VIETNAM
OXFAM COUNTRY STRATEGY
2015-2019
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EXECUTIVE SUMMARY

Oxfam’s vision is of a Vietnam where all forms of poverty, injustice and inequality are tackled by enabling women, marginalized and discriminated groups to voice their own agenda and exercise their rights. Where distribution of the benefits and costs, opportunities and risks, of growth are equitably shared and where vulnerable groups are no longer excluded.

The main drivers of poverty, injustice and inequality are limited voice and agency of the large majority of Vietnamese people to advocate for their rights, the processes of exclusion are at the root of some forms of poverty; and, inequitable distribution of the benefits and further entrenching wealth and power amongst a power holding elite.

Oxfam in Vietnam believes that a reduction in poverty, injustice, and inequality will occur through the interaction between active citizens, accountable states and private sector as fundamental to Vietnam development.

Oxfam will seek transformational change through lasting and sustained societal change in power relations, place gender and respect for diversity as central to our programs; support empowerment and strengthen the voice and promote collective action of those living in poverty and confronting inequalities and injustices; contribute to the strengthening of representative and progressive civil society voices in Vietnam, and promote dialogue between duty bearers and tight holders.

Oxfam in Vietnam will contribute to the OSP with four strategic choices: Good Governance; Achieving Women Rights; Building Resilience to disaster, climate Risks and emergency response; and sustainable Food and Fair Sharing of Natural Resources.

To achieve quality and scale of impact, we will embed three cross cutting approaches, influencing strategy, movement building, and gender and women rights as the foundation of all our program and campaign work.

We envisage that by 2022 Oxfam in Vietnam would be, a southern affiliate with largely influencing programs, with organizational and individual competencies around research and knowledge building and brokering, change agent and facilitator. We will be known as thought leader, broker and supporting a stronger and more representative civil society. An Oxfam Vietnam will leverage its position as part of a global movement to support global-regional-local linkages and international action and solidarity – both in terms of how the world impacts Vietnam and in terms of how Vietnam impacts other countries. Our strategy will be country-centred, regionally and globally aligned.

During 2015-17 transition period to One Oxfam globally, Vietnam leadership will specifically invest in developing the people’s talents and commitment to 2020, develop an income strategy with an ambition commensurate with Oxfam investment in strengthening responsive governance, we will be better known as a gender leader, we will be facilitating movement building; constructively and yet compellingly engage with and influence government and corporations to promote an inclusive and equitable development.
OXFAM VISION AND GOAL

Vietnam Vision 2020

Oxfam’s vision is of a Vietnam where all forms of poverty, injustice and inequality are tackled by enabling women, marginalized and discriminated groups to voice their own agenda and exercise their rights. Where distribution of the benefits and costs, opportunities and risks, of growth are equitably shared and where vulnerable groups are no longer excluded.

Within this context, Oxfam in Vietnam will:

- Seek transformational change through lasting and sustained societal change in power relations. Based on a critical, up to date and forward looking agenda, Oxfam will confront and act on the root causes of exclusion, poverty, vulnerability, inequality and injustices in Vietnam.

- Place gender justice and respect for diversity as central to our programs enabling women as well as marginalized and socially excluded groups to gain power over their lives and be able to contributing actively and taking leadership roles in decision making and change processes, and thereby bringing about greater gender equity.

- Support empowerment and strengthen the voice and promote collective action of individuals and communities living in poverty and confronting injustices and inequalities, especially those who are suffering from exclusion and discrimination. We will provide support to the struggles and emerging voices for social justice in Vietnam.

- Act as a catalyst for change through supporting progressive agents and actors of change, both government and non-government, who seek changes in policies, practices, attitudes and beliefs. Convening and facilitating engagement, between civil society actors and decision makers at all levels, from the local to the global; promoting access to information and transparency to enable progressive actors to hold duty bearers to account

- Contribute to the strengthening of representative and progressive civil society voices in Vietnam at local and national level, and promote dialogue and engagement between duty bearers and right holders.

- Renew its programming through capitalization of past key learning’s enabling better focus on innovative solutions that will address both old and new forms of poverty, injustices, and inequality to support people to claim their rights.

- Oxfam will become a more globally balanced organization, Oxfam in Vietnam will work towards becoming an Oxfam affiliate, i.e Oxfam Vietnam. See Annex White paper. Oxfam will become much more rooted in reality at the community level, and responsive to the demands of the communities it works with.

By 2022 Oxfam in Vietnam would be:

- A southern affiliate with largely influencing programs, with organizational and individual competencies around research and knowledge building and brokering, change agent and facilitator

- We will be known as thought leader, broker and supporting a stronger and more representative civil society
Oxfam will leverage its position as part of a global movement to support global-regional-local linkages and international action and solidarity – both in terms of how the world impacts Vietnam and in terms of how Vietnam impacts other countries. Our strategy will be country-centred, regionally and globally aligned.

**DRIVERS OF POVERTY, INJUSTICE AND INEQUALITY**

In building a strategy that is truly rooted in our context analysis of Vietnam we need to understand the underlying drivers of poverty and injustices in Vietnam and seek to influence those. The economic growth of Vietnam now means that income poverty is a result of a failure of distribution rather than a failure of production; there is scope for all of its citizens to move out of income poverty and our analysis needs to examine what is limiting a more equitable growth that distributes the benefits, costs, risks and opportunities. Additionally it needs to explore why other forms of poverty, linked to disparities and inequalities appear to be growing.

Some highlights of facts and figures:

Rapid economic growth has led to an increase in inequalities. Income differences between households in the top and bottom quintiles in period 2004 – 2010 have increased from 7 times greater to 8.5 times greater. This is because the annual average income of the top richest quintile increased about 9%, while it only increased by about 4% for the poorest quintile. Ethnic minority groups are getting left behind in the process of development. Poverty has been increasingly concentrated in ethnic minority groups. Whilst ethnic minority people accounted for 29% of the total poor in Viet Nam in 1998, in 2010 they accounted for 47%- Source WB 2012.

The migrant workers constitute 7.7% of the total population (excluding short-term migration); Majority (94%) of this migration is from rural- urban areas, and up to 70% are concentrated in industrial zones. Informal sector in Vietnam contributes 20% of the total GDP, involves one fourth of the total work force or 50% of non-agriculture activities (82% if including workers in informal sectors). Women are found more in labour intensive industries and vulnerable informal jobs. Migrant workers (particularly women) are one of the social groups excluded in the present model of development in Vietnam. As Vietnam urbanizes rapidly, an increasing number of people migrate to live in cities where they rely heavily on the informal economy (including an “informalized formal sector”) and are at risk of exploitation and discrimination in housing, utilities, health and education services. There is either a lack of protection from city governments and other stakeholders to these marginalized urban residents, or else the protection and services that do exist are not implemented and enforced. The level of exploitation determined by the current economic development model prevents migrants and women workers from claiming their economic and social rights.

Informal labourers and migrants contributing one fifth to the national economy but have not received due benefits from the existing system of social protection and social policies in Vietnam. Only small proportions of the total migrant and informal labourers have access to social and health insurances and financial assistance from the public system when in need (only 0.2% have access to social and health insurances, only 10% are able to access vocational training, and only 19% have access to finances during the period 2006-2010).
The Vietnam Government highlights green growth ambition, quality and sustainable growth, not high growth rate. Six priority areas are highlighted by the Prime Minister in 2014 VDPF (Vietnam Development Partnership Forum) include:

- Maintaining macroeconomic stability including maintaining low inflation, stable currency, continued fiscal consolidation and strong external balance;
- Stepping up the implementation of strategic breakthroughs, restructuring the economy in parallel with transformation of Vietnam’s growth model
- Accelerating economic growth by enhancing efficiency, productivity and competitiveness
- Strengthening the focus on cultural and social development, improving the living standards of the general public and sustainable poverty reduction especially in ethnic minority areas.
- Strengthening natural resources management and environment protection.
- Strengthening administrative reforms and anti-corruption measures to ensure a level playing field for all commercial enterprises;
- Key economic targets for 2015 include GDP growth of 6.2%, total export growth of 10%, total public and private investment to GDP of 30%, poverty reduction (in terms of the number of poor households) of 2% nationwide and 4% in poor districts, employment for an additional 1.6 million people, an urban unemployment rate of under 4%, and 50% of the labour force received training.

