

ChildFund Vietnam Country Strategy 2012-2015

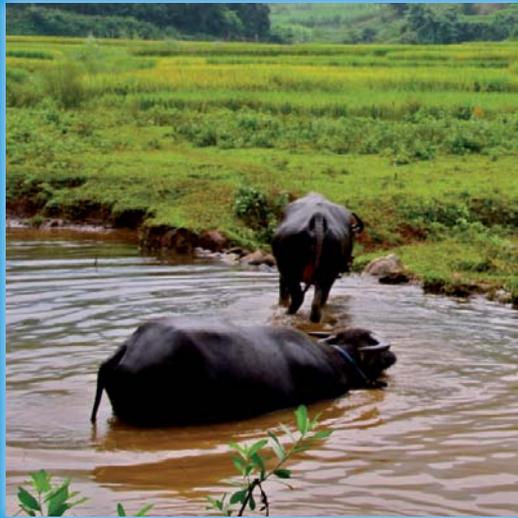


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1. INTRODUCTION AND EXECUTIVE SUMMARY

ChildFund has been working in Vietnam since 1995. At this time, we worked in partnership with the Vietnam Committee for Protection and Care of Children before beginning our own program in 1997.

Since our initial work in Vietnam we have grown to become a much larger, more effective organisation working in 38 communes in three provinces (Hoa Binh, Bac Kan and Cao Bang) - all rural mountainous, ethnic minority areas. Since our small beginnings more than 15 years ago we have helped make positive and lasting change in the lives of more than thirty thousand children and their families and communities.

Our work is focused in these northern provinces because children in these areas are faced with significant challenges compared to the rest of Vietnam. While the Government of Vietnam has made commendable development achievements in recent years, our work in Vietnam is as vital as ever. ChildFund is committed to creating more positive change in the lives of children, and their communities, in these remote areas of Vietnam.

The key strengths of ChildFund Vietnam lie in our relationships with our partners and the commitment of the communities we work with. This strategy will illustrate that ChildFund is moving to a new phase, building on our already impressive accomplishments in core sectoral projects and capacity development initiatives. We will continue our core sectoral work, further develop our integrated community development approach and strengthen our research and advocacy activities.

In the next four years ChildFund Vietnam is committed to achieving meaningful outcomes that positively impact on the lives of the children and communities we work with. ChildFund Vietnam will focus on addressing the causes of poverty in our partner communities, acting to amplify the voice of children, protect their rights, and advocate for ongoing initiatives and approaches that will effect change.

- Ensure impact, for children
- Amplify the voice of children in Vietnam
- Increase our organisational effectiveness
- Develop our networks and influence
- Grow our work, supporters and revenue base

ChildFund Vietnam will continue to implement a new development effectiveness system that, in partnership with other ChildFund offices in the region, will enable us to better map the outcomes and situation of children and communities. This new initiative will enhance our programs and ensure that we work in a more holistic manner, informed by meaningful participation of children and the community.

The fact that there will be complex challenges in our work in the next four years cannot be ignored, however we are committed to building our partnerships and growing our work in Vietnam to have the most impact on the lives of children in Vietnam.

2. ANALYSIS

The United Nations most recent Human Development Report¹ places Vietnam 113 out of 169 countries and notes Vietnam’s recent significant achievements in terms of economic development and access to social assets such as education and health care. The report also notes that while the overall decrease in poverty has been significant there are still challenges ahead, including increasing income inequality and future access to social assets.

The rate of income and multi-dimensional poverty is being reduced in ethnic minority areas in Vietnam, but it is being reduced at a rate far slower than that of the rest of Vietnam over time. This inevitably leads to further growth in the poverty gap and has a profound impact on key issues such as children’s deprivation, exclusion and access to power.

In the years 2006- 2010, the Government of Vietnam has implemented a number of supporting policies for the poor and Vietnam has been widely praised for its achievements in poverty alleviation. Nevertheless, the Government acknowledges that the poverty rate remains high in almost all provinces with a majority of ethnic minority people.

The national poverty rate has been reduced from 58% in 1993 to 16% in 2009 and less than 10% in 2010. While this is a significant overall decrease, poverty reduction has not been consistent across the country. In communes facing extreme hardship, commonly with high ethnic minority populations, the poverty rate in 2010 was 32.1%.

