

Appeal 2002-2003



International Federation
of Red Cross and Red Crescent Societies

VIETNAM (Appeal 01.36/2002)

Click on programme title or figures to go to the text or budget

	2002 In CHF	2003 ¹ In CHF
1. Disaster Preparedness	2,379,173	2,276,300
2. Health and Care	1,666,332	1,666,332
3. Organizational Development	834,696	834,696
5. Coordination & Management	827,846	786,554
Total	5,708,047	5,563,882



Introduction

National context

With its unique mix of geography, Vietnam is one of the countries in the Asia Pacific region most vulnerable to natural disasters. Its long and exposed coastline is subjected to an annual beating by typhoons, its mountainous terrain is hit alternately by flash floods and prolonged drought, while its wide river deltas are extremely prone to flooding. Deforestation remains a concern; there is significant felling of trees and crop cover loss has been substantial as a result of the war, specifically from the use of chemical defoliants such as Agent Orange. Confronted in addition a large and dense population, increasing urbanisation, the delayed but significant impact of the region's economic crisis, considerable health and social problems and the lingering effects of war, Vietnam is one of the region's priorities in terms of humanitarian assistance.

According to the UNDP Human Development Report in 2000, Vietnam, population 76.3 million (1999), ranked 101 of 174 countries. In 2000 the GDP per capita was USD 400. In the 1990s the percentage of the population below the international poverty line was reduced substantially, from around 58% of the population in 1992/1993 to 37% in 1997/1998. However, national poverty reduction rates during this period conceal significant disparities. In urban areas, poverty decreased by two-thirds in the period 1993 - 1998, while the reduction was less than half in rural areas. Nearly 94% of the poor live in rural areas in Vietnam.

Adult literacy has been maintained at over 90%. According to ESCAP, 90 % of the population has access to health services -- although this can mean a very poorly-equipped and staffed village health station. Access to 'improved water sources' stands at 56% (UNDP, 2001). This national figure conceals the urban-rural disparities in the country. While 78% of the urban households are using safe water supplies, only 44% of the rural households have access to safe water. Similarly, only 43% of the urban households and as few as 15%

¹ These are preliminary figures for 2003. and are subject to revision in the course of 2002.

of the rural households have access to sanitation. The greatest needs are in the rural areas of Vietnam, where approximately 80% of the population live.

Key Regional Indicators

Country	HDI Rank	Gender HDI Rank	Life Expectancy at Birth		Adult Literacy Rate		Estimated Earned Income (PPP US\$)	
			Female	Male	Female	Male	Female	Male
Singapore	26	26	79.6	75.2	88.0	96.2	13,693	27,739
Brunei	32	30	78.3	73.6	87.3	94.3	10,865	24,163
Malaysia	56	55	74.8	69.9	82.8	91.1	5,153	11,183
Thailand	66	58	72.9	67.0	93.5	97.0	4,634	7,660
Philippines	70	62	71.1	67.0	94.9	95.3	2,684	4,910
VietNam	101	89	70.2	65.5	91.0	95.4	1,552	2,170
Indonesia	102	92	67.7	63.9	81.3	91.5	1,929	3,780
Myanmar	118	107	58.4	53.6	80.1	88.8	746	1,311
Cambodia	121	109	58.6	54.4	57.7	80.1	1,190	1,541
Laos	131	119	54.4	51.9	31.7	63.0	1,169	1,774
East Timor	<i>Data not available</i>							

Data from Human Development Index (HDI), Human Development Report, UNDP 2001.

Country	Population with access to:			HIV/AIDS Prevalence		
	Adequate sanitation %	Improved water sources %	Essential drugs %	Adult Rate (age 15-49) %	Women (age 15-49)	Children (age 0-14)
Singapore	100	100	100	0.19	790	<100
Brunei	99	0.20
Malaysia	98	95	70	0.42	4,800	550
Thailand	96	80	95	2.15	305,000	13,900
Philippines	83	87	66	0.07	11,000	1,300
VietNam	73	56	85	0.24	20,000	2,500
Indonesia	66	76	80	0.05	13,000	680
Myanmar	46	68	60	1.99	180,000	14,000
Cambodia	18	30	30	4.04	71,000	5,400
Laos	46	90	66	0.05	650	<100
East Timor	<i>Data not available</i>					

Data from Human Development Index (HDI), Human Development Report, UNDP 2001.

National society priorities

The Vietnamese Red Cross (VNRC) has a countrywide network of district branches in each of the 61 provinces, and down to commune level in most cases. Considered one of the key “social organisations” in Vietnam, the society’s current priorities continue to be:

- To strengthen its capacity at national headquarters and in those provinces particularly vulnerable to natural disasters,
- To work in health and first aid at the community level,
- To carry out services and activities in favour of victims of disasters, and
- To co-operate with other national societies.

Programme implementation has been most prominent in disaster response (in recent years, relief assistance has amounted to between 2 and 9 million Swiss francs per year, in response to typhoons, floods, storms and drought), social work (local level assistance to thousands of vulnerable people), primary health care (particularly in the four provinces assisted by the Danish Red Cross) and finally HIV/AIDS peer education (a programme operated in Hanoi and Ho Chi Minh City, sponsored by the Australian Red Cross and UNICEF). The VNRC has also placed emphasis on curriculum and programme development for its chapters - in the areas of disaster preparedness, disaster response, organisational development of chapters in disaster prone

provinces, community health and first aid, and social work. Each of these programmes has impacted positively on the capacity building of the chapters and/or branches in the provinces involved.

At the 7th National Congress of the VNRC, which took place in August, 2001, the “directions and tasks” for the VNRC and the International Red Cross Red Crescent Movement’s development were defined, for implementation by the incoming Executive Committee during its mandate, 2001 - 2006.

The following is a transcript of some pertinent parts of this resolution:

General Direction and Tasks:

- Upholding and consolidating the achieved results, increasing public awareness of humanity causes and of Red Cross/Red Crescent activities.
- Building a strong Red Cross organisation, capable of playing the role of a backbone humanitarian organisation on the Vietnamese humanity front.
- Expanding international relations based on self-reliance, exchanging experience, making effective use of foreign aid in the fields of humanity and socio-economic development.

Vital Methods:

- Implementing, respectively, the Plan of Action of the 27th International Conference of the Red Cross and Red Crescent, the Strategy 2010 of the International Federation of Red Cross and Red Crescent Societies and “the Hanoi Declaration” of the 5th Asia and Pacific Regional Conference.
- Strengthening and developing the dissemination tasks. Keep on innovating and increasing the effectiveness, bearing in mind that Red Cross activities must focus on the poor, to help them integrate into the community.
- Consolidating the organisation, especially at grassroots levels, by further enhancing the skills of the VNRC volunteers, staff and members. Providing more help for newly established local VNRC units, and the ones in remote areas.
- Actively raising funds locally to become more self-reliant. Strengthening co-ordination with different sectors and other mass organisations, and, by doing so, take a lead in humanitarian activities in the entire country.
- Establishing action plans at all levels, based on the general directions and tasks, with realistic targets and priorities, formulating and replicating best practices.
- Raising the quality of actions, whilst addressing legitimate moral and material benefits of the organisation’s human resources, namely the volunteers, staff and members.
- Establishing regulations and working rules, renovating the information system, more investment in working aids, raising effectiveness in management skills, strengthening research and actively addressing how to help the weaker links in the organisational structures.

Priority programmes for Federation assistance

The overall aim of Federation assistance is the development of a well-functioning national society with competent structures and adequate resources at national, provincial, district and local levels, capable of running effective programmes, with a particular focus on the four core areas as defined in the Federation’s Strategy 2010, namely promotion of humanitarian values, disaster preparedness, disaster response, and health and care in the community.

Three priorities for external assistance have been highlighted with the VNRC:

- Disaster management, including disaster preparedness, as well as disaster response at times of frequently recurring major disasters.
- Programme assistance and resource provision for health and social work (especially disability services), so as to improve the effectiveness of related local-level activities.
- Capacity building at provincial and national levels, to better facilitate the implementation of activities and programmes.

Federation assistance will continue to be co-ordinated by the country delegation, as an integral part of the Federation's regional management structure for the Southeast Asia region. It is expected that technical assistance to and co-operation with the VNRC will be further enhanced as a result of increased decentralisation within the scope of "Action Research". This will occur mainly, but not only, in the programme area(s) where no country based Federation support capacity is available or possible such as, for example, in the promotion of humanitarian values. This decentralisation should also better ensure continued support from the regional delegation for Southeast Asia, as part of a future exit strategy of Federation's country presence that has been agreed upon and planned.

