



USAID
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PARTNER CAPACITY DEVELOPMENT PROGRAM

Final Report

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EXECUTIVE SUMMARY

The Partner Capacity Development (PCD) Project was funded by the United States Agency for International Development (USAID) and contracted to the Institute of International Education (IIE), contract no. AID-440-TO-14-0001. The project was designed to complement and support the implementation of USAID programs outlined in the USAID/Vietnam Country Development Cooperation Strategy.

The purpose of the PCD Project was to build the human and institutional capacity of targeted social organizations, including Vietnamese Non-Governmental Organizations (VNGOs) and strengthen the capacity for their organizational staff. The project contributed to sustainable development of their organizations, effective management of available resources, and delivery of improved services to targeted populations.

The PCD Project utilized USAID's Human and Institutional Capacity Development (HICD) methodology in Vietnam, with USAID's Implementing Partners (IPs), and other organizations that it worked with in support of implementing USAID programs and projects. HICD methods were used to strengthen and build institutional capacity of social organizations to ensure the sustainability of projects and programs that USAID and other donors fund to mitigate and address specific developmental challenges facing Vietnam, such as climate change, inclusiveness of vulnerable populations and HIV/AIDs.

The PCD Project consisted of four components:

- Component 01: Institutional Capacity Building for Local Target Organizations
- Component 02: Institutional Capacity Building for Potential Target Organizations
- Component 03: Cross sector Common Themes/Social Organizations
- Component 04: Capacity Building for Staff of GVN Agencies Who Are Working With USAID

In addition to strengthening the capacity of local organizations, the PCD project has provided a flexible mechanism for implementing a diverse range of technical assistance (economic growth and inclusion, private sector partnerships and innovation, HIV/AIDS, environmental change, illegal wildlife trade, disabilities and vulnerable populations, education, and agent orange remediation) and participant training programs working with Government of Vietnam (GVN) ministries, agencies and other institutions. The flexible contracting mechanism allowed PCD to carry out ad-hoc activities required by USAID's partners in a short time, with various stakeholders.

Over the span of five years, PCD provided technical assistance and capacity building interventions to nine (9) local target organizations (TO) to improve and develop their organization, including organizational strategy and strategic thinking, organizational monitoring and evaluation (M&E), organizational governance, financial management and administration, human resource management, program design and management, fundraising strategy, knowledge management, public relations and communications and gender. PCD supported government agencies and organized 40 workshops for 1,500 participants. In addition, PCD facilitated 15 study tours and exchange programs for 250 government officials so that they could improve their management of USAID's funded projects in Vietnam.

As a result of PCD's technical assistance, 13 local institutions received direct funding from USAID and other donors.

For the final report, PCD averaged the results of each post activity survey and registered that on average 81% of respondents confirmed that PCD funded activities contributed to strengthening their organization and individual capacity and performance.

CHAPTER 1: COUNTRY CONTEXT

Vietnam experienced rapid economic growth over the past 20 years and became a lower middle-income country while reducing poverty. However, there are still obstacles for consistent growth and well-being due to limited governance and accountability, respect, inadequate inclusiveness of vulnerable groups, low competitiveness, a vulnerability to climate change and disasters, and transnational threats of pandemic disease and HIV/AIDS.

Strengthening Vietnam's capacity was integral with US Government efforts and OECD Paris Declaration on Aid Effectiveness in supporting its continued transformation.

One of the critical steps for Vietnam to maintain the sustainable growth has been the development of the capacity of its people and institutions to ensure sustainable solutions.

The social organizations¹ in Vietnam were often very clearly quasi-governmental or headed by retired government officials who wanted to contribute to the country's development and had the knowledge and the network to establish their own organizations. With no clear legal framework for social organizations, Vietnamese organizations acquired their legal statuses in a variety of manners, registering under relevant ministries, agencies, departments, or with umbrella organizations such as the Vietnam Union of Science and Technology Associations (VUSTA) or the Southeast Asia Research Association of Vietnam (SEARAV).

When Vietnam became the middle-income country, many international donors started withdrawing its funding to support social organizations. Limited and unstable budgets have undermined social organizations' abilities to carry out their activities and develop coherent long-term plans. They were not able to retain staff and had to downsize and relocate. Social organizations that heavily relied on international donors were forced to change their approach and learn how to access public or private funding in order to be self-sustainable.

¹ Social organizations can be defined to mean Vietnamese Non-Governmental Organizations (VNGOs), Community Based Organizations and Mass Organizations.

CHAPTER 2: PROGRAM IMPLEMENTATION

I. PROGRAM GOAL AND OBJECTIVE

A. Program Goal and Objective

The goal of the PCD Project was to build the human and institutional capacity of targeted social organizations including Vietnamese Non-Governmental Organizations (VNGOs) to contribute to their sustainable development, effective management of their resources, and improved service delivery to their targeted populations.

The long-term objective of the project was to ensure the sustainability, growth, and adaptability to a changing environment of social organizations within a dynamic and changing Vietnamese context.

B. PCD project approach

The PCD project approach was based on USAID's human and institutional capacity development (HICD), which is based on the International Society for Performance Improvement (ISPI) performance improvement system. HICD focuses on identification of performance gaps and solutions to address identified performance gaps. The PCD Project focused on building the core functions of institutions or organizations. For example, organizational strategy and strategic thinking, organizational governance systems, human resource management, financial management, organizational monitoring and evaluation (M&E), fundraising strategy, knowledge management, public relations and communications are now becoming critical developmental areas for social organizations as Vietnam grapples with a complex range of developmental challenges.

It was the use of HICD methods to guide technical assistance (TA) and participant training inputs that provided positive impacts on building organizational sustainability, growth, and an ability to adapt to the changing Vietnamese environment as the local economy continues to grow, donors reduce assistance, and social organizations and GVN agencies adjust to this new reality.

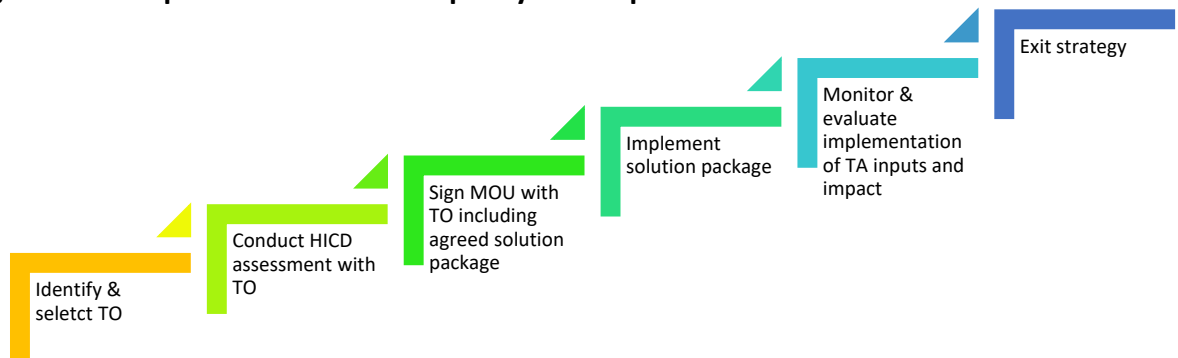
PCD focused on two main development objectives: institutional capacity development and human (individual) capacity development.

B1: Institutional Capacity Improvement

The PCD Project provided technical assistance to 30 selected target organizations (TOs) that are currently receiving USAID/Vietnam direct funding and/or have the potential to receive donor funding. PCD assisted these TOs to become sustainable by strengthening their institutional capacity in core functional areas including: organizational strategy, strategic thinking, financial management, fundraising strategy, human resource management, project design and management, organizational M&E and governance.

Through PCD, each TO identified by USAID/Vietnam followed a series of steps to identify and tailor specific TA inputs to meet their needs.

Diagram 1.0: Steps for Institutional Capacity Development

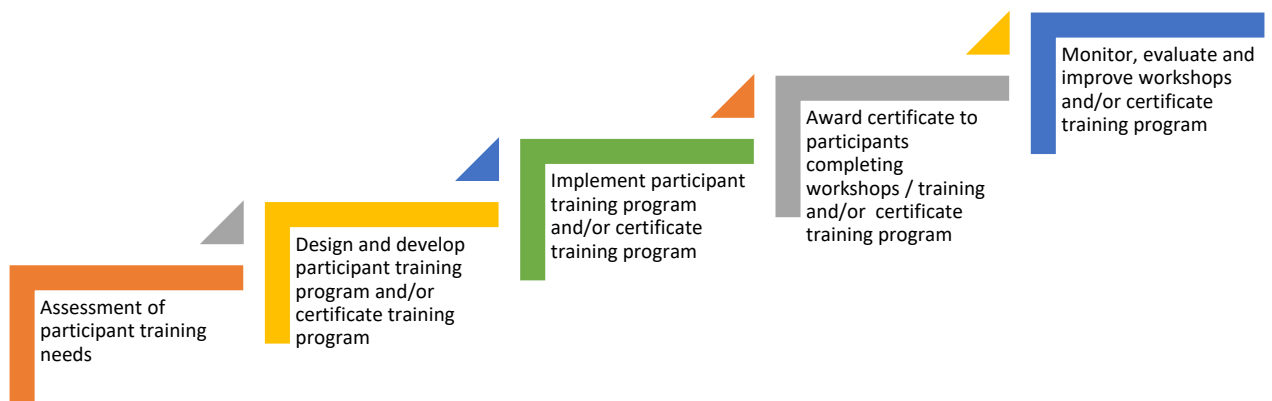


B2: Human Capacity Improvement

The PCD Project provided participant training to staff members of selected organizations that had the potential to receive USAID/Vietnam and/or other donor funding. The objective of training was to strengthen their human capacity to manage and operate their organizations across a range of areas including project design and management skills, human resource management, financial and administration management skills, proposal writing and fundraising skills, monitoring and evaluation, public relations and communications, gender, social enterprise development and strategic thinking.

Based on the results of surveys and/or workshops held with representative groups (social organizations), PCD prepared Organizational Development Trail (ODT) training programs to meet their needs. The ODT Training was delivered through a ‘certificate’ training program. This provided organizational development training through use of intensive workshops with coaching and mentoring follow up in the workplace.

Diagram 2.0: Steps for Human Capacity Development



II. DESCRIPTION OF COMPONENTS

A. Component 1: Institutional Capacity Building for Local Target Organizations

A.1. Objective

The objective of Component 1 was to strengthen institutional capacity of target organizations (TOs) that currently receive USAID direct funding in order to:

- 1) Meet USAID and other donor reporting and management requirements;
- 2) Strengthen target organizations to be eligible for higher levels of USAID and other donor funding.

The direct beneficiaries of the Component 1 were USAID/Vietnam's partners and social organizations that are implementing projects funded by USAID/Vietnam².

A.2. Training method and approach

PCD provided technical assistance to each TO using the HICD methodology to strengthen their capacity and address the performance gaps, and at the end to build a more sustainable and effective organization.

Based on the results of the HICD assessment and the actual needs of each TO, a technical assistance solution package was implemented over a period of 12 to 24 months based on pre-defined priorities. The technical assistance package included organizational strategy, strategic thinking, financial management and administration, human resource management, organizational M&E, governance, project design and management, fundraising strategy, and proposal writing³.

PCD signed Memorandum of Understanding (MOU) with each TO in order to ensure that role and responsibility of each party would be clear during the implementation of the technical assistance.

As PCD completed implementation of the technical assistance solution packages, an impact assessment was completed and an exit strategy developed for each TO. When the technical assistance was completed, PCD directed its resources to other TOs, thereby utilizing project resources in an effective and efficient manner.

² Please see Annex 01: List of organizations received technical assistance under the Component 1

³ Please see Annex 02: List of Technical Assistance Interventions under Component 1

B. Component 2: Institutional Capacity Building for Potential Target Organizations

B.1. Objective

The objective of Component 2 was to provide human and institutional capacity development assistance to social organizations, who have potential to become a USAID implementing partner (IP).

B.2. Training Method and Approach

TOs under Component 2 were identified through an assessment and selection method based on criteria recommended by USAID. PCD provided participant trainings to 8 beneficiary organizations.⁴

Participant training incorporated principles of HICD for organizational performance improvement linking training with coaching and mentoring in the workplace, and assisting participants to apply skills and knowledge from the training in the workplace. PCD followed a four-step process to design, implement, monitor and evaluate Component 2 participant training programs.

