

Vietnam

Country Plan of Implementation

Orange Knowledge

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Abbreviations

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| B2B | Business to Business |
| G2G | Government to Government |
| K2K | Knowledge Institute to Knowledge Institute |
| MARD | Ministry of Agriculture and Rural Development |
| MOET | Ministry of Education and Training |
| MONRE | Ministry of Natural Resources and Environment |
| NICHE | Netherlands Initiative for Capacity Development in Higher Education |
| NFP | Netherlands Fellowship Programme |

I. Introduction

This document describes the purpose and intentions of the implementation of the OKP programme in Vietnam. It follows on an identification process in which capacity needs in the country have been analysed in the light of the available information and discussions with stakeholders. This approach has helped to define the priority intervention areas and to formulate the outcomes to be achieved. The Dutch organisation for internationalisation in education (Nuffic), administers this programme on behalf of the Dutch government. Nuffic is responsible for its implementation and follow-up in accordance with this Country Plan of Implementation (CPI).

II. Brief presentation of the OKP programme

The Orange Knowledge Programme (OKP) is the successor to the Netherlands Fellowship Programmes (NFP) and the Netherlands Initiative for Capacity Development in Higher Education (NICHE). The Orange Knowledge Programme merges the two preceding programmes into a single integrated approach, with the addition of new elements including increased involvement of alumni, attention to cooperation between knowledge organisations, and communication focusing on the presentation of results.

The main objective is to contribute to sustainable and inclusive development through the strengthening of organisations key to sectoral development in OKP partner countries. This will be achieved by developing the capacity, knowledge and quality of individuals as well as organisations both in the field of Technical and Vocational Education and Training and Higher Education (TVET/HE) and in other fields related to the priority themes in the OKP partner countries.

The Orange Knowledge Programme will last for 5 years and will be implemented through three types of interventions:

- individual scholarships,
- group trainings and
- institutional projects focusing on sustainable improvement of technical and higher education capacity.

In order to take part in OKP, co-financing by recipient organisations is obligatory. For further information on the OKP reference is made to annex 1.

III Current state of affairs

NICHE and NFP focused on the countries and policy priorities identified in the Dutch bilateral cooperation programme. The NICHE programme set up in 2010 focused on the areas of Vietnam's higher education sector where there is a clear demand for specialised knowledge from the Netherlands: integrated water resource management and climate change and profession-oriented higher education. Special attention to equal opportunities for women and men, and the link between capacity developments and the needs of the labour market. Vietnam is a transition country where Dutch development assistance is being phased out and the NICHE programme and its projects were finalised in 2016. The NICHE programme with in total 4 projects came to an end in 2016. The programme had a total budget of € 10 million, involving fourteen Vietnamese universities and three relevant

ministries. It operated in the water and climate sector and in the PSD sector. All partners have displayed ownership and sustainability through ministerial law-making on higher education, income generation through entrepreneurship and working together with the private sector. All have embraced the labour market concept and gender has been included in study programmes as well as in students and staff make-up. In total 96 curricula were developed in the NICHE programme with over 44,000 students attending the developed study programmes of which over 50 % females. Over 700 private and public sector linkages were developed to feed both education and research. The NFP programme in the last three years covered 3 tailor made training TMTs, a single refresher course and 49 individual mostly Master's scholarships.

IV Identification of the needs

This section describes the main outcomes of the needs assessment and covers the gender/inclusion and labour market situation in relation to post-secondary education in the context of the selected priority themes.

The description of the identification process can be found in Annex 2.

The selected priority sectors

Together, Nuffic and EKN defined the priority sectors as (1) Food and Nutrition Security (2) water management and climate change which come together in (3) the Agro-Water Nexus.

The focus will be on

- (i) water management transformations (e.g. embrace floods and brackish water) linked to agricultural restructuring, professionalisation and livelihood changes and
- (ii) inclusive agriculture for ecologically sustainable food security in Vietnam.

The geographical focus will be the Mekong and Red River Deltas due to their national importance for food security. The Mekong Delta is of national importance (the rice bowl of Vietnam and the region) and its agriculture needs to adapt to climate change and land subsidence. The current rice cultivation is not good for water, not good for the farmers and not good for sustainable food and nutrition security. Fruit and aquaculture in the Mekong Delta are much more interesting from an economic and nutritional perspective. This is recently recognised in Resolution 120, on Sustainable and Climate-Resilient Development of the Mekong Delta of Viet Nam, which forms an important part of the Netherlands' policy dialogues.

V Analysis of the focus themes within the priority sectors

Vietnam is an important economic growth market for the Netherlands. The Netherlands is the second biggest EU trading partner but also the number one EU investor in Vietnam with a cumulative Foreign Direct Investment (FDI) of USD 8 billion.

Although yearly growth figures are positive, Vietnam will need to work hard to avoid the middle income trap, by increasing productivity, added value and innovation. Recent environmental incidents (fish deaths, pollution, and coastal degradation), structural production losses in the agricultural sector and a gradually more critical population underline the need for more efforts to reduce pollution and environmental degradation.

Vietnam plays an important role in global food security as it has made progress in food security and increased food exports (although with limited added value). Vietnam is seeing strong economic growth, but climate change and water issues are putting major pressure on

the country's food security. Growth in agricultural productivity has stagnated for years. There are now over 130 Dutch companies operating in Vietnam and this number is growing every year. Dutch companies are interested to export and invest in Vietnam because it is a clear growth market, with a young –and increasingly well educated - population, stability and good outlook.

The Embassy's analysis of the themes

In 2018 Vietnam and the Netherlands celebrate a 45 year anniversary of diplomatic relations and collaboration. The 2018 economic annual plan of the embassy mentions OKP starting at least two institutional development projects in priority sectors of the Vietnam-Netherlands bilateral cooperation.

The two countries have signed two long term Strategic Partnership Agreements SPAs in:

1. Climate Change Adaptation and Water management in 2010;
2. Sustainable Agriculture and Food security in 2014.

Both preferred partnership agreements underline long term and close bilateral relations through capacity building and knowledge exchange between Vietnam and the Netherlands which are developing into mutually beneficial partnerships. Both SPAs are overarching umbrella structures for existing and new areas of cooperation.

The SPAs emphasise that Vietnam and the Netherlands are considered natural partners, as important players in both food security and water management as well as in the natural link between the two sectors. In both countries agricultural produce is important. Both are delta countries and coastal states in strategic locations, and face challenges of climate change, especially in the area of agriculture water management. The annual plan of the Dutch embassy in Vietnam also mentions that specific attention will be paid to supporting knowledge exchange through higher education cooperation in these sectors by OKP.

High-tech agriculture is also a development focus for Vietnam in maintaining food security in the years to come. The agriculture sector in Vietnam recorded stagnant growth which needs to be addressed. The Netherlands through the SPA will closely cooperate with the Vietnamese Government in sustainable agriculture and food security in value chain, crop production, horticulture, livestock production including dairy, food processing and logistics, post harvesting and logistics, forestry, aquaculture and fisheries.

The SPA on water and climate change and the embassy workplan mentions as areas of cooperation, Integrated delta management, climate finance, disaster risk assessment and management, water accounting, water value chain development water supply, wastewater treatment and sanitation, water safety and flood control, water governance and climate change adaptation. With the Prime Minister issuing Decision 120 on the sustainable development of the Mekong Delta, the road to operationalise the Mekong Delta Plan is opened. The Mekong Delta is a large area, covering about 12% of the national territory, harbouring 19% of the national population, it constitutes a large network of rivers, canals and ditches; has superb potentials for agricultural development, food industry, tourism, renewable energy; is the largest agricultural producing center in Viet Nam: contributing to 50% of rice production, 65% of aquaculture production 70% of fruits of the country; 95% of export rice and 60% of exported fish; Its location is convenient for trading with other ASEAN countries and the Greater Mekong Subregion. Water resources must be integrally managed for the entire river basin.

The linking pin between the two sectors is sustainability. Food and Nutrition Security (FNS) and Water (including climate change) are interwoven through multiple linkages or two sides of the same coin. Problems in one side spill over to the other. Opportunities in one side depend on the other. Key linkages are efficient water use in agriculture and aquaculture, improved water productivity, reduction of water contamination by agriculture and aquaculture, sustainable water use in agri-processing, linking the agricultural value chain with 'valuing water', etc. In Vietnam this translates into a focus on water management transformations (e.g. embrace floods and brackish water) linked to agricultural restructuring, professionalisation and livelihood changes. The stakeholder meetings formulated a number of technical and institutional/financial challenges:

Both SPAs refer to knowledge exchange through capacity building in both food security and water. The annual economic work plan of the embassy mentions the following¹:

*Increase the **knowledge exchange** in the field of **Agriculture** between NL and Vietnam by:*

- *Renewed cooperation between Vietnamese and Dutch Universities of Agriculture, by the signing of an MoU.*
- *Supporting other Dutch training institutes active in Vietnam by active presence at spotlight events and guest lectures on the Dutch policy on sustainable agriculture development.*

***Water** productivity is increased by adapting agricultural practices such as cropping systems to the quantity and quality of water that is available. Crops that yield more per drop of water are developed and disseminated to the farmers. The Embassy will:*

- *engage with the Ministry of Agriculture and Rural Development (MARD) in a structured policy dialogue on water productivity and on food security (not through 'rice production quota' but through 'value addition in agriculture').*
- *actively pursue joint research between Vietnamese and Dutch universities for improved crop varieties (salt tolerant but also water stress resistant). Facilitating a follow-up project of the finished quick scan on salty crop production in the Mekong Delta.*

The education and training gap in the focus theme

Vietnam started an educational reform process in 2006 which aims at improving quality and relevance of its higher education programmes, and of the entire higher education system. In the 2016-2020 period the objective of the education reform and renovation is to ensure the establishment of a modern higher education system with an appropriate qualification structure and network. The national plan to develop human resources in the 2011-20 period has targeted increasing trained employees in the agriculture /food security to 50 per cent by 2020 from 15.5 per cent in 2010. Under the plan, the agro related industry faces a shortage of 3.2 million trained professionals. For water/climate change professionals it is unclear.

