

Annex C: Case studies

Case studies results and sustainability

CASE STUDY R1: The Strengthening of Human Rights in Vietnam

One of the most visible changes, to which Danida contributed in the governance sector, came in the field of human rights. Most stakeholders agreed that Vietnam needed to strengthen human rights and Danida support contributed to changing the mind-set of both governmental and non-state stakeholders. According to Vietnamese beneficiaries of GOPA, in addition to generally increasing the awareness of human and civil rights in Vietnam, the programme made a strong contribution to constitutional and legislative change, including the 2013 amendment of the Constitution, which introduced new provisions on human rights, as well as several new laws or amendments to existing laws. A total of 36 articles in the Constitution are now devoted to human rights.¹ While these changes cannot be directly attributed to GOPA, the programme made two decisive indirect contributions. First, it opened the discourse on human rights in Vietnam; only ten years ago open discussions about human rights were not possible due to the sensitivity of the issue. Second, and equally important, several experts and scholars of GOPA-supported Human Rights Centres advised the drafting of the constitutional amendments.

GOPA was instrumental in establishing human rights centres at the Law Faculty of the Vietnam National University (VNU) in Hanoi, the Ho Chi Minh City Law University (HCMCLU).² Once an initial scepticism and partial resistance on the part of state agencies was overcome, the development of several specialist degrees in human rights at these higher education institutions proved very successful and has already produced several thousand MA and PhD candidates who worked on human-rights-related topics. At the VNU Law Faculty, between 20% and 30% of all Master dissertations and PhD theses have focussed on human rights in the past few years. GOPA clearly achieved its sub-goal of strengthening the integration of human rights teaching into university curricula. In addition, the human rights centres developed training curricula on HR for government officials which form the basis for short-term courses on human rights for officials at national and provincial levels.

In addition to more than a dozen new textbooks on human rights, professors and lecturers at all three HEIs have extensively published material on human rights-related topics in Vietnamese and English. For example, over the past five years 12 issues of the law journal published by HCMCLU exclusively covered human rights. VASS produced 15 major publications on human rights.

GOPA also promoted networking activities. As a result, the three centres have established strong and sustainable research links with universities and human rights centres, particularly in Denmark, Sweden, Norway, Thailand and Malaysia. At the same time, however, not much collaboration seems to have taken place between the three HIEs and with other universities in Vietnam.

Overall, these accomplishments offer a solid indicator that change has taken place, as did the words of one interviewee who said “Before the Danida support, human rights was considered a very sensitive issue and it was difficult to talk about it. Now we have more open discussions and human rights is certainly no longer a taboo”. However, all interviewed stakeholders agreed that a lot of work still needed to be done. For instance, at the 50 law schools and centres in Vietnam, courses on human rights are only mandatory at VNU while they are optional at five other HEIs. According to a widespread view, awareness of human rights has risen nationwide but implementation of international human rights standards remains a challenge.

¹ Interviews in Hanoi between 25 and 28 January 2016.

² Danida-MFA (2010a); Danida-MFA (2010b).

While the HR centres and the degree programmes will continue to exist, in the absence of both donor and GoV funding the HEIs might find it difficult to maintain or even expand the law libraries which were established through GOPA. Furthermore, current research activities on HR, especially within international academic networks, are unlikely to be sustained.

CASE STUDY R2: Support for the National Assembly (NA)

Denmark's support for the National Assembly dates back to 1997 when a Danida-financed UNDP project provided assistance to the Office of the National Assembly (ONA). Ever since Danida has aimed to "strengthen the National Assembly as the policy – and law – making entity in the political system". This included activities in the field of parliamentary procedures, legal training, communication and information, IT development and English language training. The support particularly aimed at enhancing the legislative process of the NA, improving the quality of policy formulation through strengthening the working procedures of the parliamentary committee system, and advancing access to and use of information technology by MPs in policy analysis and legislative work.

According to interviews at the NA, the long-term Danish support has directly contributed to the empowerment of the legislature. The NA meets twice a year and has *de jure* control over legislation, planning and appointments, but in reality mostly confirms the decisions made by party organs. Nevertheless, the influence of the NA in the policymaking process has begun to increase, and it remains the only institution in which political actors can voice disagreement directly and in a high-profile manner. For example, in June 2013 the NA held unprecedented confidence votes for the 47 most senior government and state officials who had previously been elected or approved by the legislature, including the President, the Prime Minister, the Chairman of the National Assembly, cabinet members and judges of the Supreme People's Court. Interviewed stakeholders confirmed that the Danish assistance contributed to the professionalisation of the law-making process. Generally, with the support of Danida (as well as of Sweden, CIDA and UNDP) the NA has become more active in supervision of law-making, also including anti-corruption issues.³ Furthermore the introduction of directly televised question times reinforced the representative functions of the NA.

Denmark has also helped promote the importance of public participation and accountability in the work of the NA through strengthening the engagement of NGOs in law-making processes and monitoring law and policy implementation. The Public Participation & Accountability Facilitation Fund under GOPA has helped connect MPs and NA committees with NGOs in order to arrive at a mutual understanding on what inputs are most relevant to the law and policy-making process, thereby promoting the engagement of the public as well as maximizing the value of the engagement. It is considered as a successful step forward in strengthening public participation in the NA's work in Vietnam and hopefully greater democratization in Vietnam in the years to come.

Danish support for the NA will conclude in November 2016 and thus covers the transition to the newly elected NA (in May 2016), and it is the expressed hope of the NA-leadership and administration that a relationship with Danish Parliament, the Folketinget, can be maintained in the future, albeit at lower intensity.

CASE STUDY R3: The Vietnamese Bar Federation (VBF)

³ Norad (2011), p. 38; Sida Evaluation 02/12 Strengthening the Capacity of the Office of the Vietnam National Assembly
Göran Andersson Pär Granstedt Barbro Rönarmo Nguyen Thi Kim Thoa. Department for Democracy and Social Development

The 2006 Law on Lawyers provided for the organisation of the VBF as a self-managed socio-professional organisation. According to the law, the VBF and the bar associations have the following functions:

- to represent lawyers and protect their legitimate rights and interests;
- to provide professional training and retraining for lawyers;
- to oversee lawyers in their observance of the law and rules of professional ethics and conduct;
and
- to manage law practice in accordance with the law.