According to the World Bank, in 2008 49.8% of ethnic minorities lived in poverty compared to only 8.5% for the Kinh ethnic groups. The extreme poverty rate for ethnic minority groups in 2008 was 29%, over nine times that of the ethnic majority².

Vietnam recognises 54 distinct ethnic groups with unique religious, linguistic and cultural characteristics and identities. The Kinh constitute the country’s ethnic majority, accounting for 85.7% of the population while ethnic minorities account for 14.3% of the population (12.25 million people). ChildFund Vietnam works in Hoa Binh, Bac Kan and Cao Bang, all provinces with high ethnic minority populations.

Ethnic minority population in ChildFund Vietnam program areas³

	Kinh	Muong	Tay	Nung	Dao	H’mong	Others
Hoa Binh	5%	83%	0%	0%	1%	0%	11%
Bac Kan	3%	0%	34%	34%	16%	0%	13%
Cao Bang	1%	0%	29%	56%	0%	12%	2%

¹ United Nations 2010 Human Development Report

² World Bank, Viet Nam Development Reports for 2008 and 2009

³ Sourced from ChildFund Vietnam’s sponsorship enrolment records

The geographical location of these communities, in remote and often difficult to access mountainous areas, contributes greatly to the socio-economic disparities between the population groups. The cost of infrastructure, low local capacity and difficulties in accessing remote communities can be significant barriers to development. This can make ChildFund Vietnam's work difficult, but addressing these challenges is critical to children and communities accessing their rights and ensuring lasting positive change in all the communities with whom we work.

Much of the socio-economic improvements in Vietnam have been achieved through the focus and hard work of individuals and communities at the local level, the voices of strong advocates for social development and progressive government policies and programs.

Examples of these government initiatives are Program 135⁴, the 2011-2020 National Action Plan for Children and the 2011-2015 National Program on Child Protection. ChildFund Vietnam, civil society and other INGOs and NGOs have contributed to the development of these policies as part of a broad consultation process. The Government acknowledges that many of its policies and measures were proposed accurately but the inspection, monitoring, evaluation and adjustment of these policies has been overlooked and that approval processes and other mechanisms could be improved⁵.

Developing the capacity of local government and local partners in remote areas is a challenge, and thus a priority area of action for ChildFund Vietnam.

In its social analysis report for 2009 the World Bank identified a number of key factors contributing to the persistent and disproportionate levels of poverty experienced by minorities, including; inequalities in education; poor access to formal financial services; less productive land and greater dependence on swidden⁶ agriculture; poorer market access and lower returns from markets; and the impact of negative stereotyping and misconceptions about minorities as backward and conservative.

ChildFund's theory of change and outcome indicators

ChildFund recognises that poverty is multi-dimensional and income indicators do not provide us with a complete picture of the lives of the people we work with and so we focus on community access to social assets and reducing the deprivation that many children experience.

⁴ The Program 135 poverty reduction program of the Government of Vietnam, phase II was implemented between 2006 and 2010. P135-II targets 1,644 poor and mountainous communes in 45 provinces that are home to the majority of Vietnam's ethnic minorities. Activities are grouped according to four broad components: basic infrastructure, improved and market-oriented agriculture production, improved socio-cultural livelihoods through better access to social services, and capacity building for officials at all levels to better implement the program. ChildFund Vietnam's projects are designed to meet needs that are not able to be addressed by Program 135 for a number of reasons including budget restrictions or geographic priority areas. ChildFund is also able to add value and support government initiatives by providing complementary projects such as providing water and sanitation facilities at a school constructed through Program 135 or providing training and support in agricultural extension activities.

⁵ Government of Vietnam, Results of the Implementation of the Five-Year Socio-Economic Development Plan 2006-2010

⁶ Swidden agriculture is commonly called slash and burn farming

ChildFund's theory of change is a set of assumptions about the most effective ways to create positive change in the lives of children. ChildFund's experience has shown that people are poor because:

- They are deprived of assets (human, capital, natural, and social).
- They are excluded from their societies, and are invisible.
- Power differentials create inequity in their families, communities, societies, and across nations.