A collective reflection of drivers of poverty highlighted, amongst others, issues of lack of voice, lack of accountability, lack of political space, unfair distribution of opportunities/benefits/costs/risks of economic growth, power imbalances between groups, failures to implement/enforce laws, unresolved issues of land ownership, exclusion of some groups, popular stereotypes and discrimination. In trying to bring order to that reflection and we sought to focus on what we see as the main drivers of poverty:

VOICE AND AGENCY: A large majority of Vietnamese people have severely limited space to advocate for their rights. The space for disadvantaged or vulnerable individuals or groups\(^1\) with common interests or identity to advocate for their rights particularly needs to be opened in terms of both lobbying to influence policy and monitoring the implementation of laws. Agency amongst much of the population needs to expand, giving greater capacity to participate in and to influence decisions that shape people’s lives and where this is currently limited and constrained by the system. There are restrictions on the emergence of additional representative or lobbying groups who can strengthen their voices to claim their rights, and act as counter-powers. This entrenchment of power is reinforced through systems that do not encourage individuals to claim their rights and reduces opportunities for the emergence of independent collective voices. Women, youth and ethnic minorities are those with the least voice and agency.

EXCLUSION: Our analysis suggests that processes of exclusion, both deliberate and unintentional, are at the root of some forms of poverty, particularly those affecting ethnic minorities, migrants, workers in informal sectors and those who are leaving agriculture. There are many examples in Vietnam of how services could

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\(^1\) Marginalised groups in Vietnam: poor smallholder agriculture producers, poor landless farmers, ethnic minorities, poor migrants, groups facing discrimination (e.g. disable, LGBT, women trafficked or violence survivors)
be better delivered to meet the needs of ethnic minorities, of migrant workers, of the disabled etc, and of how those failures to deliver basic services then limit access to economic and other benefits.

INEQUITABLE DISTRIBUTION: Our analysis suggests that the system of governance at local, provincial and national levels do not adequately represent the views, needs and aspirations of the wider public. Governance systems and the prevailing growth model are leading to inequitable distribution of the benefits and of the costs/risks of growth, further entrenching wealth and power amongst a power holding elite and exacerbating inequality. There has been extensive corruption in the form of capture of state assets, rent seeking and collusion. A slowdown in economic growth has highlighted failings in state owned enterprises and in the finance sector, further demonstrating corruption and weaknesses in government capacity.

THEORY OF CHANGE

The Oxfam in Vietnam programmatic choices are based on a view that change must be sought at a national level, through organized people to influence the government and work for good governance. We also seek change at national level through engaging with other actors at a regional or global level, and in the private sector. We will influence and support Vietnamese government to play a positive role in development agenda at regional and global levels. We will no longer do direct interventions for livelihood development and poverty reduction. Vietnam OCS is not geographic in its focus and we will seek scale of impact.

For change to happen ideas and beliefs held by individuals must change, the voice of civil society actors must be strong and assertive. We recognize that public opinion and international pressure can be strong change drivers. Strong voice of CS is the foundation of check and balance mechanism. We believe that a reduction in poverty, injustice and inequality in Vietnam will occur through the interaction between active citizens, accountable states and private sector as fundamental to human development.

- Civil society bringing people’s voices to policy makers though pushing the space and boundary. The government recognizes potential threats to its legitimacy and hold on power from popular dissatisfaction. This makes the government opened to be influenced by the public. We therefore need to support both government and civil society to make best use of existing mechanisms and opportunities, and to expand the space for public participation in decision making and for civil society development. Civil society organizations can play important role in mobilizing and organizing public opinion. Public attitudes and opinions will change over time if there is consistent and widespread messaging from a range of actors and through effective programs on the ground.
- Policy makers are influenced by well evidenced and presented research, and by demonstrated and proven development models that work. Being influenced, policy makers will give more space and facilitate civic participation.
- Private sector investors, particularly those with ownership or markets in Oxfam home countries, can be influenced to work within the law and international conventions through well evidenced research and voices from those impacted by them. We aim to influence private sector through the implied threat of exposure in international media and/or consumer action. Oxfam will promote and support private sector to play important role in creating positive social impacts.

2 Good Governance indicators are: I) voice and accountability, ii) Political stability and absence of violence, iii) government effectiveness, iv) regulatory quality, v) Rule of Law and vi) Control of Corruption.

More details can be found at this http://www.brookings.edu/~/media/research/files/reports/2010/9/wgi%20kaufmann/09_wgi_kaufmann.pdf
OXFAM’S ADDED AND DISTINCTIVE VALUE IN VIETNAM

Factors that distinguish Oxfam from other actors in development in Vietnam include:

- The one-programme approach; Oxfam’s triple mandate that links together campaigns, humanitarian and development work – and the potential to combine them
- Advocacy capacity, which is rooted in experience and can be exerted at all levels, and implemented with partners; its global reach and potential collective strength, including through the World Wide Influencing Network
- The power and credibility of Oxfam global brand and based on a substantial history in Vietnam
- The nature of Oxfam’s relationships with partners – in particular, the respect for the voice of partner.
- Oxfam’s reputation in strengthening CSO capacity
- The Oxfam rights-based approach
- Have the established global network and the Vietnam program is enhanced by regional and global programs.

Humanitarian preparedness, DRR and response

This regional programme is related to lobbying with ASEAN, coordination with other humanitarian actors in South East Asia, and cross learning between country programmes. Vietnam contributes learning and evidence.

Vietnam is part of the Global Seeds programme spanning across Latin America, Africa and Asia focusing on Global Food Security and Justice

Extractives Industry governance

Experience and lessons learning from extractive advocacy in Vietnam will contribute to the global team work.

Water governance

Oxfam has existing partnerships with local actors which are part of Oxfam regional water governance programme consisting of four countries – Myanmar, Laos, Cambodia and Vietnam.

Inequality Campaign: Vietnam is contributing to the Asia and Global inequality study and contribute to the development of future Oxfam inequality campaign.

GROW campaign: Vietnam is a focus country for the GROW campaign and an active contributor to global efforts.

PAN-Asia CCA/DRR: Vietnam is a leading contributor to the Asia led campaign

Informal and workers’ rights links to global movements, such as StreetNet International movements for street vendors and hawkers, Clean Cloth Campaign, Asia Roundtable of Social Protection (AROSP).

In particular, Oxfam niche and added value rest on

- Expert knowledge on planning reform, elected body reform, budget transparency and social accountability mechanism and tools. Integrative approach to good governance by working on cross cutting areas of rights to information, rights to association, rights to vote and social accountability mechanisms
- A multi-stakeholder coalition approach to strengthen responsive governance
- An articulate insider/outside engagement with government, engaged and qualitative relationship as well as having critical engagement and being vocal on specific advocacy areas.
- Policy research and evidence-based advocacy
- Public campaigning to challenge gender stereotypes. Integrative approach to embed gender justice and women leadership, voice and rights of the poor and marginalised groups in all our work
- Long standing engagement with progressive journalism; and, promoting innovative media
- A recognised humanitarian and climate resilience actor
- Expert knowledge on labour rights issues, and existing partnerships and know-how of working with CSOs on empowering migrant and informal workers and developing their representative groups
VIETNAM STRATEGIC CHOICES

Using the identified drivers of poverty, injustice and inequality as a lens to review our current programmes suggests that we will need to make a shift in our strategy to focus on voice and rights. We will shift the purpose of our interventions, particularly those in livelihoods, to a focus on building agency and challenging exclusion – and ultimately systemic change in the processes that we think are driving poverty, injustice and inequality in Vietnam. This will mean a decrease, and eventually a total phase out, in livelihoods work aimed only at economic empowerment and service deliveries. Our approach will aim to strengthen accountability of duty bearers to rights holders; it will aim to build counter power through supporting the empowerment of people, particularly those who are excluded. Our strategic choices include,

Global citizenship, rights and voice cut across all our programs and campaigning work, we intend to support the strengthening of social movements that are in the making. (OSP Goal 1 Right to be Heard)

Four key Change Goals – linked to the goals of the 2013-2019 Oxfam Strategic Plan

Vietnam Change Goal 1 – Good governance
(OSP Goal 1 Right to be heard: people claiming their right to a better life)

Vietnam Change Goal 2 – Achieving Women rights
(OSP Goal 2 Advancing Gender Justice)

Vietnam Change Goal 3 - Building resilience to disaster, climate risks, and emergency response
(OSP Goal 3 Saving lives, now and in the future and 4 sustainable food)

Vietnam Change Goal 4 - Sustainable food and fair sharing of natural resources
(OSP Goals 4 sustainable food and fair sharing and 5 of natural resources)
Vietnam Change Goal Good Governance

Vietnamese people particularly marginalized people living in poverty or facing injustice have increased access to information and civic participation and are able to hold the government accountable to them.