The VBF was founded in 2009 and had received funding through JPP since the preparation stage, which began with a small workshop organised by Danida. In line with the Law on Lawyers JPP aimed at empowering a self-managing Bar Federation and putting into place norms and structures for the self-management and regulation of the legal profession. Both objectives were achieved. Participants of a VBF roundtable discussion noted that JPP had been instrumental in establishing and running the organisation as well as overcoming several structural problems. *“Danida supported all crucial steps from setting up the Federation’s legal structure, its internal rules for the governance of the organisation and a communication strategy, the development of a database of lawyers the formulation of a financial sustainability charter as well as the procurement of equipment at the national and provincial level. Danida experts did not only provide advice in Hanoi but also in the provinces. This was important for the nationwide establishment of standards for lawyers and to advocate for the interests of lawyers and their status within the country’s judicial system.”*

Support for the VBF was provided through the Canadian Bar Association (CBA) and described as “excellent” by VBF representatives. Interviewed stakeholders also stressed the direct involvement of the Royal Danish Embassy in assisting VBF as a decisive success factor in achieving JPP’s objectives.

The most significant results can be summarised as follows:

- *Strengthened professional organisation of lawyers:* In 1987 there were only 186 lawyers registered in Vietnam, while in 2009 (at the time of the establishment of the VBF) this had increased to 4,500 lawyers and around 2,000 trainee lawyers. In 2015 VBF had a total of 9,566 members. The GoV considered it important for Vietnam to have an effective professional organisation for lawyers. In March 2014, the Communist Party’s Central Judicial Reform Steering Committee underscored progress made with regard to strengthening the lawyers’ professional organisation, and the continued importance of doing so: *“The mechanism for responsibility of lawyers and promotion of the self-governed role of bar associations and VBF has been improved step by step. Cases in which lawyers provide legal advice, legal aid and defence increase. (...) Lawyers argue actively, thus creating a democratic atmosphere in court”*.⁴
- *Enhanced role for lawyers:* The amended Law on Lawyers (2013), drafted with JPP support, together with amendments to the draft Criminal Procedure Code to which the VBF provided a significant input and structural reinforcement, enabled JPP to have a strong impact on the role and visibility of lawyers. The new law mandates the VBF to monitor lawyers’ practices (a function previously carried out by the Ministry of Justice), and more broadly recognises the role of the VBF as the representative of the legal profession. The input to the Criminal Procedure Code (approved in 2015) concerning the rights and obligations of lawyers was particularly important as it includes safeguards for the role of lawyers in the assistance of criminal defendants and particularly addresses the lawyers’ right to attend all periods of criminal

⁴ CSJRC Report On reviewing the 8-year implementation of Resolution 49-NQ/TW of the Political Bureau on the Judicial Reform Strategy to 2020

procedure and collect evidence. The enhanced role of lawyers and the increased level of visibility of the legal profession, was highlighted during three meetings between the VBF and the President as well as three meetings with the Prime Minister to-date. These high-profile meetings can be taken as an indication of the GoV's recognition of the VBF's effectiveness.

- *Professionalisation of lawyers:* JPP supported the VBF in developing a number of training materials. These materials will continue to be used for future training courses. With support from the JPP, the VBF organised two train-the-trainers' workshops, attended by 4,300 participants, to share comparative experiences. Other training activities involved a total of 3,700 law students. According to stakeholder interviews the capacity-building and training directly contributed to improving the performance of lawyers within the legal system. A Training School of the VBF is in the process of being established to sustain the impact of JPP but funding is not yet secured.
- *Increased number of women lawyers:* VBF successfully focussed on increasing the proportion of women involved in activities such as training sessions. The CBA explicitly encouraged the appointment of women lawyers in leading VBF positions and in the VBF Secretariat. In 2009, only 20% of lawyers in Vietnam were women. In 2015 VBF had a total of 9,566 members, of which 3,181 (33%) were women. She

Given its firmly established position within Vietnam's judicial system, the VBF has the potential to maintain and even further strengthen its role as an important representative and coordination body.

CASE STUDY R4: Sustainable Livelihoods in & Around the Cu Lao Cham Marine Protected Area

The Cham Islands Marine Protected Area (MPA) and World Biosphere Reserve is one most impressive results of the Environment Programme's development impacts. From the time it began in 2004⁵, the project steadily put the necessary legal, institutional and social-cultural conditions into place that eventually led his Excellency Nguyễn Xuân Phúc – the then Chairman of the Provincial People's Committee of Quang Nam Province and now Vietnam's 8th Prime Minister – to sign the Decree establishing the Cu Lao Cham MPA, which today is a global tourist destination with over 300,000 annual visitors.

The project went far beyond its original objectives of i) protecting natural resources and cultural and historical values of Cham archipelago, and ii) combining sustainable natural resource harvests with the Cham Islands' cultural and historical values to drive socio-economic development (Trinh, 2006) by building a fisheries co-management partnership model that not only helped build resilient ecosystems services on the land and in the sea to support sustainable social and economic development for the islands' 2,500 strongly fisheries-dependent⁶ inhabitants, but also doubled islanders' incomes⁷ and raised their living standards by the end of the project by diversifying their income-earning sources. This resulted in a more vibrant adaptive capacity for the MPA and the adjacent Vu Gia –Thu Bon estuary to provide a natural defence system for the nearby ancient city of Hoi An⁸, a UNESCO World Heritage site⁹, from storm-driven floods, saltwater intrusion into fresh groundwater supplies and coastal and riverbank erosion. Therefore, the livelihood diversification, building more resilient ecosystem services

⁵ The total budget was DKK 27.4 million between 2003 and 2011.

⁶ Primarily fish, crabs, lobster, squid and other marine resources like ecologically important corals.

⁷ By 2013, annual incomes had doubled from their \$6000 incomes in 2004.

⁸ Climate change projections indicate that by 2020 up to 2,700 hectares (ha) of the land area will be affected by saline intrusion if no preventive action is taken. This is 50% of the entire city area.

⁹ In order to, maintain its UNESCO World Biosphere Reserve certificate, Hoi An had to integrate biodiversity conservation as part of its environmental friendly economic development (Trinh, 2013).

and raising awareness of their role in improving human well-being, particularly in combating climate change impacts, were key factors in engaging islanders to protect their resources and more resilient marine biodiversity (Trinh, 2014). Danida also provided the necessary technical support for establishing marine zoning and community-based enforcement of regulations for managing the 235 Km² MPA, significantly reducing fishing pressure, improving the health of coral reefs, and buffering the impact of natural disasters by the end of the project.

The first lesson learned was that healthy ecosystems contribute to helping local populations meet their needs for food, water and protection from natural disasters through flood regulation and coastal protection against storms and erosion (Trinh, 2011a). The second is that MPA management regulations and the co-management model showed that local people are able to protect and use their natural resources for today's and future generations. Finally, it offers a model for how a relatively small investment in creating nature-friendly incomes with a robust legal-institutional and governance framework can create sustainable financing mechanisms for building resilient ecosystems that can help coastal populations adapt to climate change impacts and manage their fisheries effectively and continuously. Today most of the costs of managing the MPA are covered by park entrance fees paid by tourists and the model is being adapted by Cambodia in its efforts to build its own network of MPAs.