A comprehensive Memorandum of Understanding (MoU) between the Federation and VNRC is to be signed in 2001. This document is designed to ensure that all member societies (participating national societies) and the secretariat structures (Vietnam delegation, regional delegation, Geneva secretariat) work together to strengthen VNRC capacities. The MoU will protect the integrity of the VNRC and ensure that, rather than duplicating its structures, the partners complement and strengthen them. Furthermore, this MoU will form the basis for more detailed discussions to negotiate and formulate a revised country assistance strategy (CAS) by the end of the first quarter of 2002.

It is foreseen that the Federation's country delegation will include a main office in the capital, Hanoi, a second office, in Ho Chi Minh City and, subject to further plans and future operational requirements, a liaison/programme support function in the centre of the country, most likely in Hue.

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1. Disaster preparedness

Background and achievements/lessons to date

The disaster management programme of the VNRC was established in the early 1990s and has evolved from infrastructure development (e.g. the establishment of disaster preparedness centres) to developing material and human resources and a more community focused approach.

For the period 2000/01 the national society formulated two main objectives: the strengthening and improvement of its disaster preparedness capacity (at headquarters and in selected high-risk areas through human and material resource development) and the development of sustainable risk reduction activities. Below is a summary of achievements.

Human resource development

- A draft strategic plan for disaster management developed and adopted by national society, May 2000.
- 7 national trainers undertook further training (resulting in a total of 14 national trainers in the country).
- 30 more provincial trainers received training in the VNRC DP manual and in adult training methodology (three week training course) resulting in a total of 59 provincial trainers.
- A further 100 mid-level and senior-level Red Cross staff trained in the VNRC DP manual by national and provincial trainers (resulting in a total of 200 staff trained in 2000/01).
- The school children's disaster preparedness programme trained 5,600 primary school teachers and approximately 228,000 Grade 4 and 5 school children, in 13 central and northern provinces; World Vision (utilising Red Cross provincial/national trainers) undertook training of 250 primary school teachers and 8,200 children in An Giang province; Oxfam HK are currently undertaking the programme in Ha Tinh province.
- Basic training in office management undertaken for VNRC social work department facilitated by external agency (CFVG).
- Director of VNRC social work department and one programme officer undertook community based disaster management (CBDM) training at ADPC, Bangkok.
- 20 Red Cross staff (including 11 national trainers) undertook CBDM training in Vietnam, co-facilitated by ADPC/external CBDM consultant.

Material resources

- Disaster preparedness centres/other offices received fax machines, computers, printers, megaphones and other essential equipment.
- 26 Emergency Response Posts (ERPs) were built and equipped with sufficient emergency response equipment for a 15 person team.
- 15 4WD vehicles equipped with VHF radio were sent to 7 central provinces; a VHF radio network was established in the same area (fully operational later in 2001).

Risk reduction activity

- Approximately 1,200 hectares of mangroves were planted in 8 provinces; research work and two exchange visits undertaken.
- Mangrove programmes supported by the Danish and the Japanese Red Cross societies were evaluated by an external evaluation team.

Ongoing assistance

- A further 79 provincial trainers will complete their training in 2001.
- A further 420 Red Cross staff will be trained in the VNRC DP Manual before December 2001 from the 21 provinces considered to be the most disaster prone.
- School children's disaster preparedness programme continues in 12 Mekong Delta provinces and 7 Central Provinces (training approximately 2,250 teachers and 110,000 children).

- “*Living with floods*” material (video, TV clips, brochures) aimed at rural communities and with a particular emphasis on children.
- A GIS system appropriate for the requirements of the VNRC headquarters will be established at the national society headquarters (last quarter of 2001).
- A pilot tree planting project (as a risk reduction activity) to protect communities from high winds during storms will be undertaken in three provinces.

Difficulties encountered

Lack of personnel at VNRC headquarters in the disaster management section, and involvement Red Cross staff (at headquarters and in the representative office, Federation offices) in disaster response activity (for the operation in the Mekong area) limited the time available to undertake preparedness activities.

Lessons learnt

The scheduling of disaster preparedness activities outside known times of seasonal disasters, although this is difficult as the disaster season lasts from June/July until December and response activities for each disaster can last 3-4 months.

Capacity at the national society needs to be increased, both in terms of numbers of staff to undertake the work, but also in the enhancement of skill levels.

Goal Reduction of the impact of disasters on the most vulnerable people through support to the VNRC disaster management programme.

Objective and activities

Objective 1 The material resources required for disaster management at national society headquarters and in 21 of the provinces considered to be the most disaster prone, are enhanced, by June 2002.

Activities to achieve objective 1 are:

- Assist VNRC in the procurement and distribution of equipment (e.g. computers/modems, fax machines, essential equipment/materials for disaster response).
- Facilitate the establishment of VNRC open procurement contracts with principal suppliers (e.g. for blankets, mosquito nets, household kits, etc.).

Objective 2 The national society has the skilled human resources in disaster management at headquarters and in the 21 provinces, to manage the national disaster management programme, with reduced Federation technical support, by June 2002.

Activities to achieve objective 2 are:

- Work in conjunction with VNRC to conduct refresher training workshops in training methodology and in disaster management for VNRC national and provincial trainers.
- Work in conjunction with VNRC to conduct training for primary school teachers, Red Cross volunteers/shock-brigade members, staff of other organisations, local authorities, village/commune leaders, etc.
- Provide technical and professional support to VNRC in the development of appropriate disaster management material for the different groups.

Objective 3 The VNRC has the human and financial resources to undertake new risk reduction activities with communities at risk from disasters in selected provinces, by December 2002.

Activities to achieve objective 3 are:

- Support VNRC in conducting hazard, vulnerability and capacity assessments in selected high risk communes in disaster prone provinces.
- Continue to work in conjunction with, and in support of, the VNRC to plant and protect mangroves.
- Advocate on behalf of, and assist in raising awareness of the importance of mangroves as a risk reduction measure among poor coastal communities, local authorities, etc.
- Support the VNRC in undertaking risk reduction activities with communities in selected high risk communes of disaster prone provinces (as determined through dialogue with communities).

- Advocate on behalf of vulnerable groups living in high-risk areas.

Objective 4 The VNRC is part of a local, regional and global network in disaster management.

Activities to achieve objective 4 are:

- Participate in Mekong River Commission meetings.
- Facilitate regional meetings and exchanges with other organisations.
- Participate in Regional Disaster Management Team meetings.
- Advise, assist and support VNRC in co-chairing co-ordination meetings.

Expected results

Objective 1:

- The national headquarters, the representative office (in HCMC), disaster preparedness centres and other Red Cross offices in 21 provinces are provided with essential disaster management equipment/materials.
- Open contracts are established with principal suppliers of relief items.

Objective 2:

- Red Cross staff at different levels: national trainers and provincial trainers, volunteers/shock-brigade members, school children, people in high risk communes, other mass organisations, local authorities, etc. receive training in disaster management.
- Appropriate disaster management materials exist for each level.

Objective 3:

- Hazard, vulnerability, capacity assessment conducted in selected high risk communes in 10 provinces.
- Mangroves planted and protected in the coastal areas of 6 provinces.
- Risk reduction measures undertaken to protect high risk communities in 10 selected provinces.

Objective 4:

- Sub regional dialogue on: Mekong River floods.
- Knowledge sharing between national societies/others in Cambodia, Laos, Myanmar, the Philippines, Thailand, Vietnam.
- Regional disaster management team.
- MoU/Framework agreement between VNRC and the Central Committee on storm and flood control.

Indicators

Goal:

- The level of impact (in terms of percentage of people affected and related to previous disaster figures) of any disaster on the community in the 21 most disaster prone provinces.
- The extent of the role played by the VNRC (beneficiary contact monitoring in 2003).

Objective 1:

- The availability of equipment and materials in Red Cross offices.
- The availability of procurement contracts with principal suppliers.

Objective 2:

- The skill level of VNRC national and provincial trainers is developed, noted by improved performance in their provinces vis-à-vis disaster management activities.
- The skill level of Red Cross staff, volunteers, and others. is enhanced and improved disaster management action recorded by the Red Cross at the various levels, verified by utilisation of standard procedures, disaster management activities initiated.
- The knowledge of disaster preparedness by school teachers and school children and their families is enhanced, verified by school children's competitions, test results, increased awareness levels noted by Red Cross staff among people from targeted communities.
- The availability of appropriate disaster management materials for each level.

Objective 3:

- The availability of written reports of participatory assessments conducted.
- The number of households in the targeted areas who are more knowledgeable about mangroves.
- The number of risk reduction activities undertaken in high risk communities, verified by physical structures, viz. safe havens, wind breaks, retro-fitted houses, small scale mitigation works.
- The availability of documentation relating to advocacy issues raised by the Red Cross.

Objective 4:

- Meetings attended/exchange visits organised.
- Meetings held.
- Number of communications between countries.