PCD worked directly with TOs to identify the difficulties, causes, and solutions to address issues such as organizational governance, organizational M&E, partnership and networking, and fundraising and proposal writing. PCD collected data to prioritize and plan capacity building interventions for the life of the PCD program. Based on PCD's Component 2 TO needs, Organizational Development Trail (ODT) training programs were designed⁵.

PCD established a 'certificate' training program (see topic areas listed above) allowing participants from an organization to complete a series of participant training programs and earning a certificate for completion of the series. This provided an opportunity for Component 2 TOs to develop their human capacity, with the goal of building their institutions across key functional areas for effective organizational management and operation.

C. Component 3: Cross Sector Common Themes/Social organizations

C.1. Objective

The objective of Component 3 was to build the human capacity of a broad number of social organizations through the implementation of multi-faceted interventions including workshops, coaching, and follow-up meetings (to review workshop "homework" assignments given to participants).

⁴ Please see Annex 03: List of organizations participated ODT training program in Component 2

⁵ Please see Annex 04: List of Organizational Development Trail (ODT) training programs

C.2 Training Method and Approach

Component 3 organizations were similar to Component 2 organizations. PCD anticipated that the organizations receiving assistance under this Component may become USAID implementing partners in the coming years and will transition to become Component 1 or 2 target organizations⁶.

PCD worked directly with TOs to identify their training needs and designed training topics similar to ODT training program under Component 2 and followed a four-step process to design, implement, monitor and evaluate Component 3 participant training programs. PCD developed participant selection criteria for each training to ensure that appropriate participants attend the training.

D. Component 4: Capacity Building for Staff of GVN Agencies Who Are Working With USAID

D.1. Objective

The objective of this Component was to provide capacity development assistance to the staff of GVN agencies who are working with USAID in implementing USAID projects to:

- 1) Assist these agencies in performing their management role on USAID's funded projects in Vietnam.
- 2) Enhance cooperation between the government and social organizations, and create a favorable environment for social organizations to develop sustainably so that they can contribute to the social community in Vietnam.

D.2. Training Method and Approach

Component 4 focused on building human capacity for the staff of relevant GVN agencies. The specific GVN agencies were identified and recommended by USAID on a yearly basis. PCD would conduct the needs assessment for each agency to then develop an action plan, support implementation of the action plan, monitored and evaluate the results of the action plan. Some agencies requested participant training programs, workshops and study tours⁷.

Based on USAID requirements and its implementing partners, PCD provided both technical and logistical supports such as training program development, host organizations identification or logistical support like visa applications.

A list of trainings offered to one of the major beneficiaries, the Vietnam Union of Science and Technology Associations (VUSTA) and its affiliated organizations is provided in the annex section.⁸

⁶ Please see Annex 05: List of social organizations attended participant training under Component 3

⁷ Please see Annex 06: List of participant trainings provided to government agencies.

⁸ Please see Annex 07: List of trainings provided to VUSTA and its organizational members.

CHAPTER 3: ACHIEVEMENTS AND RESULTS

I. MONITORING AND EVALUATION METHODOLOGY

The implementation of the PCD project included systematic monitoring and evaluation (M&E) to document the processes, outputs, and outcomes of the program activities. PCD's M&E plan assessed the results of project interventions and impact on the participants and their organizations. The M&E plan outlined the steps for integrating data collection activities throughout the project cycle. The PCD project included a focus on building the capacity of USAID partner organizations. The M&E plan identified performance indicators and targets that contribute to USAID/Vietnam's strategic results framework.

The proposed indicators helped with the following:

- Capture major program impacts;
- Supply information concerning major activities and their outcomes;
- Provide a picture of implementation progress;
- Facilitate future impact assessments by USAID; and
- Contribute to USAID's informational needs.

PCD collected data including project activity reports, training reports, and participant information worksheets, training and participant assessments, field research, summaries of any case studies, and stakeholder surveys and evaluations. PCD collected data using research methodologies and instruments that effectively address PCD and USAID reporting requirements.

The indicators of success were measured using quantitative and qualitative methods. These indicators allowed for program monitoring efforts that identified and quantified PCD progress, providing information needed to focus and guide project activities and overall management.

A. Data Collection

The PCD team prepared data collection instruments and databases for each indicator area. This included:

- Developing data collection and assessment instruments to track progress of activities and progress toward stated indicators and specific targets.
- Developing databases and tracking worksheets for storing information related to the indicators.

B. Baseline Data

For most training events, PCD conducted a pre-training assessment (or baseline survey) to inform about the training design. For participant training, PCD developed a pre-training survey in coordination with the target organizations and institutions that reflects the current knowledge, skills, and expectations of the participants and the intended learning objectives. The participants were asked to identify what they would like to learn as a result of the training and their interest in specific topics related to the training. To the extent

possible, the pre-survey also included some behavioral questions related to the participants' opinions on issues related to gender awareness and leadership. Participants completed the survey as part of their briefing prior to in-country programs, or as part of their pre-departure orientation for U.S. and third country programs. PCD collected longitudinal data by asking the same information of participants after the training, and three months following the training. This approach allowed PCD to capture the change within participants over time.

Each institutional assessment formed the baseline for capacity development interventions at target organizations. PCD collected data and assessed the extent to which the capacity building assistance activities address the baseline gaps of the organizations. Over time, the baseline data was used to compare how the organizations have improved their systems and processes and have increased their institutional capacity. The baseline assessment was always used as the benchmark for any additional technical support and capacity building.

C. Quantitative Data

PCD used diverse data collection methods to collect information from target organizations and institutions throughout the program cycle. PCD collected data on indicators such as number of participants who complete training, and the number of organizations that were assessed and received capacity interventions and technical assistance. Indicators related to outcomes may require more in-depth analysis and more longitudinal data in order to account for changes to the participants and within the organizations over time. To the extent possible, indicator data reported at the individual level was disaggregated by geographic area, gender, and other variables as appropriate.

For participant training, methods such as online surveys were used to collect standardized information. PCD collected surveys at several phases: (1) pre-training survey (baseline); (2) post-training survey (following training experience); (3) training outcome assessment. Integral to the M&E plan was the post-training survey, when participants were asked to identify how they have applied their knowledge, skills, and attitudes in their professional and personal lives and the extent to which they have been able to influence change at the institutional level.

Quantitative methods used to collect monitoring data from the target organizations and institutions participating in capacity development activities. During evaluation periods PCD aggregated data to the extent possible to measure progress toward the indicators of success over the program as a whole.

D. Qualitative Data Collection

PCD also used qualitative data collection during the project implementation. The purpose of a mixed-methods approach was to incorporate not only the quantitative progress towards outputs and outcomes, but also to provide the necessary context to understand "how" and "why" changes took place.

PCD used qualitative methods to understand the capacity building interventions of the organizations and employ a participatory approach involving stakeholders at all levels of the organization.

During participant training activities, PCD integrated qualitative success stories and participant profiles in its reporting to USAID. When possible, PCD conducted consultations or focus groups with participants to understand their experiences and how they planned to use the training or capacity building interventions.

PCD also collected case studies of participants' achievements after their participant training, particularly in applying the skills they learned in their organization. Similar case studies were also conducted with the target organizations and institutions included in the capacity development activities. Institutional success stories and mini-profiles were used to highlight a particularly useful instance of organizational change resulting from PCD's interventions.

E. Database Management

PCD recognized that data quality was important in supporting impact evaluations, especially evaluations occurring after a project's end date. Output and outcome data was collected by the program and maintained regardless of whether the data contribute to the program's indicators. As mentioned earlier, data was disaggregated depending on the nature of intervention and USAID requirements. PCD also consulted with the Contract Office Representative (COR) and those responsible for M&E at USAID Vietnam to complete "Data Quality Assessment Worksheet" for each of the indicators that the program was reporting on.

II. PROJECT'S ACHIEVEMENTS AND RESULTS

Over the span of five years, PCD provided technical assistance and capacity building interventions to 9 local target organizations (TO) to improve and develop organizational strategies, M&E systems, and human resources. Under an activity entitled the *Organizational Development Trail* (ODT), the capacity of 21 local institutions was strengthened including training and coaching for 1,844 individuals. As a result of PCD's technical assistance, 13 local institutions received direct funding from USAID and other donors. PCD supported government agencies and organized 40 workshops for 1,500 participants. In addition, PCD facilitated 15 study tours and exchange programs for 250 government officials so that they could improve their management of USAID's funded projects in Vietnam.

PCD implemented various monitoring and evaluation activities to assess outcomes and continuously improve PCD program works across these three areas:

1. Technical Assistance;
2. Participant Training;
3. Study Tours.

Below are a series of charts that summarize the results of online surveys about the efficacy of technical assistance, participant training and study tours provided.

Chart 01: Individual Staff Capacity Improvement of the target organizations

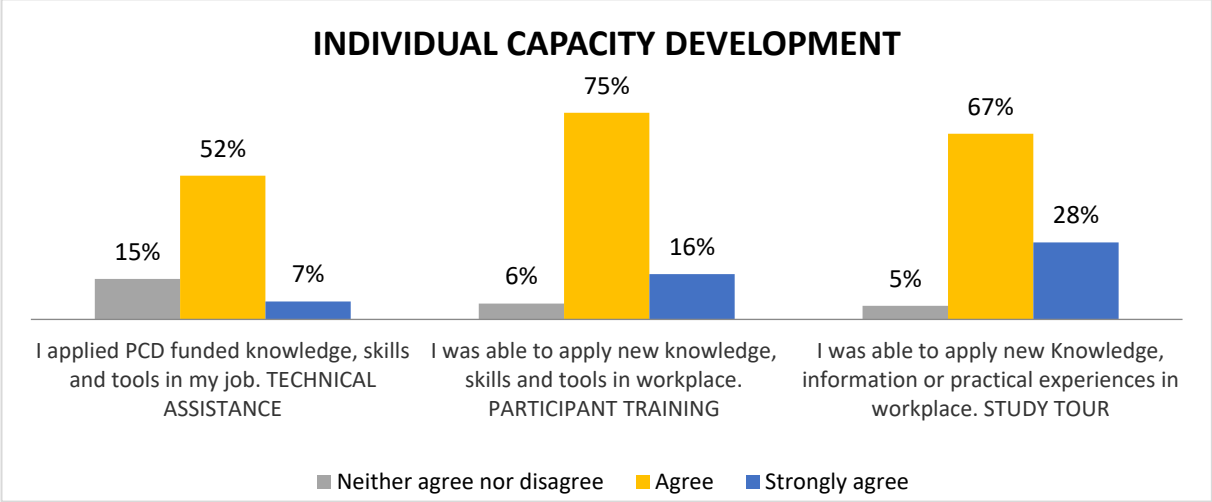


Chart 01 above indicates that 95% (58/61 respondents) of study tour participants, 91% (206/226 respondents) of training program participants, and 59% (78/131 respondents) of technical assistance beneficiaries who responded to PCD post-activity surveys either agreed or strongly agreed that PCD funded activities had **contributed** to the strengthening of their individual capacity and/or improved their personal efficacy in the workplace as a result of attending activities funded by PCD and/or working with PCD funded consultants who provided technical assistance to their organization.

Lower rates (59%) of reporting for efficacy of technical assistance are likely due to the fact that not all respondents worked directly with consultants who provided technical assistance, and/or the specific technical assistance did not relate to the job role of all respondents in the organization.