Problem statement

Citizens in Vietnam, especially marginalized groups (such as poor women and men, ethnic minority) living in poverty and facing injustice, are being excluded from decision making process impacting on their life. They have limited access to information, freedom of association, expression and media, which are fundamental rights enabling participation and accountability. Even though these rights are guaranteed in the Constitution, the current legal framework is not sufficient to ensure the realization of such rights. Elected bodies (National assembly, People’ Council) do not truly represent their constituency due to lack of transparency in election, weak accountability mechanism to create both motivation and pressure for the elected bodies to better perform and represent people, and limited independence from the Party and the executive body (a major proportion of deputies are the Party members and/or civil servants of the executive body).

Many civil society and mass organizations are not fully independent, with limited capacity on policy influencing and very narrow space for NGOs and CBOs to raise people’s voice. There is also lack of collaboration and networking among CSOs, media and government champions in promoting good governance. In addition, social accountability mechanisms such as participatory planning, participatory budget tracking, citizen/community report card are not yet widely and independently rolled out by CSOs, neither institutionalized.

Objectives

- Multi-stakeholder coalitions (such as LANDA, Budget Transparency, the Evidence-Based Health Policy Development Advocacy Group) working around key issues of public concern are strengthened and more effective in holding the government responsive and accountable to marginalized people living in poverty or facing injustice.
- Increased spaces (virtual space, legal forms and ways, relationship/discourse/network link)\(^3\) for social dialogue and a better legal environment enabling rights to association, information and public participation, in which people; especially marginalized people can claim their rights and CSOs are recognized in the social and political sphere.
- Strengthened mechanisms (such as participatory planning, public expenditure tracking, citizen budget, citizen/community report card, policy dialogue, community consultation, online/offline polls and petition) for inclusiveness, representation and accountability in local governance.

Intervention strategies

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\( ^3\) space here refers to “civil society place” including virtual spaces, i.e internet, social media and information technology are used by civil society, and the forms and ways defined by legal term in which civil society can operate in a society, and used as a metaphor for relationships, discourse, and networked links among actors. (Andrew Wells-Dang, “Is civil society space expanding in Vietnam?”, 2014)
We will promote multi-stakeholder coalition/cooperation\(^4\) on issues of public concern to influence public debates, advocate with the government, and monitor policy implementation. In order to expand the capacity and scope of stakeholders to take collective action we will support change from within by facilitating CSOs to engage with champions in the government and elected bodies to take innovative approaches in participatory governance. If there is no multi-stakeholder or CSO coalition in place and there is an emerging issue, Oxfam will engage directly with CSOs, government and elected bodies to influence changes and improve cooperation among stakeholders. Regional and global networking and campaigns will contribute cross-learning and exposure to innovative approaches, international guidelines and standards will create national level visibility and pressure to influence changes at national level. Specifically, we will:

- with our partners, carry out systematic efforts to affect laws, regulations, budgets, policy implementation, especially targeting crucial timing such as law revision, congress of the Party and National Assembly. We ensure that gender impacts are taken into account in our policy analysis and recommendation Leverage program experiences, convening and brokering a wide range of actors, including gender champions (individuals and organizations working on gender justice) together to work collaboratively within their shared interests (building and strengthening multi-stakeholder coalitions).

- Establish long-term partnerships with locally-based and national CSOs that are progressive, issue champions, rights-based, and/or membership based. Engage youth in civil society movements. Oxfam does not directly organize marginalized groups, instead we support CSOs to organize marginalized people.

- Strengthening social accountability mechanism (ex participatory planning, public expenditure tracking, citizen budget, citizen/community report card) and apply innovative technology (social media, internet and mobile phones)

- Develop linkages with regional and global networks such as International Budget Partnership (IBP), Global Initiatives of Fiscal Transparency (GIFT), Open Government Partnership (OGP), and Affiliated Networks for Social Accountability (ANSA).

Stakeholder analysis and partnership approach

Engaging on governance issues in Vietnam requires careful planning and analysis of relevant local and national stakeholders. At the national level, the important and more open stakeholder is National Assembly (NA) and we will increasingly work with/influence them. Ministries (such as MOF, MPI, MoJ, MoIA) are very powerful decision makers, however influencing ministries are difficult than the NA. Some Ministries can be blockers to our aims due to conflict of interests and we will carefully analyse the situation, identify and work with champion leaders within relevant ministries/departments. VUSTA and Fatherland are potential stakeholders in providing social feedback, particularly they have a certain role in influencing Law on Association and they could be also be our allies/partner. Other allies and partners would be existing coalitions and networks (such as PPWG, GPAR, Landa), and leading LNGOs such as iSEE, CECODES, CDI and INGOs and development partners (UNDP, WB, UNICEF, USAID).

At local level: we will support Vietnamese LNGOs and progressive mass organizations to implement local level programming. Progressive MOs and LNGOs as member of coalitions such as CRD, CSRD, RDPR, HBFU and CIRD will remain our partners at local levels.

\(^4\) Multi-stakeholder coalitions consist of cooperation among NGOs, state agencies, research institutes, media, individuals and private sector on issues of public concerns and influence policy changes. We could support the existing coalitions or formation of a new coalition, depending on the case and content informed by our PEA analysis which addresses the root cause of poverty and injustice, and link with Oxfam’s governance work at local and national level.
At both National and Local level, despite the media still remaining strongly being managed by government, recently the role of Media in social monitoring, and bring the issues and the voice of local people to policy makers and societal discussion has been increasing significant. We will increasingly work with media such as VnExpress, VietnamNet, Tuoi Tre, VOV1 and VTV1.

At the regional and global levels, there are different networks/forum working governance issues such IBP and GIFT promoting budget monitoring and advocacy, OGP promoting inclusive and transparent governments, ANSA network promoting social accountability, and other regional and global land networks. We will seek cross-learning and exposure to innovative approaches, international guidelines and standards in order to create national level visibility and pressure to influence changes at national level.

Oxfam main role is convening and brokering role: we bring a wide range of actors together to work collaboratively within their shared interests. We also will take the role of initiator/innovator to bring up new issues for public discussion and influencing or introduce innovative methodology promoting social accountability. We will do the expert role (we take the initiative, we act directly) when it is proven added value.

And when this is a need of strengthening coalitions and CSOs’ capacity, we will take: Advisor’s role (we provide information, we are involved in discussions, we don’t take decisions that the partner should take); or Facilitator’s role: we help the partner with its process, especially in self-diagnosis exercise and in searching for solutions; or Accompanist’s role: the partner manages its process and searches by itself for the support it needs, we offer a more formal support, on demand and in specific areas.

**Vietnam Change Goal Achieving Women Rights**

Poor and marginalised women, particularly women of different social and ethnic groups, gain more power over their lives and are able to contribute actively and take leadership roles in decision making, and thereby bring about gender justice.

**Problem statement**

Viet Nam has undergone a major socio-economic transformation over the past quarter of a century, rising to a middle income country in 2011. The poverty rate has been declining steadily and Viet Nam is poised to achieve six of the eight Millennium Development Goals, including MDG 3 on gender equality. Despite these signs of progress, Vietnamese women confront challenges fuelled by inequality, discrimination, and lack of economic and political opportunities. Female representation in politics and leaderships is still lower than the set target and the quality of females remain rather symbolic. For example, the percentage of women representatives in the National Assembly is 24,4% the lowest since 1997; there are currently 22 government ministers but only two of them are women. This means that women do not have an equal voice in important decisions affecting their own lives. Even with women holding leadership positions, many of them are not the pioneers in advancing gender justice yet.

Domestic violence against women is still a serious problem in Vietnam. 58.3% of women reported having experienced at least one form of violence such as physical, emotional or sexual in their marital life. Together with domestic violence, the burden of unpaid care work- the proportion of men in all ages not join the household tasks remained at a high level - 44% have been hindering women’s participation and leadership in social life, especially in politics.
Despite existing legal framework, the implementation of gender related laws and policies aimed at reducing the gender stereotypes and advancing women rights remain a challenge.

Gender stereotypes have been identified as the most pervasive and compelling barrier for women to take control and taking collective action to assert their rights. The gender stereotypes exist everywhere and are continuing to be reinforced by the gender-blind media products gender stereotyping messaging.

