

Strengthening of Provincial and District DPO's in Vietnam

Key results:

- Sustained capacity in leadership and management, and increased general organisational development with focus on communication, transparency, strategy plans and sustainability.
- The Disabled Persons Organisations' (DPO) advocacy capacity increases and knowledge among members on Vietnamese legislation on disability issues and the UN Convention on the rights of Persons with Disabilities (CRPD) are strengthened, leading to improved living conditions for Persons with Disabilities (PWDs).
- The DPOs provide member-oriented activities and needs-based social services to remain relevant for their members.

Justification for support:

Despite strong economic development in Vietnam, persons with disabilities are left behind, with a clear linkage between poverty and disability. Vietnam has ratified CRPD in 2014 and is regarded as having an impressive legislation on disability. However, implementation and interpretation of the law differs greatly between provinces and knowledge about recent disability-specific decisions by the Communist Party is often lacking among local duty bearers. The disability-specific issues combined with the restrictions on Vietnamese civil society underlines the relevance of the project in the context. Results, challenges and experience from previous phases point to a need to develop provincial DPOs as a basis for awareness of rights and empowerment of persons with disabilities.

Major risks and challenges:

- Security concerns – two partners in areas of high security attention
- Accessibility
- Local legislation – new policies limiting CSO space
- Government managerial capacity
- Conflict between the volunteerism and paid work
- Multi-partnership dealing with delicate issues like transparency and democracy

File No.	2019-1911							
Country	Vietnam							
Responsible Unit	HCE							
Sector	15150							
Partner	Dansk Handicap Forbund (DHF)							
	<i>DKK million</i>	2021	2022	2023	2024	2025	2026	Total
Commitment	0,7	1,8	2,2	2,2	2,1	1,1	10,3	
Projected disbursement	0,7	1,8	2,2	2,2	2,1	1,1	10,3	
Duration	01.09.2021 – 31.08.2026							
Previous grants	Handicappuljen: HP 508-085							
Finance Act code	06.33.01.12							
Head of unit	Mette Thygesen							
Desk officer	Marie Theil Kjær							
Reviewed by CFO	DH's controller							

Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

Objectives

Capacity building and organizational development for DPOs in Vietnam (CODV3). Improved material and spiritual lives for PWDs through effective implementation of DPO's mission stated in the by-laws and Vietnamese and international disability legislation

Justification for choice of partner:

The partner choice of Disabled Peoples Organisations (DPOs) at provincial and district level are justified by the fact that only blind people and Agent Orange victims from the Vietnam war, are the only PWDs allowed to organise nationally. All other PWDs are not allowed to have their own organisations and can only be organised through the DPOs at provincial and district level.

Summary:

The project is strengthening the disability movement in the Northern Vietnam by capacity development of six provincial organisations and their structures at district and club level. The organisations will become strong and sustainable DPOs able to create lasting improvements for persons with disabilities. The target group of this five-year project is members of the DPOs, in the provinces of Hanoi, Ha Nam, Nam Dinh, Thai Binh, Hai Duong, and Thai Nguyen. The members are primary persons with physical disability, including people with severe disabilities. Special attention is given to women and young people with disability. The project aims to achieve three specific targets: a) Sustained capacity in leadership and management, and increased general organisational development with focus on communication, transparency, strategy plans and sustainability; b) The DPOs advocacy capacity increases and knowledge among members on Vietnamese legislation on disability issues and CRPD are strengthened, leading to improved living conditions for PWDs; and c) The DPOs provide member-oriented activities and needs-based social services to remain relevant for their members.

Budget (engagement as defined in FMI):

Engagement 1 – Sustained capacity in leadership	DKK 5,169 million
Engagement 2 – DPOs advocacy capacity	DKK 1,682 million
Engagement 3 – Member activities	DKK 2,074 million
Contingencies	DKK 0,529 million
Other costs (Information activities in Denmark, audit costs)	DKK 0,178 million
Administration	DKK 0,674 million
Total	DKK 10,307 million

1. Introduction

Parties:

Disabled People's Organisations Denmark (DPOD) and Dansk Handicap Forbund (DHF).

The present project document details the objectives and management arrangements for the development cooperation concerning *Strengthening of provincial and district DPO's in Vietnam (Cooperation with Provincial DPO's in Vietnam – CODV3-project)*, 01.09.2021 – 31.08.2026, as agreed between the parties: Dansk Handicap Forbund (DHF) and Disabled People's Organisations Denmark (DPOD). The project document together with the documentation specified below constitutes the agreement between the parties.

Contingent on approval by the Minister for Development Cooperation, DHF's project will be financed within the Disability Fund administered by DPOD.

Assessment process: DHF's application has been through a comprehensive assessment in accordance with DPOD's granting procedures for applications exceeding DKK 5 mill. DPOD's Appropriation Consultant has assessed the application in terms of quality and alignment with the guidelines for the Danish Disability Fund and Danida's Civil Society Policy, submitting an assessment note to DPOD's Appropriation Committee to support their assessment of the application. The Danish Embassy in Hanoi was invited to comment on the application, but no comments have been received.

DPOD's Appropriation Committee recommends the project for final approval by the Minister of Development Cooperation.

Quality control: DHF will submit annual status reports to DPOD on March 20th. A completion report will be submitted to DPOD no later than four months after the project has been finalised, alongside audited project accounts, and covering the entire project period.