In spite of an increased allocation of resources, the higher education system is still unable to produce the quality and number of graduates needed to sustain Vietnam's economic and social development.

¹ In order to maintain a level playing field, names of institutions are not mentioned

Nuffic NPT and NICHE capacity building programmes from 2003 – 2017 were part of the process of the updating of study programmes/curricula that educate students for research as well as practical skills needed for professionals in managing climate change, water and food security. Even though Nuffic implemented capacity building projects with the Ministry of Natural Resources and Environment (MONRE), the Ministry of Agriculture (MARD), Hanoi University of Natural Resources and Environment (HUNRE), the Water Resources University (WRU), Hanoi University of Agriculture, Hong Duc University in Thanh Hoa, Hue University of Agriculture and Forestry, University of Can Tho, Vietnam National University Ho Chi Minh City, impact on a national scale is still limited.

In terms of government system level three ministries control education and training in agriculture and food security/water, namely the Ministry of Labour, Invalids and Social Affairs (MoLISA) is in charge of vocational training in agriculture/water, The Ministry of Education and Training (MOET) is charged with university level programmes and their accreditation. The Ministry of Natural Resources and Environment (MONRE) deals with land and water including sea resource management, climate change, and the Ministry of Agriculture and Rural Development (MARD) is in charge of agriculture and related water resource management, disaster management, flood control and water productivity, etc. All ministries have provincial representations charged with their respective mandates.

Gender mainstreaming is Vietnamese government policy. Gender differences are obvious but in Vietnam gender equality is relatively high. Women are involved in (petty) trade and managing household budgets. The overall gender mainstreaming guidelines in national policy formulation and implementation are available since early 2000. There is a Law on Gender Equality and a National Strategy on Gender Equality but actual implementation of both laws could be improved. In both agriculture and food security/water sector decision making at many levels women are still disproportionately underrepresented. Men benefit disproportionately from economic opportunities generated by the capital-intensive nature of water and agricultural development and management.

Women however play a pivotal role at the grass root level in dealing with water supply and sanitation and agriculture. Easy access to safe drinking water is a significant relief for women who now have to walk long distances. Also women in the Vietnamese rural society are the main determining factor for changes in sanitation and agricultural practices. It is therefore important that women are well represented in the decision making process. This empowerment of women is clearly identified in the national programme, with ample engagement of the Vietnam Womens Union VWU and others. In the actual management of rural water systems, and agriculture the voice of women will be acknowledged as one of the main grass root level deciding factors. MARD has developed a Gender Strategy for agriculture and rural development, which principles apply to rural water and sanitation. In terms of inclusiveness, agriculture and water/climate change mostly take place in non urban areas such as the Mekong and Red river delta's.

Analysis of the current situation and the problems of provision of post-secondary education and training for the focus themes

Currently, over 60% of the 93 million people in Vietnam live in rural areas of which roughly half is directly or indirectly engaged in the the agricultural sector and dependent on

adequate water supply. The agricultural and interlinked water supply sector have problems as a result of insufficient numbers of well trained professionals that can appreciate the multidisciplinary of agriculture and water for food security. Vietnam is also among the 5 countries most vulnerable-to-climate change. The government of Vietnam is committed to protect the environment of Vietnam and has made an action plan framework for adaptation and mitigation of climate change of the agriculture and rural development sector period 2008-2020.

The recent slow growth in agriculture, and still low consciousness for integrated water, agro and climate problems can be considered weaknesses for the OKP programme. Vietnam being very vulnerable to climate change, rapid depletion of natural resources due to fast economic growth, and the gap between rich and poor can be considered feasibility risks for the programme.

Most of the mid-level officials in Vietnam working in these three disciplines hold bachelor degrees from mono-disciplinary universities, which are still the majority of universities in Vietnam.

There is still a need for more and higher quality education programmes targeting mid-level professionals in both the public and private sector.

Vietnam still has low quality university level education and vocational training in agriculture/food security and water & climate change related subjects, which is out of date and still cannot meet demand for training and educating, both in terms of quality and quantity. Agricultural and water education in Vietnam focuses mostly on theory and not practice in the field or on the farm. There are graduates but they have limited practical working skills and lack of creativity. They are not geared to the new sustainability agenda. In short Vietnam is facing a shortage of educated human resources to meet the demand agriculture and water & climate.

Their main weaknesses from stakeholder analyses can be characterised as follows:

- A monodisciplinary narrow focused study field in both water and agriculture, while it requires a much broader multidisciplinary view and perspective;
- A lack of important analytical multi-disciplinary and critical thinking skills and interdisciplinary research methods skills, team-work, IT skills e.g. GIS and decision support systems. Problem-based approaches are not practiced.
- Technical engineering degrees prevail in the sectors
- Technical subject matter knowledge is lacking in both water and agriculture to effectively address the AW nexus;
- There is no organised local knowledge base in water and agriculture for adaption, innovation, testing and demonstration of appropriate technologies within the existing knowledge & education infrastructure (a/o universities).
- Universities have separate agriculture and water study programmes that are outdated in terms of technical knowledge;
- Tackling institutional issues in AW nexus is not included in study programmes;
- Study programmes are not responding to what the labour market needs;
- Study programmes are mostly theoretical and lack training in practical skills;
- Teaching methods are outdated and mostly frontal classroom teaching;
- Study programmes do not include important analytical and critical thinking skills and interdisciplinary research methods skills, team-work etc;
- Internships are lacking;
- University staff advising famers are unable to move from theory to practical solutions;

- Lack of access to data and information.

At the MONRE for example approximately 35% of staff are academically trained, whereas at provincial and district levels little over 2% of staff have more than a BA/BSc degree. Agriculture/food security/climate change and water are taught at about 35 universities and at 25 vocational training institutions and colleges. Apart from specialised universities, generic universities also pay attention to the above themes. These themes are part of study programmes such as food technology or environmental science. In the study programmes, climate change or food security however only cover 4 to 6 credits over a 150-credit curriculum due to 1) limited teachers in relevant themes and 2) long procedure of having permission to open new study programmes from MoET.

On the other hand, vocational training faces a bigger challenge that they are not recruiting enough students because vocational training is not considered attractive. Even though the unemployment rate of graduates of vocational schools in Vietnam is only 6%. In order to tackle this problem, vocational schools start looking for international partnership to become more attractive by improved study programmes which could attract more students.

The Higher Education Reform Agenda (HERA) of the Ministry of Education and Training (MoET) (to which the Nuffic NPT and NICHE programmes have contributed) have resulted in recent education legislation where accreditation requirements should include professional oriented higher education (POHE) standards stipulating professional capacities according to labour market needs.

There are a number of interesting initiatives which are in a startup phase:

- Vietnam National University of Agriculture (VNUA) and Can Tho University (CTU) are setting up the 3 inter-connected centres in the field of food security namely (i) the Agri Cooperative Knowledge Centre, (ii) the Innovation Centre for Horticulture, and (iii) the Centre for Precision Agriculture. At present advanced agriculture technologies, products and inputs (plant varieties, fertilisers, pesticides) are often imported and developed in-house by the larger foreign and Vietnamese agribusiness companies. This will facilitate the required agriculture transition but has the risk that a knowledge gap develops between large and small farms, and between the private and public sector. The modern agriculture technology will either be not accessible for the small farmers or not affordable. For a sustainable transition Vietnam cannot depend solely on the import of technology. There is a need for a local knowledge base for adaptation, innovation, testing and demonstration of appropriate technologies within its existing knowledge & education infrastructure (a/o universities). As approximately one-third of all Vietnamese farmers are member of an Agri Cooperative and Cooperatives have the potential advantage of economies of scale, strengthening these cooperatives with modern technology, marketing, agri-business management etc. will be a possibility to provide small farmers the required access to finance, technology and markets.
- The Institute of Natural resources and Environment Training (InNET) was recently established reorganising all training centres under universities and administrations under the Ministry of Natural Resources & Environment (MONRE). It is tasked with training and capacity building of civil servants and public employees in the areas of natural resources and environment sectors, including (1) land management; (2) water resources; (3) mineral resources, geology; (4) environment; (5) hydrometeorology; (6) climate change; (7) surveying and mapping; (8) integrated natural resources management and environmental protection of seas and islands and (9) remote sensing.

The OKP programme will focus around two windows of opportunity namely:

1. Building up capacity of key ministerial and education institutes involved in efficient water management in agriculture and inclusive agriculture for ecologically sustainable food security. The Ministry of Natural Resources and Environment (MONRE) deals with land and water including sea resource management, and climate change. The Ministry of Agriculture and Rural Development (MARD) is in charge of agriculture and related water resource management, flood control, coastal management, disaster risk management and water productivity, etc. All ministries have provincial representations charged with their respective mandates. The central ministries also have separate, specialised agencies for research, training, planning, policy development, etc. Key ministerial and education institutes may be strengthened by OKP's institutional capacity development support, short term tailor made trainings, fellowships for mid level staff, short courses, refresher courses and alumni events under this window of opportunity.