CASE STUDY R5: Arsenic Contamination of Groundwater in the Red River Delta

Arsenic contamination of shallow groundwater supplies from natural sources is one of the largest threats to human health in the developing world and tens of millions of people are exposed to this health risk worldwide. Through relatively small investments and Danish technical expertise the Government of Vietnam and Hanoi's University of Geology and Mines have been helped to address the dangerously high arsenic levels in drinking water along the banks and floodplain of the Red River. The project set the standard for development research impacts between 2004 and 2012 and it continues to broadcast a model for reducing the health risks in other countries with similar problems. The research started by characterizing the extent of arsenic risks facing two-thirds of the sixteen million people living along the Red River who lack access to public water supplies and depend on groundwater extractions for their drinking water. Not only did exposure to arsenic-contaminated groundwater pose serious health risks to the local population, but continued drawdowns of the arsenic-contaminated water in the upper and peripheral aquifers along the Red River threatened to contaminate the cleaner and voluminous deep aquifer that not only serves 14 million people today, but will be a crucial source of drinking water for future generations. The project's research results were subsequently transformed into management and policy recommendations to the Ministry of Resources and Environment (MONRE), providing guidelines and awareness-raising strategies on how to reduce risks to the millions of people and the ecosystem services essential for their survival. The results of the research also contributed a new layer of information that can help contribute to analysing different climate change impact scenarios along the Red River.

The outcomes exceeded the original expectations and surpassed the original objectives. First, the project made a significant contribution to protecting and helping ensure the resilience of the groundwater ecosystem's ability to provide clean water for present and future generations. The resulting peer-reviewed scientific publications disseminated those results to researchers and managers throughout the world and this included publication of the results in an international journal with the highest publication impact factor in the area of groundwater chemistry. Furthermore, the local population is widely aware of these health risks. The project also helped trained four PhDs and 25 MSc students in state-of-the-art research to continue this work, and the primary Vietnamese researcher and mentor to these students has been hired by MONRE to spearhead future work on the arsenic problem, while the government has invested national budgetary funds in a continuing response to the problem.

However, more importantly, this new knowledge is being used in neighbouring Bangladesh and Indonesia to confront a similar situation that presents a serious health risk to millions of their citizens.

CASE STUDY R6: Vietnam-Denmark Children's Literature Supporting Project 2006-2015

The Children's literature project provides a good example of how cooperation in the field of culture can enable this the fertile group to have larger impacts on society. The project was jointly implemented by Kim Dong Publishing House, the Danish Writers' Association and the Royal Danish Embassy. Creating picture books for small children and teenagers does not carry much prestige in Vietnam, but is nevertheless of great importance when addressing literature in society, developing children's imagination and introducing them to a world of discovery and learning. No other media offer a child the possibility of experiencing, learning and talking about the world at his or her own pace.

Against this backdrop the project opened the door to cultural exchanges between Vietnam and Danish writers and illustrators, promoting the creativity of Vietnamese writers and illustrators with new skills and working methods and fostering new talents as well as new works. At the same time, it provided Vietnamese children with better access to various forms of creativity and new work, brought new books to all regions of Vietnam and introduced them to pluralistic values. A participant in a roundtable discussion at Kim Dong Publishing House said that, in a way, the literature project followed the legacy of Hans Christian Andersen who created new literary works based on folklore and brought the fairy tale into the everyday.¹⁰

During the first period, 2006-2010, the project's main objective was to encourage writing for children in Vietnam. Eight seminars were held for Vietnamese writers and painters and 20 works – some of which won the Vietnam Books prizes in 2009 – were published as a result of the project. The project also established 15 readers' clubs in Hanoi and provinces of Thai Nguyen, Tuyen Quang, Son La in the north, Thanh Hoa in the centre and Can Tho and An Giang in the south. The project presented these clubs with 900 book titles with nearly 13,000 copies. As of March 2016, nearly 50 story-telling trains, and 16 readers clubs, were set up and more than 43,000 books were given away to children.¹¹ The Danish writer Sally Altschuler explained "We really enjoyed our Story Expresses. Meeting the children and perform very small workshops with them has shown us, that despite differences in culture and social structure, the basics of being a child is more or less the same in our two countries. This is also why we think, that the anthology we did with stories and illustrations in a cross-over work by Vietnamese and Danish writers and illustrators, will be interesting for children in both Vietnam and Denmark."¹²

During the second phase of the project, 2011-2015, an additional activity was added, namely the use of television to stimulate children's interest in reading. The project also organised training workshops in Denmark for Vietnamese writers and illustrators, conducted annual workshops for Vietnamese writers and illustrators for children within the age group 4-14 years (with the participation of Danish writers and illustrators) and helped organise several exhibitions of pictures and illustrations for children's books in Hanoi. One of the workshops was run by Danish writer Merlin Mann and artist Jan Kjaer on creating graphic novels for local writers and artists. An annual Children's Book of The Year prize for

¹⁰ In March 2016 in Hanoi.

¹¹ Awards presented to outstanding literature works for children, 4 March 2016, <https://www.talkvietnam.org/2016/03/awards-presented-to-outstanding-literature-works-for-children/>

¹² Cited in Kim Dong Publishing House. *Origination of Dreams. Vietnam-Denmark Children's Literature Supporting Project 2006-2015.*

Vietnamese authors and illustrators, based on a peer-review of published children's books in Vietnam, is a further result of the project.¹³

CASE STUDY R7 One-Stop Shops

Vietnam's public administration faced challenges in keeping pace with the demands of the country's rapid growth and socio-economic development since the country initiated its *Doi Moi* (renovation) policy in 1986. Working with administrative offices in Vietnam was often difficult and time-consuming. Widespread inefficiency and red tape were the main reasons which led to a waste of time, public discontent, and poor compliance with laws. This caused economic losses for both the public and the State.

In keeping with the policy of *Doi Moi*, one stop shops (OSS) have been a key feature of Public Administration Reform in Vietnam since 1994 and formed part of the Public Administration Reform Master Plan 2001-2010. The reform policies were reflected in the 2001 Law on Government Organisation and a Decision issued in 2003 promoted the one-stop shop as a mechanism for State management agencies to process administrative activities within their authority.¹⁴

A particularly visible result of the administrative reforms was the enhancement of local governance in providing public services with the establishment of one-stop shops (OSS) which Danida supported under the Good Governance and Public Administration Reform Programme (GOPA). OSS or administrative service centres simplified provincial administrative procedure, are easily accessible, and offer a wide range of administrative services (licences, certifications, permits etc.) involving different offices through a single desk providing client-oriented services. For example, at the Lao Cai OSS obtaining a construction licence which would previously have taken several months is now issued within a maximum of 20 days. Regular monitoring and customer service surveys have been implemented to further improve service delivery.

