to volunteer in the organization.
5. *Leaders and managers willingness to develop the DPOs and bring forward the planned change may reduce*: The project ownership is high as it has been developed together with these leaders. DPOs have also been assessed

and leaders expressed to be ready for change. Furthermore, capacity building will increase the ability to change, and thereby influence the willingness to change.

6. *The complexity of the project might overload the project office with work:* The project plans to equip the project office with adequate number of man hours. If problems arise, DHF is in constant dialogue with the office to improve the situation. If existing staff leaves, the project will have difficulties in recruiting people with enough capacities. On the other side, a pool of facilitators trained by DH Hanoi and during the past project can work as a gap filler for certain tasks.

In addition to the risk assessment, efforts of keeping the project on track have been analysed and measures established. The M&E system described in chapter 3f and the indicators with milestones and targets from the LFA are an important tool in this context. Furthermore, the project board and the advisory forum are two important mechanisms for continuous risk assessment, monitoring and steering of the project, as described in chapter 3h.

### **3.f Monitoring, documentation and learning**

The LFA in annex C, with its baseline data, milestones and final targets function as a monitoring tool to control, if the project is on the right track. the matrix (annex C) also includes an evaluation plan with more details about how to monitor progress. In top of that, each DPO has elaborate their own project LFA with specific activities and process indicators on activity level. This will be the monitoring framework and guide the partners throughout the implementation of activities.

The project office will have a part time staff for data collection<sup>15</sup>. Together with the project coordinator, they will collect the needed data and compile them in quarterly reports to the project board and to DHF in Denmark. It is the role of the DPOs to provide this data, disaggregated per gender/age/disability. It is the project coordinator, who takes the lead in monitoring implementation and report to the project board and DHF in Denmark. The project board will then discuss the compiled reports and approve them or decide on measures needed, if parts of the project seem not to deliver the desired results. See more details about the role of the project board in the terms of references in annex E.

Besides the quarterly reporting structure from the project office to the project board and DHF, the implementing partners (all with an own component or with ongoing FSA) will deliver reports from the field to the project office. These reports are an important tool in the data collection about project activities. A reporting format will be tailored to ensure that the necessary qualitative and quantitative data is collected.

The project responsible at DHF in Denmark will monitor the project implementation through regular monitoring visits to Vietnam (minimum once a year), where he will listen to the concerns of project staff, partners and beneficiaries of the project. The purpose of a monitoring visit is to check, if project implementation is on track according to planned outputs and indicators and to verify the information provided in reports.

DHF has developed a global M&E system with overall indicators on their international work, which includes the project in Vietnam. Parts of these indicators (such as the index on transparency and the index on organisational democracy) have been adjusted to the project context and applied in the project LFA. This is expected to increase the consistency of comparable data between the different projects of DHF.

Project monitoring does also include financial monitoring of project accounts. In order to improve the monitoring of partner accounts, an agreement will be made with a local audit firm to a) conduct annual audit of partner accounts, and b) review the partner accounts (un-announced visit) with the purpose of improving transparency and accountability within the project. A standard of the un-announced review has been tested with one partner and will be rolled out as part of the new project.

Organisational learning is an integrated part of the capacity building part for the DPOs. Therefore, the partner organisations are not only expected to improve the documentation of their project achievements, but also to strengthen their internal mechanisms for organisational learning. Furthermore, activities, such as peer review and the annual review forum will involve the partners in discussing the results and reflect on own performance. This way, the project involves them in a participatory learning process. It also improves the chance that important experiences and results are utilised by the

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<sup>15</sup> See job descriptions of project coordinator and M&E assistant in annex N

partners. The final evaluation of the project will in this sense be organised as a final learning process, being conducted internally and without the use of an external consultant.

An external mid-term review is planned to be carried out in the beginning of 2019. The review report is expected both to provide specific advice about the ongoing implementation and recommendation for the next possible project. The timing of the MTR allows the findings to feed into the planning process of the next phase.

### **3.g Information work**

DHF sees a lot of potential for information work about the project. The work of strengthening the disability movement through capacity development of DPOs is not only relevant for DHFs members (around 9.000), but also for the broader membership base of the disability movement in Denmark (more than 300.000). We want to explain why it is right work we first of all are focusing on, and show what impact the DHF projects has on the individual PWD in Vietnam.