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| <p>Strengths:</p> <ul style="list-style-type: none"> - The two signed bilateral Strategic Partnership Arrangements SPAs in agriculture and water/climate change and the Dutch niche knowledge in these fields can be considered a strength offering a starting point for collaboration ranging from knowledge exchange to new business ventures. - Strong new policies towards sustainability and professionalisation. - Selecting strategic organisations and strategic candidates could result in trainees becoming long term change agents in the water sector. - Strong multiplier link with other Dutch bilateral programmes in the agro-water nexus. The same multiplier and complementarity applies to Dutch involvement in other donor programmes, i.e. EU, World Bank, ADB and UNDP. - Build up of alumni networks that could provide future business or other joint ventures | <p>Weaknesses:</p> <ul style="list-style-type: none"> - The recent slow growth in agriculture due to low labour productivity, and still low consciousness for integrated water, agro and climate problems can be considered weaknesses. - Small numbers trained will not achieve sectoral change - Difficult engagement of the public sector with the private sector. - Low public and private investments - Long bureaucratic and formal procedures. |
| <p>Opportunities:</p> <ul style="list-style-type: none"> - Increase of business opportunities through involvement of both Vietnamese and Dutch private sector and educational cooperation in (i) water management transformations (e.g. embrace floods and | <p>Threats:</p> <ul style="list-style-type: none"> - Vietnam being very vulnerable to climate change, rapid depletion of natural resources due to fast economic growth, and the gap between rich and poor can be considered as feasibility risk; |

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| <p>brackish water) linked to agricultural restructuring, professionalisation and livelihood changes. And (ii) inclusive agriculture for ecologically sustainable food security i.e. Deltares, Arcadis, TU Delft, UNESCO-IHE, Wageningen, Hello Fresh etc.,.</p> <ul style="list-style-type: none"> - Vietnam as middle income country has substantial government funding which provides increased business opportunities | <ul style="list-style-type: none"> - Vietnamese institutions not able or willing to contribute through co-funding/financing - Lack of transparency (in government, in data management, in value chains, etc.) |
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2. Capacity building of Vietnamese higher education institutes with regard to (i) water management transformations (e.g. embrace floods and brackish water) linked to agricultural restructuring, professionalisation and livelihood changes. And (ii) inclusive agriculture for ecologically sustainable food security involving Dutch educational and private sector niche knowledge state of the art innovation and technology. Implementation of multi year institutional cooperation projects which include Masters and PhD scholarships and scholarships for tailor made trainings and short courses will be part of this window of opportunity.

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| <p>Strengths:</p> <ul style="list-style-type: none"> - The two signed bilateral Strategic Partnership Arrangements SPAs in agriculture and water/climate change and the Dutch niche knowledge in these fields can be considered a strength and starting point for further collaboration - Proven examples of long term viable sustainable education cum business partnerships such as POHE institutions, VINWATER at Thuy Loi/WRU and Fresh Academy and Studio and innovations. - NL and Vietnam have ongoing governmental, knowledge and business cooperation (G2G, K2K and B2B). | <p>Weaknesses:</p> <ul style="list-style-type: none"> - The recent slow growth in agriculture, and still low consciousness for integrated water, agro and climate problems can lead to disinterest of Vietnamese institutions. - Difficult engagement of the public sector with the private sector. - Rigid academic culture - Fragmentation - Weak link research – education - Few incentives for academic staff to step up or step out of the box. |
| <p>Opportunities:</p> <ul style="list-style-type: none"> - Opportunities to expand the Dutch academic and practical education and training expertise and partnerships in (i) water management transformations (e.g. embrace floods and brackish water) linked to agricultural restructuring, professionalisation and livelihood changes. And (ii) inclusive agriculture for ecologically sustainable food security | <p>Threats:</p> <ul style="list-style-type: none"> - Lack of financial means to develop and experiment with new curricula, and new educational management systems . - Other countries compete with the Netherlands in providing more viable / fully subsidised options regarding academic and practical education and training expertise so Vietnamese |

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| <ul style="list-style-type: none"> - strategic candidates could result in trainees becoming long term change agents. Demand is expected to grow in the coming years - Opportunities for growth of existing partnerships and matchmaking opportunities between academic and private sector parties. - Opportunities for export of Dutch technologies and equipment. - Huge potential of international funding that is available to counter (the effects of) climate change | <ul style="list-style-type: none"> - institutions might not be able or willing to contribute through co-funding or co-financing. - Government control / oversight over academic freedom. |
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VI Envisaged outcomes and Theory of Change

Based on the analysis of needs and the consultations with the stakeholders, a theory of change for Vietnam for Agro-Water nexus (including food security, water management and climate change) has been formulated. This ToC describes the way the OKP programme will contribute to a set of outcomes and medium and long term impacts. The projects identified will contribute to the achievement of these outcomes. The analysis has also provided information on the current situation in the focus theme in terms of capacity and skills requirements, and thus education and training needs.

The OKP programme in Vietnam covers the following outcomes and impact:

Global Outcome Agro FNS & Water

The OKP programme contributes to efficient water management in agriculture and inclusive agriculture for ecologically sustainable food security in Vietnam.

The following **long-term impact** will be aimed at:

1. Water is used sustainably and equitably, ensuring the needs of all sectors and the environment
2. Water efficiency in agriculture is increased;
3. Promote agricultural growth;
4. Create ecologically sustainable food systems.

The following medium term impact will contribute to this:

- (I) Education system (TVET/HE) is of good quality, relevant and accessible (SDG 4);
- (II) Partnerships between persons and organisations are inclusive and sustainable (SDG 17);
- (III) Organisations key to (sectoral) inclusive development of partner countries are strengthened by inflow of enhanced workforce.

This will be achieved by the following **outcomes**:

- A. TVET/HE organisations (in the selected partner countries and in NL) perform better their core tasks, firmly embedded in their environment (in line with Vietnamese / regional specific labour market needs & aiming at inclusiveness);

Enhanced knowledge and skills of individuals and organisations in line with Vietnamese / regional specific labour market needs & aiming at inclusiveness (in partner countries and in the NL).

Education and Training Programmes in Water and Agriculture for food security are market oriented, successful in attracting male and female students and deliver graduates with knowledge, attitude and skills that the labour market needs.

Annex 3 describes the Theory of Change for Vietnam for Water for FNS-Agro. Annex 4 provides a matrix presenting the outcomes and connected indicators for the country programme.

VII Articulation of demand and supply

A full country scan was conducted late 2017, in collaboration with EKN Hanoi. First versions of the CPI were produced based on bilateral priorities water and food security and the AW nexus. In May 2018 three stakeholder consultations were held in Vietnam with potential OKP partners in both water and food security after which the CPI was finalised in partnership with EKN Hanoi and Nuffic/NESO (refer to annex 2).

The OKP offers different kind of capacity building interventions (see Annex 1):

1. partnership projects between TVET and higher education institutions locally and in the Netherlands;
2. Tailor-Made Training (TMT) for groups;
3. individual scholarships for mid-career professionals;
4. Alumni events.

Nuffic will publish calls for institutional cooperation projects and group training. Based on those calls key organisations in [COUNTRY] and in the Netherlands are invited to submit proposals that are aligned with the CPI and contribute to the ToC outcomes and impact in annex 3 and 4. Please refer to the [policy framework](#) that underlies the OKP and an explanation of the various modalities in annex 5.

For scholarships, please consult the [OKP scholarship website](#). For updates on calls and other OKP information, please register via the [OKP updates website](#).

Preliminary planning of implementation:

| Step | Date |
|--|-----------------------|
| CPI published on Nuffic website | July 2018 |
| First call published | August/September 2018 |
| Deadline call | November 2018 |
| Selection partners | December 2018 |
| Start of project in case joint proposals | December 2018 |

VIII Indicative budget for the programme

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| <i>Period of implementation</i> | FNS & Water joined in Agro-Water nexus |
| 2018 – 2022: | |
| Institutional projects | 3,000,000 |
| Group training | 500,000 |

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|-------------------------|-----------|
| Individual scholarships | 500,000 |
| Alumni events | PM |
| Total | 4,000,000 |

Note: The funds allocated to the programme as a whole and to each partner country's programme may be subject to change, and this may affect the above indicative budget. The budget may also change in line with political decisions taken by the authorities. In consequence, Nuffic reserves the right to adjust this indicative budget and undertakes that, in this event, it will notify the relevant parties immediately.

OKP promotes co-funding and matching of funds. Vietnam is classified by the OECD as an LMIC ^[1]. Proponents applying for Tailor Made Trainings and Institutional Partnership projects are required to include co-financing in their proposals. This will contribute to reciprocity and ownership of results established within the collaboration between all partners. Integration of co-financing in the breakdown of budgets will be one of the assessment criteria in the selection of proposals. For Vietnam Nuffic will introduce a minimum level of co-financing as mandatory for applications as follows:

| % of Co-financing | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|------|------|------|------|
| Lower Middle Income Country LMIC | 5% | 10% | 15% | 15% |

In forthcoming calls, more information will be given on the specific demands for co-financing.

IX Harmonisation and coordination with (inter)national projects and programmes

Capacity building activities in food security and water and Agro-Water nexus are being identified and implemented in coordination with the SPAs and other programmes conducted by the EKN, national government, NGOs and technical and financial partners (TFPs).

In consultation with the embassy, Nuffic will organise monitoring missions during which meetings will be arranged with the relevant authorities and other stakeholders (TFPs, NGOs, the private sector, etc.), for the purpose of discussing any contextual changes that could impact the implementation of the OKP programme.

X Monitoring programme progress

The organisations taking part in the OKP programme are asked to report on the progress of their projects and scholarships using a Results Oriented Monitoring tool. They will also record their successes and setbacks so that lessons can be learned from them as part of an organisational learning approach.