Chart 02: Organizational Capacity Improvement

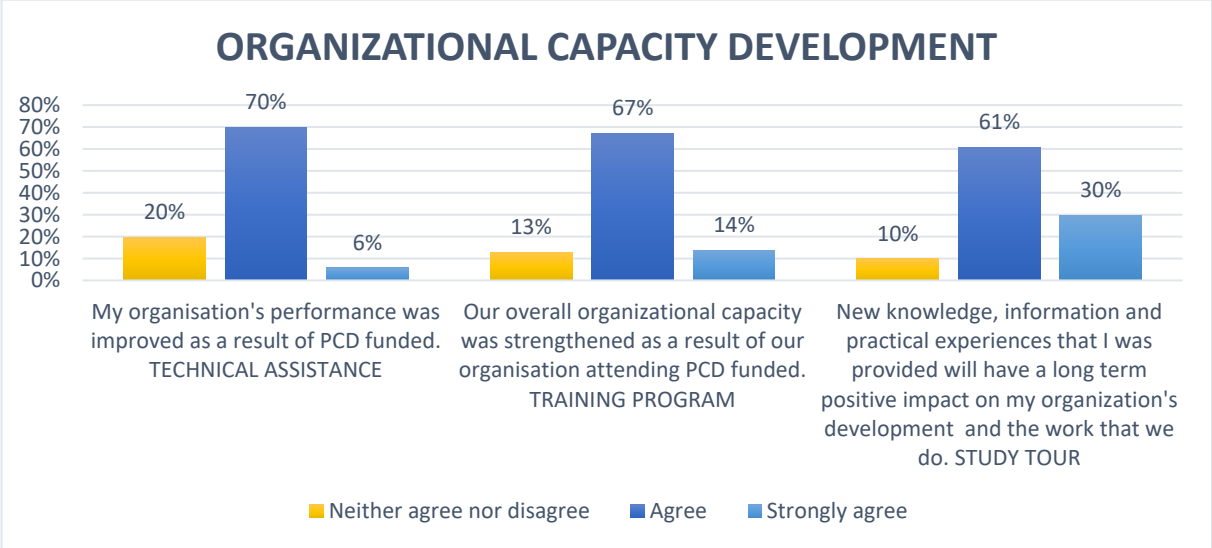


Chart 02 above indicates that 91% (60/66 respondents) of study tour participants, 81% (177/219 respondents) of training program participants, and 76% (100/131 respondents) of technical assistance beneficiaries who responded to PCD post-activity surveys either agreed or strongly agreed that PCD funded activities had **contributed** to the strengthening of their organizations capacity and/or improved their organizational performance as a result attending activities funded by PCD and/or working with PCD funded consultants who provided technical assistance to their organization.

Lower rates (76%) of reporting for efficacy of technical assistance are likely due to the fact that not all respondents worked directly with consultants who provided technical assistance, and/or the specific technical assistance did not relate to the job role of all respondents in the organization.

A. Achievements of Component 1: Institutional Capacity Building for Local Target Organizations

Table 01: Achievements of Component 1

Indicator	Planned	Achieved
Number of target organizations	9	9
Number of technical assistance activities implemented	50	64
Number of outreach activities implemented	100	114

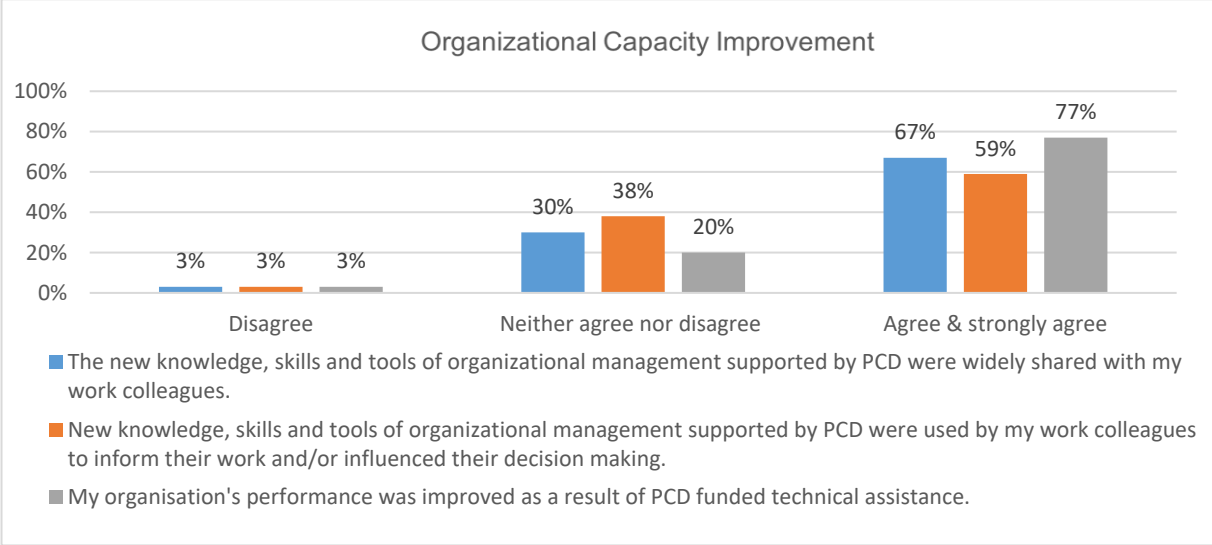
During the project implementation, nine (9) target organizations received intensive technical assistance from PCD and achieved 100% of the expected results. Both technical assistance interventions and outreach activities exceeded the expected indicator numbers that were included in the original plan.

Depending on the TO's needs, technical assistance interventions varied from organizational strategy development, organizational M&E system development, communication strategy, human resource management and fundraising. Outreach activities included an organizational capacity assessment event, a technical consultation, a meeting and a workshop.

Outcome survey highlights of Component 1:

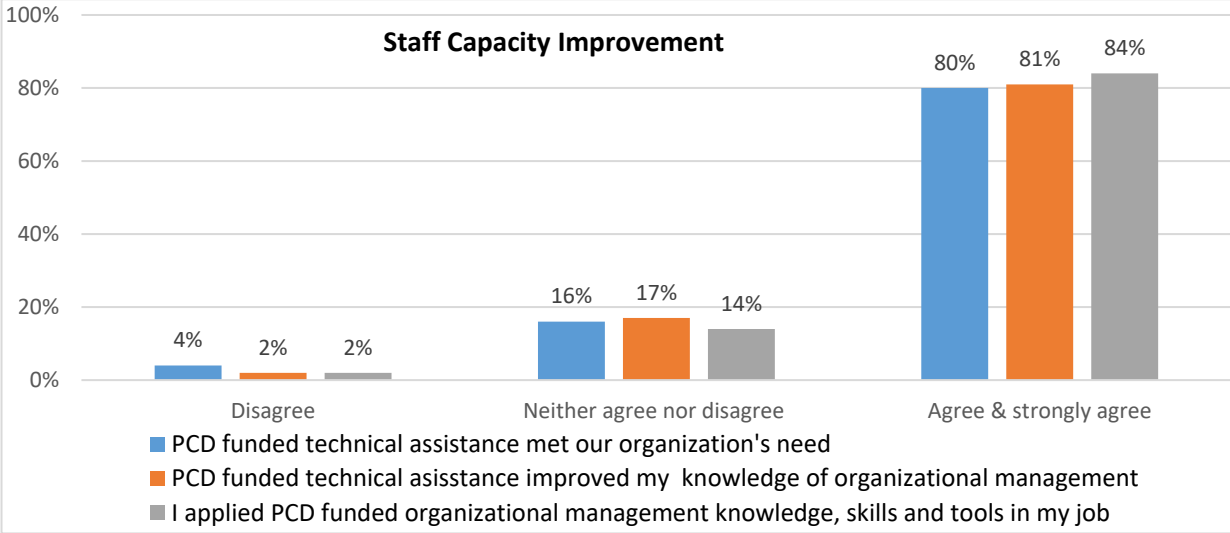
Under Component 1, PCD conducted outcome surveys with 9 target organizations and 133 organizational staff responded to the surveys. The two charts indicate the survey results regarding organizational capacity improvement and staff capacity improvement:

Chart 03: Outcome survey highlights regarding organizational capacity improvement under Component 1



The chart indicates that 84% of respondents agreed and strongly agreed that they applied the new knowledge, skills and tools into their works. 59% of the respondents agreed and strongly agreed that the new knowledge, skills and tools of organizational management supported by PCD were used by their work colleagues to inform their work and/or influenced their decision making. At the organizational level, 77% of respondents agreed and strongly agreed that their organization’s performance was improved as a result of PCD funded technical assistance.

Chart 04: Outcome survey highlights regarding organizational staff capacity improvement under Component 1



The chart indicates that 80% of respondents agreed and strongly agreed that PCD funded technical assistance met their organization’s need. 81% of respondents agreed and strongly agreed that PCD funded technical assistance improved knowledge of organizational management. 84% of respondents said that they applied PCD funded organizational management knowledge, skills and tools in their jobs.

PCD identified that the reason why some staff did not find the trainings useful was caused by lack of understanding of their organization’s needs. In addition, some of the respondents only recently joined the target organizations so they were not familiar with the internal needs for improvement.

Below is a selection of photos of technical assistance activities implemented at target organizations under Component 1



Photos of technical assistance activities under Component 1

B. Achievements of Component 2 and 3: Institutional Capacity Building for Potential Target Organizations and Cross Sector Common Themes

The results of the training needs assessment for the potential organizations in Components 2 and Component 3 provided similar outcomes, therefore PCD recommended to incorporate all local organizations under these two Components into one group and designed the Organizational Development Trail (ODT) Training Program.

The below table shows the quantitative results of Component 2 and 3:

Table 02: Achievements of Component 2 and 3

Indicator	Planned	Achieved
Number of organizations received capacity building training	19	21
Number of people attended training	850	1844
Number of capacity building implemented (training, coaching, consultation)	113	136

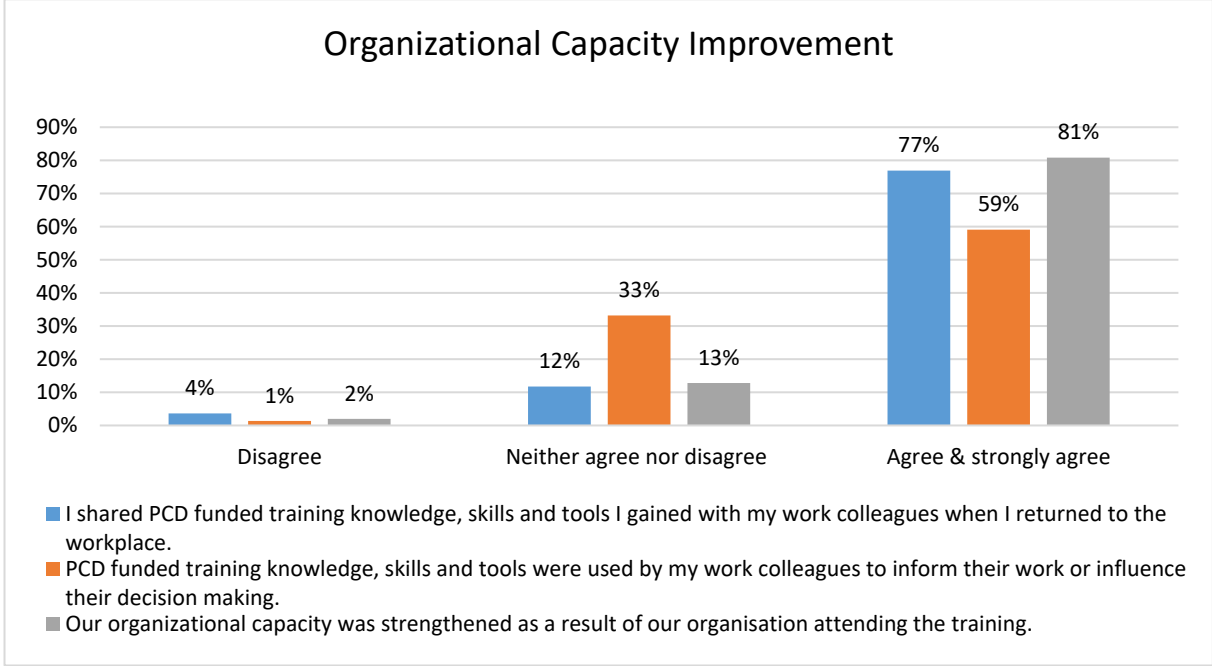
The program exceeded its expectations regarding the number of organizations and participants taking part in capacity building trainings.

The significant increase in the participants numbers was a result of PCD providing training to participants at the training rooms as well as providing follow up coaching to other organizational staff at their workplaces.

Outcome survey highlights of Component 2 and 3:

In Component 2 and 3, PCD conducted 13 outcome surveys and 226 staff responded to the surveys. The two charts below show the survey results regarding organizational capacity improvement and staff capacity improvement.

Chart 05: Outcome survey highlights regarding organizational capacity improvement under Component 2 and 3.