Critical assumptions

Internal:

- There are sufficient staff in the VNRC Social Work department. to undertake the programme.
- The VNRC leadership supports the programme.
- Red Cross staff in the 21 provinces are committed to the programme.

External:

- Sufficient funding is available for the programme.
- Relief operations as a result of disasters do not impede the implementation of the programme.

Monitoring and evaluation

Monitoring of this programme will be carried out as follows:

- VNRC headquarters/Federation disaster preparedness staff will be present at training events and visit provinces to observe disaster management activities.
- Provincial chapter staff will visit project areas.

Evaluation of this programme will be carried out as follows:

- An external evaluation of the disaster management programme will be conducted in the fourth quarter of 2002.
- Provincial chapters will conduct evaluations of activities undertaken in their respective provinces.

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2. Health and care

In the early 1990s Vietnam undertook a process of economic and social reform known as “doi moi”. While progress has been made in poverty reduction and economic growth, social growth has not kept pace. As a result the gap between the rich and extremely poor is widening, causing an increasing number of people to be economically and socially marginalised. In addition, changes in life styles, family structures, limited social safety nets, frequent natural disasters and the ongoing effects of war constitute a further burden that falls heavily on the poor and disadvantaged.

In terms of health and care of its population, Vietnam faces challenges similar to those in its neighbouring countries. The latest figures from the UNDP Human Development Report (see above) show that while there has been progress in recent years, the improvement of health and care services in Vietnam is still a high priority for the government of Vietnam and external INGO support.

The VNRC takes an active role in trying to improve the well-being and health of vulnerable people in Vietnam. Through its national network reaching down to commune level, it has access to and knowledge about the needs of the people and has thereby a potential to deliver appropriate services. The Federation is supporting the VNRC to develop its capacity further, and to improve the effectiveness of local level activities through programme assistance and resource provision.

The VNRC has three key departments which represent its health and care programmes. Current Federation and participating national societies’ support for health and care programmes is provided through these key departments: Health Department; Social Welfare Department; Agent Orange Victims Fund Department.

Federation support to VNRC health and care programmes is delivered not only through the Federation’s annual development appeal process and assistance programmes, but also through in-country member societies who run bilateral assistance programmes. The Danish Red Cross (DRC) provides bilateral assistance to VNRC primary health care (PHC) programme and the Australian Red Cross (ARC) support an HIV/AIDS peer education programme.

Federation assistance programmes, supported by several national societies, continue to provide support to VNRC health activities as an integrated component under VNRC disability and social work programmes.

The VNRC Community Based Social Work (CBSW) Programme provides staff and volunteers nation-wide with skills and working methods leading to community-based and sustainable assistance to various Red Cross target groups. The disability programme focuses on one particular vulnerable group in Vietnam: disabled children and their family members, a group that includes those believed to be affected by Agent Orange. Federation assistance to these programmes is based on a similar approach: it helps build the capacity of VNRC to provide effective and long-term assistance using participatory and developmental approaches and methods.

Through this appeal, the Federation will continue its assistance to VNRC priority programmes, but will also increase support to facilitate a strengthened VNRC capacity in health, and the development of VNRC strategies and plans.

An assessment of the spectrum of VNRC health and care programmes, current support, and requirements for additional support, is planned for 2002. It is anticipated that this assessment will involve not only the participation of VNRC key staff and the delegation in Vietnam but also considerable support from the regional health unit and the participation of key participating national societies.

The health and care programme components in 2002-2003 are:

- Health - technical support programme

- Community Based Social Work (CBSW) programme
- Disability programme.

Health - technical support programme

Background and achievements/lessons to date

The VNRC health department has made a strong commitment to contribute to the government of Vietnam's national health programmes. Its current service areas include primary health care, first aid, HIV/AIDS and blood donor recruitment.

This programme will focus firstly on the clarification of VNRC priorities in health and their support base, secondly on the co-ordination of VNRC programmes within the wider scope of health and care.

The main emphasis is to facilitate the development of an effective co-ordination mechanism among all partners. It will also assist in the development of midterm assistance and co-operation strategies to enable VNRC to implement its planned priorities in health.

Goal VNRC priorities and support mechanisms within health and care are reviewed and enhanced.

Objectives and activities

Objective 1 The VNRC has developed an effective co-ordination mechanism for all Red Cross health and care activities.

Activities to achieve objective 1 are:

- Facilitate and promote information sharing through regular meetings and negotiations between VNRC, the Federation and all in-country and other Movement partners in the health and care sector.
- In conjunction with the regional health unit (RHU), assist and support the VNRC in defining and developing a clear health component within the CAS.

Objective 2 The VNRC receives adequate support to manage, develop and implement all programmes within the health department.

Activities to achieve objective 2 are:

- Provide guidance and support to VNRC in assessing and defining priority areas for health and developing appropriate programmes for response in the health sector.
- In co-ordination with the VNRC, map and assess the current support mechanisms for programmes in the health sector.
- Provide technical assistance for the review and improvement of current support mechanisms and assist in developing those additionally required.
- Support the co-ordination of VNRC health programmes.

Expected results

Objective 1:

- Common understanding of the co-ordination mechanism under the leadership of VNRC at the Federation secretariat and among all Movement partners involved in supporting the VNRC.
- A well negotiated and universally acceptable health component for the revised CAS for Vietnam.

Objective 2:

- Clearly defined and documented VNRC priorities in health.
- Effective support mechanisms for VNRC health programmes.

Indicators

Objective 1:

- A universally acceptable and manageable health and care component for the CAS.

Objective 2:

- Efficient management and implementation of health programmes.

Critical Assumptions

- The key VNRC health and care departments prioritise the review of the CAS process.
- Sufficient funding is available for this programme.

Monitoring and Evaluation

This programme will be monitored and evaluated as follows:

The VNRC, in-country participating national societies, the Federation delegation in Vietnam and the regional delegation's health unit will participate in an annual evaluation of this programme, as well as continued monitoring and the production of quarterly progress reports (Programme Updates).

Community Based Social Work (CBSW)

Background and achievements/lessons to date

Social services have long been an important field of work for the VNRC. At the VNRC congress in 1988, the provision of social services at the local level was highlighted as a priority for the organisation. In 1992 the VNRC in its MoU with the Federation agreed on initial support for this area of work. In 1996, with support from the Swedish Red Cross, the ten year Community Based Social Work programme was established to strengthen the VNRC's capacity to provide sustainable and effective assistance to the most vulnerable.

The CBSW programme aims to introduce and integrate a developmental, social work approach into the existing activities of the VNRC, through capacity and human resource development. The programme supports a change in mindset and working methods so that Red Cross assistance contributes to improving the lives of the poorest and most disadvantaged. This is mainly achieved through a system of training for all levels of the VNRC. The first level of training is a basic awareness raising for headquarters, provincial and district staff; it introduces social work methods and builds a platform for a new direction with a community-based and participatory approach, focused on sustainable development and self-reliance. A training of trainers (ToT) course follows for key people from each province, who then go on to conduct grass roots training in their districts. As the CBSW programme actively promotes the practical application of skills learnt through training, the headquarters supports small scale projects and pilot activities to facilitate the use of these methods in all areas of Red Cross work.

Social work and the active use of participatory and bottom-up methods are still new in Vietnam, and so also in VNRC. The CBSW programme has therefore developed and progressed rather slowly, but nevertheless successfully. Along with strengthened capacity in the society, both in terms of staff and skills, the programme has taken a big step forward. Already more than 1,000 VNRC staff and volunteers have attended training in developmental and participatory working methods. Several community activities and projects have been successfully implemented and contributed to empowering many vulnerable and poor people. The range of social support has varied, but includes education, vocational/job-training and basic health care for many disadvantaged children and young people (poor disabled, orphans, etc.) and awareness raising in the communities. Projects to support very poor people or families through income generating activities (family survival basis) have also been implemented with positive results. At present, a number of provinces are putting into practice skills learnt in training, which will result in an expansion of activities and projects to meet the social needs of many vulnerable people in Vietnam.

So far 40 provinces have attended the introductory, awareness raising training, and 8 of them have completed the full training cycle (basic, ToT, and grassroots level training) and are now using skills and methods in their activities and assistance to target groups. The enthusiasm and the expectations of provinces - both those who

have received training and those who are waiting to be included in the programme - are very high. This is a positive sign, but also represents a dilemma for VNRC headquarters, since it will be impossible to meet all expectations immediately. Most likely, assistance in the coming period will focus on consolidation and support in the provinces already included in the programme to ensure that staff and volunteers feel confident in providing social and psycho-social support and that community response is effective.

Feedback from provinces and training and project evaluations clearly show that the CBSW programme has been successful and that training and support have a positive impact on Red Cross work. In the upcoming mid-term evaluation of the CBSW programme, the impact will be further assessed and recommendations given for the coming years.