Nuffic will monitor and evaluate the OKP at programme level and will regularly discuss progress with EKN and other stakeholders, especially regarding the progress achieved

[1] OKP countries are classified in accordance with the list of Development Assistance Committee ([DAC list](#)) of the OECD.

related to the outcomes indicated above and the successes and failures, together with suggestions for remedying setbacks and, if possible, redefining strategies and adjusting forecasts in line with the targeted outcomes.

If necessary, for example in the event of major changes, Nuffic will discuss proposed adjustments to the CPI with the embassy and other stakeholders which may lead to an adjusted CPI.

Annexes

- Annex 1 Brief presentation of OKP in Vietnam
- Annex 2 Description of the identification process
- Annex 3 Theory of Change for the OKP programme in Vietnam for Agro-Water nexus
- Annex 4 Matrix of OKP Vietnam programme outcomes and impact indicators
- Annex 5 Overview of OKP modalities

Annex 1 Brief Presentation of OKP

The Orange Knowledge Programme (OKP) is the successor to the Netherlands Fellowship Programmes (NFP) and the Netherlands Initiative for Capacity Development in Higher Education (NICHE). The Orange Knowledge Programme merges the two preceding programmes into a single integrated approach, with the addition of new elements including increased involvement of alumni, attention to cooperation between knowledge organisations, and communication focusing on the presentation of results.

The main objective is to contribute to sustainable and inclusive development through the strengthening of organisations key to sectoral development in OKP partner countries. This will be achieved by developing the capacity, knowledge and quality of individuals as well as organisations both in the field of Technical and Vocational Education and Training and Higher Education (TVET/HE) and in other fields related to the priority themes in the OKP partner countries.

In order to reach this vision, the programme will focus on the following medium and long term outcomes:

- education system (TVET/HE) is of good quality, relevant and accessible (SDG 4);
- organisations key to (sectoral) development of partner countries are strengthened by inflow of enhanced workforce;
- partnerships between persons and organisations are sustainable (SDG 17).

Reference is being made to the [Theory of Change for the OKP programme](#).

The programme will be implemented through three types of interventions:

- individual scholarships,
- group trainings and
- institutional projects.

In Vietnam the three instruments and the cross cutting issue will be offered as an integrated approach.

The following basic principles govern the programme:

- *Innovation:*
Is key to the development and implementation of the programme and is incorporated in all aspects of the programme.
- *Reciprocity and equality:*
More attention should be devoted to reciprocity and ownership should shift to the higher and professional education and knowledge institutions in the South. This means that the Southern partners play an active role in the design of collaboration projects, both as submitters and as reporters of progress. The new programme will also provide more opportunities for the joint financing of scholarships, training programmes or projects with the Southern region partners, reinforcing ownership and involvement.
- *Flexibility:*
This concerns flexibility in implementing the programmes as far as themes, countries, duration and financing methods are concerned, depending on the demand and the context. Flexibility is also required in any modifications that need to be made in response to changes in the context within which the programme is implemented.
- *Demand-driven approach:*

Is key with regard to ownership, sustainability and the efficient use of resources. Important components include collaboration between Southern and Northern institutions, a comprehensive analysis based on available knowledge and reports, and the use of alumni.

- *Complementarity:*
The Knowledge Development Programme must be closely aligned with other centralised and decentralised programmes.
- *Inclusion:*
The programme provides opportunities for marginalised and discriminated groups and integrates a gender perspective.
- *Focus on results:*
The programme focuses on presenting results stemming from knowledge development at individual, institutional and group levels.
- *Alumni:*
The programme creates a connection between knowledge professionals in the Southern region and the Netherlands. The new programme therefore places greater emphasis on alumni policy in all instruments. The OKP alumni activities focus on (institutional) development of (the employers of) OKP alumni and on the institutional development of local alumni networks. In addition, it provides a contribution to Dutch diplomatic relations. This OKP's alumni policy in Vietnam is to deploy alumni as brokers, facilitators and knowledge agent for cooperation with the Netherlands in integrated water resource management systems for sustainable food security. The OKP alumni network will add value for Dutch trade promotion, public diplomacy and the knowledge economy. By deploying the OKP alumni more strategically, they can not only contribute to sustainable cooperation and knowledge exchange with Egypt, but also play a major role in the 'branding' of Dutch knowledge and expertise in integrated water resource management systems for sustainable food security. Therefore alumni (-to-be) of the following programmes are eligible to participate in the OKP alumni activities: (i) OKP individual programmes (master's degree programmes, (ii) short courses and PhD), (iii)OKP group trainings (TMT), (iv) NFP individual programmes and group trainings, (v) NICHE and NPT alumni in the agreed focus area.
- *Co-financing:*
Co-financing of OKP is obligatory. This contributes to reciprocity and increases the ownership of cooperation. Co-financing can involve public or private funds. A contribution with public funds is defined as: a contribution - in cash or in kind - to a Nuffic-funded program or project financed directly or indirectly through State resources. State resources include all public sector resources, including resources of decentralised (decentralised, federated, regional or other) levels of government and, in certain circumstances, resources from private bodies. Public funds from the Ministry of Foreign Affairs (including the posts) are not accepted as co-financing. Since Vietnam is a so called Lower Middle Income Country the following contribution applies:

| % of Co-financing | In 2018 | In 2019 | In 2020 | In 2021 |
|----------------------------------|---------|---------|---------|---------|
| Lower Middle Income Country LMIC | 5% | 10% | 15% | 15% |

Annex 2 Description of the identification process

A full country scan was conducted late 2017, in collaboration with EKN Hanoi. First versions of the CPI were produced based on bilateral priorities water and food security. In May 2018 three stakeholder consultations were held in Vietnam with potential OKP partners in both water and food security after which the CPI was finalised in partnership with EKN Hanoi and Nuffic/NESO.

Analysis of focus themes in the stakeholder consultations

In May three stakeholder meetings took place in Hanoi (2 May), Can Tho (3 May) and HCMC (4 May) with selected participants of government, universities and the private sector. Questions discussed during the consultations:

- I. What are the main themes or challenges regarding Food and Nutrition Security (FNS) and Water joined in the Agro-Water AW Nexus?
- II. Why are these challenges not addressed? Is the labour market not effective?
- III. Why are labour market challenges not solved? Is the education sector not effective? Is the education sector not effective? Why not? What structural education/training challenges are there in vocational and university education in both themes and the agro-water nexus?
- IV. How can OKP contribute to addressing these challenges?

The following information was obtained and grouped into technicals and institutional issues:

1. *Technical issues:*

- Drought (Mekong Delta MD, Red River Delta RRD): Due to increased extreme climatic conditions plus deforestation in the upstream region, the dry season tends to become longer and more critical. In many pumping stations in RRD, the intakes are now higher than water level for most of the time during a year. Sand mining in Red River is worsening the already critical situation, resulting in the lowering water levels and erosion. Cropping systems suitable for drought need to be developed.
- Saline intrusion (MD): drought and land subsidence (due to groundwater pumping) causing serious salt intrusion in MD during dry season. Don't fight it as it will not go away, don't see it as a challenge to overcome but regard it as an opportunity. This however requires a change of mindset (a challenge which belongs in the institutional chapter); Cropping systems suitable for saline intrusion need to be developed. Soil improvement and reclamation in saline conditions is critical. Drinking water for salt affected areas.
- Mitigation of and adaptation to land subsidence (MD). The delta sinks with around 2 cm a year and this is happening faster every year. This is mainly caused by groundwater extraction, which is a response to the pollution of the surface water. Most water bodies in Vietnam are in polluted condition due to wastes and wastewaters from different sources: industry as well as farming (pesticides, fertiliser). There is a need for water treatment as well as transition to sustainable agriculture.. Monitoring systems to observe water quality and quantity. Groundwater exploitation and consequential land subsidence should be observed regularly.
- Sediment flows and management. Negative impact of upstream reservoir operation on downstream operations Integrative adaptive planning to be developed in phases. Transboundary river basin management is deficient. Due to changing sediment loads, there is sudden erosion of riverbanks and coastline. According to the scientists, this problem would be due to sand mining, sedimentation trapping in upstream reservoirs,

heavy inland transportation and inadequate land use planning (e.g. houses is built right on the river banks or sea beaches which does not allow natural sedimentation transport).

- Typhoon and flooding (MD, RRD): Although conventionally, RRD suffers two or three typhoon and flooding every year, there is increasing concern about the trend of typhoon moving southward. So far, the farmers in MD have very little experience coping with typhoons and thus they are highly vulnerable if such disaster occurs even with moderate magnitude. Regarding to flooding, in fact, flooding brings much benefits for MD region but during past years, the flow in rainy season has been much lower causing negative impacts on agriculture in this region.
- Agricultural transformation: agriculture should adapt to climate and water change, it should mitigate groundwater extraction and surface water pollution and it should address food safety in addition to food security. The triple rice cropping is proving untenable for a variety of reasons. Agricultural practice in Vietnam is changing from dominated rice cultivation to more different crops and other high quality products (vegetables, fruits, industrial (perennial) trees, etc.) which requires the application of new advanced irrigation technology. Industrial development in agro but also in other sectors should also be included if water management is to be effective. There is competition for water resources and there is a disappearance of agricultural land in favour of industry. Effective and transparent value chain management is a challenge in the AW nexus and should be addressed as such. Small scale farmers lack resources to engage in value chain management without the involvement of intermediate parties.