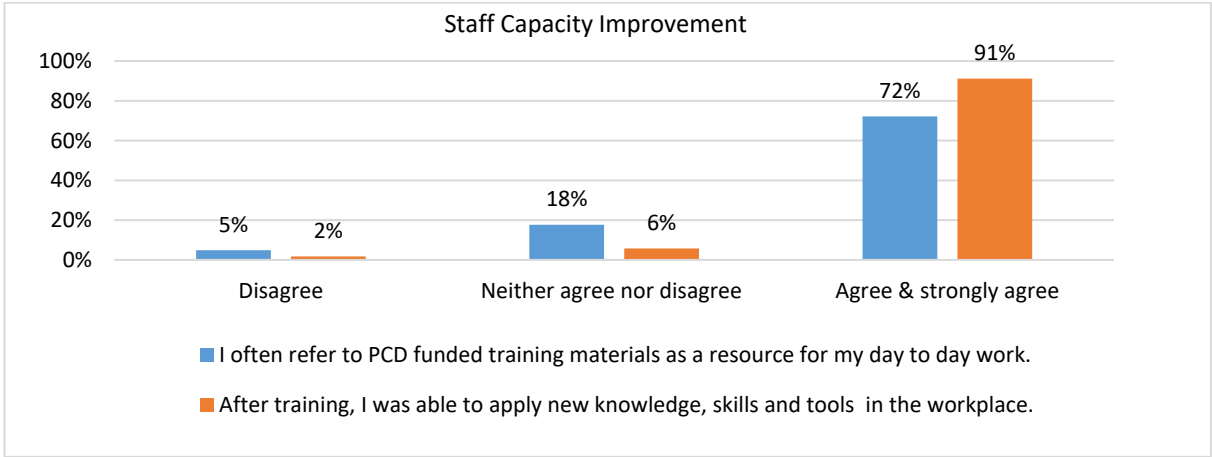


The chart shows that 77% of respondents agreed and strongly agreed that they shared PCD funded training knowledge, skills and tools they gained with their work colleagues when they returned to workplace. 59% of respondents agreed and strongly agreed that PCD funded training knowledge, skills and tools were used by their work colleagues to influence their decision making.

81% of respondents agreed and strongly agreed that their organizational capacity was strengthened as a result of their organization attending the training.

Since the outcome surveys were conducted shortly after the training, it would be more valuable if they were conducted at least 6 months after the training or later so that the participants could have had a chance to implement changes in their organizations.

Chart 06. Survey results regarding staff capacity improvement



The chart shows that 72% of respondents agreed and strongly agreed that they often refer to PCD funded training materials as a resource for their day to day work. 91% of respondents agreed and strongly agreed that after training, they were able to apply new knowledge, skills and tools in the workplace.

Below is a selection of photos from the Organizational Development Trail Trainings implemented under Component 2 and 3



Photos of Organizational Development Trail Training under Component 2 & 3

C. Achievements of Component 4: Capacity Building for Staff of GVN Agencies Who Are Working With USAID

Table 03: Achievement of Component 4

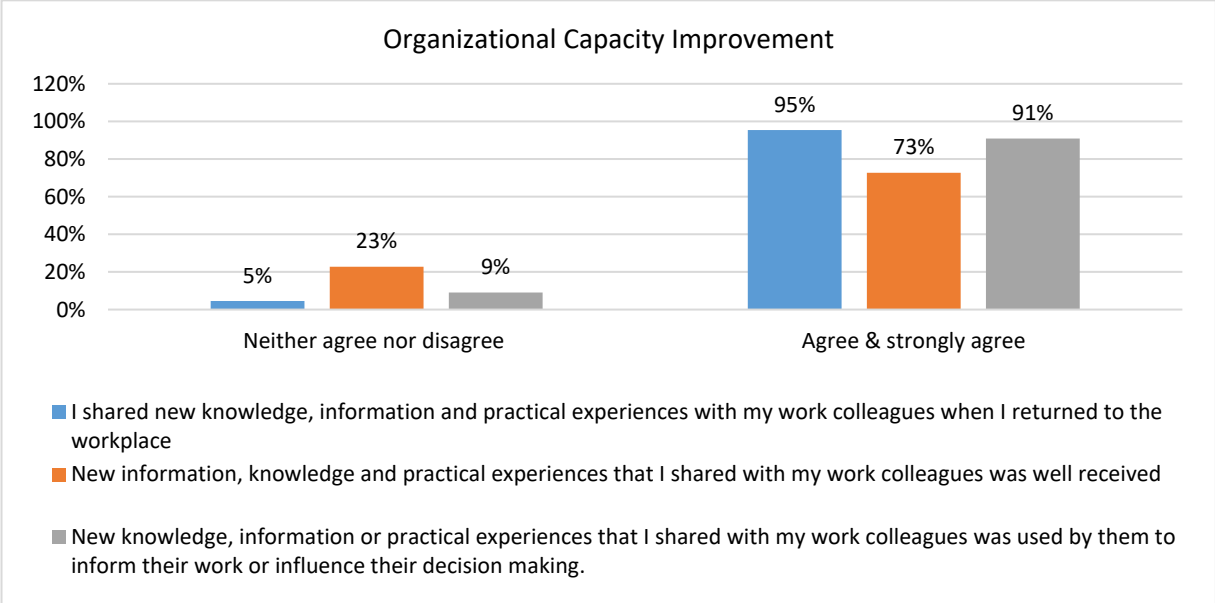
Indicator	Planned	Achieved
Number of exchange trainings organized	10	15
Number of organizations received capacity building trainings	115	150
Number of people received capacity building training	246	250
Number of workshops organized	15	40
Number of participants attended the workshops	246	1500

There were 15 study tours organized for GVN agencies that took place in the U.S and one Third Country, Thailand. The theme of the tours focused on disabilities, rehabilitation, agent orange remediation, clean energy and environment. As a result, 250 government officials from 150 organizations received capacity building trainings. PCD supported USAID’s partners and government agencies and organized 40 workshops. As a result, 1,500 participants attended the workshops. The significant increase in the number of workshops and participants was a result of PCD implementing USAID’s ad-hoc requests which were not projected in the annual workplan.

Outcome survey highlights of Component 4:

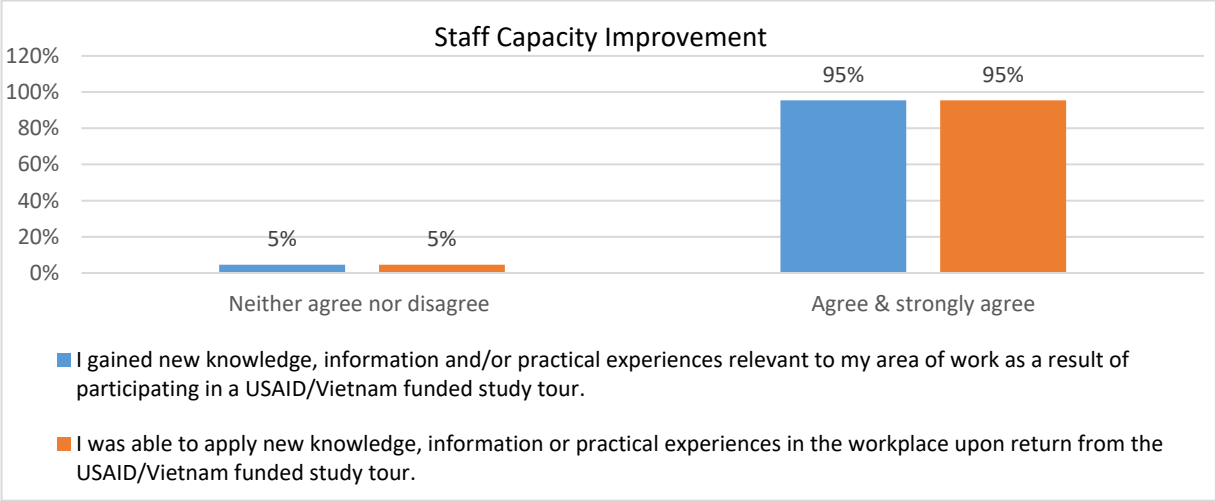
In component 4, PCD conducted 8 outcome surveys and 66 government officials responded to the surveys. The two charts show the survey results regarding organizational capacity improvement and staff capacity improvement.

Chart 07: Outcome survey highlights regarding organizational capacity improvement under Component 4.



The chart shows that 95% of respondents agreed and strongly agreed that they shared new knowledge, information and practical experiences with their work colleagues when they returned to the workplace. 73% of respondents agreed and strongly agreed that new information, knowledge and practical experience that they shared with their work colleagues were well received. 91% of respondents agreed and strongly agreed that new knowledge, information or practical experience that they shared with their work colleagues were used by them to inform their work or influence their decision making.

Chart 08. Survey results regarding staff capacity improvement



The chart shows that 95% of respondents agreed and strongly agreed that they gained new knowledge, information and/or practical experiences relevant to their area of work as a result of participating in a USAID/Vietnam funded study tour.

95% of respondents agreed and strongly agreed that they were able to apply new knowledge, information or practical experiences in the workplace upon return from the USAID/Vietnam funded study tour. The high percentage of respondents provided good feedback about the PCD's funded study tours and showed the good impact to their organizational capacity improvement and staff capacity improvement.

Below is a selection of photos from study tours and workshops under Component 4



Photos of study tours and workshops under Component 4

III. M&E PROGRESS REPORT FOR 5 YEARS

Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	FY 2015 (Y1) Result	FY 2016 (Y2) Result	FY 2017 (Y3) Result	FY 2018 (Y4) Result	FY 2019 (Y5) Result	Total
#1: Number of Vietnamese NGOs/ institutions improving performance as a result of USG assistance through PCD program⁹	<p>This indicator calculates number of target organizations that receive PCD funded technical assistance and/or participant training. PCD also collect separate data on the institutions that improve their institutional performance as a result.</p> <p><i>Unit: Institution–time; Type: Outcome</i></p>			Outcome surveys Interviews PII	12	249	185	131	111	688
#2: Number of people receiving capacity building training as result of USG assistance through the Partner Capacity Building (PCD) program	<p>This indicator counts all persons-times from VNGOs/ institutions who receive PCD funded capacity building training. PCD capacity training involves all types of learning such as training workshops, conferences, meetings, coaching, study tours, etc. and can be conducted full-time, part-time, transfer of knowledge, skills, or attitudes through structured and less structured means under components 1-4.</p> <p><i>Unit: Person–time; Type: Output</i></p>	Annually	Quarterly	Participant sign-in sheets USAID TraiNet	280	692	423	251	198	1844

⁹ This indicator reports number of USG assisted organizations and/or service delivery systems strengthened who serve vulnerable populations (coded in PMP as 3.3.2-15Z) and number of VNGOs/institutions improving performance as a result of USG assistance through PCD program.

Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	FY 2015 (Y1) Result	FY 2016 (Y2) Result	FY 2017 (Y3) Result	FY 2018 (Y4) Result	FY 2019 (Y5) Result	Total
#3: Number of awards made directly to local organizations	This indicator counts all awards that are made directly by the USG to local institutions each fiscal year. <i>Unit: Award; Type: Outcome, Standard</i>	Annually	Quarterly	Local organizations record Interviews USAID records	4	3	3	2	1	13
#4: Number of outreach activities conducted to identify organizations/agencies/ groups for technical assistance from USAID	This indicator counts all activities or programs that are conducted to approach organizations/ agencies/ groups of population for support under components 1-5. Outreach activities can be meetings, workshops, interviews, visits or those that target to certain groups of people to support USAID's events. <i>Unit: Activity; Type: Output</i>	Annually	Quarterly	Meeting notes/reports	16	59	15	16	10	116
#5: Number of organizations/institutions/ agencies/ groups selected to build institutional capacity	This indicator counts current and new VNGOs/ institutions/ groups and agencies that are selected to receive capacity building supports from PCD under component 1. <i>Unit: Institution-time; Type: Output</i>	Annually	Quarterly	MOUs Requests from USAID	5	8	4	3	3	23
#6: Number of targeted organizations /institutions/ agencies/ groups	This indicator counts all current & new organizations that are selected for capacity assessment by PCD under components 1-4.	Annually	Quarterly	MOUs Meeting notes/reports	5	4	3	7	8	27

Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	FY 2015 (Y1) Result	FY 2016 (Y2) Result	FY 2017 (Y3) Result	FY 2018 (Y4) Result	FY 2019 (Y5) Result	Total
selected for capacity assessment	<i>Unit: Institution-time; Type: Output</i>			Requests from USAID						
#7: Number of interventions provided to build institutional and individual capacity	This indicator counts all interventions and activities conducted by PCD to build capacity for targeted organizations and individuals under components 1-4. Interventions can be TA, training, workshop, on-the-job training, coaching, study tour, exchange visit, and others as appropriate. <i>Unit: Intervention/Activity; Type: Output</i>	Annually	Quarterly	MOUs Participant sign-in sheets USAID TraiNet Meeting notes/reports	34	48	26	21	17	146
#8.1: Proportion of people who report increased self-efficacy at the conclusion of USG supported training/programming¹⁰	This indicator calculates % of people from VNGOs who report/believe their own improved ability (knowledge and skills) to complete tasks and reach goals after PCD capacity building activities for components 1-4. <i>Unit: %; Type: Outcome, Custom</i>	Annually	Quarterly	Outcome surveys Interviews Pre-and post-knowledge tests			80% ¹¹	81%	82%	81%
#8.2: Proportion of female who report increased self-	This indicator calculates % of female from VNGOs who report/believe their own improved ability (knowledge and	Annually	Quarterly	Outcome surveys Interviews			80% ¹³	77%	79%	79%

¹⁰ This indicator has been collected since year 3.