Key documentation:

- Large-scale development project document (with DPOD's required annexes included)
- Danish Disability Fund grant note: HP 324-280/DHF/Vietnam
- Mid-term external review 2019 of previous phase CODV-project; Cooperation with Provincial DPOs in Vietnam and DHF's Management Response to same
- Capacity Analysis of DHF

2. Background

National, thematic or regional context, key challenges and opportunities relevant to the proposed program

National social and economic context: The population of Vietnam is almost 96 million people, of which 23% are aged 14 or younger, 69 % are between 15-64 and 8% above 65 years. With a gross national income (GNI) per capita of 2.540 US\$ Vietnam is in the category "lower middle income" in the World Bank GNI-rankings. From 2010 to 2019, average GNI growth has been around 6 %, with the annual growth in gross domestic product (GDP) per capita between 5-7 % from 2000 to 2019.

Unemployment rates has for the last 10 years been low at 1,5 to 2 % of the total labour force¹. People living in poverty (3,30 USD a day) has fallen from 20,8% in 2010 to 9,8% in 2016 and extreme poverty (1,90 USD a day) has rapidly declined during the last decades and in 2016 amounted to less than 2% of the population². Despite these impressive economic developments, persons with disabilities (PWDs) are left behind in Vietnam with a clear linkage between poverty and disability.

Vietnam is divided into 58 provinces and 5 municipalities that administratively are on the same level as provinces.

Political Context: The nation and the Vietnamese Communist Party (VCP) are tightly intertwined. Vietnam remains a single party republic, where the VCP maintains a high level of legitimacy among the people. However, a growing middleclass in the big cities and access to social media has shown increasing reluctance and dissatisfaction with systemic corruption within the governmental structures. Corruption in public services is widespread and it affects/diminishes advocacy efforts and, to some extent, deprives civil society of the necessary confidence in claiming their legal rights. This is particularly the case for vulnerable groups like PWDs.

Politically, the VCP adopts an ideology based on “Marxism-Leninism and Ho Chi Minh Thoughts”³. With Hanoi as the political centre, northern Vietnam remains true to the traditional values and socio-cultural norms of the communist era. The National Congress is held every 5 years – the latest being in January 2021. According to the VCPs January 2021 Resolution, Vietnam is heading towards a high income economy by 2045 (to celebrate the centenary of Vietnam’s communist Government).

Compared to the current income level of 2.540 USD per capita of 2020, this is a very ambitious target. Politically, the VCP exercises 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.

Civil society in Vietnam: The government 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 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 PWDs), non-governmental organisations deliver services where the government and their mass organisations do not manage to reach. However, CSOs must not be created without approval from the authorities, and a CSO is only legally recognized when local government approves its candidate for chairperson and by-laws⁴.

The current regulations on association applying to DPOs are interpreted very differently between provinces. In one province, all districts allow the establishment of district DPOs, while in another, repeated request for district DPOs are never considered.

Following demands for high security alert during 2020 while VCP prepared for its National Party Congress in January 2021, a Polit Bureau member said: “counter-revolutionary forces always find ways to interfere in the country’s development and destroy our achievements, especially through international NGOs⁵”. This was followed by a new regulation where INGOs must request new permits

¹ The Vietnamese employment has since the 1990s shifted from being predominantly in agriculture (70% in 1990 to 36% in 2020) to industry and services (29% in 1990 to 63% in 2020) Data from World Bank website: www.data.worldbank.org

² “Climbing the Ladder”, Poverty reduction and shared Prosperity in Vietnam, World Bank 2018

³ Socialist Republic of Viet Nam Government Portal – www.chinhphu.vn

⁴ The space where civil society freely can express their views and opinions has reduced. A proposed bill from 2016 on association which was 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, would have restricted organisations (including the Disabled Peoples Organisations - DPOs) to access international donor support. Since then there’s no signs of its return to the agenda.

for any workshop/meeting that involves local authorities, even when the location is within the approved project site. Such regulation was issued by the Government of Vietnam in February 2020. To comply with this regulation, workshops that had to be organized by the current CODV2 project has taken much extra time and the cross learning between partners became more difficult.

PWDs in Vietnam: According to the latest population census in 2019, the proportion of PWDs above 5 years of age was 3.7%. In the census from 2009, the number was 6.7 million PWDs - 7.8% of the Vietnamese population. However, a large-scale study on disabilities, conducted in 2016 and 2017, and released in 2019, from the Vietnam General Statistics Office (supported with technical assistance from UNICEF) found that over 7% (6.2 million) have a disability. The same study showed that households having members with disabilities tend to be poorer, children with disabilities attend school less and adult PWDs are less employed than the average Vietnamese population⁶.

Due to social norms and traditions, disabled children are hidden away and PWDs 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. Generally, PWDs are regarded as charity cases and this stereotyped thinking can be found not only among the population, but also among local officials in charge of disability support.

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 PWDs 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. However, laws are interpreted and put into practice differently from one province to another, causing confusion for implementers. In one province, establishment of DPO is strongly encouraged but in others it is inhibited with no clear explanation. In November 2019, the Communist Party issued Directive No 39 (the first one of its type in Vietnam) that promotes support to people with disabilities in very general terms. However, knowledge about and practice of its provision is far from effective and unknown to many local authorities.

Since 2006, 3 national action plans on disability issues have been in play. The most recent was formulated for the period 2012-2020. The plan described targets per sector and was adjusted for the period of 2016 to 2020⁷. The national action plan was translated into provincial action plans. However, a mid-term review of the action plan showed that targets were unrealistically high. Only 50 out of 63 provinces had formulated provincial action plans, and those who did, had not followed up on the plans with actions⁸.

Compared to the two previous action plans, the current one includes one target on DPO coverage. This is the results of long and tireless efforts by the Vietnamese disability movement with major support from the DPOD funded project CODV2. Please see Annex L for full description of the actions plan's targets.