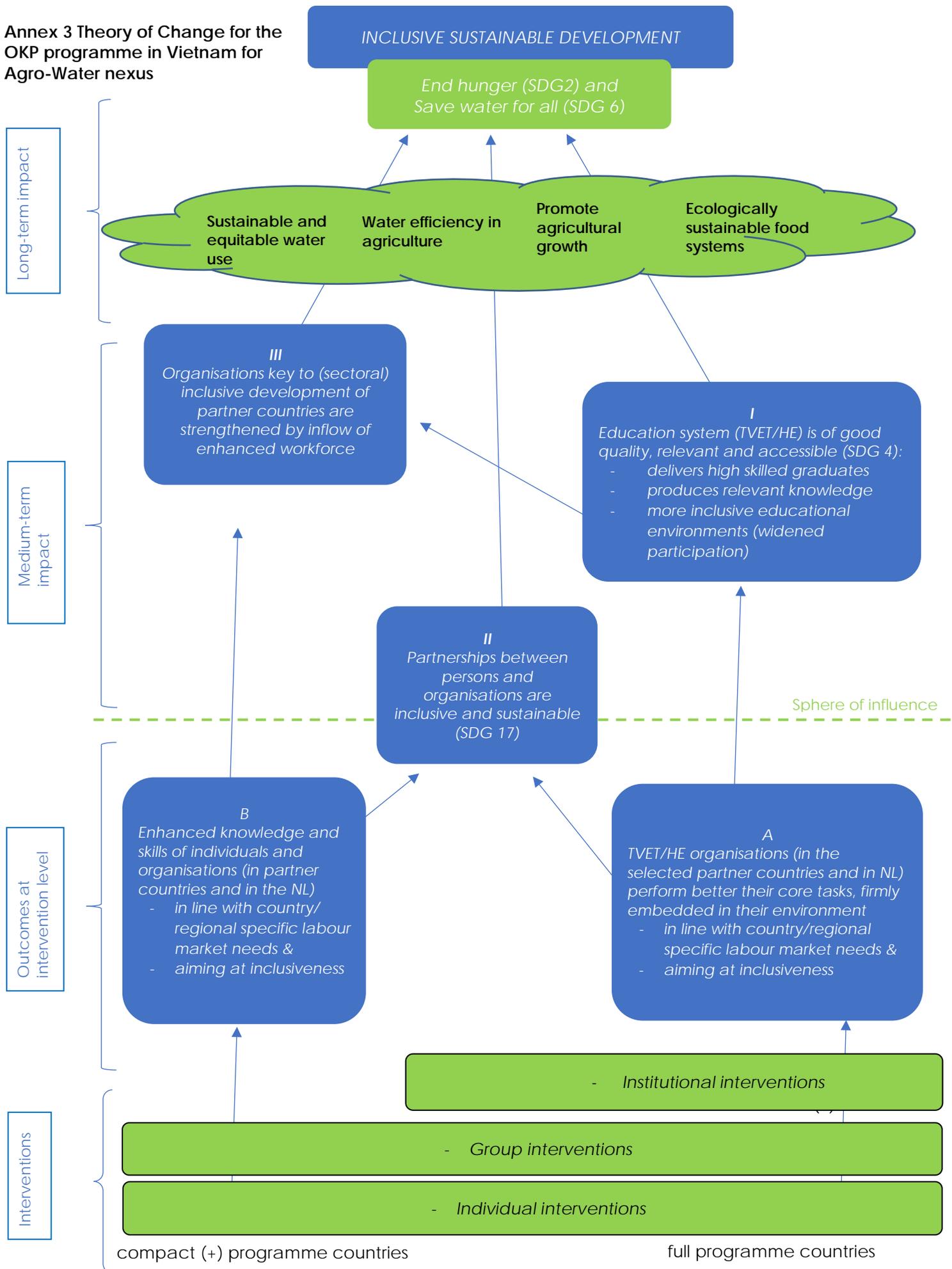
Mono disciplinary research instead of multidisciplinary research and view of WA nexus

2. *Institutional and financial issues:*

- There are serious problems with the institutional structure. Cross-cutting issues are not addressed properly as each line ministry focuses in their mandates causing either overlapping or gap. Solution makers' linkage to solution seekers is still limited; there is a lack of articulation of (master) planning (territorial and sectoral). Make use of the Mekong Delta Plan and the upcoming Integrated Masterplan development as frameworks for further education and training. Integrative (adaptive) planning that can be developed in phrases: this approach can be very practical as the development process is going on intensively.
- Financial constraints. Many technical solutions in the AW nexus are high cost solutions. The challenge is to design lower cost solutions that can be financed and sustained by Vietnam in the future. Many solutions cannot be financed or there is institutional unwillingness to finance such solutions. Or simply lack of funding for improved institutional knowledge on WA nexus. International support for certain technical or institutional issues will often positively influence and convince local government to adopt changes.
- Raising awareness and change institutional mindset to move from addressing i.e the challenge of salt water intrusion to seeing it as an opportunity and grow crops that can handle salty water. Lack of awareness at local government agencies on the seriousness and urgency of addressing the AW nexus. Shift the mindset from flood control to controlled flooding, from water control to controlled water. Water should be seen as not only as a 'resource' to exploit e.g. socio-ecological system. Such awareness should be enabled to translate in behavioural change. Awareness is not enough to act differently.

- Regulation: Food safety requirements i.e. HAACP standards are also part of the AW nexus equation;

Annex 3 Theory of Change for the OKP programme in Vietnam for Agro-Water nexus



Annex 4: Matrix of expected outcomes of the OKP programme in Vietnam

- This matrix is intended to make clear that all water interventions within OKP should be geared to contribute coherently and measurably to common long term impacts, as defined by the Dutch Ministry of foreign affairs (<https://www.dutchdevelopmentresults.nl/theme/>);
- It is important to be aware that this matrix is subject to adjustments, in line with the Dutch development policy;
- When designing an OKP/water intervention, projects have to **contribute at least to one long term impact**;
- The **indicators in bold** are compulsory;
- Nuffic is currently developing an online instrument based on this matrix intended to facilitate the monitoring and evaluation of OKP projects;
- When calls for proposals will be published per country, this matrix can be made more specific by focussing on specific long-term impact or choosing more compulsory indicators, depending on the country focus.

| Objective: Contribute to ensuring availability and sustainable management of water and sanitation for all (SDG 6) through the strengthening of capacity, knowledge and quality of individuals as well as organisations in the fields of Technical and Vocational Education and Training and Higher Education (TVET/HE) in OKP partner countries. | | | |
|--|--|--|--|
| Long-term impact at programme level (link with Water and FNS ToC) | | | |
| Long term impact | Long term impact indicator | Medium-term indicator (at country level) | Outcome indicator (at project level) |
| 1) Water is used sustainably and equitably, ensuring the needs of all sectors and the environment | Number of people having enough water of good quality throughout the year | <ul style="list-style-type: none"> - number of river basin delta organizations supported on water management (indirectly) - number of professionals trained in water management (indirectly) - number of people benefitting from operational plans for integrated water resources management of basins (indirectly) - area of basins with an operational plan for integrated water resources management (indirectly) - number of people supported for protection against floods (indirectly) - number of people supported for improved irrigation and drainage (indirectly) - number of people supported for improved watershed protection (indirectly) - number of people supported for safe drinking water and adequate sanitary facilities (indirectly) | <ul style="list-style-type: none"> - number of river basin delta organizations supported on water management (directly) - number of professionals trained in water management (directly) - number of people benefitting from operational plans for integrated water resources management of basins (directly) - area of basins with an operational plan for integrated water resources management (directly) - number of people supported for protection against floods (directly) - number of people supported for improved irrigation and drainage (directly) - number of people supported for improved watershed protection (directly) - number of people supported for safe drinking water and adequate sanitary facilities (directly) |

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| 2. Water efficiency in agriculture increased | Change of crop yield per unit of water used over time (SDG 6.4.1) | <ul style="list-style-type: none"> - number of institutions indirectly benefiting from innovative and efficient water allocation methodologies which increase crop yield - Number of associations, water users organisations and number of their professionals indirectly trained in applications in water-efficiency ranging from crop selection to irrigation scheduling etc., - Number of institutions that use the FAO AQUASTAT database to measure water productivity (indirectly). - Number of 'ready-to-use' applications for farmers and policy officers are developed and distributed (indirectly) - Number of farmers with a higher yield with the same amount of used water (indirectly) | <ul style="list-style-type: none"> - Number of associations, water users organisations and number of their professionals directly trained in applications in water-efficiency ranging from crop selection to irrigation scheduling etc., - Number of institutions that use the FAO AQUASTAT database to measure water productivity (directly). - Number of 'ready-to-use' applications for farmers and policy officers are developed and distributed (directly) - Number of farmers with a higher yield with the same amount of used water (directly) |
| 3. Promote agricultural growth | Number of family farms (sub-sector, male/female, age: % < 35) that doubled their productivity and/or income | <ul style="list-style-type: none"> - Number of family farms (sub-sector, male/female, age: % < 35) with increased productivity and/or income (indirectly**) - Number of family farms (sub-sector, male/female, age: % < 35) with improved access to input and/or output markets (indirectly**) - Number of family farms (sub-sector, male/female, age: % < 35) whose farming enterprise became more resilient to shocks (indirectly**) | <ul style="list-style-type: none"> - Number of family farms (sub-sector, male/female, age: % < 35) with increased productivity and/or income (directly*) - Number of family farms (sub-sector, male/female, age: % < 35) with improved access to input and/or output markets (directly*) - Number of family farms (sub-sector, male/female, age: % < 35) whose farming enterprise became more resilient to shocks (directly*) |
| 4. Create ecologically sustainable food systems | Number of hectares of farmland converted to sustainable use | <ul style="list-style-type: none"> - Number of hectares of farmland used more eco-friendly (indirectly**) - Number of hectares of farmland that became part of improved watershed/landscape management (indirectly**) - Number of hectares of farmland that agro-ecologically became more resilient to shocks (indirectly**) | <ul style="list-style-type: none"> - Number of hectares of farmland used more eco-friendly (directly*) - Number of hectares of farmland that became part of improved watershed/landscape management (directly*) - Number of hectares of farmland that agro-ecologically became more resilient to shocks (directly*) |

* Direct: target group who have been reached during project period by the new or revised outreach programme or have followed the new or revised curricula/short courses.