ChildFund has also learned that children and youth are particularly vulnerable to risks in their environment, which can result in dramatic increases in poverty. Children and youth need protection from threats such as physical, psychosocial and sexual abuse, natural and human-caused emergencies, slow-onset disasters, and civil conflict.

ChildFund Vietnam uses 16 outcome indicators to measure change in communities. These indicators are grouped into themes (Access to Assets, Voice and Agency, Power and Protection) and form part of our Development Effectiveness Framework. They also guide our baseline studies and consultative planning processes at commune and district level.

Our projects and programs will impact in each of the 16 indicators, however we have designed our programs to specifically target the development focus areas which are most significant for the communities we work with and the context we work in. These four themes also offer a structure for the analysis that informs this strategy.

ChildFund Vietnam is committed to measuring the impact of our work through these outcome indicators. It is important, where information is available, to look at national and provincial level data in relation to these indicators as the organisation moves forward. It should also be acknowledged that at this starting point data can be unavailable or outdated however our base line surveys and commitment to research and our development effectiveness framework will, over time build a robust set of data with which we can measure the positive change and impact.

Theme I: Access to Assets

ChildFund Australia has identified 10 outcome indicators relating to access to assets. These are highlighted below and framed within the specific context of the areas in which ChildFund Vietnam works.

Percentage of children who are delivered by a skilled health professional

An underlying cause of neonatal mortality is the fact that the women in rural mountainous areas do not have access to basic health services, including pregnancy check-ups, delivery support, post-natal care, vaccinations and access to routine care and treatment.

The percentage of children delivered by a skilled health professional varies greatly in Vietnam. The national average is around 88%⁷ while but there is a large disparity recording between urban and rural areas⁸ The quality of any attending skilled health professional should also be evaluated to ensure they have the appropriate training and resources available to them.

⁷ UNICEF Vietnam

⁸ World Health Organisation http://www.who.int/making_pregnancy_safer/countries/vtn.pdf

Percentage of children receiving increased fluids and continued feeding while they were ill or suffering from diarrhoea

Children are also affected in early childhood by a range of illnesses including diarrhoea. The disease is easily treatable yet in Vietnam less than 75% of children received increased fluids and continued feeding while they were ill or suffering from diarrhoea.

Health care needs tend to be most acute in regions in which living standards are the harshest and where there is least access to clean water and basic sanitation. In addition, the availability of primary health care clinics and medical practitioners is insufficient to meet the needs of many communities.

Percentage of households with year round access to affordable basic sanitation

The UN Human Development Report indicates that 75% of people in Vietnam have access to sanitation however in remote areas the percentage of households with year round access to affordable basic sanitation is much lower.

The most recent data shows that only 18% of rural households, 12% of rural schools and 37% of commune health stations have hygienic latrines which meet the Ministry of Health standards.

Number of households with year round access to an improved affordable water source

There are still differences in the number of households with year round access to an improved affordable water source between regions and between rural and urban areas, with the lowest national level of access in the northern mountainous region.⁹

Percentage of children who have completed primary education

Access to quality and appropriate education is a gateway to development and poverty reduction for minorities¹⁰. Despite impressive progress in the provision of schools across Vietnam, minority ethnic groups generally have poorer access to and achieve poor results in education when compared to Kinh students.

The percentage of children who have completed primary education among ethnic minority children is just 60.6% compared to 86.4% for the ethnic majority Kinh. For some the completion rate is much lower. A survey¹¹ has revealed that in 30% of ethnic minority households, at least one child had dropped out before completion of a grade, compared to 16% of Kinh.

Ethnic minority households reported that excessive school fees, high opportunity costs (child's labour required at home), poor instruction and the distance of schools were the key causes of high dropout rates.

Children living in remote areas are also more likely to enrol late for primary school and lack pre-school access. The survey concluded that these were all factors suggesting that better educational policies and financial support were needed rather than a change in attitude or culture among minorities.

⁹ Viet Nam Health report 2006 (Ministry of Health)

¹⁰ United Nations Human Rights Council, Report of the independent expert on minority issues, July 2010

¹¹ United Nations Human Rights Council, Report of the independent expert on minority issues, July 2010

Percentage of children and youth who perform at or above their current grade level in reading

There are no national data available on the percentage of children and youth who perform at or above their current grade level in reading but a lack of teaching resources, including trained teachers and a progressive curriculum are all likely to negatively impact on the quality of schools and teaching in Vietnam.