⁶ UNICEF Vietnam: unicef.org/Vietnam. This was also pointed out in 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 (World Bank Economic Review, Volume 25 No. 2; May 2011)

⁷ Among these targets the plan stated that 100% of all public building should be accessible for PWDs, 80% of PWDs should have access to transportation that meets the technical standards, and 80% of personnel working with PWDs should receive training.

⁸ For instance, Ha Nam Province drafted 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 basis under the provincial People's Committee. These committees do for instance issue disability certificates for people with disabilities and thereby approve, if a PWD is entitled to social security funds.

The Disability Movement in Vietnam: With the lack of opportunity for civil society to organise freely and form national organisations, groups of single types of disability (the deaf, the parents of children with disabilities, autists, etc.) are not allowed to have their own organisation in Vietnam. The exceptions are the blind, whose operation, for historical reasons, are fully subsidized by the government. Another is the Agent Orange victims from the Vietnam War, who have their own organisations and are heavily supported and compensated by the US. The remaining people with disabilities can only be organised through the Disabled Peoples Organisations (DPOs) at provincial and district level if local authorities allow it⁹. VFD is the coordinating body at national level. VFD as umbrella for the DPOs has had limited success in advocating for the DPOs. Though having an ambitious mandate mentioned in their by-laws, VFD staff are retired government officials who continue to apply bureaucratic manners in their voluntary service for VFD. Furthermore, they do not have knowledge of how civil society works, leading to actions without any clear development vision¹⁰. VFD's board elections shows no democracy, and the control committee existence is merely symbolic.

Budget for DPO capacity building and for their sustainable growth is not a clear commitment. The National Disability Plan includes impressive targets, but not a budget that would enable the achievement of these targets. It is left entirely to the willingness of the local authorities, who by no means consider this as must. Followed by no monitoring, the local plan is usually just to cover social protection purposes and its implementation does not include cooperation with the DPO.

COVID19: Vietnam has with great precision managed to shut down society in affected hot spots, at every outbreak of COVID19 in the country. Since the start of the pandemic in January 2020 until mid-April 2021 there have been fewer than 2700 cases of infection and 35 deaths according to WHO. Vietnam's borders were quickly closed down at the beginning of the pandemic, and requirements of a 14 days controlled quarantine for anyone entering Vietnam has been in place from very early on. First vaccinations from the COVAX vaccine-sharing scheme started in the beginning of March 2021 and Vietnam is developing its own COVID19 vaccine called Nanocovax – expected to be put into use in 2022.

Lessons learned and results from previous interventions

Lessons learned and results from the two previous phases of the Strengthening of Provincial and District DPO's in Vietnam project (CODV1 HP-324-054 and CODV2 HP-324-138) are presented in the table below.

⁹ In some provinces, under political request, local authorities are considering joining DPO with other organisations such as the Red Cross, the association for disabled and orphaned, war veteran association, etc. The purpose is to make it easier for “state management” leading to narrowing space of action for these civil society groups.

¹⁰ VFD was in 2016 assisted by an International NGOs to formulate a good strategy, but the final product was of a complete different content, as the original content would not have been approved by the authorities.

Results/Challenges in CODV 1 (2014-17). HP 324-054	Learning from CODV1	Implications for CODV3
Basic organisational management capacities were built: Financial management, roles and responsibilities of leaders.	Some partners not willing to take on principles of democracy and transparency, and partnership had to be aborted, but enough are willing to continue work.	Basic project design was validated: i.e., main partners should be provincial level DPOs, relevance of installing a local DHF office proved, needs based project design using trust fund concepts, project structure organised around the same principles of democracy and transparency that DHF want to promote.
The partner DPOs of provinces, districts, strongly acknowledge the needs to develop their organisations and to develop in a co-ordinated network that can raise their visibility and recognition in the society.	The foundation that has been laid, comprises not only awareness of rights and knowledge about process towards democracy and transparency, but also strong dynamics to empower persons with disability.	
Partnership with national organisation was limited, and partnership with DP Ninh Dinh Provincial DPO was stopped.	Advocacy in a Vietnamese setting is a learning experience for DHF but is still a relevant activity for the disability movement.	
Results/Challenges in CODV 2 (2017-21) HP 324-138	Learning from CODV2	Implications for CODV3
15 units ¹¹ (5 provincial DPOs, 6 districts, and 4 women's clubs) participated in CODV2 through joint training and/or grants to Own Component (OC) and/or Funds for Small Activities (FSA). DPs have consolidated basic management capacities and developed new capacities in membership management, fund raising, advocacy, communication, partnership management., More District Branches are active, and there is a more dynamic relationship between branches and Provincial DPOs.	DPOs still have capacity gaps in in advocacy, fund raising and membership management. It is still a work in progress DHF Project staff in Hanoi was successful in coaching DPOs on how to carry out the advocacy plans. The mid-term highlights the less stability regarding local authorities' support to DPOs. New membership structures for special groups are coming up (youth and women's clubs) Furthermore, the five provinces covered in CODV2 have a population bigger than Denmark, and there is for further consolidation at District level. be a need for further consolidation not only at provincial level but also at district level.	Further Capacity building of DPOs in advocacy, membership management, income generation, building relations between branches and provincial office. Continued use of fund for small capacities to build and consolidate Districts and clubs.

¹¹ The DHF office uses the term "unit" to cover all groups or structures (Provincial DPs, Branches and Clubs) that have an independent interaction with the office through either training or a grant.