Goal VNRC services and assistance at local level are sustainable and effective; they are meeting the long-term and social needs of some of the most vulnerable groups in Vietnam; they are contributing to self-reliance in the community.

Objectives and activities

Objective 1 The awareness and understanding of social issues, sustainable development and social work has increased within the national society, creating a platform for introducing a more community-based and developmental approach in Red Cross activities.

Activities to achieve objective 1 are:

- Support VNRC in the provision of basic, awareness raising training for leaders and key staff at all levels; this includes training courses conducted by headquarters as well as training arranged by provincial chapters for the grassroots level.
- Promote and facilitate co-operation and meetings with leadership, key departments and provinces (and Federation/partners) to discuss social welfare/social work in VNRC, its aims and strategies and to review achievements and constraints of the programme.
- Support VNRC in producing a leaflet and other information material as needed, and assist in disseminating this to all levels.
- Encourage the VNRC to participate in domestic and international conferences and workshops, in order to learn and share experience.
- Facilitate the establishment of relationships with other Red Cross societies for mutual information sharing and learning, as well as the promotion of potential support to VNRC social work.

Objective 2 VNRC has sufficient human and material resources, and the necessary management capacity to manage and implement the programme successfully, and thereby responds more effectively to the social needs of the disadvantaged and poor in Vietnam.

Activities to achieve objective 2 are:

- Provide technical assistance and support to VNRC in conducting 4 Training of Trainers (ToT) courses for approximately 100 key staff from 16 provinces.
- Support provincial trainers in carrying out training at the grassroots level and provide technical assistance in developing curricula, reference and training material, and with teaching methodology.
- Assist VNRC in organising 2-4 workshops to exchange and share experience between headquarters and provinces on training issues and to further develop provincial capacity to apply skills in practice (i.e. provide training for local level and apply participatory, development and social work in Red Cross work).
- Support ongoing review and revision of training programme and materials.
- Promote activities that will better prepare facilitators and trainers for the ToT, so contributing to improved quality of training, e.g. pre-ToT workshops, feedback and sharing of previous course evaluations.
- Assist VNRC to document and disseminate good practice models and cases that provinces can use in their training.
- Help develop a strategy for the coming years based on the analysis outcome of the mid-term evaluation and integrate recommendations into the ongoing development of the programme.
- Assist VNRC headquarters as it provides guidance and support to provinces and local level, to apply and integrate the social work/community development approach into existing social work and new projects.

Support the further development of headquarters in programme/project management, including needs assessment, monitoring and evaluation techniques, planning and reporting.

- Promote and support adequate staffing and facilitate discussions on HR capacity and sustainability.
- Promote and facilitate contacts between departments to enhance co-operation and sharing of information and to discuss issues related to target groups, co-ordination of assistance, methods and approach.
- Support VNRC in arranging workshops and meetings with provinces and headquarters to share experience, lessons learned and best practices in the field of social work.
- Assist VNRC to develop, revise and finalise the resources needed for the programme, i.e. the VNRC social work manual, practical guidelines and tools for the grassroots level, training material and specific resources for different target groups and/or specific activities i.e. child protection, disability, needs assessments etc.

Objective 3 Effective and sustainable support and social services are provided at local level in at least 12 provinces.

Activities to achieve objective 3 are:

- Assist VNRC social welfare department in providing technical advice and assistance to newly developed and ongoing projects; including income generating support to very poor individuals and families, social support to disadvantaged children (poor disabled, orphans, street children or extremely poor children) such as schooling, vocational training, health care, psycho-social support and socialisation.
- Assist VNRC social welfare department and other relevant departments to help provinces develop activities meeting the long-term and social needs of disadvantaged people. This will include support with needs assessments, planning, design of response, implementation and evaluation as well as support to use social work methods so that the people assisted are empowered.
- Facilitate and support VNRC in identifying its target groups and directing assistance at all levels accordingly.
- Support VNRC in monitoring and evaluating activities and projects.

Expected results

Objective 1:

- Staff and volunteers at all levels continue to receive training in social work and community development concepts and methods.
- Participatory and community based approach and sustainable development is promoted by leadership and key departments.
- Increased co-operation and exchange between departments and programmes.
- VNRC staff and volunteers at all levels nation-wide have increased internal knowledge of social work methods, achievements, and best practice examples within the scope of the programme.
- VNRC has widened its perspective in the field of social welfare through visits to and relationships with other Red Cross/Red Crescent societies and through participation in external workshops and conferences.

Objective 2:

- Managers and key staff at headquarters level have received training in social work and programme management related fields, leading to effective management and implementation of the CBSW programme.
- Provincial levels that have completed training are able to provide training at the local level and to facilitate the application of skills and methods in practice, i.e. in developing community based and sustainable activities.
- Staff trained in ToT have an adequate understanding of social problems and needs and how these can be addressed. They have improved their communication skills and are better equipped to assist and work with individuals and groups. The provincial trainers/resource persons have acquired practical skills in participatory and community development methods, project development and active teaching methodology.

- Commune volunteers, with support from provincial/district staff, are able to carry out participatory needs assessments in their communities and to develop sustainable solutions and activities together with the vulnerable and other community members.
- Red Cross staff and volunteers are increasingly using a community-based and participatory approach to ensure that real needs are met and that the services provided are sustainable and improving the lives of the poorest in the communities. The services are contributing to the self-reliance of the people assisted.
- VNRC headquarters, with its network of trainers and resource persons, is providing effective support and guidance to provinces who are now implementing training and activities based on social work/community development practices.
- VNRC staff and volunteers have sufficient and appropriate resources to carry out their work effectively (e.g. social work manuals, guidelines for project development/management, for specific target groups and/or type of assistance and training materials).
- VNRC social welfare department and other relevant departments have increased the number of skilled staff.
- A national strategy and plan for VNRC social work programme 2002-2005 (or 2006).
- VNRC headquarters demonstrates a more co-ordinated approach and greater integration of assistance to VNRC target groups.

Objective 3:

- Sixteen provinces, having participated in the full training cycle, have developed at least one small-scale project (or activity), based on social work principles and using a participatory and community based approach.
- Effective support to disadvantaged children, disabled, elderly and very poor individuals or families is provided at local level through the implementation of small-scale projects and community activities.
- VNRC has defined its main target groups for Red Cross social work and the provision of social services.
- Models for assisting specific target groups have been developed and will provide valuable learning experiences for future expanded assistance and social services to these groups.
- Staff and volunteers have gained valuable experience from practising the skills and methods learnt in training, so that these skills can be used more easily in other Red Cross activities and in support to vulnerable groups.
- Training and subsequent use of skills have contributed to the enhancement and empowerment of Red Cross at local level.
- Red Cross activities are carried out in a participatory and respectful way, maintaining the dignity of beneficiaries and striving to empower the individuals and families in need of support.
- VNRC is more effective in providing social services and long-term assistance to its target groups.

Indicators

Goal: Enhanced capacity within VNRC social work department

Objective 1:

- Number of training courses and number/percentage of people trained.
- Level of understanding of social work issues and training satisfaction.
- Availability of information materials (leaflets, best practices, articles, evaluations, etc) throughout VNRC.
- Social work methods and approach are promoted and supported by VNRC central level.
- Willingness to adjust or change working style and behaviour.
- Number of key staff participating in study trips to other national societies.

Objective 2:

- Number of training courses and number/percentage of people trained.
- Improved skill level of VNRC staff and volunteers.
- Usefulness of training demonstrated by staff and volunteers applying skills in practice in Red Cross activities, and shown in project proposals submitted to headquarters or through documentation of activities at local level.
- Availability of appropriate training package, including manuals, flexible standard curricula, reference material and tools.

- Number of planning and pre-training workshops.
- Sufficient number of qualified trainers/facilitators (at central and provincial level as well as external facilitators).
- Number of staff of VNRC social welfare department, and other relevant departments, trained in management and social work related fields.
- Number of appropriately skilled staff at VNRC headquarters, in social welfare and other key departments.
- Completion and use of analysis of CBSW programme mid-term evaluation.
- Number of staff participating in workshops, seminars and study/exchange visits to other national societies.
- Completion and implementation of national strategy and plans for VNRC social work programme 2002-2005 (2006).
- Increased co-operation and co-ordination between programmes.
- By end 2003, VNRC requires minimal technical support from Federation to manage the CBSW programme.
- Availability and use of social work manuals, training material, practical guidelines and tools.

Objective 3:

- Number of activities/projects developed and implemented with a social work/developmental approach.
- Model projects and "best practices" for different target groups and covering a range of social support have been developed, implemented and documented.
- Effectiveness and sustainability of projects).
- Definition of VNRC target groups for social work.
- Number of workshops, meetings and field trips arranged.
- Reports from provinces.
- Provinces satisfied with support and guidance from headquarters.