Percentage of boys and girls who are below minus two standard deviations from median weight for age

The percentage of children who are below minus two standard deviations from median weight for age is another indicator that varies widely across the country. The national percentage of undernourished children under 5 is estimated at 18% and stunting (low height for age) still affects more than one third of Vietnamese children.

This puts Vietnam into the list of the 36 countries in the world which account for 90% of the world's stunted children.¹² Stunting malnutrition can have long lasting consequences for a child's physical health and mental development and is closely linked to child mortality.

Percentage of young men and women who have employment that is not considered exploitative

In Vietnam children are not only faced with challenges accessing health and education services but can also be vulnerable to a range of other threats in their life. There is limited data available regarding the percentage of young men and women who are engaged in non-exploitative labour, but ChildFund Vietnam has observed that children and youth are increasingly vulnerable to trafficking and exploitative child labour.

Women of child bearing age and youth can identify and articulate ways of preventing infection and re-infection of HIV

Remote areas of Vietnam tend to be more traditional and are often focused within the small communities in which people live. Despite this people are exposed to many external threats such as HIV and other STIs and the rate of HIV infection through sexual intercourse is rising. Many women of child bearing age and youth can identify and articulate ways of preventing infection and re-infection of HIV however there continue to be challenges regarding use.

Women and youth able to access and use condoms effectively

For women and youth in Vietnam there are challenges in being able to access and use condoms effectively due to both limited access and the social stigma associated with condoms with the result that youth now represent the highest proportion of new HIV cases.

¹² National Nutrition Survey results, available at <http://viendinhduong.vn/news/vi/106/61/a/so-lieu-thong-ke-ve-tinh-trang-dinh-duong-tre-em-qua-cac-nam.aspx> [Accessed 14 June 2010]

Theme II: Power

Percentage of local community-level partners that have advocated or lobbied district duty-bearers for changes to service provision or the realisation of child rights.

ChildFund Australia has identified one indicator in relation to power; the percentage of community partners that have successfully advocated or lobbied for changes to service provision or on issues concerning child rights.

No data is currently available to quantify this indicator. However, ChildFund Vietnam's discussions with local duty bearers, caregivers, parents and teachers have revealed numerous examples of people who have advocated for child rights and service provision.

Many of the community members shared stories of trying to improve schools or access better community assets for their children but efforts were more of an individual rather than an organised nature.

Due to the limited opportunities for individuals to be involved in local community development priority setting and the history of centralised planning, the scope for coordinated advocacy or lobbying is narrow but may be expanded over time with increased community engagement in planning activities at district and provincial levels.

Theme III: Protection

The percentage of communities with a disaster preparedness plan based on a survey of risks, including those related to adaptation to anticipated climate change, relevant to local conditions, known to the community, and consistent with national standards

This ChildFund Australia indicator refers to the ability of a community to build its resiliency and future opportunities by protecting its existing social and community assets.

Ethnic minority groups in Vietnam (and poor, vulnerable people in general) often rely heavily on subsistence farming and/or agricultural based livelihoods and are thus susceptible to environmental and economic shocks. Vietnam is particularly vulnerable to the effects of climate change and increasing floods, droughts and typhoons impact on the livelihoods of the poor.

Already one million people are affected each year by natural disasters and there needs to be significant investment in adaptation and disaster risk reduction¹³. While it is largely the central, southern and coastal areas that are affected by typhoons our program areas are susceptible to seasonal flooding, landslides and slow onset disasters such as drought.

Despite significant initial gains in poverty reduction, there has been a decreasing trend in reducing the rate of poverty. This can be partially attributed to the fact that the proportion of households who remain susceptible to economic and climatic shocks have increased – many households increase their income for a short time but then, due to a shock, or predatory lending practices are once again counted among the poor. The gaps between the rich and the poor have increased

¹³ United Nations, Vietnam and the MDGS, www.un.org/vn/en/what-we-do

significantly with almost 10 times the number of poor households in the north of Vietnam compared to other areas.

Vietnam's national government and relevant agencies, ministries and departments have responsibilities regarding policy formulation and disaster management but there is little evidence of this at the village level other than when they act in response to a disaster. No data is available regarding the number of communities with disaster risk reduction plans.