<p>Partners assess that Joint Training has helped them develop from being “unorganized” and having “no structure in the DPOs planning and work” to “planning and knowledge of how-to has strengthened the DPO”</p>	<p>Partners are ready to take more ownership of their further capacity building. At the same time, remaining capacity gaps are more partner-specific.</p>	<p>Partners have identified that further capacity building is needed for new-comers and brush up on learnings is needed. The scope and budget for OC and FSA will be expanded in the next phase, giving the individual Provincial DPOs together with their active units more ownership of what trainings and activities are needed to fulfil their needs. Changing focus and budget from predominantly joint trainings and activities in CODV2 to more OC and FSA in CODV3 will give opportunity for each partner to address special needs and the different stage of development among partners.</p>
<p>However, 3 of the 5 provincial DPOs have been slow in implementation and have found it difficult to balance the voluntary work in the DPO and family/earning a living. At district and Club level this has been less outspoken.</p>	<p>The largely volunteer provincial DPO management groups are being overburdened.</p>	<p>An expansion of scope and budget for the OC will give opportunity for the Provincial DPOs to plan for 1-2 year ahead. This will foster less workload in regard to applying for FSA for each desired activity. The OC will also give the Provincial DPOs opportunity to hire staff to support the DPO in management, planning and activities.</p>
<p>Only 3 of the 5 partners had Own Component during CODV2. DP Thai Binh felt not ready to apply and DP Ha Nam did not qualify the transparency criteria for OC. 2 (DP Hai Doung and DP Thai Nguyen) of the 3 qualified have had issues of poor implementation, lack of transparency and not abiding to own by-laws.</p>	<p>The majority of the partner DPOs are still young in their development. Some have it easier with understanding the importance of transparency, accountability and democratic decision making than others. Traditionally, organisations in Vietnam have not been transparent and some people do resist more to change than others. Democratic leadership and transparent decision making are capacities that still need to be trained and practiced.</p>	<p>Democratic leadership, accountability to partners and members, and transparent finance and decision-making processes are areas that will continue to be in focus in CODV3. DHF has since the beginning of the partnership projects 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 still be used in the new project. Furthermore, the project is designed in a way that it awards those partner organisations who lives up to transparency and accountability</p>

		standards in regard to having OC and FSA. Furthermore, DHF has encouraged that having OC is an important tool for the DPOs development in managing their organisation. Especially for DP Ha Nam, who has been a partner since CODV1, DHF expects more transparency in CODV3 to qualify for OC, so they can continue in the partnership.
4 Women's Clubs participated in joint training and in the Fund for Small Activities.	The creation of new women's clubs during CODV2 and with the support from the Fund for Small Activities reflects that a development in activities in relation to women issues has been rising – including awareness raising in gender sensitive topics like gender-based violence.	In CODV3 the project will support the formation and capacity building in women's clubs and support activities that empower women PWDs
All units have had limited success in fund raising during CODV2.	Especially government funding has been decreasing and all units recognise a need for more focus on sustainability.	Continued capacity building for DPO at Provincial, district and club level – including partner's staff - to include planning for sustainability, networking, lobbying, branding and communication for fund raising.
All active units increased their capacity in membership management through development of manageable member database and extensive collection of member data. However, there is an expressed wish to strengthen the relation between members and the organisation.	The member database is mentioned by all active units as one of the most successful developments. They have managed to collect useful data and use it in advocacy work. Maintaining databases and keeping them updated is still an issue.	In CODV3 there will be more opportunity to support the relation between organisation and members through social activities like sports, song-contests and other cultural events. Women and youth topics/issues will be prioritized at club level. Special efforts of reaching severe PWDs and their families will be of priority at provincial and district level.
Continuous challenge among DPOs in doing rights based advocacy work.	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	Continued development of advocacy approaches and use of existing opportunities in a cultural sensitive way. DPOs do have a room for advocacy work, which can be further explored through contributions to formulation and revision of disability legislation, policies and feedback on CRPD implementation. The

	plans and monitor implementation of them.	
A Project Board (PB) with 1-2 representatives from each Provincial DPO has met bimonthly. PB has approved guidelines and approved distributed grants. An Advisory Forum (AF) with 4 representatives from each active unit has met bi-yearly and has served as forum for sharing experience and place to recommend necessary changes to the project.	The active units at district and club level have been “left out” in some parts of CODV2 management and should have more ownership of the project.	The PB will continue to follow and monitor the progress of the project and ensure adherence to the project plan. As well as approve applications for FSAs and approve reports on OC and FSA. The representatives to the PB will be appointed by their own Provincial DPO. However, the AF will be changed to a Partner Assembly (PA) with approval power on project policies and guidelines.

Partners in the Program including the role and responsibilities of the key drivers of change

Dansk Handicapforbund/DHF: DHF has almost 25 years of experience with capacity building interventions in several countries in Asia, Africa and Latin America, focusing on key values like member participation, democracy, equality and transparency. Employing a Human Rights Based Approach, DHF work to empower PWDs by building capacity in partner DPOs, thereby allowing PWDs to organize and self-represent effectively, and to influence duty bearers and society in general in the fight for equal rights for PWDs. DHF has worked in Vietnam since 2012 and maintains a country office in Hanoi with four staff. DHF’s international department currently employs three staff. DHF’s development cooperation is guided by an international strategy and a Development Committee consisting of 7 members appointed by the DHF Board. DHF had a turnover of DKK 12 mill. on international activities in 2020.