The transparency of administrative procedures was increased through simple yet effective measures, such as the highlighting of all the costs and procedures involved in the respective services through notice boards in OSS. Furthermore, in many OSS the direct phone numbers of office and division heads are publicly available to facilitate immediate access to decision makers if needed, for example in the event of complaints. Although data or surveys are not available, OSS directors explained that customers would make active use of this opportunity. Stakeholder interviews at seven OSS also pointed in the direction of increased management capacity of provincial administrative staff. However, it was not possible to measure the outcome owing to the absence of a baseline and previous M&E systems.¹⁵

CASE STUDY R8: Community Development Centre (CDC)

The Community Development Centre (CDC) is one of the most successful projects receiving support from the Global Competitiveness Facility under the Business Sector Programme Support. The project greatly improved access for thousands of small businesses and farmers to training courses on process management certifications and also to training services for quality certifications for agricultural

¹³ Vietnam, Denmark co-host activities to promote children's literature.

Asia News Monitor [Bangkok] 14 Nov 2012; Embassy of Denmark, Kim Dong Publishing House Hanoi, Vietnam – Denmark Development Cooperation in Culture (DCC) 2011 – 2015; Vietnam: Vietnam, Denmark further cooperation in children's literature; Asia News Monitor [Bangkok] 22 Nov 2010.

¹⁴ David Walker. Business Registration in Vietnam: Burden or Opportunity? Economic Policy Debate. Number 2 Spring 2007; Asia Brief (2010). One Stop Shops – in the service of the population of Vietnam how good governance can cut bureaucracy partnership results. SDC Swiss Agency for Development and Cooperation – East Asia Division, August.

¹⁵ Interviews in March 2016.

products at affordable costs, and thus created a significant impact on businesses' enhanced competitiveness and expanded markets.

CDC was founded in 2010 as a local NGO in the field of local community development. It expanded from its original five employees to 27 staff members in early 2016. Today CDC operates in the entire country and has established a nation-wide network of collaborators from universities, research institutes, government agencies, and domestic and international NGOs.

Nowadays CDC has received funding from various donors, including but not limited to Japan, Switzerland, the EU, the UK and multilateral organisations. However, the Danish support was crucial and highly appreciated by the company and local authorities as it empowered CDC at an early stage and thus gained importance as seed money which enabled the NGO to gain valuable experience and grow into the substantial organisation it represents today.

CDC benefitted from a grant under the Danida "Global Competitiveness Facility" for a project entitled "Improvement and Consultancy services for farmers and SMEs in Tea, Coffee, Cocoa, Coffee, Pepper and Fruit" (2011-2014). It was implemented in five Central Highland provinces and achieved the following main outputs:

- it was empowered to be a qualified certified consulting firm which has provided consulting on ISO 9001: 2008, HACCP/ISO 22000 and 55 tools for businesses;
- it trained 10,000 farmers on Good Agricultural Practises (GAP) for the products covered by the project (the training events also integrated OHS and climate change issues);
- it developed an online portal for Sustainable Agriculture which had received approximately 100,000 visitors by the time the project ended in 2014;
- it established a high-tech tissue culture laboratory.

Apart from the fact that the project resulted in the expansion of enterprise management certifications, agricultural standards, GAPs, and export quality management processes, as well as growing awareness on HIV/AIDS and occupational hygiene safety in agro-businesses across the country, the impact on CDC's development and professionalisation was immense. As seed funding the GCF grant was intended to attract investments from other sources to a value of VND 800 million, the actual outcome being VND 1 billion. Moreover, while the project was expected to provide the framework for the creation of 76 jobs, the total number of additional jobs created stood at 537 at the end of the project (700% more than anticipated). Furthermore, while the project was based on the assumption that it would generate 25 service contracts for CDC to provide training courses and consulting on agro products quality management to enterprises worth a total of VND 1.5 billion, the actual result was 27 contracts with a volume of VND 9.8 billion.

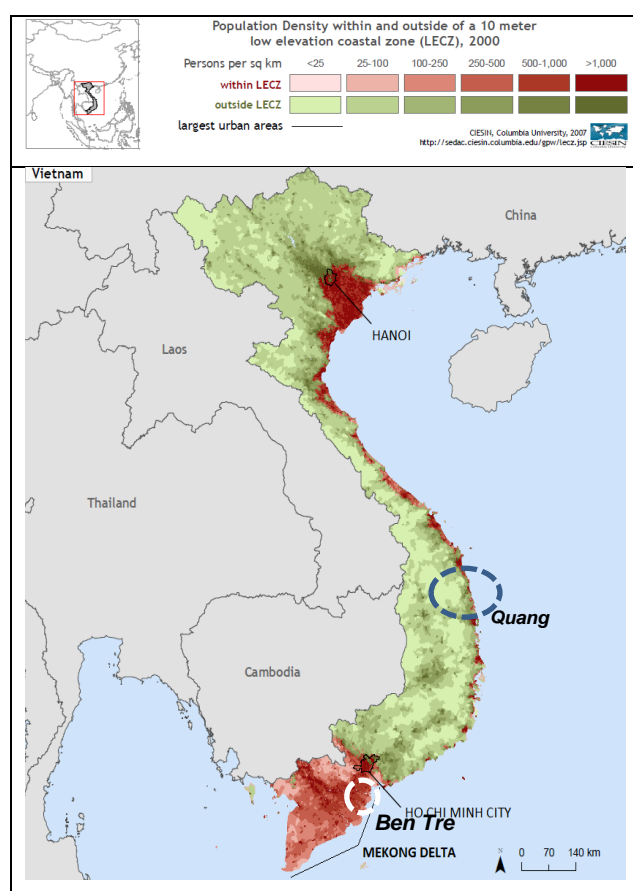
In sum, Danish seed money contributed to the development of CDC into one of the largest NGOs in the field of capacity-building and training in Vietnam. At the same time CDC is a prime example of the sustainability achieved through the Danish support.¹⁶

¹⁶ Stakeholder interviews in March 2016 and data provided by CDC.

CASE STUDY R9: Lessons from Climate Change Adaptation Pilot Interventions in *Ben Tre*

Over 40% of Vietnam's population live within the low-elevation coastal zone (LEECZ) which has experienced climate change¹⁷ and the loss of ecosystem services associated with natural coastal protection landscapes. Typhoon-driven floods, droughts and saltwater intrusion are particular threats to three of Vietnam's most important economic sectors – industry, agriculture and aquaculture - in these low-lying areas, as are millions of families. Over the past century monsoon-driven storms delivering strong winds, and heavy rain interacting with tidal and storm surges, contributed to US\$ 4.5 billion in damage in Vietnam over the past century, while saltwater intrusion has raised the salt content in agricultural soils and has destroyed aquaculture shrimp seed stocks that are unable to adapt to increasing saltwater concentrations in intake waters. Denmark was the first donor to support the GoV's National Target Programme to Respond to Climate Change (NTP-RCC) in 2009, supporting twenty climate change adaptation (CCA) community-based pilot projects in vulnerable districts within Danida's two target coastal provinces of Quang Nam and Ben Tre¹⁸. The pilot districts are located along the large flood plains of the low-elevation coastal zone (LEECZ).