¹¹ This number has been collected since year 3. It calculates the average proportion of people who report increased self-efficacy at the conclusion of USG supported training/programming.

¹³ This number has been collected since year 3. It calculates the average proportion of female who report increased self-efficacy at the conclusion of USG supported training/programming.

Indicator	Description & Unit of Measurement	Due Date for DQA	Reporting Frequency	Data Source & Collection Method	FY 2015 (Y1) Result	FY 2016 (Y2) Result	FY 2017 (Y3) Result	FY 2018 (Y4) Result	FY 2019 (Y5) Result	Total
efficacy at the conclusion of USG supported training/ programming¹²	skills) to complete tasks and reach goals after PCD capacity building activities for components 1- 4. <i>Unit: %; Type: Outcome, Custom</i>			Pre-and post-knowledge tests						

¹² This indicator has been collected since year 3.

CHAPTER IV: LESSONS LEARNED AND RECOMMENDATION

I. CHALLENGES AND SOLUTIONS

Challenge 1. Project Registration and VAT Refunds were one of the key challenges. IIE tried hard to work with VUSTA, PACCOM, VNGOs and other organizations to complete the project registration for the PCD program. As PCD was a cross cutting program, and GVN ministries and agencies organize themselves in silos, it was very difficult to find a single partner who was willing to partner with IIE to register the PCD program in Vietnam. As IIE was not able to register the PCD Program it was also not possible to gain VAT refunds from the Hanoi Tax Office (HTO), as IIE could not provide them with prerequisite documents i.e. certificate of project registration and letter from the Ministry of Planning and Investment (MPI).

Solution 1. During the project implementation, IIE/PCD updated the USAID COR at bi-weekly meetings as well as meetings with USAID/ Vietnam Contracting Officer (CO) on the project registration process and VAT refund and continued to ask for advice and guidance. PCD also met with HTO, Tax Consultants and other USAID's implementing partners that were able to obtain VAT exemption to understand the VAT refund process. Right after VUSTA announced that the PCD project was not approved in Oct 2017, PCD met with the CO and COR to discuss VAT refund and VAT Waiver. PCD received advice to document all the measures taken to secure the refund and submit the VAT waiver memo explaining why those measures failed. IIE/PCD continued to identify local organizations and government agencies for partnership with IIE/PCD to obtain project registration and documented all efforts to obtain the registration and reported this documentation to USAID. As a result, the USAID/Vietnam CO approved IIE's request and determined that the VAT incurred from July 9, 2014 to September 30, 2019 under IIE's contract is considered as an allowable cost.

Challenge 2. PCD was a cross cutting program providing support to a diverse range of TOs and GVN agencies across a broad range of subject matter areas (SMAs) such as climate change, low emission energy, disabilities, dioxin remediation (Agent Orange), Trans-Pacific-Partnership Agreement, illegal wildlife trade, and organizational development (including, organizational strategy, financial management, human resources, monitoring and evaluation, market research, and business development). PCD was a small team of five staff and did not have a team of specialists with specific backgrounds in all of the SMAs. PCD was not being asked to provide technical inputs for these SMAs but having some background and knowledge of the SMA would enable PCD to better engage with, and respond to, requests to assist USAID/Vietnam, other IPs, and GVN agencies.

Solution 2. When possible PCD partnered with other USAID IPs, who could provide technical inputs. When this approach was not possible, PCD sought informal support from other USAID IPs and stakeholders. PCD staff has learnt more about specific sectors such as disabilities - rehabilitation and climate change through their interactions with TOs, USAID/Vietnam, IPs, and GVN agencies with whom they worked. PCD staff also participated in technical meetings with partners and target groups to understand more

about the technical requirements and expectations, so that PCD could design more appropriate support to meet their technical requirements.

Challenge 3. Availability of Component 1 target organizations (TOs) made it difficult for technical assistance inputs to be completed in a timely manner. Although an action plan was developed for each area of technical assistance and timing of inputs was agreed with each TO, the TOs often failed to meet agreed dates to attend meetings, provide feedback, or be available to work with local and international consultants. As a result, technical assistance activities often had to be carried out for a long time, especially some technical assistance activities had to be carried out in 12 or 15 months. This made PCD and its subcontractors spend more time in implementing and monitoring the TA activities, as well as taking time to complete administrative procedures to extend the task orders with subcontractors.

Solution 3. PCD staff worked closely with PCD subcontractors and TOs to set realistic timeframes when planning and agreeing to a timetable, monitor progress more closely, and raise delays with the TOs and subcontractors to encourage them to progress in line with the agreed timetable. In some cases, PCD met with TO leaders separately to discuss problems during the working process between the TO staff and a subcontractor, from which the TO leaders directed and facilitated their staff to prioritize their time to work with PCD subcontractors to complete the TA according to the agreed timetable.

Challenge 4. When PCD worked directly with GVN agencies (for example VUSTA, VAVA and provincial departments), it was sometimes difficult for GVN agencies to make timely decisions due to their internal management and leadership structures. In particular, PCD experienced challenges gaining approval for participants travelling on four (4) regional disabilities study tours to Thailand. In one case, a group of five (5) participants from Tay Ninh Province could not secure approval to travel from local authorities and were unable to attend the proposed study tour, which would have greatly benefited them.

Solution 4. PCD agreed with the GVN upfront on the specifics of the assistance to be provided and documented specifics via email, with a check list of items for which each party was responsible to deliver. PCD also developed work plans and discussed with partners, 5 or 6 months in advance, so that GVN could have more time to prepare. In case GVN did not assign their staff to attend, PCD also planned to have alternates to ensure sufficient number of participants were in the study tour.

Challenge 5: At the beginning of the PCD, USAID authorized the use of the HICD approach method which was relatively new and not all stakeholders were familiar with the methodology. Vietnamese organizations and key stakeholders tended to address performance issues primarily through training and were not aware of the need to focus on improving organizational systems to achieve sustainable change.

Solution 5: PCD successfully guided the expectations of TO staff toward understanding how improved organizational dynamics directly impacts effectiveness. PCD used a proactive rather than reactive method and analyzed the causes of performance gaps and proposed the solutions for improvement.

II. LESSON LEARNED

Lesson learned 1: Development of a holistic training program, such as the “Organizational Development Trail (ODT)” led to a very positive response from participating organizations. The ODT program included a rapid organizational capacity assessment (R-OCA), agreement with participating organizations about how follow up activities will be designed to assist each organization achieve agreed milestones (outputs), signing of letters of commitment at the beginning of the program and integration of other activities, such as leadership forums and networking events. Setting the right conditions for PCD to partner with local VNGOs is a best practice that should be implemented where possible for all ‘participant training’ programs.

Lesson learned 2: Subcontracting with a local consulting firms such as PEAPROS, MDF Management Consulting and the Asian Institute of Technology Center Vietnam (AITCV) was more efficient, cost effective and led to the sustainable development of reliable local consulting organizations. The capacity of PEAPROS was strengthened by complimenting (where appropriate) their inputs with technical support and value-added inputs from the PCD team and by connecting PEAPROS with well qualified local (Hanoi based) expat experts. MDF Management Consulting was also able to provide PCD with access to a number of expat resources at local rates.

Lesson learned 3: It was crucial for USAID to be involved with initial kick-off meetings with new organizations that were invited by USAID to work with PCD. These meetings were important to ensure that clear expectations were set, PCD was formally introduced and beneficiary questions were answered by USAID before assistance commenced. PCD worked with USAID to hold kick-off and/or meetings to introduce PCD to new GVN ministries, agencies, VNGOs, USAID Implementing Partners and/or other stakeholders to ensure efficiency and effectiveness of PCDs interactions with new partners.

Lesson learned 4: Development of effective relationships is essential for the delivery of the PCD program. This was evidenced by PCD’s ability to establish productive relationships with other USAID IPs, such as VCEP, V-LEEP, and GIG. These relationships were critical to the success of PCD delivering a wide range of participant training and direct assistance in years 2 – 5 of the program.

Lesson learned 5: PCD encouraging the use of briefings between PCD subcontractors (PEAPROS, MDF Management Consulting and AITCV) with relevant USAID technical offices proved to be both effective and efficient for updating USAID offices as well as providing critical information for PCD subcontractors and consultants.

Lesson learned 6: Human recourses, project design and strategic planning are likely to have a more sustainable impact if designed within a holistic program consisting of training leadership development and follow up mentoring and coaching support. Participant training on topics of financial management were also useful.

III. RECOMMENDATIONS

- Since Vietnam became a middle-income country, many international donors withdrew from the country and hence the opportunities for local organizations to access international funding was limited. Local organizations continued to improve their organizational capacity to access other funding sources and adapt to the transformation, therefore providing continuous capacity building opportunities that allow for an uninterrupted development process.
- The result of a desk review of organizational capacity building projects shows that international organizations and donors focus on improving human capacity and technical capacity rather than organizational capacity. There were not many projects like PCD that focused on organizational capacity improvement. In general, capacity building was only one of the components dedicated to improve technical capacity for staff and project implementation. Therefore, PCD would recommend to continue focusing on improving organizational and human capacity to meet the needs of local organizations and solve the gaps in organizational capacity.
- PCD implemented a diverse range of technical assistance (economic growth and inclusion, private sector partnerships and innovation, HIV/AIDS, environmental change, illegal wildlife trade, disabilities and vulnerable populations, education, and agent orange remediation) and participant training programs working with Government of Vietnam (GVN) ministries, agencies, local VNGOs and other institutions. Rather than a large array of technical assistance areas PCD recommends that the focus should be on three or four key sectoral areas such as disabilities, health and environment.

CHAPTER VI: FINANCIAL MANAGEMENT

During the life cycle of PCD project, USAID obligated PCD \$ 6,690,771 and PCD's total expenditures was \$6,559,511 or 98% of its obligation.

PCD has been able to prepare and submit monthly invoices clearly and accurately.

At the end of the project, PCD received approval from USAID to dispose all assets purchased under PCD to four (4) local organizations: Centre for Supporting Green Development (GreenHub), Hanoi Disabled Person Association; Vietnam Association for Victims of Agent Orange/Dioxin (VAVA); and Center for Skills Development and Social Work Knowledge (CSWD). The disposition of the assets was successfully carried out at the end of the contract.

CHAPTER VII: STAFFING

IIE recruited a lean project team of five (5) full-time staff based in Hanoi office, supplemented by targeted technical and administrative support through the part-time level of effort of core professionals and support staff based in the U.S.