Partners in Vietnam:

DP Ha Nam has been a partner since CODV1. All 6 districts in the province have DPOs with legal status and 3 of the districts have been active units in CODV2. Additionally, they also have 1 active women’s club (from 2019) and 1 youth club (from early 2021). In CODV2, 5 active units from this network have contributed actively to the project implementation.

Human resources and gender issues are two considerable improvements of Ha Nam. From heavily relying on the chairperson in CODV1 the board has gained capacity to delegate and share responsibilities in CODV2. Ha Nam implemented the highest number of Funds for Small Activities (FSA) in CODV2 at district level while provincial coordination is still ensured. With the establishment of the women’s club in 2019, gender balance is expected to be a topic of less concern in their agenda. During CODV2, Ha Nam has been the best amongst 5 partners in updating and using membership database for different purposes.

DP Hanoi was a partner in CODV1 and strategic partner in CODV2 - providing facilitators for trainings and courses and participating in in training of trainers (ToT). With new openness towards transparency - allowing independent auditor to audit their incomes from all resources - DP Hanoi will re-enter as full partner in CODV3. All 30 districts in the province have DPOs with legal status.

Furthermore, there are 25 women's clubs and 20 youth clubs. Since 2006 DP Hanoi has grown intensively into a strong DPO which is often looked at as an example for the disability movement. They have an office with 5 hired staff, operating with a regular budget from the state to assist the government in disability implementation. In 2020, their government funding equals 70,000 US dollars.

DP Hai Duong has been a partner since CODV2. With a total of 12 districts in the province, only 5 districts in the province have DPOs of which 4 have legal status and have been active units in CODV2. Since 2018, approval of new DPOs seems to have been halted for no clear reason. The Province have 2 women's clubs and 1 have been an active unit in CODV2.

While the provincial and district DPOs are having many problems in showing their transparency and democracy, a women's club in Binh Giang district exceeds the others in activity implementation and high interest in developing their club.

The main problem of DP Hai Duong includes showing transparency in using fund from other sources than the CODV project. The project's M&E discussion as well as audit report have concluded that Hai Duong have made serious mistakes in managing other donor sources. This remains a weakness for which DP Hai Duong need to find a solution before they can access the project own component fund. However, DHF has never found any mismanagement of CODV2 funds.

DP Nam Dinh has been a partner since CODV1. All 10 districts in the province have DPOs with legal status and 3 of the districts have been active units in CODV2. Additionally, they also have 1 active women's club (from 2016) and 1 youth club (from early 2021).

Since a reshuffle of the board in 2019, DP Nam Dinh has excelled all other DPOs in the project with high level of organisational development and relationships to local authorities. They fully promote the core values of the project (transparency and democracy) and have even showcased the impact of their good practice to local authorities in a convincing way. The women's club and the youth club are making democratic representation of the DPO a considerable achievement. Nam Dinh can also boast to have very good example of combined elements for a DPOs development at district level: an independent control committee from the Board, having office outside a member's house, annual plan, highly motivated leaders, and good financial management.

DP Thai Binh has been a partner since CODV2. The province has 8 districts, but the DPO is only legally recognized at provincial level. DP Thai Binh is new to the disability movement in Vietnam since 2015, mainly because of local strict political surveillance imposed on INGOs.

DP Thai Binh has made successful advocacy initiatives towards bus companies in the province, resulting in 100 members now have a certificate for a bus company that gives them 50% reduction on the ticket. DP Thai Binh is pursuing similar initiatives with other bus companies in 2021.

DP Thai Ngyuen has been a partner since CODV2. The partner has since 2018 recognised the need to have a provincial DPO, but until now, this has not been fulfilled. With a total of 9 districts in the province, only 2 districts in the province have DPOs - one with legal status and both as active units in CODV2.

The Thai Ngyuen district DPO (who is partner) have not carried out a general assembly since 2009 which is against their by-law. The DPO is chaired by a person who was not elected by the members and who did not take part in CODV2 because of lack of interest. The DP has never had a working control committee since its establishment. Since 2019, the DP has been alerted by local authorities about the delayed general assembly and DHF has made it clear that the cooperation can only continue if this is followed. Recent meetings have shown willingness to take action and a general assembly is expected soon.

Capacity assessments have been done in November 2020 for 4 of the 6 partner DPOs.

Overall strategy (Intervention logic, Theory of Change or Rationale) and key assumptions

The partners of the planned project have identified the desired Long-Term Objective:

Improved material and spiritual lives for PWDs through effective implementation of DPO's missions stated in their by-laws and in Vietnamese and International disability legislation.

This is in line with the current project's 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 can better 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 achieving their right to a good life. We need strong DPOs to achieve this change, and in order to be a strong organisation, three preconditions are identified as most important: a) capacities in leadership and management of the organisation, b) capacities in advocacy work, and c) efficient membership management and member relevance. There is an underlying assumption that we need organisations to promote change for people with disabilities. 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 projects, DHF has demonstrated that these assumptions hold in practice. With the additional focus on supporting the organisational processes of applying new learning to change practices within the DPO, the applied change theories are expected to be efficient.

Summary of assumptions:	KEY ASSUMPTION
Program Outcome 1: Sustained capacity in leadership and management, and increased general Organisational Development with focus on communication, transparency, strategy plans and sustainability. (SDG targets: 16.6, 17.9)	Leaders of DPOs are willing and able to follow democratic and transparent principles in leading the organisation and accounting towards its members.
Program Outcome 2: The DPOs' advocacy capacity is increased, and members knowledge on disability rights and CRPD are strengthened, leading to improved living conditions for PWDs. (SDG targets: 10.2, 16.6)	1) Leaders of DPOs understand the importance of advocacy work and are interested in increasing their capacities on this. 2) The authorities are willing to have dialog with the DPOs
Program Outcome 3: The DPOs provide member-oriented activities and needs-based social services to remain relevant for their members. (SDG targets: 10.2, 16.6)	1) Leaders of DPOs understand the importance of having members. 2) PWDs sees the benefits and have an interest in joining the DPO as active members.