Objectives

- Gender stereotypes relating to gender roles (labour division, unpaid care work, leadership roles, and domestic violence) are changed at public and private (household) levels with change in attitude and beliefs.
- More female and male leaders, civil society, private sector and government organisations are active in advancing women’s leadership.
- Women occupy leadership position in communities and in organisations that put them in influential position to bring change from women rights perspective.
- Enhance and improve the appropriate application of gender laws - Gender Equality Law, Domestic Violence Prevention Law, Election Law that safeguard women’s rights and advance gender equality.

Intervention strategies

The policy windows opening up for Oxfam engagement at national level will be vital with the 2016 general election and local election will be used to,

- As a critical momentum to create a partnership between key agencies and government bodies aiming at shifting the perceptions – gender stereotyping - of the public and public institutions about women political leadership.
- The period of 2016-2020 presents a key opportunity to review and evaluate the implementation of gender related policies such as the Law on Domestic Violence Prevention, Law on Gender equality, as well as the second phase of the National strategy on Gender Equality, to ensure these policies are upgraded and changed accordingly.

Oxfam will conduct studies on key gender issues to use as evidences for influencing strategies,

- Launch multi-stakeholders public campaigns for greater understanding and awareness about women political leadership, domestic violence, labour division unpaid care work. And we will work with media to raise public awareness and influence decision makers.
- Link with gender and inequality campaigns at regional and global level in collaboration with Advocacy and Campaign Team to further enhance visibility of global collective action to advance women rights.

And Oxfam will enhance the visibility of male and female champions as change agents and role models.

Stakeholder analysis and partnership approach
At national level, we will work with National Assembly (Committee of Social Affair) and Communist Party (Department of Social Affairs of the Central Propaganda Department) to promote their monitoring role as well as strategic approval on gender related policies.

At the same time, we also collaborate with Government agencies which are responsible for state managing of gender equality and gender-based violence (Department of Gender Equality- under Ministry of Labours, Invalids, and Social Affairs/MOLISA; Family Department- under the Ministry of Culture, Sports and Tourism/MCST; National Committee for the Advancement of Women in Vietnam/NCFAW). NCFAW will be considered as our key partners because of their commitment and effort in enhancing women leadership, especially women’s political leadership. We also work with Authority of Press, under Ministry of Information and Communications/MIC to involve media leaders and journalists to reduce the gender stereotypes.

More room has been created for consultation and working with CSOs, NGOs, INGO, gender networks, Women Union, UN agencies and media outlets in order to raise public awareness and make the positive behaviour changes happened.

At provincial level, we will work closely with local authorities, mass organizations (Women Unions, Farmer Unions, Youth Unions), CBOs and partners of other VCGs to strength successful models and collect evidences for advocacy, as well as support them in facilitate public debates.

At regional/global level, we will link with gender campaigns in collaboration with Advocacy and Campaign Team. We will contribute evidences and lessons learnt as well as recommendations from the country perspective to the regional and global office in the development of the influencing strategies and the implementation of upcoming campaigns (such as inequality, we care, gender equality campaigns). Oxfam will take on a facilitator’s role between government and other parties, such as academia, civil society, people’s organizations, unions, to collaborate more effectively. We will help linking local CSOs to international CSOs and movement; and, we will support movement building among women rights groups building broader alliances with both private and public institutions.

**Vietnam Change Goal Building Resilience to Disaster, Climate Risks and Emergency Response**

Vulnerable people (including poor women, men, boys and girls of different social groups) in disaster prone and climate risk areas are more resilient\(^5\), able to adapt better to climate change, less impacted by extreme events, more able to recover after disasters and to claim their rights\(^6\).

**Problem statement**

National policies, strategies and programmes in humanitarian, DRR/CCA in Vietnam are not fully implemented and resourced, especially at the commune level. Leaders of government agencies hold most of the decision making power, whereas the ‘voices of local people’ are not adequately listened to and acted upon, particularly those of vulnerable groups and poor women, who are often stereotyped as weak, defenseless and considered subjects for humanitarian support, rather than capable change makers in emergency response, disaster risk reduction (DRR) and climate change adaptation (CCA). Gender equality is still considered superficial and unnecessary by majority of government officials responsible for

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5 Resilience is defined by Oxfam as **the ability of women, men and children to realise their rights and improve their wellbeing despite shocks, stresses and uncertainty.** ([OI resilience key messages](#))

6 Equal share in recovery efforts; access to risk information; right to be consulted; rights specific to women and children; access to health, education and food during and after disasters, etc.
humanitarian, DRR/CCA work; as a consequence, related government strategies, national programme and plans do not mentioned clearly gender issues or gender roles.

Objectives

- Emergency responses by Oxfam and partners, specifically Government, Civil Society Organizations (CSO) and Mass Organisations (MO) to CAT3 emergencies managed effectively, adhere to recognized quality, accountability and humanitarian standards as agreed in the Country Contingency Plan; national surge capacity provided for the Single Humanitarian Unit (SHU) in the case of CAT1 and 2 events;
- More transparent and accountable DRR/CCA programmes developed, implemented and financed by responsible state bodies in the most disaster prone and climate risk areas;
- Decision making power of poor women and the most vulnerable groups enhanced, their voices and needs reflected and addressed specifically in Government plans, programmes and relevant policies on DRR/CCA and humanitarian response;
- Systemic changes in practices and policies related to DRR/CCA and humanitarian response adopted and institutionalized by responsible stakeholders, including the private sector in agribusiness and small food producers.

Intervention strategies

*Humanitarian response arrangements for CAT 3 disasters (as agreed in the Contingency Plan):*

- Categorization of disaster is made by Country Director & CLT within 48 hours of the disaster.
- Oxfam coordinates with DMWG, Clusters, CCFSC, PACCOM to conduct joint rapid needs assessment. Response decision is jointly made by the CLT within 72 hours after the disaster. Humanitarian team works with partners to develop a concept note, response plan, and budget.
- Criteria for humanitarian response to CAT 3 disasters include: (i) vulnerability and humanitarian needs (refer to needs assessment, especially relating to EFSL, WASH, and emergency shelter), (ii) Oxfam and partners’ implementation capacity, (iii) funding mobilization and (iv) government’s request for support (e.g. PACCOM’s call for iNGOs’ assistance).
- Humanitarian partners (IWEM, HCCD, VNRC, WU, SRD, WARECORD, MCD, etc.) will implement response activities in relief and recovery phases as per agreed response plans and budget. Oxfam Emergency Response Team shall provide technical support (needs assessment, design, proposal, fund raising, MEAL/RTE, etc.) as appropriate.
- Specialized support by the SHU shall be mobilized if country’s capacity gaps are significant.

*Partnership and capacity building*

- Strengthen partnership and capacity of CSO/MO humanitarian partners (semi-operational) and working with humanitarian actors/networks to advocate to better ensure adherence to quality and accountability standards by Government actors (principally the CCFSC/PCFSC members: MARD/Disaster Management Centre, DARDs, newly established Disaster Management Committee, and MoNRE/DoNREs as well as MPI/DPIs);
- Capacity build state structures augmented by capable Vietnamese organizations (including CSOs, MOs, forums and networks) both to deliver support and to monitor support delivered by others;
- Establish partnerships with research institutes/universities, particularly in CCA;
- Maintain strategic partnerships with donors (DFAT, UNDP, etc.) in leveraging and influencing government;
- Work closely with other INGOs, international organisations, local NGO and networks in CBDRM and DRR/CCA;
- Explore and develop partnerships with the private sector, specifically those involved with agribusiness, to build their resilience for the benefit of small-scale food producers.

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1 Disaster categories are defined in OI humanitarian dossier
Policy advocacy
- Ensure close coherence with Oxfam’s overarching Worldwide Influencing Network (WIN) as it relates to DRR/CCA, humanitarian response, market-oriented adaptive livelihoods, gender equality and social inclusion;
- Conduct research and undertake case studies (i.e. of available models) to draw lessons and good practices that can be used to influence changes in both practice and policy;
- Promote collective efforts to influence decision making processes and relevant policies on DRR/CCA and humanitarian response;
- Utilize media channels to disseminate results from research, case studies and good practices to the general public and to influence decision makers;
- Facilitate policy dialogue amongst Government actors and non-government stakeholders and the private sector;
- Undertake public campaigns on gender sensitive and socially inclusive DRR/CCA and humanitarian response (specifically utilising mass and social media) to influence public opinion.