** Indirect: target group reached beyond the project period by graduates of the new or revised curricula/short courses.

| Medium-term impact | Indicator |
|---|--|
| <p>I. Education system (TVET/HE) is of good quality, relevant and accessible</p> <ul style="list-style-type: none"> - delivers high skilled graduates - produces relevant knowledge - more inclusive educational environments (widened participation) | <ul style="list-style-type: none"> ➔ <i>Education</i> <ul style="list-style-type: none"> - number of knowledge institutions that perform better - number of graduates (self) employed (male/female) - number of jobs supported/created - number of revised/newly developed curricula in NL and/or Southern partner organisation that integrate research results - number of knowledge institutions with an increased participation of students from minorities - education system represents needs of labour market/gender - graduate satisfaction (employed/non employed/self-employed) (male/female) - employers' satisfaction over the graduates' skills and knowledge ➔ <i>Research</i> <ul style="list-style-type: none"> - number of research results/contributions translated into policy advice at national, regional or local level ➔ <i>Society</i> <ul style="list-style-type: none"> - number of beneficiaries reached with knowledge, skills and techniques (indirectly**) - number of services to community (indirectly**) - number of businesses co-investing in activities - number of improvements in FNS related (inter)national policies/laws (indirectly**) |
| <p>II. Partnerships between persons and organisations are inclusive and sustainable</p> | <ul style="list-style-type: none"> - number of MoUs or other types of formal collaboration agreements exist 1, 3, 5 years after end of project - number of joint (research) proposals submitted and financed - number of joint publications - number of joint/double degrees offered - number of academic staff of partner country still cooperates with academic staff of other education organisation(s) - number of scholarship holders that became members of the alumni association of their host university (of applied sciences) (male/female) (NL/other) - number of Dutch training education organisations that have improved their training methods - number of staff of Dutch training education organisations that have gained new insights and ways of working |
| <p>III. Organisations key to (sectoral) inclusive development of partner countries are strengthened by inflow of enhanced workforce</p> | <ul style="list-style-type: none"> ➔ <i>Individual</i> <ul style="list-style-type: none"> - % of alumni who state that they have implemented in their workplace the knowledge and skills gained from the interventions - % of alumni promoted to more strategic positions within their own organisation or other organisation - narratives from alumni on policy and procedural changes, inclusive development, and innovations as a result of interventions ➔ <i>Organisational</i> <ul style="list-style-type: none"> - % employer satisfaction on suitability of the training for the organisation - % of alumni still employed by the organisation that nominated them |

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| | <ul style="list-style-type: none"> - % employers that states that their department/organisation has become more effective because of OKP intervention - testimonials from employers on organisational changes (implemented procedure/techniques, work ethic etc. due to trained staff (critical mass)) |
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* Direct: target group who have been reached during project period by the new or revised outreach programme or have followed the new or revised curricula/short courses.

** Indirect: target group reached beyond the project period by graduates of the new or revised curricula/short courses.

| Outcomes at project level | |
|---|--|
| Outcome | Indicator |
| A. TVET/HE organisations (in the selected partner countries and in NL) perform better their core tasks, firmly embedded in their environment, in line with country/regional specific labour market needs & aiming at inclusiveness | <ul style="list-style-type: none"> ➔ Education <ul style="list-style-type: none"> - number of knowledge institutions supported directly - increased participation of students from minorities - number of teachers/ trainers have gained qualitative and relevant knowledge and skills to develop and offer the revised/developed study programmes (# trainers trained, male/female/minorities/PhD/MSc/short training) - number of graduates delivered (male/female/minorities degree/non-degree) (directly*) - number of curricula for degree, non-degree and short courses revised/newly developed - number of students enrolled in revised/newly developed study programmes (male/female) - student satisfaction (male/female) ➔ Research <ul style="list-style-type: none"> - number of research strategies/agenda/methodologies revised/strengthened and implemented - number of relevant publications (level, gender, inclusion) - number of relevant innovations ➔ Society <ul style="list-style-type: none"> - number of beneficiaries reached with knowledge, skills and techniques (directly*) - number of MoUs or other types of collaboration agreements signed (education, private, public, surrounding community) (in NL, own country, other country) - number of students performing an internship or practical work (male/female) - number of SMEs supported - number of improvements in (inter)national policies/laws (directly*) ➔ Organisational <ul style="list-style-type: none"> - improved gender equality and gender awareness in the knowledge institution - number of organisations revised/developed and implemented a strategic plan |

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| | <ul style="list-style-type: none"> - number of organisations revised/developed institutional mechanism for quality assurance - number of organisations with a revised/developed system to register and monitor its alumni - number of organisations have developed and implemented a system to regularly survey the satisfaction of students, short courses participants, graduates and/or employers - number of laboratories established/strengthened - number of libraries/resource centres established/strengthened - % of men and women in management of faculty/department - % of men and women of teaching staff of faculty/department - number of organisations with improved policies or procedures to encourage access to education of minorities - diversity in participation of project activities for management and teaching staff (i.e. balance junior/senior staff, women/men, minorities) - number of organisations with policies and procedures to ensure an environment which is gender sensitive - number of organisations with policies and procedures to ensure an environment which is conducive for minorities |
| <p>B. Enhanced knowledge and skills of individuals and organisations (in partner countries and in the NL) in line with specific labour market needs & aiming at inclusiveness</p> | <p>→ <i>Individual</i></p> <ul style="list-style-type: none"> - number of scholarship holders that have successfully completed course/training (level/male/female/minorities) - % scholarship holder's/alumni satisfaction - % of scholarship holders/alumni employed post-study within region and same employer (men/women) - % of scholarships awarded to women - % of scholarships awarded to minorities - % of quota for scholarships for women - % of quota for scholarships for minorities - number of stimulating measures/extra facilities aimed at preparation, supervision and aftercare of female candidates - number of stimulating measures/extra facilities aimed at preparation, supervision and aftercare of minorities - % alumni who state that they have acquired new knowledge and skills; e.g. problem solving, effective communication - % alumni who are promoted/ upgraded to a more senior position post-study - changes in personal, academic and professional attitudes and attributes through training and education programmes - improved gender equality and gender awareness in the workplace <p>→ <i>Organisational</i></p> <ul style="list-style-type: none"> - number of organisations strengthened by individual and/or group training (private/public) - alumni implement the acquired knowledge and skills within their working environment - employers satisfaction on the added value of return scholars to the initial working environment - number of organisations with institutional mechanism for quality assurance - number of organisations developed and implemented a gender strategy |

* Direct: target group who have been reached during project period by the new or revised outreach programme or have followed the new or revised curricula/short courses.

** Indirect: target group reached beyond the project period by graduates of the new or revised curricula/courses.

Annex 5. Overview of OKP modalities

Institutional Collaboration Projects

| Instrument | Description / purpose of instrument | Target group / suitable for | Grant applicants | Procedure/ Type of call | Selection criteria | Evaluation criteria (beoordelen van voorstellen) |
|---|---|---|---|--|--|--|
| Institutional collaboration projects | Grants for OKP Institutional Collaboration Projects will be awarded to collaboration projects between knowledge institutions focusing on sustainable strengthening of higher and vocational education capacity within local priority themes relevant to development cooperation. Projects must have a minimum duration of one year and a maximum duration of four years. Support for vocational education and connection to the labour market are important principles. The projects consist of various activities that contribute to institutional development of organisations in developing countries on | National and/or local knowledge institutions and organisations in developing countries (knowledge institutions and, if desirable, also ministries, national commissions and non-governmental organisations) that contribute to capacity building in the area of higher and vocational education within the local priorities as set out in the CPIs. ² This relates to knowledge institutions and organisations in Category A countries (see the Country List Annex). | Dutch institutions for secondary and higher vocational or academic education, or knowledge institutions or organisations in developing countries as specified above under Target group, potentially on behalf of a consortium. The knowledge institutions and organisations must have sufficient organisational and financial capacity to lead an institutional collaboration project. This can be demonstrated using a COCA ³ that is assessed as positive by Nuffic. | The awarding of a grant for an institutional collaboration project will be done through a grant tendering process. Where appropriate, the grant tendering process may be preceded by a partner identification round. Partner identification rounds are described under (A), after which the grant tendering process is described under (B). Partner identification round: Nuffic will give notice of the partner identification round on its website, www.nuffic.nl . The partner identification round is aimed at national and/or local knowledge institutions and organisations as | The partner identification process will be based on the following criteria: <ul style="list-style-type: none"> • The developing-country party is based in a Category A country • The developing-country party is in the Target group. • The request meets the following requirements: <ul style="list-style-type: none"> ○ The request is complete. ○ The request contains a brief description of the mission, nature and structure of the developing-country institution or organisation. ○ The request contains an organisation analysis. | Grant applications will be evaluated and scored based on the following aspects: <ul style="list-style-type: none"> • the substantive quality of the project proposal; • the extent to which the project proposal is in line with the priorities as defined in the CPI;¹ • the capacity and quality of the grant applicant and/or consortium; • the extent to which the project proposal builds on existing collaboration or has a goal of establishing new long-term partnerships; • the extent to which the project proposal contributes to the systematic development of the |

² www.nuffic.nl.