Summary of results framework (an outline for the result framework attached):

Program objective	Capacity building and organizational development for DPOs in Vietnam (CODV3). Improved material and spiritual lives for PWDs through effective implementation of DPO's mission stated in the by-laws and Vietnamese and international disability legislation.	
Outcome	Indicator	Target

<p>Outcome 1: Sustained capacity in leadership and management, and increased general Organisational Development with focus on communication, transparency, strategy plans and sustainability</p>	<ol style="list-style-type: none"> 1. Score of active units on democracy index 2. Score of active units on transparency index. 	<ol style="list-style-type: none"> 1. The percentage of active units score 29 points for democracy index (1) in 2026 compared to 22,7 points in 2021, or an improvement of 28 % 2. The percentage of active units score 40 points for transparency index (2) in 2026 compared to 32,6 points in 2021, or an improvement of 23 %.
<p>Outcome 2: The DPOs' advocacy capacity is increased, and members knowledge on disability rights and CRPD are strengthened, leading to improved living conditions for PWDs</p>	<ol style="list-style-type: none"> 1. Number of local development plans with contributions from local DPO's (provincial and district level). 2. Number of cases followed-up to protect rights of DPO's members. 	<ol style="list-style-type: none"> 1. The number of local development plans with contributions from local DPO's (provincial and district level) increase from an average of 1,8 in 2021 to 3,8 plans in 2026. 2. Number of cases followed-up to protect rights of DPO's members have increased 30% by end of project.
<p>Outcome 3: The DPOs provide member-oriented activities and needs-based social services to remain relevant for their members</p>	<ol style="list-style-type: none"> 1. Percentage of members of partners who pay membership fee. 2. Number of Women's Clubs who are members of the national Women's Union. 3. Number of women participating in women's clubs. 	<ol style="list-style-type: none"> 1. The average percentage of members of the partners who pay membership fee increase from 56 % in 2021 to 74 % in 2026. 2. In 2026, 6 Women's Clubs are members of the national Women's Union compared to 2 clubs in 2021. 3. Number of women participating in woman clubs increased by 30% by the end of project.

Target groups and beneficiaries

RIGHTS holders

Data		#	% of all members
# members by 2020		4300	
Gender	Female	1900	44%
	Male	2400	56%
Under age of 40	Female	600	14%
	Male	750	17%
Severe disability		2300	53%
No education		800	19%
Primary school		900	21%
Secondary school		1650	38%
High school		450	10%
College and higher		100	2%
Employed		1100	26%

DUTY bearers

Types of duty bearers	Exp. #
People's Committee staff in charge of disability (2 per province)	12
Department of Labour and Social Affairs (provincial) (3 per province)	18
Department of Labour and Social Affairs (district) (2 per district) Ha Nam: 5 districts Hanoi: 5 districts Hai Duong: 4 districts Nam Dinh: 7 districts Thai Nguyen: 2 districts	46
National Commission on Disability	3
PACCOM	3
Ministry of Foreign Affairs (NGO department)	2
Department of Foreign Affairs (provincial) (1 per province)	6
Centre for Legal Advice (provincial Department of Justice) (2 per province)	12

Targets of the organisational development

	Number of persons or local chapters and explanation of who will be targeted
Secretariat	10 staff who are employed full-time or part-time for project implementation at provincial and district levels
Governing body	350 including board members of 6 provinces and 23 districts
Local chapters	10 clubs of women, youth, spinal cord injury, and network, and some task forces on legal advice, accessibility, ToT

Secondary target groups: Families of severely disabled members

Strategic partners: The project expects DPOs and clubs (both provincial and district levels) to maintain cooperation with strategic partners who currently include: Vietnam Federation on Disability (VFD) Fatherland's Front, Women's Union, Youth's Union, and in some places, also with other local disability-related association (Blind, Orange Agent, War Veteran, etc.)

Monitoring & Evaluation

The LFA matrix, with its baseline data, milestones and final targets function as a monitoring tool to control, if the project is on the right track. The indicator status will be updated regularly, and the latest updated Indicator Status will be used at each Peer Review and Partner Assembly to review progress and

make adjustments. Status on indicators for the individual partners will be discussed at peer review. Project board (PB) meets bimonthly to review progress, approve activity plans, and approve OC and FSA grants. Final approval of OC is done by DHF in Denmark. The PA will also serve as an annual project learning forum that gathers 4 representatives from each active unit. The PA approves adjustments of guidelines and policies and provides learning that serves as input to an annual activity and budget review.

A peer review and an annual review forum will involve the partners in discussing the results and reflect on own performance.

The project board and the DHF office in Hanoi have formed a monitoring group and will do the data collection and compile data in quarterly reports to the PB and to DHF in Denmark. DHF in Denmark are responsible for the quality of the monitoring, and the project coordinator takes the lead in monitoring implementation and report to the PB and DHF in Denmark. The PB 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.

Besides the quarterly reporting structure from the DHF office in Hanoi to the PB and DHF in Denmark, the implementing partners (all with an OC or with ongoing FSA) will deliver reports from the field to the DHF office in Hanoi. Project monitoring does also include financial monitoring of project accounts during the annual M&E visits by the DHF office in Hanoi. An audit of a partner organisations entire account can be conducted on request by DHF.