Ben Tre Province is located within the Mekong River delta with the second highest population density (see Figure¹⁹) and the richest agricultural and aquaculture production in the country. It is especially at risk of climate change impacts. The Mekong Delta,²⁰ with the second highest population density (see figure) in the country with its rich agricultural and aquaculture production farming, is especially at risk to climate change impacts. Danida designed and funded eight CCA pilot projects benefitting over 35,000 people at risk from flooding and saltwater intrusion.²¹ One of the most visible case studies is a series of improved river dykes along the Ham Luong River, where decade-old dykes are today too low to prevent the increased flooding during the wet season and inadequate for preventing the saltwater intrusion that destroys agricultural crops in the dry season - a flood in 2011 burst the existing dyke and flood waters killed livestock and destroyed agriculture crops, damaged property and forced the evacuation of the population. The Danida-funded dyke improvements have resulted in positive economic and livelihood changes for over 20,000 people living in communes along the river banks, and another donor improved the surface of the dykes to



¹⁷ Vietnam is one of the five countries to be worst affected by climate change (WB 2011).

¹⁸ An average rise, to date, of 25cm in sea level during 1984-2012 period, whilst significant drops in fresh river outflows, while salinities of 4‰ were recorded in the Co Chien river 45–52km inland throughout April 2013. These two recordings wildly exceeded CC predictions for Ben Tre during that year - salinities that high (higher than the average concentration of seawater) should not have penetrated 40km inland until 2040, and the 2016 El Nino year was likely much worse (Danida 2013b).

¹⁹ <http://www.trappedpopulations.com/fieldwork.html>

²⁰ THE ET visited the Vam Tan Huong dyke in Mo Cay Nam district.

²¹ Danida (2013a).

create narrow motor-cycle pathways. Additionally, some 2,200 ha of arable land is thriving with marketable crops. The community provided in-kind investments and land for building the dykes. Although another pilot project in Thanh Phu hamlet delivered piped drinking water to 500 households (more than 2000 residents) to increase their adaptive capacity and resilience against saline intrusion and longer drought periods, interviews with several households highlighted that the water was brackish and could only be used for household gardens.

Unlike Quang Nam province, Ben Tre had strong high-level management and opted for a quick and highly efficient solution by hiring contractors to do most of the work. However, this top-down approach and strong reliance on external consultants had negative consequences in that the target population did not fully understand the project selection priorities, they only later became aware of CC issues and had little information about the project as it was concentrated at provincial level. This process was ineffective in raising awareness of CC, building local capacity-building or transferring knowledge to promote decentralised project management at either communal or district levels. Some of the dykes are not maintained and are already eroding from floods and high river levels, and it remains to be seen whether the community will step in and take the necessary measures to maintain and stabilise the dykes. On a positive note, the use of low-cost local materials offers a replicable model for other hamlets to implement in flood-prone areas. However, unless the design of new dykes includes measures to stabilise the walls with durable vegetation and local capacity is created to maintain the dykes, questions will continue to arise about sustainability.

CASE STUDY R10: Lessons from Climate Change Adaptation Pilot in *Quang Nam*

Nine CCA pilot projects, which included building a shoreline stabilization dyke (more expensive than the local-material-based solution in Ben Tre) to serve also as a docking area for fishing boats, construction of storm shelters in flood-plain-situated communes which also provided health services to the local community, and construction of embankments to protect or reclaim agricultural lands and a small fishing port, were designed for and implemented in Quang Nam Province, an important industrial and tourism province which experiences strong flooding and droughts, delivering benefits to around 30,000 people living in rural hamlets.



Multi-purpose storm shelter in Tam Ky district serving as a clinic and shelter during floods and monsoons.



Reinforced embankment in Tam Ky District to protect agricultural land and allow resettlement. The community has also reforested it with mangroves to protect the dyke.

The Quang Nam PPC used a decentralised approach to involve district-level authorities and hamlets actively at all stages of the implementation process. Although start-up was slow and there were many delays, the provincial staff placed emphasis on creating internal capacity, ensuring project and financial compliance and decentralizing implementation, resulting in enhanced planning, management and

maintenance of the projects. District authorities and communal leaders were actively involved throughout the construction process and there was a concerted effort to raise awareness of climate change. This new knowledge appears to have contributed to local innovations that further strengthened the approach and helped ensure that the investment would be sustained. However, the investment costs were relatively high compared with the adaptation measures in Ben Tre. Furthermore, both provinces failed to conduct environmental impact assessments (EIAs) and, had they done so, they could have avoided unwanted impacts that impose further stress on the natural system's ability to bounce back after shocks to the ecosystem²².

Thus, the lesson learned is to combine the best features of the two provinces: i) low cost mitigation measures complemented by protective natural vegetation that can withstand brackish conditions (e.g., mangroves); ii) involve local communities from design through to implementation, transferring knowledge and raising awareness; iii) decentralise management and maintenance to the lowest possible levels; and iv) carefully design the CCA approach so that it can be replicated as part of a strategic plan on climate change adaptation and ensure that adequate environmental impact assessments are carried out to minimise unwanted impacts. A participatory M&E system to measure change (see Billé 2010 on pilot experiments) is a plus for allowing adaptation of the approach as required, innovation and capture of lessons that can be used by new stakeholders scaling-up the original approach.

Case studies transformation

CASE STUDY T1: Danish-Vietnamese business partnership in pig farming

Pig farming is a rapidly-growing source of income and livelihoods in Vietnam, as local pork consumption has grown steadily²³ to the point at which it now comprises 80% of the meat consumed in the country. Growth in the sector has also spiked in response to high regional demand from neighbouring countries in SE Asia, and Vietnam is projected to have an inventory of 30 million on-farm pigs that will annually produce 4.25 million metric tons of pork by 2020²⁴. This case study further demonstrates how a combination of aid instruments, Danish know-how and highly qualified and motivated Vietnamese companies is helping build partnerships that will help them enter the SE Asian pork market and deliver high-quality and safe meat grown under environmentally friendly conditions, including energy efficiency that will contribute to climate change mitigation.

Denmark is among the global leaders in efficient and effective pig farming and it was a perfect fit when several Danish livestock farming companies saw future opportunities to invest in Vietnam and help Vietnamese pig farmers meet increasing local and regional demand for pork that not only requires increasing annual pig production and pork yields,²⁵ but also meet international quality and safety standards. Unless Vietnamese pig farmers raise their productivity and their competitive edge, there is a risk that the market will open up to importing pork from other countries. Given the serious pollution problems and water quality and quantity issues around the country, Denmark could also help ensure more efficient water use in farm operations and provide environmentally-friendly technology that reduces pollution.