Critical assumptions

- Sufficient funding for the programme.
- Continued technical support.
- VNRC capacity in terms of number of qualified and skilled staff, especially at headquarters (in the social welfare and other relevant departments) is sufficient to manage this nation-wide programme.
- Social work approach and methods are accepted and supported by VNRC senior leadership.
- Understanding and acceptance that capacity building and change of attitudes and working methods throughout an organisation takes time.
- The VNRC (with Federation support) will work towards defining more specifically its target groups to ensure that local level Red Cross units are able to effectively focus their programme support.

Monitoring and evaluation

Monitoring will be carried out as follows:

- VNRC headquarters and Federation (country and regional delegation) will hold regular planning and follow-up meetings.
- VNRC and Federation will meet and consult with other partners, e.g. donors, external consultants and facilitators.
- VNRC headquarters will visit provinces regularly. Federation will join VNRC in some of these visits.
- Provincial chapters will monitor and report on activities in their respective province.
- VNRC headquarters, with support from Federation, will arrange meetings and opportunities for discussions/exchange with provincial, district and commune level Red Cross, who are both "target groups" for training activities and "implementors" of training and activities/projects.
- Communication with beneficiaries of projects will be done on a regular basis by the Red Cross network and when appropriate by the Federation, donors, hired consultants etc.
- Regular review of programme activities.

Evaluation will be carried out as follows:

- VNRC headquarters, in co-operation with the Federation, will ensure each programme component is evaluated on a regular and ongoing basis. Mid-term evaluation of the whole CBSW programme (impact of programme so far) will be carried out end 2001 and recommendations further analysed during 2002.
- Training course and project evaluations will be available.
- Provincial chapters will ensure activities and projects in provinces are evaluated.
- Records of field visits, and review meetings.

Disability programme

Background and achievements/lessons to date

In late 1999, the Federation launched a special project appeal, “Agent Orange – a challenge faced by the Red Cross and Red Crescent in Vietnam”. This project appeal was a direct result of the formation of the Agent Orange Victims’ Fund of the Vietnam Red Cross and the new government mandate of the VNRC to focus on assistance and social support to the poor and disabled people of Vietnam, including those who could have been effected by Agent Orange. The appeal was based on ongoing traditional activities of the VNRC in social work and humanitarian support. A long-term issue, this project has been represented within the Federation’s annual development appeal for Vietnam since 2000.

Currently the programme is known as the “Vietnam Red Cross disability programme” and subtitled, “Vietnam Red Cross assistance to poor and disabled people, including those thought to be affected by Agent Orange”. The activities of this VNRC programme continue to develop and evolve due to the diversity of the needs, the complexity of the programme and the unique issues involved.

Within Vietnam, there is a renewed focus on the needs of disabled people, since many factors, including the legacy of war, have left many poor and disabled people without adequate resources. According to government statistics, there are close to six million disabled people in Vietnam (approximately 7% of the population). Of these, 87% are thought to be in rural areas with limited support and few educational opportunities. The VNRC is in a unique position to assist the vulnerable disabled population and their family members. With its national network and representatives in every local commune, it has access to and knowledge of the needs of the people and has long tradition of helping in local communities.

In 2000, disability programme pilot activities were launched in seven provinces, two in the north (Ha Nam, Ha Noi), four in the centre (Hue, Da Nang, Quang Nam, Binh Dinh) and one in the south (Dong Nai). Each province prepared a proposal for its activities and has since been working with the Central Agent Orange Victims’ Fund. Six provinces in the south were selected for surgical interventions.

Although the American Red Cross has pledged three year support for the programme in the seven pilot provinces, there is potential for further expansion, since each of the 61 provinces of Vietnam has (or will have) its own Agent Orange Fund and activities to support poor and disabled people.

Programme activities are diverse, reflecting a needs-based approach. Services may include home repairs, medical examinations, education, vocational training, and other critical activities which improve the disabled person’s living conditions and that of the family. It is very important that the VNRC staff at all levels be able to work effectively to provide assistance to those in need. To do so, there must be practical training and support to build the Red Cross workers’ understanding of the needs of disabled people and how to help them effectively. The VNRC has developed a training course with three components: Understanding the Disabled, Information about Effects of Agent Orange, and Project Management. The course has been held for 7 provinces, and there are plans for it to be repeated and expanded, along with other programme activities.

Goal To strengthen the ability of the VNRC to provide effective and appropriate services to poor and disabled people and their families, including those thought to be affected by Agent Orange.

Objective and activities

Objective 1. The VNRC and Agent Orange Fund will have enhanced capacity to manage the diverse and evolving programme activities of the disability programme.

Activities to achieve objective 1 are:

- Provide VNRC key departments with opportunities for increasing skills in strategic planning and programme management and development.
- Provide guidance and technical assistance to the VNRC headquarters in developing national strategies and planning, including selection of specific provinces for specific activities.
- Promote VNRC/Agent Orange Fund participation in appropriate meetings and forums and in the conduct of seminars/meetings to enhance knowledge and to disseminate information about the VNRC disability programme.
- Provide technical assistance to VNRC in assessing and evaluating the training needs of Red Cross staff regarding knowledge about disabled people and how to work effectively with them, and information about dioxins and how to manage projects.
- Support the VNRC in conducting training courses in the above-mentioned fields for Red Cross staff and volunteers at all levels of the organisation.
- Assist the VNRC in analysing evaluations of pilot activities such as medical support (examination and operations), improving living conditions (providing production and vocational training materials), and social support (literacy), and support the integration of the review findings into ongoing programme development and management.
- Assist in building Red Cross staff resources for work in the field of disability by providing reference materials, training documents, and opportunities to learn and share experiences. Facilitate the development and distribution of a practical handbook and guide for Red Cross staff in how to work effectively with disabled people and their families.
- Assist the Agent Orange Central Fund in examining and supporting local Fund activities.
- Provide staffing support to the Agent Orange Victims' Fund.
- Promote enhanced co-operation among departments and among the various levels of VNRC.

Objective 2. The VNRC and Agent Orange Fund will deliver effective and appropriate assistance to poor and disabled people, including those thought to be effected by Agent Orange, at the national, provincial, district, and local Red Cross levels.

Activities to achieve objective 2 are:

- Provide technical and financial support for urgent cases in selected provinces.
- Repair homes/gardens when this is identified as a priority.
- Provide production equipment/tools for families that are urgent cases, based on their needs and a clear agreement between the family and the local Red Cross.
- Assist VNRC in conducting a detailed evaluation of disability programme activities in the selected provinces.
- Conduct seminars/meetings to share experience and co-ordinate activities among the participating provinces.
- Conduct field visits with local Red Cross workers to discuss local needs and how to deliver services.
- Complete reporting and enhance reporting procedures.
- Evaluate health needs and health care education, as well as home care capacity of disabled persons, families and communities.
- Research and collect information about experience of other organisations and groups.
- Research and collect information from books / documents / resources.
- Improve the community's awareness of disability through the use of multimedia channels and Red Cross publications, as well by developing brochures and training materials.
- Organise cultural and social activities for the disabled, especially disabled children, such as: painting or musical events, sports events in co-ordination with the ministry of education.
- Provide technical support and guidance to VNRC in developing and implementing ongoing sustainable social and health services for the disabled.
- Assist in effective information flow and sharing of best practices among provinces and at all levels of VNRC.

Expected results

Objective 1:

- VNRC/Agent Orange Fund has a national strategic plan including selection of provinces and scope of activities.
- VNRC/Agent Orange Fund is better able to network effectively with organisations working with people with disabilities in Vietnam.
- VNRC develops a comprehensive plan for health and social support, including health education and rehabilitation, for the disabled and their families.
- Red Cross provinces/districts/communes have improved capacity to provide effective services for the disabled and their families in their communities.
- The nation-wide network of Agent Orange Funds in the provinces is strengthened as a result of developing guidelines, training staff and strengthening support for the organisation and activities.
- The Central Agent Orange Fund's capacity in programme design, strategic planning, and development is enhanced.
- Red Cross staff and volunteers have enhanced skills in working with the disabled, project management and dissemination of information about Agent Orange in the selected provinces.

Objective 2:

- The VNRC has provided immediate relief to poor and disabled individuals in the most urgent circumstances in the selected provinces.
- The VNRC provides ongoing sustainable social and health services for the poor and disabled, including basic needs support, health care and rehabilitation, education and psychological support in the selected provinces.
- The VNRC has developed a holistic support model for the poor and disabled and their families based on the results of pilot studies in the selected provinces and uses these models for service delivery.
- The nation-wide network of Agent Orange Funds in the provinces is strengthened by the provision of guidelines, staff training and reinforced support for the organisation and activities.

Indicators

Goal: More efficient service delivery to the poor and disabled.