We plan to make a campaign, starting with a few weeks on social media (several DHF platforms and easily shared to extern also) consisting of videos with personal stories, videos about the conditions in Vietnam and a photo reportage about PWDs in Vietnam.

Then we will bring an article in our member magazine and contact other relevant magazines concerning PWDs or Vietnam, e.g. Dansk Vietnamesisk forening.

We will use the attention created from the initiatives above to contact the 63 DHF local branches and offer them a visit with a presentation and a powerpoint show about our development work in Vietnam.

Finally we will write an article for a national written media about our work in general, with a focus on Vietnam. Here, we want to answer questions like: Why is it relevant for a Danish disability organisation to cooperate with a disability organisation in a developing country, and not just work for all people in need? What can we offer them besides funding? Why is advocacy work so important? What is the outcome for the individual?

The information work will also be linked to the documentation of achievements.

The project has not included a budget line for information work at this stage, but plans to apply for additional funds for information work later.

### **3.h Setup – division of roles and responsibilities between partners**

The Danish partner will have the overall responsibility of the project. DHFs development board ensures that the project is within the overall strategy of DHF. The project responsible for Vietnam at the DHF office in Denmark will be responsible to keep the political level and the Danish donor informed about project development; this means that the overall responsibility for narrative and financial reporting lays with him. The project responsible approves adjustments in the project document proposed by the project board, approves reallocations in the budget, and needs to agree on working plans from the project office.

The project responsible delegates the responsibilities for the practical implementation of the project to the project office in Vietnam. It is part of the competence of the project responsible in Denmark to employ the national project coordinator in Vietnam.

**The project office:** Experiences from the past project have shown the benefit of having a project office in Vietnam to work very closely with the project implementation partners. This is also necessary for the new project. It is the responsibility of the project office to ensure that the project is implemented in accordance to the values and ideas expressed in the project document. They work with close guidance from the DHF office in Copenhagen.

The project office will consist of programme staff and administrative staff. These will be:

1. Project coordinator: Ms. Pham Thi Cam Ly, who has been the project coordinator since 2014 on the past project and will continue in the same role with the new. Her responsibilities include a) coordinating the project, including

planning with and advice to partners, monitoring of implementation and reporting to project board and DHF in Denmark, b) day to day management of the Hanoi office, and c) represent DHF in Vietnam and maintain contacts to stakeholders and Vietnamese authorities, including reporting to PACOOM.

2. Capacity building officer: The past project employed a part time capacity building officer, and with the increased complexity of capacity building of the new project, this position is proposed to be full time. The officer will be responsible for implementation of the joint training plan, facilitate a large part of the trainings, and provide coaching to the partners on organisational matters.
3. Accountant and administrative assistant: Mr. Nguyen Hong Long, who was part of the past project, will continue in this position. Besides book-keeping and assisting with administrative work, Mr Long will in the new project also take the lead in the training and coaching in financial and administrative topics for the partners.
4. Logistics and data collection assistant (intern): this part time internship will assist the administrative assistant with part of the logistics and the project coordinator with part of the data collection.

Please find the detailed job descriptions in annex N to this document.

**Project Board:** A project board will be created with two representatives from each provincial DPO and one representative from the Danish partner. They will meet at least 6 times a year, and possibly more often, if needed.

It is the responsibility of the project board to monitor the implementation of the project, which includes all the different components. They are also responsible for approving the funds for small activities (FSA) based on criteria formulated in the implementation guidelines. Besides the technical role, the project board serves as a platform for partners to exert their rights as the project owners and engage themselves in solving difficult issues that require high level decisions. The project board will work according to the terms of references that describe their role and responsibility in detail ( annex E).

**Advisory Forum:** An advisory forum will be created to give the project additional expertise and advice. It is a larger forum where lessons learnt can be discussed and qualified experts can contribute with recommendations for the project. The forum will consist of 4 participants from each project partner, plus a small number of people from stakeholders and representatives from likeminded organisations. It is a larger forum than the board, but without decision making powers. Terms of References for the Advisory Forum are also attached in annex E.