³ A COCA (Checklist for Organisational Capacity Assessment) is an evaluation of whether an organisation has sufficient financial and organisational capacity to carry out a project or training course. An approved COCA assessment is valid for a maximum of one year and may be requested/updated during the year. The documents required for the COCA assessment can also be submitted at the same time as the grant application.

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| | <p>three levels: individual, organisational and institutional.</p> | | | <p>described under 'Target group'. The notice will indicate the start and closing dates of the period in which requests for partner identification can be submitted. A format is available for the partner identification round, which will be published on www.nuffic.nl.</p> <p>Grant tendering process preceded by a partner identification round For the eligible developing-country parties, Nuffic will run a grant tendering process with the goal of selecting a Dutch institution for secondary or higher vocational education that wishes to engage in an institutional collaboration with the identified requesting organisation. For each selected developing-country party, Nuffic will give notice via www.nuffic.nl of a call for grant applications, specifying the start and closing dates of the period in which grant applications may be submitted.</p> | <ul style="list-style-type: none"> o The request contains a completed COCA for the developing-country party. o The request contains a brief description of the capacity needs. o The request is relevant to sustainable development in the country or region where the requesting party is located, and is relevant to the theme concerned. The request is in line with the CPI. o The request is signed by a legal representative of the developing-country party. • The information supplied is clear. • Selection will depend on the extent to which the capacity needs in question are relevant to sustainable development in the country concerned and to the theme in question, which in turn is aligned with the CPI | <p>developing-country party and makes it possible for that party to act as the 'owner' of the project;</p> <ul style="list-style-type: none"> • the extent to which the project proposal takes account of marginalised groups in the project implementation; • the extent to which the project proposal is aligned with other programmes, projects and scholarships in the country and/or region in question; • the technical quality of the project proposal. |
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| | | | | <p>Grant tendering process not preceded by partner identification round Nuffic will give notice via www.nuffic.nl of a call for grant applications for a specific priority area and/or region, specifying the start and closing dates of the period in which grant applications may be submitted. This relates to applications from Dutch grant applicants, together with a knowledge institution or organisation in a developing country. One of these will be the primary applicant for the grant (lead partner). If a grant is awarded, the primary applicant will be the grant recipient, which as such will be responsible for implementing the activities for which the grant was obtained and complying with the requirements connected to the grant.</p> <p>Process steps</p> <ul style="list-style-type: none"> • The Dutch institution, or the knowledge institution or organisation in the developing country (the latter is possible in the case of a grant tendering process not | <p>for the country concerned.</p> <ul style="list-style-type: none"> • Selection will depend on the extent to which the capacity needs are aligned with the needs of the labour market in the country concerned. • Selection will depend on the extent to which a future institutional collaboration project may contribute to the development of the developing-country party. • Selection will depend on the extent to which the request will make a contribution to the development of marginalised groups. • Selection will depend on the degree to which the request builds on earlier or existing activities funded by the Ministry of Foreign Affairs, including activities funded by the Dutch embassies in those priority sectors. • Selection will depend on the extent to which there is local ownership. • The COCA of the developing-country | |
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| | | | | <p>preceded by a partner identification round; see Grant applicants for more details) submits a grant application for an institutional collaboration project using an online application form established for that purpose.</p> <ul style="list-style-type: none"> • The grant application is assessed against the minimum criteria (see Minimum criteria). To be eligible for a grant, an application must meet the minimum criteria. • The grant application is evaluated against the evaluation criteria (see Evaluation criteria). • To be eligible for a grant, applications must obtain a minimum evaluation score on the evaluation criteria. Applications that do not obtain the minimum evaluation score will be rejected. • The grant applications with the highest scores will be given first priority for a grant, within the available budget. • Nuffic will award a grant to the selected | <p>party meets the specified requirements.</p> <ul style="list-style-type: none"> • The general quality of the presentation of the request. <p>The identification round will result in a prioritisation, by country, of knowledge institutions or organisations in developing countries, on the basis of which a call for grant tenders may be made.</p> <p>Grant application – Minimum criteria</p> <ul style="list-style-type: none"> • The grant application must be submitted by a Dutch institution for secondary or higher vocational or academic education, or a knowledge institution or organisation in a developing country (the latter is possible in the case of a grant tendering process not preceded by a partner identification round), potentially on behalf of a consortium. • The grant applicant is in a position to provide adequate financial management and, | |
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| | | | | <p>grant applicant and reject the applications that it is unable to accept.</p> | <p>due to its experience and expertise in relation to activities similar to those for which the grant is being requested, can guarantee the targeted and effective performance of the activities; the applicant must submit data in the form of a COCA to enable its capacities to be assessed.</p> <ul style="list-style-type: none"> • The grant applicant can function and operate appropriately within the legislation passed by the government in the country or countries in question. • The project proposal has a minimum duration of one year and a maximum duration of four years, and must be implemented and established by no later than 31 July 2022. • The grant applied for does not exceed the maximum amount specified in the call for grant tenders. • Any required co-funding is guaranteed. | |
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| | | | | | <ul style="list-style-type: none"> The grant application meets any specific financial requirements set out in future policy rules relating to the grant tendering process. | |
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Individual Scholarships

| Instrument | Description / purpose of instrument | Target group / suitable for | Grant applicants | Procedure/ Type of call | Selection criteria | Evaluation criteria (beoordelen van voorstellen) |
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| Individual scholarships | In the OKP Individual Scholarships programme, grants will be provided from which scholarships can be issued to participants for: 1. Master's degrees: post-graduate Master's programmes lasting at least one academic year and a maximum of 24 months; 2. short courses: courses not connected to a degree, such as diploma courses or modules from Bachelor's and Master's programmes. Short courses last for at least two weeks | <i>With regard to the scholarship applicant:</i> <ul style="list-style-type: none"> The scholarship applicant works for one of the following types of national and/or local organisations: ministries, secondary or higher vocational or academic education institutions, universities, private sector, commissions or NGOs. The scholarship applicant may not work for: a bilateral or multilateral organisation; a non-governmental organisation that is internationally active and is focused on representing social interests, such as development cooperation, nature and | Dutch educational institutions that meet the requirements set out in this section. The educational institutions must have signed up to the International Student Code of Conduct or be included in the list of Additional Knowledge Centres participating in the Orange Knowledge Programme (OKP). Both can be found on the www.internationalstudy.nl website. These organisations must provide the course or programme to the scholarship applicant themselves; intermediary organisations are not eligible for grants. The institutions must have sufficient organisational and financial capacity. | For each call for a round of applications, the applicable grant ceiling will be published in the Government Gazette. The available money will be allocated by means of a grant tendering process based on the criteria set out in this section. If additional policy rules are set for the call, notice will be given and the rules will be made available on www.nuffic.nl . <u>Application procedure</u> Notice will be given on www.nuffic.nl of the start of the period within which grant applications may be submitted for OKP Individual Scholarships, as well as the final date by which applications must | <u>Assessment and evaluation of the scholarship application (selection)</u> The Dutch embassies will assess whether the scholarship applicants listed by the grant applicant in its application meet the criteria in this section that apply to the scholarship applicants, and will advise Nuffic accordingly. Applications that do not meet the criteria will be rejected by Nuffic and not evaluated any further. The embassies will then evaluate the scholarship applicants based on the following evaluation criteria: <ul style="list-style-type: none"> the motivation of the scholarship applicant; | <u>Selection and grant approval</u> Nuffic will make the decisions on the grant applications from educational institutions. These decisions and therefore the selection of the scholarship applicants for each call will derive from the ranking of the scholarship applicants by the embassies. The scholarship applicants with the highest scores within a grant application will be given first priority for a scholarship, within the associated budget for each country category (see the Country List Annex) and bearing in mind the need for a balanced distribution across target groups, |

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| | <p>and no more than twelve months.</p> <p>Note that under OKP, PhD is only possible as part of an integrated project. OKP will not finance 'standalone' PhD scholarships anymore.</p> | <p>environmental protection, health or human rights.</p> <ul style="list-style-type: none"> • The scholarship applicant is a professional who, in light of his/her (1) role, (2) multiple years of relevant work experience and (3) networks within a theme relevant to local development, is in a position or through his/her employer could be put in a position to apply what he/she has learned in practice. • The scholarship applicant holds the nationality of and is resident and working in one of the countries on the OKP Country List • The scholarship applicant holds a valid identity document. • The scholarship applicant is applying for a scholarship for a course/programme registered at studyfinder.nl. • The scholarship applicant has been admitted to the course or programme for which the institution is applying for a grant. • The scholarship applicant has provided a government statement with the scholarship | | <p>be submitted (the deadline). Grant applications must be submitted electronically through Nuffic's website using a form established for that purpose.</p> | <ul style="list-style-type: none"> • the extent to which the scholarship applicant can implement the acquired knowledge in his/her organisation and country; • the extent to which, after completion or with the aid of the course or programme, the scholarship applicant can contribute to the themes relevant to local priority development specified on www.nuffic.nl at the time of the call for applications. <p>If they prove suitable, scholarship applicants from marginalised groups deserve to be shown preference. The result of the evaluation will be expressed as a score; all scores combined will result in a ranking of scholarship applicants.</p> | <p>countries and/or regions and themes. In its decision on the grant application, Nuffic will specify for which scholarship applicants the grant is being awarded. The grant may be used to pay for only one scholarship per scholarship applicant. Scholarship applicants cannot be eligible for multiple OKP study scholarships. However, after completing a programme in the Netherlands, a scholarship recipient will be eligible to participate in other OKP activities.</p> <p>A maximum number of scholarships per application round will be applied for the institutions. Nuffic will determine that maximum number of scholarships based on the following criteria:</p> <ul style="list-style-type: none"> • the grant budget available for each round of applications; • the grant budget available for each country category (see the Country List Annex for the country categories); • the average costs of a scholarship; |
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| | | <p>application, if this is required by the local government.</p> <ul style="list-style-type: none"> • The scholarship applicant demonstrates that the requested co-funding percentage is available to fund the study. • The employer of the scholarship applicant supports the scholarship application through a positive reference, declares that it will continue to pay the salary of the scholarship recipient during the programme and after his/her return will give the scholarship recipient an opportunity to apply what he/she has learned in practice. • <p><i>With regard to the application/applicant:</i></p> <ul style="list-style-type: none"> • The course/programme for which the scholarship applicant is applying for a scholarship is a Master's programme or short course that meets the requirements set out above. • The scholarship application is relevant to sustainable development in the country or region where the requesting party is located, and is relevant | | | | <ul style="list-style-type: none"> • the number of scholarships per institution for which grants were awarded (where applicable) in earlier rounds of this programme (or its predecessor, NFP II); • the number of grants awarded per country in relation to the total number of grants awarded per call. <p>For each application round, the method of calculating the maximum number of scholarships for which a grant may be received will be posted on www.nuffic.nl.</p> |
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| | | <p>to the theme concerned. The scholarship application is in line with the Country Plan of Implementation or Annual Plan for the country concerned.</p> <ul style="list-style-type: none"> • The course/programme for which the scholarship applicant is applying for a scholarship is registered at studyfinder.nl. • The course/programme for which the scholarship applicant is applying for a scholarship is full time, unless it is an e-learning course. • The course/programme for which the scholarship applicant is applying for a scholarship is offered in English, French or Spanish. | | | | |
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Group Training