Objective 1:

- Completion and implementation of national strategy and plans.
- Availability and use of working documents which describe programme scope and focus, including province selection and beneficiary focus.
- Availability of results of training needs assessment.
- Number of people trained and number and type of training courses conducted.
- Skill level of people trained.
- Description and analysis of programme results.
- Completion and use of analysis of Pilot Provinces Study.
- Availability of appropriate references and manuals; number in stock and in use.
- Completed guides and documents in use in each selected province.
- Use of national guidelines by provinces to enhance their work.

Objective 2:

- Detailed records of emergency relief provision including names and number of beneficiaries and relevant statistics.
- Regular reports of ongoing service delivery activities are available.
- Completed examples of holistic models and sample plans of use are provided.
- Evidence of use of national guidelines by provinces.
- Completed public awareness campaign in selected provinces with sample materials.
- Preparation and distribution of brochures to raise awareness of needs of disabled.
- Reports from provinces, with statistical information about community activities including number of participants and activity description.

Monitoring and evaluation

Monitoring will be carried out as follows:

- VNRC/Agent Orange Fund will conduct regular quarterly field visits to the selected provinces.
- Surveys and assessments of provincial activities will be conducted by VNRC/Agent Orange Fund twice a year.
- Review of relevant records and guidelines.
- Regularly scheduled meetings to assess progress.
- Annual analysis by external consultant.

Critical assumptions

- VNRC will have sufficient human resources for the activities.
- VNRC and Vietnam will not be affected by unpredictable natural disasters which hamper service delivery to ongoing long term activities.
- Vietnamese government regulations, policies and procedures will support the work of the VNRC and the Agent Orange Fund.
- VNRC will have sufficient funding and material resources for the activities.

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3. Organisational development

Background and achievements/lessons to date

The VNRC in recent years has successfully taken steps to develop its organisational capacity at all levels. Throughout this period, the Federation has assisted and provided support through various initiatives and programmes. They have included specific support to help strengthen VNRC capacity at headquarters level, branch development in a selected number of provinces and assistance to VNRC priority programmes in the areas of disaster response/preparedness, social welfare and health, where capacity building forms an integrated and important part of the assistance.

Despite challenges, such as yearly devastating disasters, postponement of the National Congress, limited staffing capacity and the absence of a complete national strategy/development plan, the VNRC has made significant progress. It has managed to meet set objectives to increase the number of its staff in key operational departments and has appointed new staff in managerial positions. A fund-raising department has been established and will play a crucial role in increasing the national society's self-sustainability. Skills, efficiency and motivation of staff have increased following training programmes, the upgrade of offices and salary support. The management and operational capacity has increased, as demonstrated by the key role VNRC plays not only in times of disasters but also in providing more effective support at local level to vulnerable groups.

The VNRC is determined and committed to further develop and strengthen its capacity and position in Vietnam. It has set itself the goal of becoming the largest humanitarian organisation in Vietnam, providing services for and advocating on behalf of the most vulnerable groups.

To achieve this, key VNRC staff have developed a strategy which outlines their priorities in organisational development over the next five years. These priorities include:

- Clarification of the VNRC legal base and mandate
- Strengthening management capacity (including financial management)
- Increasing the efficiency and quality of Red Cross activities
- Developing a higher degree of self-sustainability.

Because of limited revenue resources, the VNRC is currently facing difficulties in the recruitment and retention of skilled personnel within the organisation. In the long term, this situation can be improved by developing the resource development capacity of the VNRC. In the short term however, if VNRC's current structure and programmes are to be maintained, external assistance will be required. The VNRC has therefore asked for an extension of salary support.

It is anticipated that the clarification of the VNRC legal basis and mandate will be undertaken with support from the Federation and the ICRC.

Historically, technical assistance and capacity building support to key departments took place through separate Federation assistance programmes. With the VNRC's decision to clarify and formalise its organisational development priorities, a Federation OD programme has been developed to consolidate these individual strands and provide a more consistent and comprehensive programme. The Federation's OD programme responds to VNRC priorities and the Federation will work with the society to further clarify and expand on these priorities in order to develop a more comprehensive strategy for organisational development and a detailed plan of action.

Goal To strengthen the capacity of VNRC at national, provincial and district level in order to improve assistance to the vulnerable in Vietnam

Objectives and activities

Objective 1 The mandate, role and functions of VNRC are clearly defined and well understood by VNRC, public services and the wider public in Vietnam.

Activities to achieve objective 1 are:

- Work in conjunction with ICRC to support VNRC in the revision and clarification of the legal framework for Red Cross activities in Vietnam.
- Work in conjunction with ICRC to assist VNRC in developing and implementing a Red Cross training programme for local authorities/government offices at province and district level through the Institute of National Administration network.
- Assist with induction training for VNRC key staff.
- Provide tools, guidance and support to VNRC in the production of a Red Cross manual and in development of Red Cross training package.
- Promote dissemination of VNRC mandate, role and functions at all levels.
- Support provincial chapters in training and dissemination activities for VNRC staff and volunteers, promoting Red Cross humanitarian values and principles.
- Co-ordinate with ICRC regarding the concepts and processes of these activities and financial, material and training support.

Objective 2 VNRC staff at national, provincial and district level have appropriate skills and are well equipped, resulting in effective and sustainable Red Cross activities and programmes.

Activities to achieve objective 2 are:

- Facilitate and support VNRC in further developing its OD strategy and detailed plans of action related to its “Capacity Building-programme”.
- Facilitate compilation and development of appropriate VNRC manuals and other resources needed for effective guidance and implementation of VNRC actions for the most vulnerable in Vietnam.
- Support VNRC in developing appropriate skills among its “core” trainers and promote linking and co-ordination with other VNRC training programmes and networks of trainers.
- Support and facilitate the development of training components for HR development in OD/management and assist in implementing this training programme for VNRC key staff nation-wide. Training needs already identified by VNRC include: “renewal of direction and working methods within VNRC, fund-raising, financial management, foreign languages and computer skills”. The Federation will assist in assessing and identifying any other needs and facilitate development of curricula in these fields.
- Facilitate development of skills and identify training opportunities in programme management, including narrative and financial planning and reporting.
- Support VNRC’s further revision of the functions and tasks of each department and the positions and establishment/application of its personnel management systems, including procedures for recruitment.
- Continue salary support for headquarters staff. (Support provided through Federation in 2000-2001 will be reviewed before continuation).
- Support VNRC in reviewing ongoing activities and projects to facilitate and promote learning and exchange of experience in Red Cross assistance to different vulnerable groups. Facilitate documenting of these lessons and success stories.
- Facilitate and assist VNRC in establishing contacts and visiting sister societies in and outside the region for learning and mutual exchange.
- Promote VNRC’s active participation in Federation’s regional network.
- Provide active support to key departments in staff development, and assistance with programme development and management.
- Promote Red Cross Red Crescent values and Principles in all VNRC programmes and actions.

Objective 3. Increased self-sustainability through continuing development of resource mechanisms.

Activities to achieve objective 3 are:

- Assist VNRC in developing fund-raising and resource development strategies and plans.

- Facilitate and assist the development and implementation of resources and training support for key staff at central and provincial level.
- Help develop skills in networking, planning, reporting and fund-raising and provide Federation standard tools in these areas.
- Assist with development of marketing and dissemination systems, including web site development.
- Provide technical support to key departments, especially the fund-raising, communication and dissemination departments, through Federation country and regional team.

Expected results

Objective 1:

- A clear legal framework for VNRC activities.
- 540 state authority staff will have participated in Red Cross training organised through the National Administration Institute.
- Government offices and local authorities work more efficiently with VNRC at all levels.
- Red Cross induction training will have been provided to VNRC staff, leading to increased internal understanding of VNRC mandate, role and functions.
- An updated and revised Red Cross manual, including a comprehensive document outlining the mandate, role and functions of VNRC.
- Increased support platform among the general public in Vietnam for VNRC activities.

Objective 2:

- Fully developed organisational development strategy and detailed plans of action.
- Appropriate manuals and guidelines for VNRC activities.
- 600 staff at headquarters and provincial level have participated in a training programme aimed at developing skills and professionalism.
- VNRC staff and volunteers at all levels have developed their skills and capacity to work more effectively, leading to sustainable Red Cross activities meeting the needs of the most vulnerable in the communities.
- Increased professional financial competence of non-finance and finance staff, resulting in transparent and professional budgets and financial reports.
- Human resources development and management systems, including employment regulations and defined roles and functions for all departments and staff.
- Improved staff motivation following salary support and staff development/training programme.
- Greater continuity of systems, procedures and staff at central and provincial levels.
- Best practices and success stories are documented and well disseminated.

Objective 3:

- A national strategy and plan for fund-raising and resource development.
- Systems for planning, reporting and fund-raising.
- A wider donor base.
- Key staff have been trained at national and provincial level.
- VNRC staff at central and province level have participated in training leading to increased fund mobilisation for VNRC operational and current expenditures.
- A stronger, more co-ordinated communications and dissemination department.