In addition to children's vulnerability to disaster, they can also be vulnerable to other risks such as trafficking, abuse and other threats at family or community level in Vietnam. Therefore, our approach to protection is not limited to disaster risk reduction plans and emergency responses. Our work with all levels of the community work to address children's rights and ensure they grow up in a safe and healthy environment – one in which they have access to formal and informal protection mechanisms and children have a sense of voice and agency.

Theme IV: Voice and Agency

Percentage of children whose birth has been registered

ChildFund utilises four indicators in relation to voice and agency. Birth registration, a key indicator of a child's future right to engage in society and have a voice, has already been well addressed in Vietnam with the percentage of children whose birth has been registered at close to 100%

Percentage of children and youth who report having opportunities to voice their opinions in decisions that concern them

This indicator is also of critical importance. Traditionally children in Vietnam have not played a role in family or community decision making and internal factors such as early marriage and high birth rates can compound this by taking girls and youth out of the public sphere. .

In the past children have often been incorporated in social policies and strategies although this was often in an implicit and indirect manner in which, for example, children would be supported through interventions directly targeting their parents. Now child rights and child protection is seen as an integral part of social protection in general¹⁴ and this is increasingly being supported at the national level with child consultations and representation at provincial and national levels.

The percentage of children and youth with a positive outlook for their future is also a powerful indicator. Although little concrete data are available ChildFund Vietnam's experience shows that youth in particular are concerned about their limited options for the future. Even while living in remote areas many youth and children have, through the media and the internet, been exposed to much that the world has to offer.

This is also true of those who youth who have completed high school - they are not hopeful that they can access any of this or have any real options in their lives. In addition, children and youth in ChildFund Vietnam's partner communities are often marginalized or excluded because of their ethnic background and often suffer discrimination in the wider national context which can negatively impact on their outlook for their future.

¹⁴ Asian Development Bank, Social Protection in Asia and the Pacific, 2001

ChildFund Australia sees the value in the percentage of children and youth who participate in youth groups, clubs or other social or community organisations. ChildFund Vietnam's field experience has shown that a high percentage of children and youth are often part of groups such as the state led youth union. While boasting a high membership these groups however are often based on competitions, ceremony and specific national occasions and tend not to be youth led. Children and youth are increasingly being invited to attend workshops on issues such as child protection policy development but there is a need to shift this participation from tokenistic to youth driven.

3. LESSONS LEARNED

As an organisation we value reflection, learning and planning. Our most recent strategy was ambitious and provided us with a number of challenging goals.

On reflection of the last strategy, the Management Coordination Team agreed that in the last period we achieved many of our goals and those we did not reach we make excellent progress towards. The Global Financial Crisis had a negative impact on our income projections, namely in the number of sponsors acquired in the period, however performance in both acquiring sponsors and accessing grant income improved significantly toward the end of the strategic period.

Our commitment to delivering our core activities in an effective manner enabled us to make significant achievements in all five project sectors: livelihoods, health, education, water and sanitation and child protection. We also met and exceeded our human resources and financial management and planning objectives.

We set high goals for our community outreach work, raising our organisational profile and increasing our engagement on advocacy for child rights but did not make as much progress as we planned. We will invest in staff and resources to meet these gaps and ensure that these goals are met in the coming period.

After more than a decade in Vietnam, the time has come to wind down and complete our activities in some of our earliest partner communities. Some progress towards exit these communities has been made, although we need to continue our efforts in this area to ensure we are committed to our program cycle approach and sustainable development.

Our relationships with our partners have been key to the success of our work in the past years. Communities have enthusiastically committed to contributing to all of our programs, with their time, energy and knowledge and local authorities and organisations have provided staffing and other resources to help us manage a wide range of projects and activities.

These relationships have, in the past, been facilitated by the fact that ChildFund was working with the community to enable positive changes for the lives of children and the community. As the many changes and benefits were demonstrated the value placed on the relationship increased.

We will face challenges in the coming period as we strive to maintain these strong relationships while we are gradually withdrawing our support from some of our longest partnerships. We will commit to minimising any conflict and handling the withdrawal in the most sensitive manner possible.