| Instrument | Description / purpose of instrument | Target group / suitable for | Grant applicants | Procedure | Selection criteria | Evaluation criteria | Budget |
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| Group training (TMT, TMT+ and RC) | Tailor made training or refresher courses aiming at supporting the capacity-building and knowledge-development agendas of developing countries | <p>For participants of group training who meet the following criteria:</p> <ul style="list-style-type: none"> • The candidates work for one of the following types of national and/or | Eligibility for OKP Group Training Courses grants extends to Dutch institutions providing secondary and higher vocational and academic education | Notice will be given on www.nuffic.nl of the start of the period within which grant applications may be submitted for OKP Group Training Courses, as well as the | <p><u>Criteria</u> Minimum criteria:</p> <ul style="list-style-type: none"> • The grant applicant meets the requirements listed under Grant applicants. | <p>Evaluation criteria: Next, the grant applications that meet the minimum criteria will be evaluated against the following evaluation criteria:</p> | 1. Tailor-Made Training courses (TMT): customised group training courses with a maximum budget of €75,000 and a maximum duration of twelve months; |

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| | <p>by building up the knowledge and skills of individual professionals, through stakeholder organisations focused on development issues and higher and vocational education institutions</p> | <p>local organisations: ministries, secondary or higher vocational education institutions, universities, private sector, commissions or NGOs.</p> <ul style="list-style-type: none"> The candidates may not work for: <ul style="list-style-type: none"> a bilateral or multilateral organisation; a non-governmental organisation that is internationally active and is focused on representing social interests, such as development cooperation, nature and environmental protection, health or human rights. The candidates must have the nationality of or be resident and working in one of the OKP countries for which grant applications for providing the type | <p>or other types of organisations that provide educational training courses and that also contribute to strengthening of the priority themes in the countries on the Country List (see the Country List Annex). These institutions must deliver the training themselves; intermediary organisations are not eligible. The institutions must have sufficient organisational and financial capacity to run a training course. This can be demonstrated using a COCA⁴ that is assessed as positive by Nuffic. The organisations must also have demonstrable experience in providing the desired training course.</p> | <p>final date by which applications must be submitted (the deadline). Grant applications must be submitted electronically through Nuffic's website using a form established for that purpose</p> <p>From application to approval</p> <ol style="list-style-type: none"> The Dutch institution (see Grant applicants) submits a grant application using the application form established for that purpose. The grant application is assessed against the minimum criteria (see Minimum criteria). The grant application is evaluated against the evaluation criteria (see Evaluation criteria). To be eligible for a grant, applications | <ul style="list-style-type: none"> The group training course candidates meet the requirements listed under Group training course target group. The group training course meets the requirements listed under Range of programmes. <ul style="list-style-type: none"> The group training course is relevant to sustainable development in the country or region where the requesting party is located, and is relevant to the theme concerned. The group training course is in line with the Country Plan of Implementation for the country concerned or the Annual Plan of the embassy in that country. | <ul style="list-style-type: none"> the extent to which the grant application builds on earlier or existing activities funded by the Ministry of Foreign Affairs, including activities funded by the Dutch embassies in those countries; the extent to which a clear link exists between the proposed activities (the group training course) and the expected results; the extent to which the group training course contributes to sustainable development of the priority sectors in the countries concerned; the extent to which the group training course aligns with the CPI or Annual Plan⁵ of the country concerned; the extent to which the group training course makes a contribution to the | <p>the focus is on training courses in countries in categories A, B and C</p> <ol style="list-style-type: none"> Tailor-Made Training Plus courses (TMT+): customised group training courses with a maximum budget of €400,000 and a maximum duration of 24 months; the focus is on training courses in countries in categories A and B Refresher Courses (RC: refresher courses with a maximum budget of €75,000 and a maximum duration of twelve months; the focus is on training courses in countries in categories A, B and C |
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⁴ A COCA (Checklist for Organisational Capacity Assessment) is an evaluation of whether an organisation has sufficient financial and organisational capacity to carry out a project or training course. An approved COCA assessment is valid for a maximum of one year and may be requested/updated during the year. The documents required for the COCA assessment can also be submitted at the same time as the grant application.

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| | | <p>of group training courses concerned can be awarded</p> <ul style="list-style-type: none"> • The candidates must be in a position to apply the acquired knowledge and skills in practice. <p>Additional criteria for refresher course candidates:</p> <ul style="list-style-type: none"> • Candidates for a refresher course must have completed an OKP, NFPII or NICHEII-funded course within the past five years. • Candidates for a refresher course must not have already accepted a scholarship for a refresher course in the year preceding the OKP Refresher Course application in question, at any time in the course of the OKP 2018–2022. | | <p>must obtain a minimum evaluation score on the evaluation criteria. Applications that do not obtain the minimum evaluation score will be rejected.</p> <p>5. The grant applications with the highest scores will be given first priority for a grant, within the available budget and bearing in mind the need for a balanced distribution across target groups, countries and/or regions and themes.</p> <p>6. Nuffic will award a grant to the selected grant applicant and reject the applications that it is unable to accept.</p> | <ul style="list-style-type: none"> • Any required co-funding is guaranteed. <p>If an application or request does not meet these minimum criteria, it will be rejected and not evaluated any further.</p> | <p>development of marginalised groups as identified in the CPI for the country concerned;</p> <ul style="list-style-type: none"> • the extent to which there is local ownership. | |
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Alumni Activities

| Instrument | Description / purpose of instrument | Target group / suitable for | Grant Applicants | Procedure | Selection criteria | Budget |
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| Alumni activities | OKP Alumni Activities grants will be awarded for activities that provide alumni of the OKP or its predecessors with opportunities to strengthen links with other alumni, Dutch knowledge institutions, embassies and other parties and to share knowledge and experience. | <p>Alumni from the OKP, NICHE, NFP and MSP and the predecessors to these programmes.</p> <p>The grant applicants are</p> <ul style="list-style-type: none"> • Associations in OKP countries for alumni of educational activities for which a grant was previously obtained under the OKP, NICHE, NFP or MSP or a predecessor to these programmes • Dutch educational institutions. | Alumni Associations in OKP countries for alumni of educational activities for which a grant was previously obtained under the OKP, NICHE, NFP or MSP or a predecessor to these programmes, as well as Dutch educational institutions. | <p>From grant application to approval</p> <p>A local alumni association or a Dutch educational institution (see under Grant applicants) submits a grant application using the online application form⁶ established for that purpose. Nuffic evaluates the applications against the criteria set out below. Nuffic awards grants to applications that meet the criteria, unless the available funds are exhausted, in which case the applications will be rejected.</p> <p>Allocation process</p> <p>The funds available for providing OKP Alumni Activities grants will be distributed based on applications being processed in the order in which they were received (first come, first served). A budget will be made available each year and published in the Government Gazette; applications for funds from that budget may be</p> | <p>Criteria</p> <p>To be eligible for an OKP Alumni Activities grant, applications must meet the following criteria:</p> <ul style="list-style-type: none"> • The grant applied for must be no more than €5,000. • No grant has already been awarded for the activity. • A grant applicant may be eligible for a grant no more than twice per year. • At least 60% of participants in the activity are alumni of educational activities for which an OKP, NFP, MSP or NICHE/NPT grant was previously obtained. • If the applicant is an alumni association, it must have originated in an OKP country • A clear link exists between the application and the embassy and its activities, such as incoming delegations, preparations for new programmes and/or projects, round-table discussions, meetings in collaboration with the embassy, etc. • The grant applicant has the required co-funding percentage available to cover the alumni activities | Max. € 5,000 per activity |

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| | | | | submitted throughout the year. | <ul style="list-style-type: none"> • The activity is an initiative for and carried out on behalf of alumni of educational activities for which an OKP, NFP, MSP or NICHE/NPT grant was previously obtained. • The activity is related to: <ul style="list-style-type: none"> ○ the knowledge and expertise previously acquired by the alumni through the OKP, NFP, MSP or NICHE/NPT; ○ education in general; ○ strengthening of the alumni association, if such an association is involved. • the application does not relate to a social activity. | |
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