The staff member responsible for Vietnam at DHF in Denmark will monitor the project implementation through regular monitoring visits to Vietnam (1-2 visits per year). Furthermore, the project will be followed closely and coached from Denmark, through online meetings with Hanoi staff on a regular basis.

An external mid-term review is planned to be carried out by the end of 2023. The review is expected to provide specific advice and recommendations about the ongoing implementation. At the end of 2025, a final evaluation will be carried out, also by an external consultant, who will evaluate the project and provide recommendations for the next possible project.

Risk analysis and risk management

A risk analysis is presented below. In resume, the major 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 culturally sensitive way (non-confrontative). The project participates in the NGO-coordinating forum WUFO, where joint responses towards government are discussed and agreed on.
2. 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 and for the same reason a project period of 5 years, supported by the experiences from CODV2.
3. Reduced level of activities in provinces & districts due to COVID19 restrictions: It is likely that COVID19 will influence the projects implementation, however the government in Vietnam has made effective lock downs locally, and have controlled the pandemic so far, avoiding long term nationwide lock downs.
4. Willingness of leaders and manager to develop the DPOs and bring forward the planned change may decrease: However, the project ownership is high as it has been developed together with these leaders and during the application pre-study DPOs have expressed willingness to change and address the concerns raised by DHF.

	Risk factor	Likelihood	Background to assessment of likelihood	Impact	Background to impact assessment	Overall risk
	<i>Risk factor</i>	<i>Rare, unlikely, etc.</i>	<i>Describe how/why likelihood is assessed the way it is</i>	<i>Insignificant, minor, etc.</i>	<i>Describe how/why impact is assessed the way it is</i>	<i>Low, Medium, or high. Fill the cell with the corresponding colour.</i>
External risks						
1	Pandemic	Likely	Covid-19 fighting has been going on in Vietnam through 3 outbreaks during 2020 and the 1 st quarter of 2021. During 2021, new outbreak is still under threat as no vaccination for the needed Vietnamese population is foreseen yet.	Significant	3 lock-down periods made it impossible for any joint activities	High
2	Security concerns	Likely	2 of our partners are in area of high security attention (Thai Binh & Lang Son).	Major	Delay in implementation or activities cancelled if permission is not given	Medium
3	Accessibility	Almost certain	Unaccessible infrastructures in project sites remain a big obstacle for project implementation	Major	Very few accessible venues can be found for activities, making the cost of activities less competitive	High
4	Local legislation	Unlikely	Local government budget for DPOs are reduced to zero due to new policies that limit the space for CSOs	Major	Resource mobilization is more challenging for DPOs.	Medium
5	Government managerial capacity	Likely	They follow charity practices instead of rights based practices	Major	It is more difficult for the DPOs to request the duty bearers to fulfill their obligations, making advocacy more challenging	Medium
6	Conflict in costnorm between donors	Likely	UN- and USAID-funded projects apply very high costnorms	Major	The partners to some extent are attracted by short-term materials motivation, and this influences our sustainability intervention	Medium
Organisational						
7	Conflict between the volunteerism and paid-work	Likely	Many times DHF faces requests that the project pays allowance to implementors of activities regardless they are leaders of DPOs or not. Meanwhile DHF do not support such approach, by explaining that it is necessary to differentiate between hired staff and volunteer leaders	Major	True CSO model will take a long time to be understood and practiced in Vietnam.	Medium
8	Lack of strong umbrella organization	Likely	Vietnam does not have national organizations (except blind association) for each type of disability. Instead all DPOs are grouped together with other organizations for PWDs (red cross and other associations) under VFD. Currently, VFD is very weak with no capable staff. Their advocacy messages does not really represent voices of DPOs	Minor	Advocacy messages and coordination of disability movement in the country may not be well addressed by their own representative at the central level.	Medium
9	Complexity of the project structure	Likely	The structure is complex because it requires achievement relating to various criteria and management bodies such as transparency, democracy, OC, FSA, project board, general assembly, etc. while the education level of the DPO members is very low.	Minor	For district DPOs and new partners who haven't joined CODV1 and CODV2, the inception phase is longer than with the rest. It necessary to be very patient before they can understand the project structure and follow the guidelines correctly	Medium
10	Multi-partnership dealing with delicate issues	Likely	DHF measures DPOs' progress by 2 indexes: transparency and democracy. These 2 indexes require complicated inputs including democratic indicators - something remains a sensitive issue in Vietnam	Major	A democracy oriented project often attracts security authorities and be under their surveillance	Medium

Sustainability and phasing out

The CODV3 will have a strong focus on organisational sustainability of the partner organisations. The extensive engagement with the partners and the project's different components 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, skills in local resource mobilisation are 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 engage locally with government and donors who are interested in assisting the work of improving PWD's rights.

The project itself, including the gained capacities and experiences in planning, formulating, monitoring and reporting is expected to place the DPOs in a strong position with regards to applying for other donor funds and thereby further reducing single-donor dependency. A positive track record on sound and transparent financial management throughout the project span will also help the DPOs become more attractive to a wider range of donor. With Vietnam being a middle-income country with aspirations to become a high-income country in 2045, possibilities of governments support for the DPOs may have better chances as the economic development increases. It is expected that the work of this project to improve the DPOs organisational sustainability will lead to an improved financial sustainability in the long term. During CODV3 first steps towards formulating an exit-strategy for the most advanced partners will take place.

The DHF office in Hanoi is not intended as a lasting structure, but only as a means to support implementation and documentation during the project span.