Past experience under Denmark's agricultural sector programme and the availability of Danish funds available for business partnership with Vietnamese livestock sub-sector companies made it attractive

²² Danida (2013b).

²³ the average annual uptake of pig meat (in terms of live weight) in 2000 was only around 15 kilograms per person, but that had doubled to 30 kg by 2007 and is now around 35 kg.

²⁴ P. Best & S. Lumb (2013); MARD (2013).

²⁵ MARD (2013).

for Danish companies to help local farmers and large, State-owned companies achieve the necessary standards for safe, efficient and internationally certifiable health standards for pig production.

In 2011 three experienced Danish enterprises became the first Danish partners agreeing to help Vietnamese pig farmers shift their focus to designing environmentally-friendly farms and rolling out turnkey farms reflecting the holistic Danish Farm Concept (DFC). The DFC model partnership not only involves selling Danish equipment, technology promoting efficient farm operations and good returns on investments, but also genetically-selected, high-quality Danish breeding pigs known for their high productivity. The genetic material is expected to incrementally expand to commercial business and will require high quality pig feeds that interact with these genetically superior stocks to help increase pork production. Finally, the model offers Vietnamese farmers the additional benefits of biosecurity, feeds with high nutritional content to stimulate growth efficiency and healthy farming conditions. The partnership will also provide modern pig farm management training and educational programmes tailored to local needs and context-specific farming conditions. Start-up is expected in May 2016.

Another Danish company, Vilomix, has signed a partnership agreement with the Hung Vuong Corporation to build and own 70% of a new livestock vitamin and premix feed factory in the Long An province of Vietnam. Start-up production is expected in 2017. Hung Vuong is a leader in Vietnam with DKK 8 billion in annual turnover. It produces *Pangasius* catfish and 1.5 million tons of fish feed each year, and is expected to double this production by 2020, as well as rear 100,000 pigs from high-quality Danish genes. The partnership also allows Vilomix to test the waters of attractive non-European markets. Given the rapid demand for pork and the rapidly-growing population in the region, the partners aim to become major competitors in the global premix and vitamin industry.

CASE STUDY T2: The B2B Programme

The B2B Programme provided grant support for Danish companies and their partners in eligible countries of up to DKK 5 million in three phases: *Contact phase* allowing companies to investigate and find a partner through a matchmaking grant covering travel costs; *Pilot phase* providing support for costs associated with initial collaboration such as feasibility studies and formation of business models; and *Project phase* for deepening the partnership, often through joint ventures. The Royal Danish Embassy played a key role during all phases. Overall, “*The B2B was efficient in delivering matchmaking and stimulating initial partnerships and transfer of knowhow due to active work by the embassies, Danida, Danish Federation of Small and Medium-Sized Enterprises and Confederation of Danish Industry, combined with the liberal subsidies.*”²⁶ In 2008 an early review of the B2B programme in Vietnam concluded that it had been highly successful in promoting long-term, sustainable partnerships between Vietnamese and Danish companies and thereby contributed to promoting economic growth and local business development.²⁷ Interviews in Vietnam and Denmark in the first quarter of 2016 with a wide range of stakeholders involved in the PSD and B2B programme or benefitting from them confirmed this finding. Statements included:

- “We would not have come to Vietnam without the initial Danida support” (Mascot International A/S, a producer of workwear, which opened a factory in Vietnam in 2008 and employs about 2,000 workers in Vietnam and Laos); and
- “We were immediately convinced to invest in Vietnam when we made a Danida-funded exploratory visit in 2001, which was still during the PSD programme” (VIEDAM, a high-tech company which manufactures moulds and parts for a wide range of industries, employing about

²⁶ Devfin Advisors Evaluation of Danida Business-to-Business Programme 2006-2011. Synthesis Report, October 2014, p. 12.

²⁷ Danish Ministry of Foreign Affairs (2008).

160 skilled Engineers and Factory staff).

About 60 of the 135 Danish companies currently present in Vietnam received Danida support when they started their activities in the country. An independent evaluation assessed that B2B alone led to *“some 9,000-10,000 jobs [...] as well as a substantial number of indirect jobs upstream and downstream and as temporary employment”*. Furthermore, *“there has been an upgrading of the quality of occupational health and safety and working conditions in many local companies. Improvement of the external environment has been achieved through introduction of ‘clean technology’ and improved management systems of resource utilization and pollution control.”*²⁸ Equally important, many companies implemented often far-reaching Corporate Social Responsibility (CSR) approaches, thereby also making a contribution to a stronger CSR awareness in Vietnam in general.

One of the most successful stories under the B2B programme is Esoftflow, which started as a joint venture and engages in back-office professional visualisations through digital graphics for the real estate sector. The company currently employs nearly 300 persons and has made CSR a key profile by integrating it into its business operation and development. It has a strong focus on gender and creation of employment for the disabled, the latter group today making up more than 10% of the workforce. The company is furthermore providing training for former sex-workers and recovering drug-users, providing general training to groups of young people going through a public rehabilitation programme, and also providing employment opportunities for them.²⁹

While Esoftflow no longer operates as a joint venture, many other companies do. For example, Viedam was established in 2003 as a joint venture between a Vietnamese and Danish mould company and has maintained the 50:50 model.

Overall, while it is impossible to quantify to what extent B2B achieved its overall objective of contributing to reducing poverty, there can be no doubt that the programme was crucial in expanding commercial relations between Denmark and Vietnam and markedly contributed to the transfer of knowledge and technology. During the duration of the programme some 400 Danish enterprises delivered hands-on and practical business knowhow. This transfer has led to some good results in company development and upgrading of skills in local companies and hence in their performance. There are some outstanding cases of market and technology development with spin-off effects beyond the companies. Thereby Danida made a contribution to Vietnam’s economic development and – although not measurable in a robust way – the country’s MIC status, and the transformation of ODA-driven relations to a partnership based predominately on economic strategies and interests.³⁰

CASE STUDY T3: DAN-VIET Green Energy Investment Company (DAVIWOOD)

Vietnamese government sources have estimated that greenhouse gas emissions (GHG) have tripled over the past decade, while the country’s carbon footprint increased by 50% over the same period³¹ and those emissions are predicted to quadruple by 2030.³² Meanwhile, Vietnam’s rapid economic growth has accelerated energy demand to a point at which it will shift from being an exporter to a net energy

²⁸ Devfin Advisors Evaluation of Danida Business-to-Business Programme 2006-2011. Synthesis Report, October 2014, p. 13.

²⁹ Danida (2014), p. 78-79.