Linking with Government programmes
- Scale-up and ‘step out’ by linking Government programmes with Oxfam’s support;
- Promote participatory approaches with gender equality and socially inclusive aims in Government planning processes, i.e. CBDRM plans, socio-economic development plans and sectoral plans.

Stakeholder analysis and partnership approach
Stakeholders involved with DRR/CCA and humanitarian response and their associated powers are identified and grouped into national and sub-national levels as Oxfam’s primary targets to influence change. Depending on the issues that Oxfam needs to tackle, more in-depth power analysis will be conducted to strengthen specific intervention strategies.

At regional and global level
Regional and global links (ASEAN/AADMER, Asia SHU, supporting neighbouring Oxfam’s, etc.)

The Asia SHU provides surge capacity for CAT1 and 2 events and is a support/capacity building entity, which leads Oxfam’ global response representation in the region and has a key role in setting and maintain standards for humanitarian response. The Asia SHU is part of Oxfam’s global humanitarian infrastructure to work with countries on DRR and humanitarian responses.

The ASEAN Agreement on Disaster Management and Emergency Response (AADMER) is a proactive regional framework for cooperation, coordination, technical assistance and resource mobilization in all aspects of disaster management. It also affirms ASEAN’s commitment to the Hyogo Framework of Action (HFA) and is the first legally-binding HFA-related instrument in the world.

At national level, government bodies including members of the Central Committee for Flood and Storm Control (CCFSC) principally MARD, MoNRE and MPI, have been developing and issuing new policies and legislative documents, updating and revising existing policies relating to building resilience and humanitarian response. More room has been created for consultation with CSOs, NGOs, MOs (including the Vietnam Red Cross and Vietnam Women’s Union). The INGO networks notably the Disaster Management Working Group (DMWG), the Climate Change Working Group (CCWG) and the Sphere WG, are active in coordinating with UN agencies and media actors. Linkages with the private sector is considered limited at the moment.
MARD is managing the CBDRM programme (under Decision 1002), which aims to target 6,000 disaster prone communes over the period 2009-2020. MoNRE is managing the National Targeted Programme to respond to Climate Change (2008-2015).

At provincial, district, commune, and village levels, implementation and monitoring of DRR/CCA and humanitarian response policies and programmes are mainly the responsibility of the Provincial People’s Committee (PPC) and the members of Provincial Committee for Flood and Storm Control, principally the Departments of Agriculture and Rural Development (DARD), Natural Resources and Environment (DONRE) and Planning and Investment (DPI) and the MOs, which is often overwhelming. Sub-national actors face a lot of challenges, due to limited technical capacity, financial resources and accountability (i.e. overlapping or unclear responsibilities, fragmented investments and weak resource coordination among departments and sectors). The CSOs act as a bridge between the local authorities and grass-root communities, although are often small-scale and have limited room to advocate for replication and scaling-up of good practices in DRR/CCA and humanitarian response due to their lack of voice and resources.

Under the Government CBDRM programme, communes in 20 of the most disaster prone or climate-risk provinces will have increasing opportunities to participate in annual DRR planning. However, most vulnerable groups are excluded usually and gender-specific needs are often inadequately met and under-resourced. Emerging issues, e.g. urbanisation and urban disaster risk, climate change impacts and extremes, are not given adequate attention or the necessary interventions.

At all levels in the country, the Government agencies including the PPC, sectoral ministries or departments with their leaders (as power holders) need to be influenced to bring about changes in terms of policy development and implementation for the benefit and well-being of Oxfam’s target beneficiaries and the public as a whole.

Oxfam will play the role of convener, facilitator, technical advisor and standard setter for CBDRM, Participatory Vulnerability and Capacity assessments (PVCA), improving gender equality and social inclusion in DRR/CCA and in the integration of DRR/CCA into SEDPs and sector plans as well working with the private sector in agribusiness to build resilience for the benefit of small scale farmers.

Oxfam currently chair the CCWG sub-group on adaptation.

We will also make use of our expertise on participatory and gender mainstreaming approach, social inclusion and opportunities for the most vulnerable groups (the poor, landless households, women-headed households, people with disabilities, etc.) in DRR/CCA.

**Vietnam Change Goal Sustainable Food and Fair Sharing of Natural Resources**

More marginalised smallholder producers, especially ethnic minorities and women, safeguard their livelihoods and secure access to and control over land, water and biodiversity.

**Problem statement**

Market liberalisation and deregulation are increasingly threatening the rights of smallholder farmers in their ability to sustain their livelihood and to respond to volatile prices, uncertain markets and the impact of climate change. Distribution of economic growth and power in agricultural value chains is exacerbating inequalities and does not recognise the critical role of smallholders and local SMEs. Moreover, the expansion of agribusiness (nationally and cross-border) is leading to negative social and environmental externalities. This requires a stronger focus on pro-poor value chain development and regulation in the sector through compliance with existing and future reformed Vietnamese laws and regulations, international standards and guidelines (e.g. on CSR).
The competition over resources is not only unequal, but unsustainable as well. Agricultural biodiversity – landscapes, species and varieties - is disappearing at an alarming rate, and with it the knowledge embedded in its management and use. The growing interest in the commercial use of plant genetic resources (followed by demand of IPR), chemical pesticides such as Monsanto’s Roundup, and influx of foreign seeds (including GMOs), is of particular concern. Vietnam’s membership to the World Trade Organization (WTO) and the International Union for the Protection of New Varieties of Plants (UPOV) and its non-membership to the International Treaty for Plant Genetic Resources for Food and Agriculture (ITPGRFA) pose an imbalance in the country’s policy in relation to the IPSHF’s seeds systems and their right to food.

Water and land rights are some of the most alarming issues in terms of sustainability. Existing hydropower dams on the mainstream and tributaries of the Mekong have already altered the flow regime, including significant effects on the Mekong Delta of Vietnam. Eleven proposed dams in the Lower Mekong Basin, coupled with Chinese dams upstream, imply a grave concern about the sustainability of the river resources and its impact on people’s livelihood.

Land rights, especially among ethnic minorities and women, remain a serious concern. Industrialization puts new demands on agricultural and forest land for urban-industrial expansion, leading to investment involving large-scale land acquisition. People living in poverty are sometimes evicted without proper consultation and compensation; leaving them without access to land they depend on to make a living.

Objectives

- Government agencies implement progressive/reformed policies in protection of smallholder producers, especially ethnic minorities and women, for inclusive agribusiness/value chain development and sustainable natural resource management.

- Agribusinesses and water governance actors - private sector or state owned - become more transparent, environmentally and socially responsible, in compliance with Vietnam Law and particularly complying with international standards and the safeguards; and Voluntary guidelines of good conduct.

- More poor rural women are economically and politically empowered and able to influence decisions that affect them.

Intervention strategies

- Research, assessment, lobbying, and advocacy on policies and laws related to responsible agribusiness and investment (in country and trans-boundary), food security, biodiversity management, water governance and land tenure – conducted with Vietnamese civil society and linked to the regional and international context.

- Promote compliance with Vietnamese law and policies, international standard and regulations, such as the revised Vietnam Land Law, UN Committee on Food Security’s Voluntary Guidelines on the Responsible Governance of Tenure of Land, FPIC, Do No Harm principles, PNPCA, Gender Impact Assessment, Environmental Impact Assessment and Social Impact Assessment.

- Engagement with agribusiness/private sector through multi-stakeholder initiatives aimed at promoting CSR and pursuing sustainable good practices and/or SIA and policies along the value chain, including the development of toolbox for certification on SIA, rights for workers with ILO convention, UN-GC principles on Business and HR.
- Promote women’s economic and political leadership in agribusiness/private sector and natural resources management.
- Strengthen capacity of smallholder producers, farmer organizations, and community-based civil society actors, coalition building among multi-stakeholders to hold duty bearers accountable.
- Developing and documenting good practices of Shared Value and inclusive agri-business that come from collaborative trust-based relationships between actors in the value chain, as well as inclusive sustainable management of land, water and biodiversity.