3. Overview of management set-up at program level

DHF Development Committee: DHF in Denmark will have the overall responsibility of the project and budget management. DHF's Development Committee ensures that the project is within the overall strategy of DHF.

Within DHF's Development Committee a Vietnam Group has been formed, consisting of 3 Development Committee representatives, the leader of DHF's Development Secretariat and the project responsible. The group meets 3-4 times a year and are informed on the development in the Vietnam cooperation. The representatives from the committee may also join on visits to Vietnam and participate with their inputs and experience from their organisational work in Denmark, disability specific inputs as well as their insights of living with a disability.

Project Board (PB): A PB will be created with one representative 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. Each provincial DPO elects its own representative for the PB.

It is the responsibility of the PB 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 PB will work according to the terms of references that describe their role and responsibility in detail

Partner Assembly (PA): The formation of a PA will replace the Advisory Forum from CODV2. The PA will consist of 4 representatives from each active unit (Province/District/Club) and meet 2 times a year. The PA will have approval power on project policies and guidelines by. The PA will also be a forum where lessons learnt can be discussed and contribute with recommendations for the project. The PA will also give suggestions on joint trainings based on identified needs among the partners.

DHF in Denmark: The person responsible for Vietnam at the DHF office in Denmark will be responsible for keeping the political level and the Danish donor informed about project development, including the overall responsibility for narrative and financial reporting. DHF in Denmark has the overall responsibility for the implementation of the project and are supported by the DHF office in Hanoi to fulfil the practical implementation. It is part of the competence of the project responsible in Denmark to employ the national project coordinator in Vietnam. DHF in Denmark gives advisory support to DHF Hanoi office through regular Zoom meetings. Furthermore, DHF provides inputs on areas of DHF competence; organisational development approaches, project management guidelines/TOR, monitoring system, OC and FSA management. On annual project visits DHF will participate in learning forum, PB meetings, field trips, meetings with partners and stakeholders.

DHF office in Hanoi: Experiences from the past 2 phases of the cooperation in Vietnam, has shown the benefit of having a DHF office in Vietnam to work very closely with the project implementation partners. The DHF office in Hanoi is vital for the coordination and daily management of the project. Language barriers and difference in working culture makes the office crucial for DHF. In addition, in order to channel support to any organisation in Vietnam, it is a legal requirement to maintain a national office.

It is the responsibility of the DHF office in Hanoi to ensure that the project is implemented in accordance with the values and ideas expressed in the project document. The DHF office in Hanoi will consist of programme staff and administrative staff. These will be a project coordinator, a project officer, a bookkeeper and M&E assistant, and a logistics and administrative assistant.

Financial Management

Find below summaries of procedures and minimum requirements pertaining to:

I. Disbursements

DHF Denmark make transfers to DHF Vietnam based on quarterly activity reports, plans and budgets. DHF Vietnam implement joint activities and joint training together with the project board and handle the financial part and makes transfers to Vietnamese partners using two modalities:

Fund for small activities (FSA): Transfers from FSA are made upon 1) Fulfilment of the same technical requirements as for their own component, 2) Technical advisory of proposal and budget by the DHF Vietnam, 3) Approval of proposal and budget by Project board, according to criteria established in guideline.

Partner Component: 1) DHF Vietnam provide technical advisory to the partners regarding proposals, LFA and budget, 2) DHF Denmark review proposals and approve. 3) Transfers are made quarterly upon receipt of quarterly plan, budget and report from previous quarter.

II. The partner's procedures for financial management

DHF Denmark holds the responsibility for the overall budget management, and will apply for adjustment with DPOD if necessary.

DHF Vietnam will directly manage the finances of their own activities and will monitor and mentor the financial management of activities implemented by partners.

III. Procurement

With exceptions, procurement is undertaken according to standard practices i.e. based on evaluation of 3 proformas. For some services (venues, hotels) choice may be limited in certain locations or the same provider may be used repeatedly to gain advantages in quality or price, but formal procurement is revisited at least once a year. Trainers are hired on a freelance basis, but DHF seek to establish a small group that can be relied on, to permit learning and feedback to improve teaching methods. Retention is based on continued positive feedback from participants and DHF own monitoring.

IV. Work planning

DHF Vietnam, DHF Denmark and the Steering Committee will use the annual plan budget control sheet as a common planning tool during the year, and for communication with DHF's Development Committee.

DHF Vietnam works with a monthly plan managed on a white board in office.

Weekly team meetings between Vietnam and Denmark staff are held by Zoom to discuss progress, identify and act to resolve emerging issues and learning.

V. Narrative progress reports and financial reports

DHF Vietnam will submit quarterly progress and financial reports to DHF and to Development Committee, as a deeper yearly report and monitoring report.

VI. Accounting and auditing

All parties will strive for full alignment of the Danish support to the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

For activities, all receipts are submitted to DHF along with financial reports.

When management capacity is high enough, original receipts will be returned to partners and accounted for in their accounts. Until then, originals will be held by DHF Vietnam and entered into our accounts.

Partner Components are entered into partner accounts and audited as such.

DHF encourages and pays for full organizational-wide auditing for full transparency and as an aid to fund raising by partners.

The program budget

Cost category	Total all years
A1 Direct activity cost	5.035.970
A2 Implementation through local independent partner	2.247.143
A3 Allocated programme support cost	1.642.351
A5. Information activities in Denmark (max 2% of PPA)	138.309
A6. Unallocated Funds and Budget Margin (max 15 % of PPA)	529.250
A7. Auditing in Denmark (Cost Category A7)	40.000
B1. Admin 7%	674.312
Total / control	10.307.334