³⁰ Stakeholder interviews; Thomsen, Lotte (2015); Devfin Advisors Evaluation of Danida Business-to-Business Programme 2006-2011. Synthesis Report

³¹ WB 2014

³² UNDP 2013

importer by about 2015-2016³³ Consequently, there is a pressing need for effective climate change innovations that can convert problems into solutions to help mitigate climate change impacts.

Denmark's CF Nielsen, a biofuel company for over 70 years and one of the largest briquette-making factories in the world, recognised an opportunity for collaboration with the Thuy Son Investment Group, an FSC-certified timber harvesting company located near Can Tho in the Mekong area. Both companies obtained support under the Danida Business Partnership Programme (DBP) in 2014 and jointly prepared a feasibility study for a high quality Biomass Briquetting and Wood Pelleting project to export to Asian and European markets. The company was registered under the name of Daviwood (www.daviwood.com), which was established in the same year, with a registered capital of 100 billion VND and is in its first phase of start-up that runs through 2017.

The objective of the Daviwood project is to achieve important social and economic benefits for Vietnam and contribute to Vietnam's green growth process, while earning profits for the partner companies. It would also reduce GHG emissions, decrease dependence on fossil fuels and diversify inputs to the energy grid. Biofuels such as these can have a zero net effect on emissions of carbon dioxide and are much more effective in terms of carbon offset. The Danish-funded feasibility study showed that the company could produce over 80,000 tons of briquettes and pellets, create 40 direct and over 650 indirect jobs and simultaneously reduce some of Vietnam's energy import needs.

Raw material for producing the briquettes and pellets will come from timber waste (barks, branches, roots) from non-native tree plantations (*melaleuca*, *acacia*, *eucalyptus*) grown on riverbanks along Mekong tributaries. The products would be collected by low-income rural communities and create temporary jobs, and a recent Bureau Veritas audit confirmed that over 1,000 hectares of forest plantations met Forest Stewardship Certification and could provide jobs for over 600 families, and it is noteworthy that the Vietnamese company has a Corporate Social Responsibility certification.

If the start-up phase is successful, CF Nielsen (www.cfnielsen.com) will provide the briquetting and palletisation technology that uses high pressure compacting of lingo-cellulosic biomass as a way of reducing the volume of waste generated from timber-processing operations and convert the inefficient process of grinding the wastes into a profitable venture. The compacting process creates a product that reduces transportation and storage costs, while allowing for automated fuel supplies to feed the combustion equipment. The briquettes and pellets produce high quality energy calories (depending on the type of material)³⁴, and virtually any kind of agricultural, forestry, industrial and livestock waste biomass could be used to produce green energy. This biogenic CC mitigation measure also offers a solution to the problem of wood product wastes that farmers have historically dumped into waterways.

The Danida Business funds opened an opportunity that would not otherwise have arisen, according to the Nielsen's technical advisor for the project. Also, without Danida funding the Vietnamese partner would have been a potential buyer of Nielsen's equipment, rather than providing a supporting role.

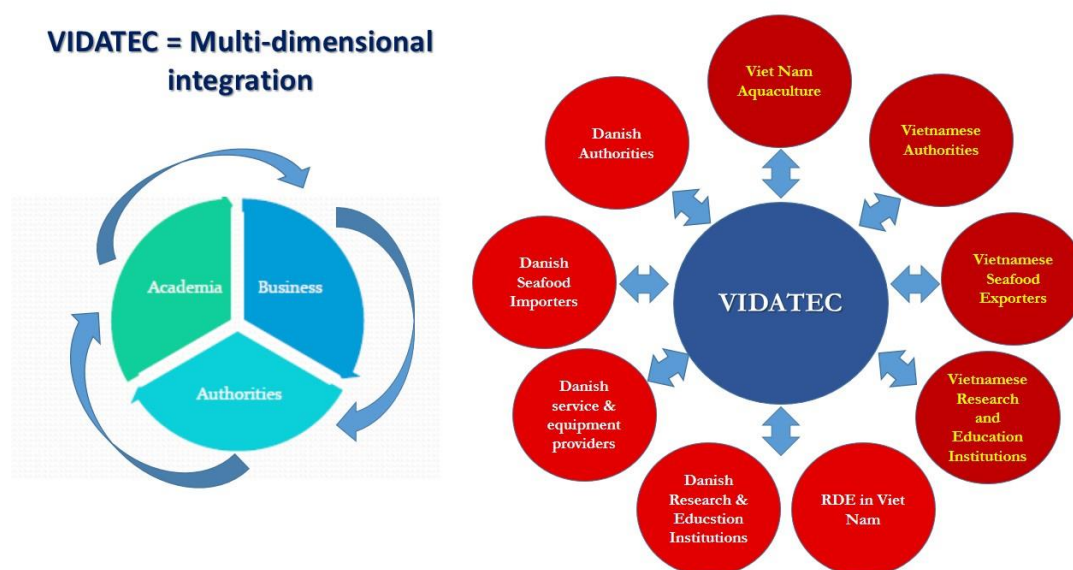
³³ Op cit.

³⁴ in most cases reach values of around 4000-4500 kcal/kg, due to its high degree of compaction and low content moisture, which may be of 6-12%.

CASE STUDY T4: Vietnamese-Danish Aquaculture Technology Excellence Centre (VIDATEC)

The VIDATEC and VASEP case study is a good example of how a combination of aid instruments helped create a smooth transition and lasting business partnerships through exchanging knowledge to improve the production and yields of thousands of Vietnamese aquaculture farmers and improving the quality of processing and marketing of Vietnam's capture fisheries, respectively, using Danish know-how.

VIDATEC was created as a non-profit demonstration and training Centre in 2010 with the aim of strengthening Vietnamese-Danish relations within Vietnam's aquaculture sub-sector, and enhancing environmental sustainability and operational efficiency through training, technology-exchange and the benefits of Danish know-how. Funds were approved through the Danida Business Partnership with Can Tho University for a training-of-trainers approach and applied research together with Aarhus University. The partnership offers an excellent example of a combination of ODA-funded fisheries sector support, Business Partnership funding, Danida development research grants and Trade Council funds. It also attracted strong support from Danish aquaculture suppliers, the Danish Foreign Ministry and the Danish Ministry for the environment in creating a dynamic platform linking regulatory authorities, private sector investors, sectoral associations, and research and education institutions in the two countries (see figure below³⁵) so as to make a smooth and lasting transition from development assistance to the present business partnership between the two countries in the aquaculture sector. The Centre was established with knowledge and support from Danish aquaculture companies and applied research institutions³⁶, using surplus funds from FSPS II to increase the productivity of aquaculture farming in Vietnam using environmentally-friendly technologies



Although Vietnam is the world's third largest producer of farmed fish and fourth in the export of aquaculture products, these products failed to meet global quality standards in many cases. As one of

³⁵ Adapted from an undated presentation by J. Kjeldsen.