Indicators

Goal: Increased VNRC self reliance and ownership of programmes.

Objective 1:

- Availability of appropriate legal framework and documentation on VNRC mandate, role and functions.
- Appropriate curricula and material for Red Cross training programme available.
- Number/percentage of people trained within VNRC and externally (mainly state authority offices).
- Knowledge and skills of VNRC staff at central and provincial level.
- Government/authority offices recognise, promote and support VNRC.

- Public image of Red Cross in Vietnam strengthened, demonstrated by response to VNRC fund-raising activities and media coverage.

Objective 2:

- Production of revised OD strategy and detailed plan of action.
- Availability of appropriate resources/manuals for VNRC programmes and activities.
- Number/percentage of VNRC staff participating in VNRC training activities.
- Skill level of VNRC staff improved.
- Availability and application of management systems and procedures, including HR.
- Salary level of VNRC staff.
- Documentation on best practices.
- Number/percentage of staff taking part in external (domestic and international) workshops, conferences, study/exchange visits and training courses.
- Quality of budgets and reporting.

Objective 3:

- Availability of a national strategy and plan for fund-raising and resource development.
- Availability of appropriate systems for planning, reporting and fund-raising.
- Number/percentage of staff trained.
- Results of fund-raising activities.

Monitoring and evaluation

Monitoring of this programme will be carried out as follows:

- VNRC headquarters and Federation country and regional delegations will have regular planning and follow-up meetings.
- VNRC headquarters will visit provinces regularly to be present at training events and to follow up with VNRC staff and volunteers. Federation will join VNRC headquarters in some of these visits.
- Provincial chapter staff will follow up and report on activities in their respective provinces.
- VNRC Central Executive Committee and the programme management board will closely monitor the programme and submit regular reports on progress, including achievements and constraints, to Federation.

Evaluation of this programme will be carried out as follows:

- VNRC headquarters, in co-operation with Federation, will ensure individual programme components are evaluated on a regular basis. This will include course evaluations, revision and evaluation of training package and resources, and evaluation on impact of training. External consultants will be used as appropriate.
- VNRC provincial chapters will evaluate provincial training and activities.
- An external mid-term evaluation will be carried out in 2003.

Critical assumptions

- Sufficient funding for the programme.
- Financial and technical assistance is provided in a co-ordinated manner.
- VNRC capacity in terms of number of qualified and skilled staff, especially in key departments, is sufficient to implement and manage the programme.
- VNRC leadership supports the programme.
- Commitment at VNRC central and provincial level.
- Government offices and local authorities are receptive to VNRC training.
- Continued support from ICRC confirmed.

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4. Co-ordination and management

Background and achievements/lessons to date

The Federation delegation in Vietnam was established in the late 1980s. Since then, the VNRC has developed considerably in terms of national coverage and programme implementation.

Programme implementation has been most prominent in disaster preparedness, disaster response, primary health care (particularly in the four pilot provinces supported by the Danish Red Cross) and HIV/AIDS peer education (in Hanoi and Ho Chi Minh City, supported by the Australian Red Cross and by UNICEF). The VNRC has focused on curriculum and programme development - in the areas of disaster preparedness, disaster response, organisational development of chapters in disaster prone provinces, and health and social work. Each of these programmes has impacted positively on the capacity building of the chapters and/or branches in the provinces involved.

The 7th National Congress of VNRC took place in August, 2001. The congress reviewed the work of the 6th term of its Central Executive Committee during the period 1995-2001 and the development so far, and defined the "Directions and Tasks for VNRC and the Red Cross Red Crescent Movement's development, for the period 2001-2006". Officials were elected to fill posts in the leadership and governing bodies of the national society. The State President, who attended the Congress in person, was nominated Honorary President of the VNRC for the 7th term of governance.

As part of the build up to this congress, each provincial VNRC chapter and district branch held elections, bringing a number of positive changes in the teams of office bearers at province level.

The Australian Red Cross maintains a small project office (HIV/AIDS) in Vietnam. The Danish Red Cross, is planning to maintain its representation office (primary health care, DP and OD) in Vietnam over the next five years, subject however to a substantial down-sizing, begun in 2001.

The ICRC, through its regional delegation in Bangkok, has been working with and supporting the VNRC in its activities related to the promotion of IHL, the dissemination of the International Red Cross Red Crescent Movement's Fundamental Principles, and tracing. The ICRC has indicated its intention to continue its co-operation with and support of the VNRC for the next few years.

The American Red Cross and the French Red Cross are currently in the process of developing ties with VNRC for project implementation purposes, initially within the scope of the Federation delegation. In addition, the Australian, Belgian (Flemish Section), German, Japanese, Netherlands, Norwegian, Singapore, Spanish, Swedish and Swiss Red Cross societies have indicated their interest in continuing to support the activities of VNRC and strengthening their links with it.

With the continued programme support requested by the VNRC, currently in the key areas of disaster preparedness, health and care, and capacity building, and the increased interest of partner societies in supporting programmes/projects of the VNRC, it is essential for the Federation delegation in Vietnam to provide management support to and co-ordination of the different components of the Movement. Furthermore, the severe natural disasters that have affected Vietnam in recent years have pointed to an almost permanent need for effective co-ordination of international disaster response and (albeit to a progressively lesser degree) management support to disaster relief operations.

In September 2001, the Federation delegation consisted of six delegates, including one American Red Cross representative-cum-delegate and one French Red Cross representative-cum-delegate, two locally hired international staff, including one UN Volunteer, and 17 national staff in two offices in Vietnam. As of August

2001, one of the regional functions, namely the regional planning and reporting officer, has been working out of the Federation's Vietnam delegation.

In view of the planned consolidation of the disaster preparedness programme, the foreseen increase of support in the areas of organisational development and health and care, and the Federation's regionalization, as a result of Action Research, the core staffing of the Federation delegation, as of mid-2002, should ideally consist of a maximum of five delegates/regional experts and approximately 12 national staff.

Goal To maximise the effectiveness and the efficiency of the Federation delegation's support to the VNRC and its programmes and, more specifically, to its capacity building endeavours.

Objectives and objectives

Objective 1 Strategically managed Secretariat activities in Vietnam.

Activities to achieve objective 1 on:

- Participation by the head of delegation, as a member, in the SE Asia regional management team (RMT).
- Attendance, by the head of delegation, in the quarterly RMT meetings to be promoted by the regional delegation for SE Asia.
- The implementation of a regular, periodic, management reporting system by delegates and programme managers.
- The development of an HR strategy for the delegation, with agreed staffing quotas.
- The development of work plans for each delegate and programme manager which demonstrate their commitment to the current role of the Federation Secretariat as defined in the Federation's Strategy 2010.

Objective 2 The development, by June 2002, and management of an inclusive Country Assistance Strategy (CAS) for Vietnam.

Activities to achieve objective 2 are:

- Discussion of the CAS in the regular meetings with the VNRC senior leadership.
- Discussion of the CAS in the regular meetings with the delegation team.
- Discussion of the CAS in the regular meetings with the VNRC leadership.
- Discussion of the CAS with the relevant participating national societies.
- Discussion of the CAS with the ICRC.
- Discussion of the CAS with external interlocutors.
- Discussion of the CAS with the regional delegation for SE Asia.
- Drafting of the CAS by the head of delegation.
- Formal acceptance of the CAS by the VNRC, the involved partner societies, the ICRC and the regional delegation for SE Asia.

Objective 3 Increased use of regional resources as they become available.

Activities to achieve objective 3 are:

- Participation of the head of delegation in the work of the "RMT", including attending regular RMT meetings.
- Regular encouragement of delegates and programme managers to establish, use and develop contacts with their respective counterparts in the regional technical teams.
- Ensure the most appropriate participation of VNRC staff or volunteers and, when feasible, staff of the Federation delegation, in relevant regional and sub-regional meetings, workshops and other events.

Objective 4 A well managed country delegation.

Activities to achieve objective 4 are:

- Weekly staff meetings.
- Monthly programme co-ordination meetings.

- Performance management training for all staff.
- Implementation of performance management system.
- Monthly monitoring of budget against expenditure and funding.
- Production, in a timely fashion, of the necessary information for the production of narrative and related financial reports to donors, directly or through the Federation Secretariat.

Objective 5 Effective representation and advocacy of the International Federation and the Movement in Vietnam, specifically with the government of Vietnam and with the international community represented in Vietnam.