Stakeholder analysis and partnership approach

Ministries such as MARD, MOIT, MPI, MoF, MONRE advise policy makers on the formulation of regulatory frameworks to agribusiness expansion, market and trade, private sector development, credit or microfinance. Several agencies are supportive of policy monitoring and the promotion of good practices (e.g. extension centres, Departments of Enterprise development, Science and Technology, Trade, Customs). Mass organizations (VCCI, VINASME) and sector associations (VINAFIS, VASEP, Vietnam Association of Coffee and Cocoa, VIETFEED) can be collaborators for both policy monitoring and advocacy; they have been crucial in organizing actors demanding for responsible corporate behaviour.

At sub-national level, PPC, DARD, DoNRE, DPI, DoIT and DoF interpret, integrate and mainstream national policy into local economic development. Mass organizations or business associations are core implementers encouraging good business models, market liberalization, and inclusive business. Actors at this level face a lot of challenges due to limited horizontal coordination, lack of holistic policy frameworks and technical expertise, financial resources and accountability.

Vietnamese policy on biodiversity management and food security, in particular seeds, poses a challenge for the national food sovereignty and farmer rights. Oxfam works together with regional partners and national partners from research institutes and academia, government sector and NGO to push for inclusive biodiversity management and farmers rights.

In terms of water governance, Vietnam National Mekong Commission (VNMC), a member of regional Mekong River Committee (MRC), has been pushing the MRC Council Study on hydropower development impacts and Vietnam’s Delta study. VNMC, together with Vietnam South West Steering Committee are supporting Vietnam Rivers Network (VRN) and Mekong task force to urge for application of procedures of notification, prior consultation and agreement (PNPCA).

On land governance, the State owns all the land and formulates all related polices and laws (MONRE, MARD). Small-scale farmers, ethnic minority groups and rural women have low capacity to participate in and benefit from land reform. However, during the revision of the Land Law in 2012-13, both the government and domestic corporations have been under a lot of pressure due to the dramatic increase of complaints on land dispute. There is a growing number of journalists and opinion leaders who are supportive to the revision. Oxfam has gained rich experience in working with the People’s Assembly during the lobbying process. Currently the multi-stakeholder coalition LANDA and FORLAND are the major networks working on the issue.

Oxfam will leverage its work and engagement at regional and global level and related networks in agro-biodiversity and food security (Seeds global program and network), cross borders water governance and extractive industries programme and partnership, global action across regions on advancing women leadership using Gender Action Learning System, global value chain lobby; and global GROW campaign, to
advance national level of advocacy through greater international visibility. Oxfam will facilitate linkages of national partners work to our global networks. Oxfam will play a facilitating and convening role in the partnerships, Oxfam multi-stakeholders approach will bring together farmers groups, CSO actors, government departments and private sector for the development of inclusive or win-win propositions. Oxfam can provide technical support in terms of capacity building, such as compliance with standard and CSR practice.

**Vietnam Global Citizenship emerging programme**

Oxfam will support purposive collective action by supporting CSOs to mobilize marginalized people to discuss on their issues, come up with common solutions and join actions; strengthening senses of self-worth and confidence of marginalized groups to engage in issues of public concern.

Oxfam will scale up our work on supporting the emerging social movements – informal and migrant workers, LGBTI, women’s groups - to mobilize and take up collective action, with the following objectives,

- Organizations of migrants and informal workers are increased in number and capacity regarding self-governance and confidence in claiming their rights to better social protection and dignified life. A project Oxfam is planning to scale up in scope and size. See Annex for expanded strategy.

- LGBTI representatives and organizations have enhanced capacity and are able to advocate to the Government and National Assembly to pass and implement laws that protect LGBTI from discrimination and violence. A movement that is gaining in momentum that Oxfam is planning to scale up.

We plan to further enhance active citizenship through mobilizing social movements particularly youth groups, the broader public and the media to increase their contribution to social and gender justice, transparency and accountability.

- The public and the media have increased understanding and knowledge of gender inequality as a fundamental obstacle to end poverty and injustice. Increased engagement with the media is key intervention in this strategy period.

- Youth groups have increased civic awareness of their role and responsibilities in contributing to an inclusive and sustainable society. Building on the success of My Rights My Voice global program, Oxfam is developing a full fledge youth active citizenship programme.

**CROSS CUTTING APPROACHES**

**Influencing and Campaigning**

The influencing model will focus on the power, attitudes and beliefs that underlie poverty and injustice. It will target power imbalance; promote innovative and scalable solutions (drawing from programme experiences). This will help to strengthen our work; achieve impact at scale and to leverage evidence and experience from our existing local and national programmes and relationship; make it more consistent across our programmes and reinforce the One Programme Approach by further integrating Oxfam’s humanitarian, development, and campaigns work.

December 2014
Our approaches and methodologies/tools
Three essential elements of influencing strategy are: a system map to identify the different ways in which change can happen; a theory of change; and a gender and power analysis to support strategy implementation.

In Vietnam, the influencing strategy includes:

- Leveraging or using Oxfam’s program experience to drive large-scale solutions;
- Advocacy and campaigning (includes coalition building, research, policy development, lobbying, media, and digital tools);
- Support movements/mobilization of rights-holders, activists, supporters, and citizens (ensuring that women and their organizations are included and their voices heard);
- Improved governance, building the capacity of institutions to engage the marginalized, and creating spaces for poor or marginalized people to influence institutions;
- Co-ordinated worldwide communication and networking;
- Capacity development of rights-holders, partners, and duty bearers;
- Partnerships and strategic funding.

We will aim to

- Strengthen the ability of poor people, supporters and the broader public to raise their voice against the injustice of poverty and inequality in a digital world
- Strengthen Oxfam’s position as a thought and knowledge leader on poverty and inequality, social and gender injustice.

Prioritised national campaigns – as engaged or focus country:

The following joint campaign topics are identified for the period 2016-19: Inequality (Economic, Social, Political, Risks), GROW (Smallholder Farmer Organization and Market Linkages), Gender Campaigns (Economics and Political Leadership). The A/C – Advocacy and Campaign lead group – will ensure coherence and synergy with the program teams

Cross-team coordination
Oxfam’s programme work will be key in providing evidence to underpin our influencing work. This will include public campaigning and advocacy, but extends beyond Oxfam’s previous campaigns model to use the whole of our One Programme Approach to contribute to transformative change.

We distinguish between two levels of advocacy/campaign activities: those at the country level (“national campaigns”) and those at program level.

- At the country level, national campaigns will be led by the Advocacy and Campaign team. The national campaign will focus on the cross-cutting programme issues and linkage with the regional and global campaigns
- Advocacy and Campaign will be one of key components in all Oxfam programme strategies according to Oxfam One Programme Approach and strategic directions of Oxfam Country Strategy. The interventions of advocacy and campaigning at the programme level will be implemented by each programme. Throughout these interventions, the Advocacy and Campaign team will provide support when needed, particularly at the design stage. At the same time, the programme team also provide inputs from the programme perspectives to the national campaigns led by Advocacy and Campaign team

The A/C team will play the roles in both leading the cross cutting A/C priorities and providing support to other programmes relating to A/C.

Gender Justice and Women rights
Oxfam in Vietnam maintains a Gender Justice and Women Rights stand alone programme with a strong focus on women leadership. Vietnam will take part in the new multi country cluster campaign to prevent violence against women and girls, as well as taking part in the Knowledge Hub on VAW. Gender leadership in Oxfam will be strengthened through capacity development of staff at all levels, and capacity development of partners using Gender Action Learning System (GALS) and Gender Leadership Programme (GLP). Gender Justice will be mainstreamed in programming and influencing strategies and activities. Oxfam team in Vietnam will proactively seek the support of Oxfam global and regional gender advisors, as well as follows the strategic guidance of OI GJ team.

**FINANCE PLAN**

The tables below show indicative figures as provided by affiliates, as well as counting for the programmes that will phase out within a year time starting December 2014.

A complete picture is in Annex Financing.