³⁶ Active Danish partners include Aqua Circle (association of seven aquaculture companies), the Environmental Protection Agency, the Confederation of Danish Industries International Business Development (DIBD), Aarhus University and the Danish Embassy in Hanoi, whereas Vietnamese partners include Vietnam Association of Seafood Exporters & Producers (VASEP) and Can Tho University.

the first countries to apply strict global quality standards for importing seafood, Denmark transferred this knowledge through the VIDATEC platform, helping Vietnam double its exports of high-quality seafood products, not only to Denmark but also to other global markets demanding such products. Key Danish businesses include AKVA Group, Danish Hydraulic Institute (DHI), PERKULATOR, OXY GUARD, GRUNDFOS and RK-Plast.

Another aspect of the partnership is the transfer of the latest Danish aquaculture supplies to help promote greener approaches and thereby set the standard for future expansion of the sub-sector using *Pangasius* catfish demonstration ponds that include advanced water treatment systems. Can Tho University has produced training and educational materials to improve Vietnamese farmers' knowledge and hands-on experience, while innovations and Danish technologies at the Knowledge Centre have contributed to greater efficiency and environmental improvements in catfish farming, which include:

- Reduced antibiotic and chemical use (by 20%)³⁷
- Improved food conversion to biomass efficiency
- More than doubling of production of catfish to 100 tons per hectare
- Reduced mortality rates, especially from improving oxygen conditions with new technologies in the ponds
- Improved product quality (fillets) compared with previous years
- Reduced parasites in shrimp production
- Improved water quality in ponds

Catfish exports rose to USD 1.5 billion in 2016, although a global drop in demand (largely due to US-imposed import controls) resulted in a 10 per cent lower value than in 2014. Nonetheless, the presence of the seafood stakeholder network was persistent in helping identify new markets to fill this gap by marketing to China, UK and Saudi Arabia (up to a 40% increase in the UK market) in 2015, demonstrating the importance of bringing new stakeholders into the network and further strengthening the already-established synergies. It is important to underscore the policing of free-riders who threaten to undermine the favourable reputation which Vietnamese seafood has enjoyed until recently. This notwithstanding, there were several incidents in shipments to EU countries (including Denmark), where the product was rejected due to the presence of antibiotics.

CASE STUDY T5: Ho Chi Minh City Child Welfare Foundation (HCWF)

Danish support empowered the Ho Chi Minh City Child Welfare Foundation (HCWF) to establish itself as a leading NGO in the social sector and thereby made an important contribution to strengthening the nascent civil society in Vietnam. As a novel and innovative feature the second phase of the Good Governance and Public Administration Reform Programme (GOPA II) supported NGOs through a Grant Scheme Mechanism (Public Participation and Accountability Facilitation Fund, PARAFF) which paid special attention to marginalised groups in society and to women. However, HCWF had already been receiving Danish support since 2015. HCWF is an example of the transformative element in Danish-Vietnam relations. The complexity of socio-economic matters increases as a country moves from low to medium-income status and requires a strong social input into addressing the related manifold challenges. Since civil society is still in its infancy in Vietnam, it is important to use the available space for the empowerment of non-state actors which will almost

³⁷ This notwithstanding, there were several incidents in shipments to EU countries (including Denmark), where the product was rejected due to the presence of antibiotics.

inevitably see their role growing the more the country liberalises. At the same time HCWF offers a good example of the successful transition from donor support to self-sufficiency.

Although HCWF has received funding from a broad range of donors, the Danida-supported Danish-Vietnamese Friendship Organisation has been HCWF's most important partner. HCWF is the oldest registered NGO in HCMC. It was founded in 1988 and carries out social work for the benefit of disadvantaged children and their families. Over the years HCWF has conducted work targeting children's rights and helping children and young people with care, education and job placement. Danish support especially enabled HCWF to (re-)integrate several hundred migrant children and street children into the social and education systems and prepare them for the labour market. Overall the Danish support enabled HCWF to develop close and beneficial relations with Vietnamese governmental institutions, other NGOs and local communities in HCMC. Today HCWF has strong relations with and a good reputation among Vietnamese governmental institutions, non-governmental organisations and local communities in HCMC.

The Danish support was mainly used to sustain and expand two core activities:

- *The Little Rose Warm Shelter* for girls was established in 1998 and has housed more than 800 young girls aged 9-18 years who have either experienced sexual abuse or have been living in high-risk environments. It has room for 20-25 children. Most children come from HCMC or South Vietnam and are victims of incest, rape or human trafficking. They are brought to the shelter by members of the local Women's Union, other (private or State-run) shelters or by family members. The girls are often traumatised and of poor mental and physical health when they arrive at the shelter. In-house social workers and educators provide a basic health check at their arrival, identify relatives and retrieve official documents in order to start the reunion process. The length of a stay may vary depending on the particular situation of the child, but in general the girls stay at the shelter for around 1-2 years. The shelter has a broad network among Vietnamese and international NGOs in South Vietnam, including several provinces.
- *The Green Bamboo Shelter* for boys houses up to 20 young street boys who have been separated from their families due to circumstances including parental imprisonment, abandonment, abuse, and runaways. As in the case of the girls, many of the boys are migrant children who came to HCMC from rural areas. The shelter works to give them a safe home, subsidised meals, basic health care, alternative education, recreational activities, opportunities to learn a job and finally flexible conditions so that they can go back home to integrate with their own families. In the event that they cannot reunite with their families, they are offered an opportunity to enter HCWF's "Social and Professional Integration Project" where they receive career consultations and are helped with school fees and job placements.

While education is not provided on-site, HCWF's finds schools for girls and boys and makes sure that they receive at least a basic education. In several cases children from the two shelters successfully completed high school and some even obtained scholarships to study at university.

According to a roundtable discussion with the HCWF's management and social workers, the Royal Danish Embassy informed the NGO in a timely manner of the phasing-out of funding. Subsequently HCWF developed its own plans to sustain its activities in general and the shelters in particular. 50% of the shelter's operational costs are covered by HCWF's fundraising initiatives to which several Danish companies have regularly contributed with donations. The other half of the budget has to be raised by the shelters themselves. To this end HCWF introduced cooking and catering training for the girls at the Little Rose Warm Shelter to establish and run the shelter's own catering service. This business model has been highly successful and the shelter has already served several hundred catering orders, which include large companies in HCMC. This has generated sufficient revenue to keep the shelter going.

However, the participants in the roundtable admitted that despite the successes they found it difficult keep the shelter operational. As one staff member said, “we are just social workers and lack any business background. It is a constant challenge to develop business models that help us sustain our activities.”³⁸

³⁸ Roundtable discussion and other stakeholder interviews in March 2016; <http://www.sheltercollection.org/ngos.html>; <http://www.humantrafficking.org/organizations/276>