This plan is ambitious and will serve a foundation document for the organisational and individual department goals. We have learned from our previous strategy and have used these lessons to better plan for the achievement of our goals. Our focus areas are clear and our internal processes will commit to how each member and department will contribute to achieving them.

Our goals and focus encourage innovation and are high-level enough to enable us to be flexible and creative to respond to the context in which we work. It also encourages us to listen to our partners, children and the communities, to hear their ideas and incorporate them in projects and programs, to make sure we are meeting their needs.

As a key document and an illustration of who we are, what we stand for and what we do, this document will be given the appropriate value in the organisation. It will be launched to our staff and our partners and it will become a core reference in our planning, reflection and review activities to ensure that we are fulfilling the promises that we make as an organisation.

4. OUR ORGANISATIONAL COMMITMENTS

ChildFund Vietnam, in the next four years, is committed to working in a way that will demonstrate our focus on children, our commitment to helping people claim their rights and our dedication to communication and accountability.

Our commitments have been developed through consultation with children, communities, staff and other stakeholders, including government representatives and local authorities. The commitments have been developed to enable us to best achieve our goals and are linked to the seven goals in ChildFund Australia's strategy - specifically to the four goals listed below:

- Goal 1: Achieve tangible improvements for children
- Goal 3: Amplify children's voices and empower children
- Goal 5: Grow ChildFund Australia's work
- Goal 7: Build organisational effectiveness

The commitments have been developed in consultation with a range of stakeholders including children, their families and local authorities. ChildFund Vietnam has identified five commitments to enable us to best achieve our goals and are linked to the seven goals in ChildFund Australia's strategic plan.

Our commitment to ensure impact for children links directly with ChildFund Australia's focus on achieving tangible improvements for children and to amplify children's voice and empower children while our second commitment also directly contributes to the ChildFund Australia goal of amplifying children's voices and empowering children.

Our third commitment contributes to growing ChildFund Australia's work and our fourth commitment builds on the organisational effectiveness of ChildFund Vietnam, and ChildFund Australia.

Our final commitment is to develop our domestic and international networks and increase our influence. This will support a number of ChildFund Australia goals, including growing ChildFund Australia's work and amplifying the voice of children.

Ensure impact, for children

- Build the infrastructure for social assets such as health care and education to help realise child rights.
- Increase community awareness about our work and our approach.
- Ensure our work is based on evidence, experience and active research.
- Strengthen community capacity to sustainably implement community development activities.
- Develop the capacity of local government and local partners to plan, manage and implement development activities.
- Make children central to our activities
- Ensure our programs and projects address the *causes* of poverty

Amplify the voice of children in Vietnam

- Enhance children's participation in project activities, including design, monitoring, evaluation and project implementation.
- Develop communications materials based on children's input and ideas.
- Enhance our role as an advocate for children's rights and participate in campaigns and events relating to children.
- Draw on our experience to develop practical recommendations and actions to address issues that affect children in Vietnam.

Grow our work, supporters and revenue base

- Expand to new program areas.
- Increase our institutional and grant funding.
- Increase the number of sponsors and individual supporters.
- Increase the number of supporters who positively engage in issues that affect children.

Increase our organisational effectiveness

- Ensure our accountability and transparency to our partners, communities, children, sponsors and donors.
- Improve staff development through informed and tailored training and organisational development.
- Increase staffing and technical skills in the organisation.

Develop our domestic and international networks and influence

- Increase our engagement on issues relevant to children in Vietnam and around the world.
- Develop our relationships and opportunities for sharing and learning with other ChildFund Alliance members in the region.

5. PROGRAMS

Access to quality education

Children realise their right to quality basic education achieved in a safe and stimulating environment

The program is focused on a holistic view of quality education which includes the development of social assets such as schools, ensuring that schools provide a safe and healthy environment for children and that children are able to access quality education.

The ChildFund outcome indicators addressed by the program are included below. However, it must be noted that there will be substantial activities in areas such as the provision of water and sanitation facilities at the school which are not highlighted in the outcome indicators.

ChildFund outcome indicators

- % of 12-16 year-old boys and girls who have completed primary education
- % of children and youth who perform at or above their current grade level in reading
- % of children and youth who report having opportunities to voice their opinions in decisions that concern them
- % of children 6-14 and youth 15-24 with a sense of belonging and positive outlook for their future

While there is no ChildFund Vietnam outcome indicator that directly measures water and sanitation facilities at schools, the provision of water and sanitation contributes positively to a child's ability to learn by reducing illness and time off school. This also reduces the time parents spend looking after sick children, freeing up more time to work on income generating activities or caring for siblings.