Table 04: List of staff at home office and field office

No	Name	Position	Date joined PCD
IIE Home Office staff			
2	David Simpson	Participant Training Director, part time	January 2018
3	Magdalena Biela-Juenge	Senior Program Officer, part time	January 2017
4	Banditi Nkoue	Finance Manager, part time	January 2017
Hanoi Field Office Staff			
1	Robert Letchford	Program Director, full time	Sep 2015 – Feb 2019
2	Hoang Van	Program Manager, full time	Aug 2014 – Sept 2019
3	Hoang Nghe Ha	Senior Program Officer, full time	Dec 2014 – Nov 2018
4	Ly Hue Phuong	Finance Manager, full time	Nov 2014 – Sept 2019
5	Phan, Thi Truc Quynh	Senior Program Officer, full time	Jun 2016 – Dec 2018
6	Nguyen Thi Huong (Replacement of Phan Thi Truc Quynh)	Senior Program Officer, full time	Dec 2018 – Sept 2019

ANNEXES

Annex 01: List of organizations that received technical assistance under the Component 1

No.	Name of organizations	Working sector
1	Centre for Community Health Research and Development (CCRD)	Health Sector
2	Centre for Community Health and Development (COHED)	Health Sector
3	Centre for Promotion of Quality of Life (LIFE)	Health Sector
4	Disability Research and Capacity Development Centre (DRD)	Vulnerable Groups – Persons with disabilities (PWDs)
5	Action to the Community Development Centre (ACDC)	Vulnerable Groups – Persons with disabilities (PWDs)
6	The Sustainable Health Development Centre (VietHealth)	Vulnerable Groups – Persons with disabilities (PWDs)
7	Information, Connecting and Sharing (ICS) Organization	Vulnerable Groups – LGBTs
8	Center for Marine Life Conservation and Community Development (MCD)	Climate Change
9	Vietnam Association for Victims of Agent Orange (VAVA)	Vulnerable Groups – Persons with disabilities (PWDs)

Annex 02: List of Technical Assistance Interventions under Component 1

Technical Assistance Interventions	Performance Improvement Areas
Organisational strategy	<ul style="list-style-type: none"> • Message of the Organization • Introduction of the organization • Expected changes • Strategic Objectives • Strategic priorities • Implementation strategy – Programs • Management and supporting activities
Institutional development	<ul style="list-style-type: none"> • Legal status • Governance structure • Decision making mechanism • Org structure • Org management • Programs management
Organisational M&E system	<ul style="list-style-type: none"> • Review current status and identification of needs • M&E framework at different levels • M&E tools and templates • M&E structure and workflow • Computerize the M&E system online • M&E in-charge officer – Job description • Guideline for implementation of M&E system • Coach on the M&E system
Fundraising	<ul style="list-style-type: none"> • Context and review • Fundraising objective • Assessment of income sources • Approaches to income sources • Fundraising plan • Fundraising database • Donor management • Fundraising M&E • Fundraising tools
Communication and visibility	<ul style="list-style-type: none"> • Communication goal • Target and audience • Information and Message • Channel, tools, materials and tactics • Outputs and products
Human resource strategy and capacity building	<ul style="list-style-type: none"> • HRD Strategy • Action Plan • HRM tools
Financial management system	<ul style="list-style-type: none"> • Financial planning and Budget types • Budget preparation • Good practice in budgeting • Financial sustainability • Restricted funds and reserves

Annex 03: List of organizations that participated in the ODT training program under Component 2

No.	Name of organizations	Working area
1	Center for Creative Initiatives in Health and Population (CCIHP)	Public Health
2	Institute for Social Development Study (ISDS)	Social Development
3	Vietnam Association for Victims of Agent Orange (VAVA)	Vulnerable Groups – Persons with disabilities (PWDs)
4	Project RENEW - Restoring the Environment and Neutralizing the Effects of the War	Environmental remediation
5	Vietnam Red Cross (VNRC)	Social development
6	Center for Environment and Community Research (CECR)	Environment
7	Environment Development Action (ENDA)- Vietnam, HCMC	Environment
8	GreenHUB	Environment and development

Annex 04: List of Organizational Development Trail (ODT) training programs

Training topics	Training contents
Governance and Strategic Planning	<ul style="list-style-type: none"> • Concepts of Governance • Concepts of Strategic Planning • Terminology and tools including Vision, Mission and Values, Context Analysis and Organizational Assessment (PESTLE and SWOT) • Strategize and formulate strategic options • Review and critique strategic planning • How to develop a Strategic Plan
Leadership and People Management	<ul style="list-style-type: none"> • Leadership and people management to delivery of organizational strategy. • Framework for effective task assignment. • Leadership process for effective working together in a team, as well as team meetings and project management. • Different leadership styles with different people in different contexts (situational leadership).
Project Design and Management	<ul style="list-style-type: none"> • Steps and tools in project design. • Logical framework • Project objectives and select intervention strategies • Risks assessment • Indicators formulation • Project monitoring and management system • Management of donor and stakeholder expectations • Evaluations for organizational learning and strategic management • Follow up steps (coaching)
Human Resource Management	<ul style="list-style-type: none"> • The organization to achieve its purpose effectively. • Efficient delivery of outcomes. • Increased confidence and trust from development partners and the community. • Implementation and use of effective systems. • Best use of the capabilities and potential of staff. • Creation of a positive work environment where people can give of their best.
Fundraising & External Relations	<ul style="list-style-type: none"> • Essential components of an integrated fundraising program • Steps in resource mobilization • Matchmaking strategies • Different types of donors and their motivations • Vietnam environment for fundraising • How to find funds • Non-financial sources of income • Resource mobilization plan

Training topics	Training contents
Organizational monitoring and evaluation (M&E).	<ul style="list-style-type: none"> • Monitoring and evaluation at the organization level; • Crucial elements for M&E; • KPI's for defined crucial elements; • M&E plan for your organization.
Financial management and administration	<ul style="list-style-type: none"> • Responsibilities of financial management. • Importance of internal controls. • Financial planning. • General Ledger. • USAID NUPAS requirements. • Needs for financial monitoring. • Risk and risk management. • Organizational financial reserves. • Importance of compliance, especially tax compliance.
Partnership and networking	<ul style="list-style-type: none"> • Organizing forums to exchange/share information and experience • Training on communication skills • Capacity building on advocacy networking • Capacity building networking and partnership with government agencies and other stakeholders

Annex 05: List of social organizations that attended participant training under Component 3

No.	Name of organizations	Working sector
1	Hold The Future	Persons with disabilities (PWDs)
2	Micro-finance & Community Development Institute (MACDI)	Micro-finance and social development
3	Hanoi Deaf Association	Persons with disabilities (PWDs)
4	Inclusive Development Action (IDEA)	Persons with disabilities (PWDs)
5	Hanoi Disabled People Association	Persons with disabilities (PWDs)
6	Hanoi Independent Living Center	Persons with disabilities (PWDs)
7	Quang Binh Disabled People Organization	Persons with disabilities (PWDs)
8	Center for Skills Development and Social Work Knowledge (CSWD)	Persons with disabilities (PWDs)
9	Association for Empowerment of Persons with Disabilities in Quang Binh (AEPD)	Persons with disabilities (PWDs)
10	Center for Community Research and Development (CECORD), Hai Phong City	Community Health and Social Development
11	Centre for Social Initiatives Promotion (CSIP)	Health and Social Development
12	Center for Development of Science Technology and Community Health Care	Community Health and Social Development
13	Vietnam Women's Union	Mass organization
14	Vietnam Association for Victims of Agent Orange (VAVA)	Persons with disabilities (PWDs)
15	Institute for Studies of Society, Economy and Environment (iSee)	LGBT, Rights and Ethnics
16	Vietnam Red Cross (VNRC)	Social Issues
17	Union of Science and Technology Associations (VUSTA)	Science and Technology

Annex 06: List of participant trainings provided to government agencies.

Training topics	Training contents
Dioxin Remediation participant training to the U.S.	<ul style="list-style-type: none"> Two participants training were organized to introduce participants to laboratories and remediation projects in the United States to better inform the Government of Vietnam’s (GVN’s) participation and review of USAID’s Environmental Assessment of Dioxin Contamination at Bien Hoa Airbase project, as well as the development and review of the GVN’s Environmental Impact Assessment of the selected remediation/ containment strategy at Bien Hoa.
Regional Disabilities Participant Training to Thailand	<ul style="list-style-type: none"> Four participant trainings were designed to bring selected senior GVN officials, specifically from the Ministry of Health and related ministries, and provincial hospital managers, doctors from Binh Phuoc, Quang Nam, Binh Dinh, Quang Tri, Thua Thien Hue provinces to Thailand to learn about integrated disability rehabilitation services in order to adapt good practices to their own context in Vietnam.
Forensic Science Training Workshop to the U.S.	<ul style="list-style-type: none"> Objective of this training was to provides capacity building for Vietnamese scientists to advanced forensic science, technology in DNA testing and its application to the legal system.
Comparative study tour to visit forensic DNA laboratories in the U.S.	<p>The purpose of the training was to improve the capacity of Vietnamese forensic scientists, especially in DNA testing procedures and laboratory management.</p> <p>Partners joining in this study tour were Vietnamese public institutes whose laboratories conduct DNA analysis in Vietnam, and are also the key members in the new Vietnamese Government's project on unidentified war-era remains.</p>
The Vietnam National Committee on Disabilities and Partners (NCD) Study tour to the U.S.	<ul style="list-style-type: none"> The participants included ten delegates from governmental and non-governmental institutions in Vietnam, including National Committee on Disability (NCD) members and other disability stakeholders. Objectives of the training were to identify ways to advise the government of Vietnam on both the continued improvement of, and development of, policies and regulations for the rights of people with disabilities. Identify the roles of private sector institutions in providing services and advocating for employment of persons with disabilities in the U.S. and determining barriers to implementation to successful application of these models in the Vietnamese context.

Training topics	Training contents
Vietnam Low Emission Energy Program (V-LEEP) Study tour to the U.S.	<ul style="list-style-type: none"> The objective of the training was to strengthen the capacity of V-LEEP’s Government of Vietnam (GVN) counterparts to support implementation of the V-LEEP program. This objective was achieved through a series of meetings with U.S. government energy officials, international finance organizations, energy regulators, public and private sector developers, renewable energy associations and select industry representatives.
Vietnam Clean Energy Program (VCEP) Study Tour to the U.S.	<ul style="list-style-type: none"> Over the course of the 11-day trip, 8 Vietnamese delegates from the Ministry of Construction and the Ho Chi Minh City Department of Construction, as well as 3 Winrock International staff and 2 PNNL staff, visited a number of locations to learn about the development and implementation of energy efficiency in the construction sector, building codes, architecture, and urban planning. The study included technical training, seminars, and site visits designed to help show the delegates how energy efficiency in the building sector is implemented on a practical basis.
Emerging Partnership for Development Study Tour to the U.S.	<ul style="list-style-type: none"> This peer learning event facilitated exchange of practical solutions for expanding cooperation among development partners and encourage contribution and collaboration in support of the 2030 Agenda for Sustainable Development’s renewed emphasis on development partnership. The objectives were to exchange knowledge on: <ul style="list-style-type: none"> Models and mechanism conducive to cooperation Organizational comparative advantages and/or high-impact collaborations Collaboration to find solutions to common cooperation challenges USAID’s private sector engagement seminar.
Study tour to the U.S. on Government Inter-agency Coordination for Effective Implementation of FTA	<ul style="list-style-type: none"> The objective of the study tour was to provide participants with first-hand knowledge from the U.S Government experiences implementing free trade commitments and other legal and regulatory reforms and support the Government of Vietnam’s efforts to improve its policy-making and implementation processes in preparation for the TPP.
Lower Mekong Research Collaboration Initiative (LMRCI) visit to the U.S.	<ul style="list-style-type: none"> The objectives of this training were to connect Vietnamese and U.S. institutions and scientists on issues facing the Mekong Delta, including climate change; to build the capacity of key Vietnamese institutions and establish relationships with important stakeholders in the Mekong Delta region are especially valuable for programming under Environment and Social Development portfolio.

Annex 07: List of trainings provided to VUSTA and its organizational members.

Training topics	Training contents
Policy Research Project Design and Management Training	<ul style="list-style-type: none"> • Conceptualizing the policy framework • Specifying Research problems and Objectives • Identifying the policy impacts and related factors • Design and Methodology, Design in Action • Conceptualization of the policy solutions • Identify potential policy alternatives • Analysis and select best alternative for implementation
Policy Research Design Monitoring & Evaluation System Training	<ul style="list-style-type: none"> • M&E indicators related to output, outcome and impact in project planning and implementation. • M&E system to support the development of their team projects. • Key features of a database of Monitoring & Evaluation (M&E) system used by an organization to monitor and evaluate policy research projects. • SMART indicator. • Results chain for a research project.
Policy Research Report Writing Skills	<ul style="list-style-type: none"> • Defining the problem/significant findings in their Policy Research Project in writing and presenting. • Developing the policy option matrix. • Writing an effective Executive Summary for the Policy Problem in their research proposal. • Writing a specific Policy Brief for the decision makers and key stakeholders. • Developing a project proposal to meet donor funding requirements and reviewing the proposal according to donor evaluation criteria. • Demonstrating train-the-trainer (ToT) skills in proposal development and evaluation.
Fundraising and External Relations Training (FER)	<ul style="list-style-type: none"> • Essential components of an integrated fundraising program • Steps in resource mobilization • Matchmaking strategies • Different types of donors and their motivations • Vietnam environment for fundraising • How to find funds • Non-financial sources of income • Resource mobilization plan

Annexes 08 through 16: Success Stories.