### 3.i The budget explained

The project has been designed to achieve clearly formulated results and to be flexible enough to include change in partners' needs. This can be noted in the project set-up and in the budget. For instance does the budget line of own components for partner organisations at this stage not yet specify what activity the component will cover. However, the LFA is setting a clear result framework for the own components and priorities have thereby been set by the LFA.

The project has made the funds for own components conditionally in the sense that partners only qualify for these, after demonstrating a sufficient level of transparency (applying DHF index for transparency). This might imply budgetary changes during the project span, but for a start the budget plans own components for the two known DPOs, while the 3 new DPOs will start with "funds for small activities" before qualifying for an own component. Strategic partners (VFD and DP Hanoi) will only access funds for small activities. All activities conducted under own component or funds for small activities will have to contribute directly to one or more of the outputs of the project LFA.

The number of partners might at a first impression appear to be few with only five provincial DPOs. However, compared to the past project, this one includes a focus on district level and is therefore much more complex than before.

Trainings and joint capacity building form a major part of the project budget, which makes the entire project expensive compared to other type of projects. However, capacity building is understood as an investment in the disability movement with long term results for a much larger group of people than the ones targeted within the project span. DHF has good experience with capacity development of DPOs and considers the budget for this as realistic.

The new holistic and intensive approach to capacity development applied in this project also means that a lot of man-hours are needed to prepare and conduct trainings, coaching, and monitor the participants work after trainings. The increase focus on peer learning between the DPOs does also increase the cost of local staff, which can be noted in the budget.



The project office in Hanoi is vital for the coordination and daily management of the project. Language barriers and difference in working culture makes the office indispensable for DHF. Besides that, it is a legal requirement to have an office for being able to channel support any organisation in Vietnam.

For further details, please do also see the Budget notes in the Excel-sheet in annex F.

*Does the budget include spending on the Danish organisation's man-hours dedicated to activity-specific assistance?* **NO**

## 4. PROSPECTS AFTER THE PROJECT

### 4.a How to ensure sustainability

The project has a strong focus on organisational sustainability of the partner organisation. The extensive engagement in capacity development is done with the intention of enabling the leaders and managers of the DPOs to continue their work of promoting disability rights and address the issues concerning their members, also after project end.

In particular the inclusion of skills in local resource mobilisation is understood as a lasting investment in a reduction of the DPOs dependency over time. Together with the skills in relation building, it will help the DPOs to engage locally with government, philanthropists and others who are interested in assisting the work of improving PWDs rights locally.

The project itself, including the gained capacities and experiences in planning, formulating, monitoring and reporting is expected to give the DPOs good cards in order to apply for other donor funds and thereby further reduce the dependency on one single donor. A positive track record on sound and transparent financial management throughout the project span will also help the DPOs to become more attractive to a wider range of donor. This way it is expected that the work of this project to improve the DPOs organisational sustainability will lead to a improved financial sustainability in the long term.

The project has developed cost-norms, based on experiences from the previous project and harmonised with other donors in the area (such as the Norwegian Mission Alliance). The cost norms include rules for how much transport compensation can be paid and how much a hotel may cost for accommodation, among other norms. This is understood as a fair way of supporting where there exists a need, while being cost-efficiency at the same time. For larger expenditures, three quotations are requested beforehand. The projects will during all project activities and in administrative processes follow the cost standards given by the donor, and strive to get most value for money. Details about cost norms and more can be found in the implementation guidelines in annex J.

The project office established is not understood as a lasting structure but only as a means to support implementation and documentation during the project span. Therefore, it does not create dependency to us.

The project plans a publication of best practices on capacity development toward the end of the project. For this purpose the project office will be engaged in collecting success stories and compiling the entire training material to be published as a curriculum. The target group for this publication is all DPOs and other stakeholders who work with capacity development of the disability movement in Vietnam and abroad.

### 4.b New phases and future cooperation

DHF has in its overall partnership approach defined different stages with different project types in each stage. This project is in this context still in the very first stage of the partnership, as it focuses on organisational strengthening and capacity development. It also indicates that the long term commitment of DHF is to continue the collaboration with DPOs in northern Vietnam for quite a number of years to come.