Water and sanitation and other activities will be measured by tracking project outputs over time. The outcome indicators will be measured as part of our Development Effectiveness Framework (DEF) and our ongoing community baseline surveys.

Building strong and resilient communities

To build a strong and resilient community to support the development of children by ensuring their, and their family's, health and their ability to withstand threats and shocks, including disasters.

The program is focused on a holistic view of community development and will include projects from the water and sanitation, health and livelihood sectors as well as child protection activities and projects relating to disaster risk reduction and other areas that may be identified in individual communities. It is ChildFund Vietnam's broadest program with the largest number of local partners.

This program directly contributes to the following organisational outcome indicators.

ChildFund outcome indicators

- % of women aged 15-49 years with children aged 0-59 months who delivered their last child while being assisted by skilled and trained personnel
- % of children aged 0-59 months with diarrhoea in the last two weeks whose disease was acceptably managed (received oral rehydration and continued feeding)
- % of 12-16 year-old boys and girls who have completed primary education
- % of boys and girls who are below minus two standard deviations from median weight for age of reference population
- % of young men and women aged 15-24 years of age who have employment that is not considered exploitative
- % of households (with children aged 0-59 months) with year-round access to an improved affordable water source
- % of households (with children aged 0-59 months) with year-round access to affordable basic sanitation
- % of women of child-bearing age and youth who can identify and articulate two ways of preventing infection and re-infection of HIV
- % of youth who are able to access and use condoms effectively
- % of children and youth who report having opportunities to voice their opinions in decisions that concern them
- % of children aged 6-14 and youth aged 15-24 with a sense of belonging and positive outlook for their future
- % of children and youth who participate in youth groups, clubs, or other social or community organisations
- % of communities with a disaster preparedness plan based on a survey of risks, including those related to adaptation to anticipated climate change, relevant to local conditions, known to the community, and consistent with national standards.

Child rights and child protection

To amplify the voice of children and enable them to participate in decisions that affect them so they can grow up in a safe, supportive and enabling environment, protected from abuse, exploitation and injury.

This program was developed based on ChildFund Vietnam’s success in implementing its Child Protection program in the years to 2011. The program has three objectives: improving awareness of child rights and injury prevention, developing links between communities and local authorities and increasing the voice and agency of children.

Capacity development for children, parent and caregivers and local authorities is a cross-cutting approach incorporated into each program objective.

The program will use a range of projects to reach these objectives, including the Communities Fit for Children model at the village level, district level capacity development and IEC activities.

This program directly contributes to the following organisational outcome indicators.

ChildFund outcome indicators

- % of children aged 0-5 years whose births are reported registered
- % of children and youth who report having opportunities to voice their opinions in decisions that concern them.
- % of children aged 6-14 and youth aged 15-24 with a sense of belonging and a positive outlook for their future.
- % of children and youth who participate in youth groups, clubs or other social or community organisations
- % of ChildFund Australia local community-level partner organisations that have advocated or lobbied district duty-bearers for changes to service provision or the realisation of child rights
- % of communities with a disaster preparedness plan based on a survey of risks, including those related to adaptation to anticipated climate change, relevant to local conditions, known to the community, and consistent with national standards

6. OUR SYSTEMS AND STRUCTURES

The commitment and contributions of our staff and volunteers are a key reason for ChildFund Vietnam's success. Over the period of this strategy we will be investing in our staff, increasing in numbers and breadth of skills, competencies and experience.

Our staffing will reflect that we work in a sector where capacity development and a bottom-up approach is valued. We will increase the number of staff, in particular the number of technical staff, in our field offices. Our staff in Hanoi will continue to be connected to the field but will also be increasing their engagement in national level discussion, advocacy and policy development.

Our field offices in Cao Bang, Bac Kan and Hoa Binh will increase in size and be responsible for implementing projects in a larger number of districts. There will be more finance and administration support to the finance and support teams in Hanoi. The sponsor relations team will increase in size to cater for the significant increase in sponsored children and to enable them, with the communications team, to better develop creative initiatives to create stronger links between children and communities and our sponsors.