Annex 08: Hanoi Association of Persons with Disabilities (DP Hanoi).

Title: Improved leadership to meet new organizational operations and funding requirements.

Ms. Duong Thi Van, President of the Hanoi Association of Persons with Disabilities (DP Hanoi), has struggled to effectively lead her association within the local climate of ever-changing operations and policies. She, like many other civil association leaders in Vietnam, has found it difficult to adjust to the government's budget cuts for civil associations while also adhering to the introduction of new regulations that affect the funding for VNGOs. In this midst of this change, Ms. Van has also had to reorient DP Hanoi to accommodate the shifts in donors' funding policies and thematic areas.

According to Ms. Van, "The operation and funding context is changing very fast in Vietnam. Most of the VNGO leaders in the disability community come from a technical background who work to address PWDs' pressing social needs. Like them, I was not trained to become an effective leader and manager. I did not know how to effectively operate and sustain DP Hanoi so that we can continue to support PWDs."

Supported by USAID, Ms. Van attended two three-day Partner Capacity Development (PCD) trainings in Hanoi to help overcome this knowledge gap. Through the trainers and participants of the Fundraising Workshop (2016) and Governance & Strategic Planning (2017), she gained the knowledge and hands-on experience to implement an effective governance strategy, in addition to learning how to approach a more diverse range of donors in Vietnam.

With the assistance of PCD, Ms. Van shared her new knowledge and skills with the association's steering committee members. She then led the review and revision of the 2017-2022 DP Hanoi Strategic Plan to make it clear in terms of vision, mission, core values and objectives. The 2018 operation plan was subsequently developed and implemented in line with the Strategic Plan. Ms. Van has also drafted clear TORs for the steering committee members, differentiating the roles of governance and management. She is now setting up the association's advisory board to help guide the further development of DP Hanoi.

DP Hanoi has also changed the way it raises funds. Ms. Van now understands the importance of having a fundraising strategy in place, as well as the relationship between fundraising and communications efforts. The association has begun approaching new donors, especially in the private sector. It has developed a donor database and maintains contact with them about what they do to support PWDs in Hanoi. Based on the Strategic Plan, Ms. Van has asked the Abilis Foundation to support the development and implementation of DP Hanoi's communication plan. Finally, DP Hanoi has developed a proposal entitled, "Sustainable Model of Clean Vegetable Planting for Improving the Inclusion of Women with Disabilities in the Van Tu and Van Nhan communes, Phu Xuyen district, Hanoi," which has been submitted to USAID for funding consideration.

"With PCD support, new things are happening in DP Hanoi. We are setting up systems and processes to ensure potential donors that we are implementing effective governance, accountability and compliance with the law and regulations. We are now more confident to approach them and share with them what we do and seek their common interest in supporting PWDs in Hanoi. It is more effective!" (Ms. Van).

**Annex 09: Centre for Marine Life Conservation and Community Development (MCD).
Title: Building local NGO and private sector relationships to protect Vietnam’s coastal environment.**

Since 2003, the Centre for Marine Life Conservation and Community Development (MCD) has worked closely with coastal communities in Vietnam to support community development while preserving natural biodiversity. As traditional donors in the development sector downsized their spending in Vietnam, MCD recognized that the operations and funding context had changed, and it would need to adjust its strategy. Accordingly, it identified partnerships with private sector companies as a way to build a sustainable future for both the NGO and the coastal communities it aims to protect.

As MCD established a relationship with General Motors (GM) Vietnam, it realized that it would need to enhance its organizational capacity to meet the needs of this new partnership. USAID’s Partner Capacity Development Program (PCD) supported two MCD staff to attend its 3-day training of fundraising and external relations in July 2016. Ms. Hue, the Director of MCD, stated, “It was the training and technical assistance provided by PCD that built MCD’s institutional and human capacity through drafting organizational and fundraising strategies along with communication tools to execute them. I believe the assistance provided by PCD allowed MCD to develop a clear vision for the future and to think more broadly about fundraising, external relations and the development of new private sector partnerships. MCD now has benchmark fundraising targets, which include building relationships with private sector companies such as GM Vietnam.”

As a result of their new partnership, MCD worked with GM Vietnam to co-sponsor an event celebrating World Environment Day on June 24, 2017, in Nam Dinh province. The event, which was in support of the Red River Delta Adaptation and Youth (READY) program, aimed to raise the public awareness of the role that mangroves play in mitigating the impacts of climate change and protecting the marine environment. 100 GM Vietnam employees, executives, and dealers joined 200 local youth volunteers to plant over 500 mangrove trees at the Xuan Thuy National Park. In the spirit of corporate social responsibility, GM Vietnam also worked with MCD to build a playground made from recycled materials, such as old tires, for children in the Giao Thien Commune.

MCD is now demonstrating its capacity to implement a fundraising strategy which leverages private sector relationships to access corporate social responsibility (CSR) funds while raising awareness within the business community of development challenges in Vietnam. In the words of Ms. Hue, “MCD has worked closely with coastal communities to address their development challenges and I hope that this partnership with GM Vietnam is the first of many private sector partnerships for MCD and that this model of partnership between VNGOs, the private sector and local communities will become increasingly widespread in Vietnam.”

Annex 10: Regional Disabilities Study Tour.

Title: Leader uncovers new ideas to care for persons with disabilities.

Before entering the 10th grade, Hoang Manh Hoai faced the most difficult decision of his young life. A horrible spell of weather had wiped out all the crops on his family's farm overnight. With the family's source of income gone, Hoai, the eldest of seven children, knew he had to help. He then made the unenviable choice to drop out of school.

The family's luck turned a year later but the time Hoai had spent toiling for his loved ones left an indelible imprint in his mind. That year instilled in Hoai the value of education and learning. "Knowledge is endless, so we need to improve ourselves every day," said Hoai, reflecting on his family's woes from three decades earlier. "When we study, even just a little bit, it can make a huge difference on ourselves."

The mindset of perpetual learning carried Hoai through university and beyond. Over the years, he has earned a medical doctorate and joined Vietnam's Ministry of Health (MOH), where he currently serves as the Head of Medical Service for the Binh Phuoc Department of Health. He is responsible for overseeing the MOH's services for the nearly one million residents in the province. Chief among his duties is ensuring that disabled persons receive the care and support they need to lead healthy, active, and rewarding lives.

Due to his department's limited resources and facilities, Dr. Hoai is perpetually looking for new ideas that will improve the services his department provides. When Dr. Hoai heard about the opportunity to join a USAID-funded study tour of disability services in Thailand, he knew it would open new doors for growth.

The program brought 11 Vietnamese policymakers and medical practitioners to Bangkok in April 2018 to learn about the comprehensive rehabilitation services offered in Thailand. During the tour, Dr. Hoai engaged with leading healthcare policymakers, hospital managers, and public health officials in Thailand who shared their knowledge about integrating inpatient and outpatient care and delivering high-impact rehabilitation services.

Dr. Hoai left Bangkok with new ideas to improve the efficiency of health services in Vietnam. He also gained hands-on experience using cutting-edge prosthetics and innovative technologies that are greatly improving the lives of disabled individuals. It was visiting with patients in the hospital and the community, though, that made the deepest impression on Dr. Hoai. "I found out that people with disabilities, whether you're in Vietnam or Thailand, need care from the community," Dr. Hoai said.

Interacting with community members made it apparent to Dr. Hoai that Vietnam lacked the same organized system of peer support from community and family members, as well as home visits from medical volunteers and professionals. He then began thinking about how he could develop the same community support model in Binh Phuoc. Alongside his colleagues Drs. Le Anh Tuan, Phan Van Tap, and Nguyen Thanh Hoi, Dr. Hoai first assessed the potential of a Binh Phuoc model, built key local partnerships to support the initiative (such as the local Women's Union and Elderly Union), and then found the necessary resources and facilities to take action.

In June of 2018, Dr. Hoai and his colleagues officially launched the Tan Hiep Community-based Rehabilitation Center, the first of its kind in the province. The center serves as the focal point for rehabilitation care for the elderly and people with disabilities in Tan Hiep Commune. The center houses both the equipment and resources needed to provide quality rehabilitation care for its target population. It also has a team of dedicated doctors and health volunteers who

make regular visits to the patients' homes, thereby providing personalized care and reducing the burden on families. It's the human element that is too often overlooked in healthcare, and Dr. Hoai is on a mission to fix that problem for his loved ones and the thousands of constituents who depend on him.

Annex 11: Center for Environment and Community Research (CECR).

Title: Achieving project targets through new leadership strategies.

Ms. Dinh Thu Hang is a Project Officer at the Center for Environment and Community Research (CECR), a local Non-Governmental Organization (NGO) that works to protect and restore the environment. Ms. Hang trains and supports stakeholders to implement CECR models of waste classification in Danang, one of Vietnam's biggest tourist destinations.

When Ms. Hang began working at CECR, she found it difficult to effectively engage her team and stakeholders to implement project activities, which often resulted in their projects being behind schedule. USAID recognized the need for representatives from local NGOs, like Ms. Hang, to improve their knowledge and skills to manage and implement activities and helped organize a Leadership and People Management training in March 2018. At this training, Ms. Hang not only learned new leadership and management skills, but she also had the opportunity to reflect on her work and her role at CECR.

As a result of the leadership training, she was able to realize that she needed to manage relationships differently. Ms. Hang has since adjusted her approach to differentiate between team members' styles to achieve the project's common targets. For example, she provides more autonomy to those with more advanced knowledge and skills while working one-on-one with less experienced team members.

"I have learned that I must change myself to work effectively with my team and stakeholders. In a small group like ours, I need to perform both management and leadership roles to inspire the shared vision of a green city and look for innovative ways to improve it," Ms. Hang said. "Thanks to the leadership and people skills training, I have improved my performance a lot!"

USAID's **Organizational Development Trail (ODT) Program**, which runs from November 2017 to November 2018, is aimed to strengthen the human and institutional capacity of Vietnamese non-government organizations (VNGOs) to bid for, receive and manage donor funding. The ODT program consists of 7 technical training courses, 3 leadership forums with coaching and mentoring back in the workplace. To date, 160 persons-time from 15 VNGOs attended 5 training courses and 2 leadership forums.

Annex 12: The Vietnam Association for Victims of Agent Orange/Dioxin (VAVA).

Title: VAVA builds Institutional and Human Capacity to meet new fundraising challenges.

With the donor landscape rapidly changing in Vietnam, Ms. Le Kieu Oanh realized that she needed to find new ways to secure and manage funding if her organization wanted to continue its work supporting victims of Agent Orange/Dioxin. As the Deputy Manager of the Finance Department for the Vietnam Association for Victims of Agent Orange/Dioxin (VAVA), a quasi-government association, Ms. Oanh is keenly aware of changes in the field and their implications for VAVA's future.

VAVA has operated in a highly traditional way since it was established in 2004. Recently, though, the government budget for VAVA operations has been dramatically reduced to 70% and the traditional funding companies no longer support VAVA activities due to their financial limitations. With these changes, Ms. Oanh began exploring new avenues for financial security and growth. This led her to the USAID-funded Organizational Development Trail (ODT) Program.

Taking what she learned in the ODT program, Ms. Oanh has persuaded VAVA senior management to adopt more modern approaches, such as using technology to build new networks. They have upgraded their official website and fan page to provide information on government health care policies, vocational training for Agent Orange victims, and VAVA programs for that population. As of September 2018, VAVA has more than 20,000 followers and a network of over 200 collaborators who work in all different sectors of the government, military, schools, businesses, VNGOs and more, helping VAVA further reach these communities.