DHF is with this project increasing its focus on district level, with the provincial organisations as an entry point to reach its members. This means that DHFs involvement is moving from national / overall level and closer to the areas where PWD live (districts). The 3 year capacity development project will improve the odds of the district DPOs to grow as. Equipped with skills and knowledge, they can improve their work and increasing the efficiency of the DPOs. How far they manage to

develop in the given time span depend not only on the efficiency of this project, but also on their own willingness and ability to learn.

With DHFs long term commitment in northern Vietnam *in mente*, there are different likely scenarios for new interventions at the end of this project. They all take as a precondition that the provincial DPOs which are part of this project have grown and do not need the same kind of project in the future.

- Possible expansion to new provinces: Applying the lessons learnt in new provinces could be one scenario for a new project that follows this. The planned publication of approaches and strategies in form of a training curriculum could help a new project to scale up the experience to a wider geographical area, for instance to other provinces in northern Vietnam.
- Reaching deeper into districts and wards: With the provincial DPOs strengthened and some district DPOs starting to work more efficient, the focus of a new project could reduce the geographical scope and work more in depth on district level and assist these districts to reach the people with disabilities on ward level.
- Collaboration in open networks: A scenario with fewer cost implications would be collaboration with strong partners (meaning without capacity development aspects) in an open network of equal partners. This kind of network would be realistic towards the end of a longterm partnership and with a major focus on advocacy work.

Final plans of the modalities of a continuation of the collaboration after this project will be decided upon after the external mid-term review and together with the involved project partners (in the project board).

### 3. Budget summary

#### Main budget items:

	Full amount	Financing plan	
		Of this, from the Disability Fund	Of this, from other sources
1. Activities	2.215.486	2.215.486	
2. Investments	55.172	55.172	
3. Expatriate staff	0	0	
4. Local staff	1.139.341	1.139.341	
5. Local administration	247.344	247.344	
6. Danish project monitoring	116.625	116.625	
7. Evaluation	121.465	121.465	
8. Information in Denmark ( <i>max. 2% of 1-7</i> )	0	0	
<b>9. Total project expenses (budget line 1-8)</b>	<b>3.895.433</b>	<b>3.895.433</b>	
10. Budget margin ( <i>min. 6% and max. 10% of 9</i> )	240.000	240.000	
11. Disability compensation	104.625	104.625	
12. Auditing in Denmark	40.000	40.000	
<b>13. Subtotal (budget line 9-12)</b>	<b>4.280.058</b>	<b>4.280.058</b>	
14. Administration in Denmark ( <i>max. 7% of 13</i> )	299.604	299.604	
<b>15. Total (budget line 13+14)</b>	<b>4.579.662</b>	<b>4.579.662</b>	

Note: Exchange rate used: 1DKK = 3226,27 V-Dong

## 4: Cross-cutting issues

*Cross-cutting issues addressed by the project applied for as percentages of budget spending*

Gender	Environment	Good governance and human rights	HIV/AIDS	Reproductive, maternal, neonatal and child health (RMNCH)
Weight (%)	Weight (%)	Weight (%)	Weight (%)	Weight (%)
4 %	0%	75 %	0%	0%

## 5. Annexes

### i. OBLIGATORY ANNEXES

- A. A1 Partner Profile of DP Ha Nam; A2 Partner Profile of DP Nam Dinh; A3 Partner Profile of DP Thai Binh; A4 Partner Profile of DP Thai Nguyen; A5 Partner Profile of Hai Duong; A6 Partner Profile of Hanoi; A7 Partner Profile of VFD.
- B. Stakeholder analysis
- C. LFA -matrix
- D. Risk assessment
- E. Terms of Reference for Project Board and Advisory Forum
- F. Budget

### ii. SUPPLEMENTARY ANNEXES

Annex no.	Annex title:
G.	Implementation Plan
H.	Capacity Building Plan
I.	Context analysis report by local consultant
J.	Implementation Guidelines
K.	List of Abbreviations
L.	Map of Northern Vietnam
M.	Partnership Agreements with partners
N.	Job descriptions for Project Coordinator, Bookkeeper, M&E assistant, and Junior Trainer