<table>
<thead>
<tr>
<th>By Year:</th>
<th>2015-2016</th>
<th>2016-2017</th>
<th>2017-2018</th>
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<tbody>
<tr>
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<tr>
<td>a) Restricted</td>
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<td>b) Unrestricted</td>
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<td>Management cost</td>
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<tr>
<td>a) Restricted</td>
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<td>383,853</td>
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<tr>
<td>b) Unrestricted</td>
<td>599,258</td>
<td>379,692</td>
<td>379,692</td>
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<td>Total management</td>
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<td>1,235,317</td>
<td>763,545</td>
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December 2014
Vietnam

Oxfam Country Strategy 2015-2019

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<th>Likely</th>
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<th>19%</th>
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<th>Year/Program</th>
<th>VCG1</th>
<th>VCG2</th>
<th>VCG3</th>
<th>VCG4</th>
<th>Transition/innovation</th>
<th>Campaign/Advocacy</th>
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<td>2,733,172</td>
<td>1,287,621</td>
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<td>48%</td>
<td>4%</td>
<td>22%</td>
<td>15%</td>
<td>7%</td>
<td>11%</td>
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**ENABLING OPERATIONAL GOALS**

**Investing in People**

Oxfam in Vietnam will align and focus its energy and resources on three key components of organizational development: capability, culture and leadership, systems, processes and structure. Overall, Oxfam team in Vietnam will be smaller in size with each management member (including the CD) representing the voice and the face of the organization in the key strategic choices, leading a team of thematic experts, influencers, brokers, and facilitators.

**Capability.** Oxfam in Vietnam will attract, retain, develop highly qualified and talented professionals committed to the vision 2020, namely nurtured to be agile and innovative working as part of a global network and WIN, to take up the challenge of being gender leaders and leaders at large. Culture and leadership, leading by example and building enabling environment for learning, mutual accountability, trust and honesty. An NGO soul with a business mind, with pragmatism and inclusiveness strive. Less management more impact and content driven leadership.

**Systems, processes and structure:** lean and light structure focusing on impact, cost effectiveness, and collaboration. Simplification of systems and procedures; invest in strategic HR.

**MEL and Knowledge management**

**Ensuring program quality and strengthened social accountability,** Oxfam in Vietnam will,
- Monitor and evaluate our programme and influencing work on the key indicators, which will be developed for annual operational plan.
- Strengthen staff capacity on the adherence to 11 program standards and corresponding tools
support the implementation of the Oxfam Partnerships Principles – shared vision and values, complementarity of purpose and value added, autonomy and independence, transparency and mutual accountability, clarity on roles and responsibilities, commitment to joint learning.

**Knowledge management framework will include,**

Supporting a culture of learning, collaboration and evidence-based decision making
- cross project team meetings
- strategic reviews
- evaluative studies, sharing lessons learned
- learning from and contributing to global knowledge hubs

A system of sharing our findings, evidences and knowledge beyond Oxfam – to donors, government, partners, allies, and communities we serve
- systematic documentation, publications and dissemination of our key areas of work through different media and social media
- organize dialogues and critical reviews on challenges and failures

**Income strategy**

Vietnam will continue fundraising for all key programme themes, as well as campaigning work.

Vietnam Governance change goal would require further investment given the focus highlighted in Vietnam OCS. With the ending of the biggest DFID contract for coalitions support programme in 15/16 FY, the country team is actively developing pipeline proposals to approach potential donors to maximise funding opportunities.

Vietnam Women Rights change Goal, we need to leverage Oxfam’s current core funding to get to sizable scale for intended impact and outcomes, as well as developing broader proposal for women political leadership work building on an initial fund provided by Oxfam (Novib) The Future Starts Now.

Vietnam Resilience change goal, the DFAT contract for resilience programme will be ending, we are going after funding for the second phase. With no clarity yet for a second phase. We will need to see how we can present our new focus in the language of DFAT new aid investment plan for Vietnam and the region.

Vietnam Sustainable food and fair sharing of natural resources change goal, we need to focus on private sector engagement to scale up investment. Sida (a regional fund already acquired with a modest part for Vietnam) and DFAT seem most interested donors.

Influencing and campaigning work, besides built in part in programme, we will have at least 10% retained from the total available programme fund. We need to continue using our profile and current donor funding as well as core funding to prepare for next phase proposal covering new dimensions of inequality.

**Global citizenship**

- Workers’ rights movement has OBE funding as well a Future Starts Now Funding for further programme development and scale up.

- Youth active citizenship is an emerging theme that requires further scoping work to help country team to make decision and designing if we go ahead. A Future Starts Now global proposal that includes Vietnam is being developed with a 100 million ambition.

**Funding ambition**

December 2014
We will seek to return to 8 million euros (level of 15/16) ambition for our programme as a whole, with the biggest investment in our governance programme – Vietnam Change Goal Good Governance.

We will retain 10% from the total programme fund for ‘stand alone’ campaigning as focus or engaged country. With a 5% earmarked for innovation and global citizenship.

Note that gender is mainstreamed in VCG1, 3, 4 and in global citizenship, there are at least 3 to 10% activity spending targeting gender justice and women rights in all areas of work.

<table>
<thead>
<tr>
<th>Year</th>
<th>VCG1</th>
<th>VCG2</th>
<th>VCG3</th>
<th>VCG4</th>
<th>Transition/innovation</th>
<th>Campaign/Advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17</td>
<td>3,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>400,000</td>
<td>800,000</td>
</tr>
<tr>
<td>17/18</td>
<td>3,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>400,000</td>
<td>800,000</td>
</tr>
<tr>
<td>18/19</td>
<td>3,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>1,200,000</td>
<td>400,000</td>
<td>800,000</td>
</tr>
<tr>
<td>Total</td>
<td>9,600,000</td>
<td>3,600,000</td>
<td>3,600,000</td>
<td>3,600,000</td>
<td>1,200,000</td>
<td>2,400,000</td>
</tr>
<tr>
<td>%</td>
<td>40%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>5%</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Approaches**

While the current funding strategy will be reviewed and revised 2nd half of next year (with support from IFIT team), key aspirations and approaches agreed include:

- Increase resources raised from institutional donors especially those who will continue to invest in Vietnam (e.g. DFAT)
- Continue to invest in partnership/relationship with the current and outgoing donors including SDC/SECO, DFID/UK, Dutch, Irish Aid, Finland, EC, CIDA, SIDA, NZ Aid, Belgium, to explore new opportunities as well as to get their support to introduce/recommend Oxfam to new potential donors
- Be part of regional and global proposals, both for programme and campaigning work, e.g. resilience, PS engagement, youth active citizenship
- Go for bigger funding, and cross programme themes/VCGs proposal development
- Develop pipeline CNs/proposals to position ourselves; use it to influence donors priorities/agenda
- Develop and diversify new partnership modalities (e.g. with national organization, companies), to maximize access to funding opportunities
- Maximize ongoing funding opportunities within affiliates e.g. ‘Future starts now’ pot of ONL
- Proactively seek support from contributing affiliates to get funding for VN, e.g. OAus, OGB, OBE, OHK, Oxfam Japan, OUS especially private foundations
- Explore funding opportunities with foundations and corporate
- Oxfam will not compete directly with VNGOs without a clear rationale of value added/niche
- Invest capacity and resources in tendering, consortia management, and donor partnership building; develop capacity of staff to develop and maintain strategic donor relationships
- Aim 30% management 70% programming in funding proposals, with smaller team size but higher level of expertise and skills set.
Next steps:

- Funding strategy event (with support from IFIT) for key staff by: June 2015
- Revised funding strategy to be in place by: last quarter 2015.

**RISK APPRAISAL AND MANAGEMENT**

Oxfam in Vietnam theory of change and strategy are based on assumptions that the current stable political context will remain unchanged, including a continued state acceptance of a growing role for civil society and a willingness to accept Oxfam increasing its work on issues of voice. We recognise that space for CSO and popular engagement will be issue dependent and some areas of our change goals (eg land, migration, agricultural futures, growth models) could become more restrictive.

**Organisational**

1. 15/16 will be transition year to 2020 with additional workload for all levels, particularly for the management team, where our influencing work and external presence, program quality will suffer – early support from OGB/ONL HR has been requested, as well as a newly appointed staff at global level to support country change process on other processes than HR.

2. New strategy and thinking requires new skills and competencies that are not yet fully in place – some key expertise are in place and a staff capacity development programme will be developed in early 2015, we are doing a phased change in the organisational structure, and a careful build up of emerging areas, senior management support is close and high (within Vietnam team). Global team support on influencing capacity has been promised.

3. Stronger influencing will make Oxfam even more visible in key controversial debates and sensitive policy advocacy. A high level knowledge management lead is being recruited and will have specific role in profiling carefully Oxfam influencing work, management members involvement in most sensitive areas of work.

4. Oxfam added value, niche and competitiveness are not clear to donors and partners. Oxfam is building up programs in a number of areas where Oxfam good reputation and our added value is confirmed and/or becoming more visible, namely multi stakeholder coalition building, dual strategy in private sector engagement (CSR engagement and assertive lobby), campaigning at country and global level with broad network, a recognised and respected humanitarian actor, a gender leader.