With this growing network, VAVA has piloted new funding approaches such as crowdfunding and payable services, in addition to organizing fundraising events. They work with other government and private agencies to organize payable services to raise funds. In 2018 alone, VAVA has raised about \$300,000 USD (6.8 billion VND). These funds will be used to provide housing, food, and scholarships for the victims with difficulties.

Thanks to the institutional management training she also received in the ODT program, Ms. Oanh can lead and manage her team to organize services themselves instead of outsourcing. She now assigns clear tasks with clear expectations and deadlines to staff with relevant skills and coaches them to complete the tasks.

"The ODT program has opened a new world of organizational governance and management knowledge and experience in the development sector, the trend in the world and the development implications for Vietnam that I did not know before. I now know that I can find the answers to any of our questions in the ODT network." said Ms. Oanh.

USAID's Organizational Development Trail Program, which runs from November 2017 to November 2018, is aimed to strengthen the human and institutional capacity of Vietnamese non-government organizations (VNGOs) to bid for, receive and manage donor funding. The ODT program consists of 7 technical training courses, 3 leadership forums with coaching and mentoring back in the workplace. To date, 160 persons-time from 15 VNGOs attended 5 training courses and 2 leadership forums.

Annex 13: Environment and Development Action (ENDA Vietnam).

Title: Training series bring positive changes to Vietnamese NGO.

Like many other NGOs in Vietnam, Environment and Development Action (ENDA Vietnam) found itself facing challenges with its organizational development and staffing. Despite having operated in Vietnam since 1995, ENDA lacked key organizational tools such as an annual work plan and it struggled with staffing issues. It had young staff with high motivation to work, but those staff members also lacked work experience. “As a young and inexperienced [ENDA] staff member,” Ms. Nguyen Thi Hoang Dung noted, “I did not understand work requirements correctly, which led to unexpected outputs and time-management issues.” Recognizing that such issues had a negative impact on its work, which focuses on urban poverty and the environment, ENDA turned to the USAID-funded Organizational Development Trail (ODT) program for organizational support and staff capacity development.

ENDA was selected by the Partner Capacity Development (PCD) Program to send three team members to participate in the seven-course ODT program, which also consisted of three leadership forums. ENDA learned from these trainings that it was crucial to develop an organization sustainably and professionally, apart from solely focusing on fruitful project implementation. As a result, ENDA’s Advisory and Management Board developed its first annual work plan for 2019-2020. Additionally, it also learned the importance of seeking and investing in successors from other participating organizations. ENDA subsequently turned its focus towards staff development and made detailed plans for its staff so that successors would be able to successfully lead and develop the organization in the future.

In addition to assisting ENDA with its organizational development, the ODT program also had a significant impact on individual staff’s capacity development. Ms. Dung came into her position at ENDA as a recent graduate with limited experience implementing large projects. Attending the ODT training courses has subsequently given her new skills that have prepared her to proactively take on new challenges. As a result of her participation in the Project Design and Management course, for example, she noted that she now knows the steps in project formulation, including PESTLE analysis and logframe development. “I had an enabling environment at the workplace where I could apply those tools into practice. This learning platform is a stepping stone to enhance my capacity and to contribute to my organization development.”

ENDA team members also noted that one of the biggest takeaways from the ODT program was learning the importance of effective communication skills and active listening in the Human Resources training. In her daily work, Ms. Pham Thuy Thanh Tuyen had to communicate with many stakeholders. Before knowing how to actively listen, she often received and conveyed inaccurate information and misunderstood messages. Ms. Tuyen has reflected that, “Thanks to the training, I now recognize the important steps of summarizing what I have heard, checking if my understanding had been correct before continuing talking. Since I have applied those steps in active listening, my listening and understanding the messages conveyed has been much more effective.” This in turn has led to improved worked efficiency and more synergy in the team’s work.

Through the learning environment created by the ODT Program, both ENDA's organizational and staff capacity have improved significantly. It has helped ENDA staff develop individually and collectively as a team, which has a direct, positive impact on the projects ENDA is implementing, including USAID-funded projects such as "Towards a Higher Effectiveness of the Informal Sector on Plastics. With new strategies and tools in place, ENDA is now moving forward with a clearer future direction.

USAID's Organizational Development Trail Program, which ran from November 2017 to November 2018, was aimed at strengthening the human and institutional capacity of Vietnamese non-government organizations (VNGOs) to bid for, receive and manage donor funding. The ODT program consisted of 7 technical training courses and 3 leadership forums with coaching and mentoring in the workplace. 230 persons from 16 VNGOs attended the 7 training courses and 3 leadership forums.

Annex 14: GreenHub.

Title: NGO finds financial sustainability through Organizational Development Trainings

When Ms. Tran Thi Hoa helped establish GreenHub in 2016, she found herself in a funding environment where many traditional donors were withdrawing their resources from Vietnam and shifting their focus to other developing economies. Her organization, the Centre for Supporting Green Development (GreenHub) is a Vietnamese Non-Governmental Organization (VNGO) which aims to develop effective practices, as well as communication and policy advocacy, to assist in advancing Vietnam's green growth and development. As similar VNGOs collapsed around hers, Ms. Hoa and her co-founders realized they needed to create a strategic development plan to survive as an organization.

While Ms. Hoa had overarching goals for GreenHub, she knew she lacked the experience needed to manage the organization. In GreenHub's first year, they focused on writing proposals and providing individual consultancy packages to cover core costs. Once they had secured a \$20,000 grant in June 2017, Ms. Hoa felt challenged. In reflecting on that time, she noted, "Though I knew what I had to do, I struggled with how to do it and how to manage my organization effectively." When GreenHub was selected to participate in the USAID/Vietnam-funded Organization Development Trail (ODT), she realized this could be the turning point for both herself and organization.

The Partner Capacity Development Program (PCD) developed the seven-course ODT to strengthen the human and institutional capacity of VNGOs to bid for, receive, and manage donor funding. The program also included three leadership forums and mentoring support in the workplace. Ms. Hoa felt a shift once she began participating in the courses. She learned how she could apply the tools and practical knowledge gained from the training into GreenHub's practices and behaviors. "We saw our growth in leadership and management skills as the training courses helped us to reflect on what we have done, and how confident we are in developing our organization."

GreenHub's organizational strategy and fundraising plan are the clearest examples of ODT's positive impact on the organization. Under the guidance of ODT, GreenHub was encouraged to develop an organizational strategy and create a subsequent fundraising plan. They worked hard and consulted with their staff, advisory board, and the PCD team to develop objectives for the strategy. Soon, they had created an organizational strategy for 2018-2020 with a vision to 2030, a fundraising plan for 2018-2020, and an organizational handbook. Once these materials were in place, a huge shift occurred. For the first time in its three years of operating, GreenHub generated funds larger than its annual operating costs. They have also already moved past their target for 2019. These benchmarks were passed just two months after the fundraising plan was finalized.

Starting from a small grant in mid-2017, GreenHub has received projects with a total value of \$700,000 USD. Ms. Hoa feels motivated to continue growing GreenHub in a business-oriented direction and wants to develop new, eco-friendly projects to sell to the market as a means of fiscal sustainability. Ms. Hoa remarked, "We can now decide what we will do (e.g. doing researches, selling eco products) in case we receive no funding. We are now driven by our mission and strategic directions."

Annex 15: Regional Disabilities Study Tour.

Title: How a doctor found hope for a better future.

When Dr. Nguyen Van Chi first eagerly strolled through the halls of Sirindhorn National Medical Rehabilitation Institute (SNMRI), he passed by a department that specializes in speech therapy, then another department that focuses on prosthetic technology, and still another that has an entire team of doctors and staff dedicated to child rehabilitation. As he observed the operation and structure of each department, new ideas began to bounce around his mind. A plan to institute world-class rehabilitation care within his own hospital in northern Vietnam soon took shape.

Dr. Chi has devoted his life to providing individuals with disabilities with the support they need to reach their potential and participate fully in society. He understands that Vietnam, where approximately 15% of its 95 million citizens have at least one disability, faces obstacles in delivering quality care to all persons with disabilities, especially to those in rural areas. One glaring example is that district-level rehabilitation hospitals simply do not exist. This means that Dr. Chi, as the Director of the Central Rehabilitation Hospital in Thanh Hoa province, is responsible for the care of all people with disabilities in a province that 4.5 million individuals call home.

With so many people depending on him, Dr. Chi cannot afford to dwell on limitations. Instead, he doggedly searches to improve the care available to his patients. These efforts led him to take part in a week-long study tour of Thailand's best practices in disability services, a component of the USAID-funded Partner Capacity Development (PCD) program, in March 2019.

During the tour, Dr. Chi and 14 other Vietnamese doctors and officials met with Thai colleagues, stepped inside the homes of patients to learn about their experiences, and saw the latest rehabilitation technologies in action. Two elements particularly impressed Dr. Chi: The specialized structure of care at SNMRI and the model of community support to help patients reintegrate into society once they leave the hospital.

"These services are rarely seen in Vietnam, especially in the northern provinces," said Dr. Chi. He noted that his own hospital only has a general rehabilitation department in which staff members must handle everything, from speech therapy to hydrotherapy.

Dr. Chi took in everything he saw and learned on the tour. The diverse insights and observations started to connect in his mind like pieces in a jigsaw puzzle. He ultimately left Thailand with a plan of action to adopt three new features into his own hospital in Vietnam. First, he will restructure his hospital to include specialized departments. He has already submitted this proposal to the Ministry of Health, including his plan to develop human resources to deliver quality, specialized care. Second, Dr. Chi will develop comprehensive guidelines for family and community members to support people with disabilities after they leave the hospital. In the coming months, he will begin piloting the new community support model for stroke and spinal cord patients. Finally, he aims to build a transfer house that enables patients to gain confidence living independently before returning to their communities full-time.

“The study tour was a very important visit that helped me gain a reference for my vision and goals,” Dr. Chi said.

Buoyed by the study tour, Dr. Chi’s vision for a better future for his patients became clear. His holistic vision, combining better care in both the hospital and community, will empower individuals with disabilities to overcome their unique challenges and lead productive, meaningful, and fulfilling lives.

Annex 16: Centre for Creative Initiatives in Health and Population (CCIHP).

Title: Developing a strategic journey along the Organizational Development Trail

In 2018, the Centre for Creative Initiatives in Health and Population (CCIHP) celebrated its 10th Anniversary as a Non-Governmental Organization (NGO). This celebration highlighted the organization's achievements, but it also provided CCIHP with an opportunity to reflect and consider the direction it should take for future sustainability. For assistance in this exercise, CCIHP sought the support of the Organizational Development Trail (ODT) program, which was part of the USAID-funded Partner Capacity Development Program. CCIHP felt that ODT's unique mix of formal training courses, tailored consultancy and professional services would help the organization review its vision and develop a strategic plan for the next 5 years.

Dr. Vu Song Ha, CCIHP's Deputy Director, found that as a trained public health researcher, she often engaged in the technical aspects of CCIHP's work but did not prioritize finding the time to strategically think about the organization's future. She reflected that, "The ODT program provided me, the senior management team and other staff members the opportunity to discuss more critically about the challenges and opportunities that CCIHP faces, to exchange our thoughts and experience with colleagues from other organizations, and to review how we could strategically develop our capacity to achieve our mission."

Over the course of the 12-month program, CCIHP leadership saw the organization's capacity increase as it received advice on how to develop its strategic plan, engage more effectively with key stakeholders, and inspire and develop its staff. As a result, the staff now feels confident that their 5-year strategic plan, "Building a Healthy Future for Everyone," will better support the organization's journey in improving public health in a rapidly changing Vietnam. In this plan, CCIHP is now focusing on working with persons with disability so those individuals can realize their rights and reach their full potential.

In addition to developing a strategic plan, one of the goals of the ODT program was to build the capacity of Vietnamese NGOs to apply for, receive, and manage USAID funds. During the program, the opportunity arose for CCIHP to apply for a USAID award to support persons with disability. The knowledge and skills CCIHP gained throughout the trail supported it to apply as a competitive candidate; subsequently, CCIHP won the award. Its new project "I-Thrive" aims to develop accessible, high quality, and sustainable interdisciplinary rehabilitation services for persons with disability. This project also focuses on supporting children with developmental disabilities and their families in Quang Nam and Thua Thien Hue provinces. I-Thrive will further deepen CCIHP's partnership with USAID and enable it to utilize the skills and knowledge it gained over the 12-month ODT program.