Our program team will develop to include more senior positions in the field to reduce our dependency on consultants and to encourage the development of stronger partnerships with district and local authorities. We will also have a management level position in each of the field offices to better ensure coordination and planning at the district level.

An indicative structure of ChildFund Vietnam at the end of the strategy period is shown below. Included in the departments are a number of roles which highlight our renewed commitment to child participation, holistic programming and accountability. New functions to be added to the different departments include policy and research, child participation and auditing and accountability.

Policy and advocacy

For the first time we will have a position dedicated to research and policy, to identify issues that affect children in Vietnam. As an organisation we will research these issues and work with children and the community to develop positions and solutions that ChildFund will implement and we will share with the development community in Vietnam and beyond. The issues we advocate on and what policy recommendations we make will be determined by our experience and the needs of children and communities.

Our work on issues that affect children will inform our programming decisions to ensure that our work in Vietnam is relevant and effective. We expect that the work will also contribute to our engagement with the Government of Vietnam, NGOs and other regional stakeholders on policy and development matters for children.

Growth

In the period of the strategy ChildFund in Vietnam will increase both the size of our country program and our geographical footprint to at least four more districts, potentially moving to new provinces.

We will, for the first time, phase out from partner communities with whom we have worked. These 11 communities in Hoa Binh and Bac Kan have been our partners since our small beginnings more than a decade ago. We have worked with partners to develop local capacity and increase access to social assets and handed over management of the initiatives to the community.

During this phase we will work with the communities to identify the last activity and capacity development needs and coordinate our exit from the community. Our exit will be a phased process that fits with the ChildFund Australia policy and is consistent with our organisational values and approach.

In the next three years our income will increase by almost 30%. The total increase will come from each of our income streams and will be the result of our increased focus on diversifying our funding mechanisms. However, a corresponding growth in sponsorship income will mean that the funding split remains the same as we currently support.

Revenue source \$	Year 1 (11-12)	Year 2 (12-13)	Year 3 (13-14)	Year 4 (14-15)
Australian sponsorship	716,320	787,800	827,310	843,810
Alliance sponsorship	2,170,516	2,400,000	2,650,000	3,000,000
ANCP (traditional and partnership)	1,150,000	1,000,000	1,200,000	1,300,000
AusAID (non-ANCP)		30,000	40,000	50,000
Project Humanity	170,000	200,000	225,000	260,000
DWAD	96,000	110,000	127,000	150,000
Appeals	40,000	50,000	57,000	70,000
Project support (foundations, major donors)	484,059	500,000	450,000	500,000
Other (explain bank interest)	10,000	10,000	10,000	10,000
Total	4,836,895	5,087,800	5,586,310	6,183,810

Numbers (enrolled)	Year 1	Year 2	Year 3	Year 4
Australian sponsorship	3,230	3,553	3,731	3,806
Alliance sponsorship	14,022	15,421	17,027	18,781
Total	17,252	18,974	20,758	22,587

Numbers (Active)	Year 1	Year 2	Year 3	Year 4
Australian Sponsorship	2,261	2,487	2,612	2,664
Alliance Sponsorship	9,816	10,795	11,919	13,147
Total	12,077	13,282	14,531	15,811

Organisational key competencies

During the strategy period, the management team will focus on developing a set of core competencies within ChildFund Vietnam in recruitment, performance development and management.

These competencies have been identified as critical areas required for us to meet our goals and continue to develop as an organisation:

- better understanding and practice of collaborative community-based development support that is child-centred and child-driven.
- continuous learning and professional development: staff have the desire and drive to acquire knowledge and skills necessary to perform their job more effectively; are committed to developing professionally; attend professional conferences; focus on best practices; value innovation and cutting-edge practices and approaches; take advantage of a variety of learning activities; introduce newly gained knowledge and skills on the job.
- developing others: planning and supporting the development of individuals' skills and abilities so that they can fulfil current or future responsibilities more effectively; focus is on planning, empowerment, delegation and supporting effective development activities related to current or future job responsibilities.
- change leadership: Initiates and/or manages the change process and energises it on an ongoing basis, taking steps to remove barriers or accelerate its pace.