**Financing**

1. There is no clarity yet on Oxfam Collective Resource allocation – Oxfam team is very actively fundraising for long term beyond FY15/16

2. Ambition is high on Influencing, area of work which is difficult to fundraise – Oxfam Vietnam management will allocate a % from each VCG core and donors’ funding to this work.
Program

1. Champions and progressive voice among government agencies Oxfam has been working with may no longer be in place after 2016 election, it will take time and efforts to identify and attract the support of new champions. Oxfam team has begun to identify new potentials.

2. The Government decrees/regulations (such Decree No. 45/2010/ND-CP on association and 93) impose some limitations for INGOs and VNGO operations. Oxfam is required to report its activities to and get approval from government authorities. Certain agencies who are suspicious of INGO/VNGO initiatives might erroneously conclude there is some hidden anti-government plot behind our programme and seek to restrict it. Constructive and close engagement and communication with government agencies on the one hand; on the other continuous advocacy to push for space and change in the decrees and regulations by working with ally donors and peers.

3. The role of an independent and assertive media, in all its forms, is critical to all our programs particularly the governance program. While there is political space for the media in the policy process, there is a risk that this space will close at times as Government blocks or censures material and activity. Most media being state owned, some control is still strongly enforced on content, with the government very sensitive to threats to its legitimacy from public opinion. Mitigation strategies will include supporting the use of multiple (including online) media platforms, developing good relations with journalists and involving them early as strategic partners. We can also publish our own articles/blogs to get around any blockage. Media risk management strategies will be developed for each programme.

4. 2015 is the preparation year for the Party Congress and Election in early 2016. As a result, it might slow down new development, policy makers are more cautious to propose changes. Champions and progressive voice among government agencies Oxfam has been working with may no longer be in place after 2016 election, it will take time and efforts to identify and attract the support of new champions. Oxfam team has begun to identify new potentials and various entry points. As part of the coalition/governance programme a political economy analysis is planned to update power mapping and power analysis.

5. Oxfam’s increasing support to coalitions to influence policy change and public debate attracts high attention and questions from government authorities (e.g. PACCOM). Furthermore, the Government decrees/regulations (such Decree No. 45/2010/ND-CP on association and 93) impose some limitations for INGOs and VNGO operations. Oxfam is required to report its activities to and get approval from government authorities. Some of our VNGO partners might not get approval to receive Oxfam’s funding. Constructive and close engagement and communication with government agencies on the one hand; on the other continuous advocacy to push for space and change in the decrees and regulations by working with ally donors and peers. Might have to select another VNGO partner within the coalition to get project permit.
### ANNEX 1 LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AADMER</td>
<td>The ASEAN Agreement on Disaster Management and Emergency Response</td>
</tr>
<tr>
<td>AC</td>
<td>Advocacy and Campaign</td>
</tr>
<tr>
<td>ANSA</td>
<td>Affiliated Networks for Social Accountability</td>
</tr>
<tr>
<td>CARE</td>
<td>Cooperative for American Remittances to Europe</td>
</tr>
<tr>
<td>CBDRM</td>
<td>Community-Based Disaster Risk Management</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organization</td>
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<tr>
<td>CCFSC</td>
<td>Central Committee for Flood and Storm Control</td>
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<tr>
<td>CCWG</td>
<td>Climate Change Working Group</td>
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<tr>
<td>CDI</td>
<td>Centre for Development and Integration</td>
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<tr>
<td>CECODES</td>
<td>Centre for Community Support Development Studies</td>
</tr>
<tr>
<td>CIRD</td>
<td>Centre for Indigenous Knowledge Research and Development</td>
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<tr>
<td>CRD</td>
<td>Centre for Rural Development Trust</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
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<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<tr>
<td>CSRD</td>
<td>Centre for Social Research and Development</td>
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<tr>
<td>DARD</td>
<td>Department of Agriculture and Rural Development</td>
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<tr>
<td>DFAT</td>
<td>Australia Department of Foreign Affairs and Trade</td>
</tr>
<tr>
<td>DMWG</td>
<td>Disaster Management Working Group</td>
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<tr>
<td>DoF</td>
<td>Department of Finance</td>
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<tr>
<td>DoIT</td>
<td>Department of Industry and Trade</td>
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<tr>
<td>DoNRE</td>
<td>Department of Natural Resources and Environment</td>
</tr>
<tr>
<td>DPI</td>
<td>Department of Planning and Investment</td>
</tr>
<tr>
<td>DRR/CCA</td>
<td>Disaster risk reduction/ climate change adaptation</td>
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<tr>
<td>ECHO</td>
<td>European Community Humanitarian aid Office</td>
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<tr>
<td>FES</td>
<td>Friedrich-Ebert-Stiftung</td>
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<tr>
<td>FPIC</td>
<td>Free, Prior and Informed Consent</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<tr>
<td>GALS</td>
<td>Gender Action Learning System</td>
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<tr>
<td>GFCD</td>
<td>Research Centre for Gender, Family and Community Development</td>
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<tr>
<td>GIFT</td>
<td>Global Initiatives of Fiscal Transparency</td>
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<tr>
<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit</td>
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<tr>
<td>GMOs</td>
<td>Genetically Modified Organisms</td>
</tr>
<tr>
<td>GPAR</td>
<td>Cooperation Group for Governance and Public Administration Reform</td>
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<tr>
<td>HAP</td>
<td>Humanitarian Accountability Partnership</td>
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<tr>
<td>HBFU</td>
<td>Hoa Binh Farmer Union</td>
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<tr>
<td>HFA</td>
<td>Hyogo Framework of Action</td>
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<tr>
<td>IBP</td>
<td>International Budget Partnership</td>
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<tr>
<td>IC</td>
<td>Influencing and Campaign</td>
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<tr>
<td>ILSSA</td>
<td>Institute of Labour Science and Social Affairs of Vietnam</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organisation</td>
</tr>
<tr>
<td>INGO</td>
<td>International Non-governmental Organisation</td>
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<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>IPR</td>
<td>Intellectual Property Rights</td>
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<tr>
<td>IPSHF</td>
<td>Indigenous People and Small Holder Farmers</td>
</tr>
<tr>
<td>ISEE</td>
<td>The Institute for Studies of Society, Economics and Environment</td>
</tr>
<tr>
<td>ITPGRFA</td>
<td>International Treaty for Plant Genetic Resources for Food and Agriculture</td>
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<tr>
<td>LANDA</td>
<td>Land Association</td>
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<tr>
<td>LIGHT</td>
<td>Institute for Development and Community Health</td>
</tr>
<tr>
<td>LNGO</td>
<td>Local Non-Governmental Organization</td>
</tr>
<tr>
<td>MARD</td>
<td>Ministry of Agriculture and Rural Development</td>
</tr>
<tr>
<td>MCST</td>
<td>Ministry of Culture, Sports and Tourism</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MEL</td>
<td>Monitoring, Evaluation and Learning</td>
</tr>
<tr>
<td>MIC</td>
<td>Ministry of Information and Communications</td>
</tr>
<tr>
<td>MOF</td>
<td>Ministry of Finance</td>
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</tbody>
</table>
Vietnam

Oxfam Country Strategy 2015-2019

UNDP The United Nations Development Programme
UN-GC United Nation Global Compact
UPOV Union for the Protection of New Varieties of Plants
USAID United States Agency for International Development
VASEP Vietnam Association of Seafood and Export Processing
VCCI Vietnam Chamber of Commerce and Industry
VCG Vietnam Change Goal
VICOFA Vietnam Coffee and Cocoa Association
VIETFEED Vietnam Feed Association
VINAFIS Vietnam Association of Fisheries
VINASME Vietnam Association of Small & Medium Enterprises
VNGO Vietnam non-government organizations
VNMC Vietnam National Mekong Commission
VRN Vietnam Rivers Network
VUSTA Vietnam Union of Scientific and Technique Association
WB World Bank
WEMAN Women’s Empowerment Mainstreaming and Networking
WIN Worldwide Influencing Network
WTO World Trade Organization

ANNEX 2 WHITE PAPER, ORGANISATIONAL VISIONING
ANNEX 3 CONTINGENCY PLAN
ANNEX 4 INFLUENCING & CAMPAIGN PLAN
ANNEX 5 CONTEXT ANALYSIS
ANNEX 6 WORKERS RIGHTS STRATEGY
ANNEX 7 FINANCING