Activities to achieve objective 5 are:

- Regular flow of pertinent information about the Federation, including the VNRC, to the government of Vietnam and to relevant members of the international community present in Vietnam.
- Regular meetings with, and briefings of government agencies, donor missions, UN agencies, IOs and the main NGOs present in Vietnam.
- Attendance and active participation in meetings of UNDP, World Bank, government of Vietnam, and others relevant to the Federation, in Vietnam and globally.
- Negotiate a Legal Status Agreement with the government of Vietnam.
- Annual events for the launching of the Annual Appeal and the World Disasters Report.
- Yearly promotion of World Red Cross Red Crescent Day, together with the VNRC and the ICRC.
- Encourage the VNRC to become more active in the field of humanitarian advocacy.
- Encourage the VNRC to become more active internationally, specifically through the governance of the Federation.

Objective 6 Harmonious and close working relations with the national societies actively supporting the VNRC, as well as with ICRC.

Activities to achieve objective 6 are:

- Regular monthly co-ordination meetings with participating national societies present in Vietnam.
- Search for office premises allowing for joint accommodation of current and future participating national societies' offices and the Federation delegation in one single building, close to the premises of the VNRC headquarters.
- Streamlining, as and when possible, of related activities with participating national societies as well as with the ICRC.

Expected results

Objective 1:

- The promotion and application in Vietnam of agreed regional approaches to issues such as humanitarian advocacy, disaster management, HIV/AIDS and organisational development, by both the Federation delegation and the VNRC.
- Increase in the efficiency and effectiveness of the use of human resources available in the delegation, and in the regional programme teams in general.
- Consistent and timely management support to the delegation's programme managers.
- An agreed exit strategy for the Federation delegation in Vietnam.

Objective 2:

- A CAS which is accepted by the VNRC, its partner societies, the ICRC, the Federation's regional delegation for SE Asia and the Federation Secretariat in Geneva.

Objective 3:

- Better, more effective and more adequate support to the VNRC.

Objective 4:

- A well-functioning delegation led by the head of delegation, supported by an agreed management structure.

- The maintenance of an efficient and harmonious working environment.
- Annually agreed work plans for the delegation, based on the rolling annual appeals.
- The implementation of the Federation's performance management system.
- An agreed budget for the delegation.
- Timely conclusion of monthly financial field returns.
- Provision of financial management advice to the delegation's programme managers.
- An effective accounting and financial management system in place.
- Timely production of adequate reports, as required by the respective donors.

Objective 5:

- Increased awareness within the government structures of Vietnam, the UN agencies, other International Organisations and the international community at large, present in Vietnam, of the role and standpoints of the International Federation.
- Increased and continued support from donors represented in Vietnam for Federation programmes and, ultimately, for VNRC and its activities.
- A Legal Status Agreement between the government of Vietnam and the International Federation Secretariat.

Objective 6:

- Closer harmonisation of the plans in Vietnam of the different components of the Movement, to the benefit of the VNRC.
- Efforts to pool and share resources in Vietnam.
- Increased support for VNRC capacity building.

Indicators

Goal:

- Increasingly coherent approach to the service and leadership provided by the delegation to the VNRC and to the participating national societies actively engaged in Vietnam.
- VNRC benefits from increase in the use of the regional resources.
- Enhanced awareness of the government of Vietnam and among the international community present in Vietnam of the work of the VNRC in particular, and of the Federation and its members in general.
- Greater cooperation and sharing of resources between the different components of the Movement operating in Vietnam.

Objective 1:

- The head of delegation is formally nominated as a member of the RMT and, as such, has a role to play within the regional context of the Federation's work.
- The attendance by the head of delegation in regular quarterly RMT meetings.
- Regular management reports forwarded to the Secretariat, through the regional delegation for SE Asia.
- Staffing level and work plans established.
- Exit and change strategy defined and agreed with the VNRC and with the regional delegation for SE Asia, by June 2002.

Objective 2:

- Recording of discussions with all parties concerned.
- The dissemination of a draft CAS for Vietnam by the head of delegation, by April 2002.
- The documented agreement of a CAS for Vietnam, by June 2002.

Objective 3:

- Dissemination and follow up of decisions and recommendations emerging from RMT meetings.
- Positive feedback from the VNRC, programme managers and the head of regional delegation concerning the usefulness, success and problems related to regional co-ordination, co-operation and participation.

Objective 4:

- Establishment, dissemination and follow-up of minutes from staff meetings and programme co-ordination meetings.
- The availability of updated and adequate staff regulations, as well as security regulations.
- All staff to have received at least one formal performance appraisal per year.
- Distribution of and discussions regarding monthly financial statements for all programmes.

Objective 5:

- The number of written information documents disseminated either to limited or broader target groups, among key interlocutors.
- The number of invitations to meetings and other events, the outcome of which will be recorded in reports or notes.
- Continued and increased funding and other support from donors and other missions to the VNRC and the Federation in Vietnam.
- The signing of the Legal Status Agreement between the government of Vietnam and the International Federation, by April 2002.
- Annual events organised for the launch of the Annual Appeal, the World Disasters Report and in celebration of World Red Cross Red Crescent Day.

Objective 6:

- Minutes from the monthly meetings with participating national societies' representatives in Vietnam.
- Recorded follow-up to actions agreed upon in such meetings.
- All Red Cross Red Crescent partners of the VNRC housed under one roof in Hanoi, in a Red Cross Red Crescent office building.
- Documented agreements concerning joint approaches, sharing of resources, streamlining of activities, etc. involving VNRC, participating national societies, the Federation or the ICRC.

Critical Assumptions

- Participating national societies actively engaged in Vietnam, now and in the future, will accept the importance of the role of the Federation delegation in Vietnam. They will be willing to contribute financially and/or with human resources in order to ensure the maintenance of the delegation's co-ordination and management functions, allowing for the provision of service and leadership to its member societies in Vietnam, i.e. to the VNRC and to its partner societies. This will be further defined in the next country assistance strategy for Vietnam.
- Both the senior leadership of the VNRC and the senior management of the Federation Secretariat mutually agree to maintain a Federation Secretariat delegation in Vietnam at least until the end of 2003.

Monitoring and evaluation

Co-ordination and management is essentially the core management function of the country delegation and its programme team. Hence, most of the formal monitoring and evaluation of this programme will be contained within the new performance management system which is being put in place and will be implemented by the Federation Secretariat. However, a number of specific mechanisms will also be used, namely:

- At least one team-building retreat of the delegation staff will be held each year. Feedback from such events will be taken into consideration to adjust management style and content, as required.
- Both formal and informal feedback is expected, on a regular basis, from the VNRC and from the participating national societies actively engaged in Vietnam. Management approach and content will be adjusted, as necessary, based on such feedback.
- Surveys will be carried out by the regional delegation for SE Asia at the regional partnership meeting and the regional Secretary Generals' meeting to gauge national societies' views on the service and leadership provided by the regional team, including the Federation delegation in Vietnam.

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PROGRAMME BUDGETS - 2002								
Delegation Vietnam								
PROGRAMME	Disaster Resp.	Disaster Prep	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	175'000	135'625	0	0	0	0	310'625
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	151'178	140'000	0	0	0	0	291'178
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	185'500	0	0	0	0	185'500
Teaching Materials	0	89'250	0	0	35'000	0	0	124'250
Utensils & Tools	0	33'640	0	0	0	0	0	33'640
Other Relief Supplies	0	315'000	157'500	0	0	0	0	472'500
Subtotal Supplies	0	764'068	618'625	0	35'000	0	0	1'417'693
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	27'125	0	0	32'000	0	29'407	88'532
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	0	0	21'000	21'000
Subtotal Capital	0	27'125	0	0	32'000	0	50'407	109'532
Programme Management	0	160'428	111'956	0	56'284	0	55'822	384'489
Technical Services	0	48'024	33'514	0	16'848	0	16'710	115'096
Professional Services	0	53'258	37'167	0	18'685	0	18'531	127'640
Subtotal Programme Support	0	261'709	182'636	0	91'817	0	91'063	627'225
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	7'101	0	0	0	0	44'803	51'904
Subtotal Transport & Storage	0	7'101	0	0	0	0	44'803	51'904
Delegates & Expatriates	0	98'557	168'700	0	168'700	0	317'150	753'107
National Societies and Local Staff	0	150'540	62'153	0	189'751	0	134'510	536'954
Subtotal Personnel	0	249'097	230'853	0	358'451	0	451'660	1'290'061
Travel & Related Expenses	0	26'861	50'363	0	61'513	0	39'491	178'228
Information	0	117'485	113'954	0	23'540	0	10'905	265'884
Consultants	0	147'183	14'963	0	51'625	0	21'000	234'771
General Expenses	0	97'401	57'687	0	18'875	0	118'517	292'480
Training Workshops & Seminars	0	681'143	397'250	0	161'875	0	0	1'240'268
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	0	1'070'073	634'217	0	317'428	0	189'913	2'211'631
TOTAL BUDGET	0	2'379'173	1'666'331	0	834'696	0	827'846	5'708'046