

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

VIETNAM

Appeal no. 01.64/2003

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

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	581,153	606,000
2. Disaster Management	1,377,726	1,435,000
3. Humanitarian Values	42,294	44,000
4. Organizational Development	511,695	533,000
5. Federation Coordination	78,547	82,000
Total	2,591,325¹	2,700,000

Introduction

Vietnam is one of the countries in the Asia Pacific region most vulnerable to natural disasters. Its long coastline and unique mix of geography expose it to frequent typhoons, floods and drought. Deforestation, the pressure of a large and dense population, increasing urbanisation, the impact of the regional economic crisis, health and social problems (particularly the HIV/AIDS pandemic and the legacy of war) combine to make Vietnam one of the region's highest priorities for humanitarian assistance.

Vietnam has a population of 78.1 million (2000) and according to the UNDP Human Development Report (2002), Vietnam is ranked 109 of 173 countries. In 2000 the GDP per capita was USD 416. 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 some 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 in Vietnam live in rural areas.

Adult literacy has been maintained at over 90% and a similar percentage of the population has access to health services. Access to 'improved water sources' is at 56% (UNDP, 2002), however this figure conceals the urban-rural disparities where an estimated 78% of urban households are using safe water supplies, while only 44% of rural households have access to safe water. Similarly, only 43% of urban households and as few as 15% of rural households have access to appropriate sanitation. By far, the greatest needs are in the rural areas of Vietnam, where approximately 75% of the population live.

¹ USD 1,774,704 or EUR 1,759,745.

² These are preliminary budget figures for 2004, and are subject to revision.

The International Federation Delegation in Vietnam was established in the late 1980s with the aim of supporting the organisational development of the Vietnam Red Cross Society (VNRC), strengthening its programmes and enhancing its ability to respond to frequent natural disasters.

The overall goal of this appeal is to seek the necessary resources to enable the International Federation Secretariat, through its delegation in Vietnam, to continue to support the VNRC towards becoming a well functioning national society. Central to this is the need to support the Federation delegation in Vietnam to provide service and guidance to the VNRC and its partner Societies engaged in Vietnam, and to support the implementation of the International Federation's Strategy 2010 and the Strategy for the International Red Cross and Red Crescent Movement.

Country Strategy

Over the last twelve years the VNRC has significantly improved and expanded its programmes for national coverage. Programme implementation has been most prominent in disaster preparedness, disaster response, health and social care. Programme development has in turn assisted with the organisational development of provincial 'chapters' and district and commune level 'branches', particularly in disaster prone areas of the country.

Rapid economic growth in Vietnam may not 'trickle down' to the large numbers of rural poor and the VNRC's beneficiaries base is considerable and demands a high level of support through a variety of programmes. In trying to meet the challenge of serving the most vulnerable, the VNRC has defined the following 'general directions' for itself for the period 2001-2006:

- upholding and consolidating the achieved results, increasing public awareness of humanitarian causes and of Red Cross Red Crescent activities;
- building a strong Red Cross organisation, capable of fulfilling its role as the backbone of the Vietnamese humanitarian front; and
- expanding international relations based on self-reliance, exchange of experience and knowledge, and making effective use of foreign aid in the fields of humanity and socio-economic development.

Over the last two years the VNRC has welcomed and assisted a large number of national societies to establish bilateral programmes of support in Vietnam. This has placed increased pressure on the VNRC to provide coordination and management support and to identify counterpart staff and resources for an increasing number of diverse projects. It is recognised that the bilateral activities of national societies have an invaluable contribution to make towards building the capacity of the VNRC to implement programmes, but at the same time the Society's capacity for coordination and management is not well supported by an intensive bilateral project approach. The Federation Secretariat has both the mandate to assist the VNRC and other national societies with coordination and management and the ability to add value to VNRC/national society partnerships in an efficient and effective manner.

In view of the International Federation Secretariat's change strategy, in general, and the ongoing consolidation of its activities in Vietnam, in particular, the core staffing of the delegation in Vietnam, as from mid-2003, should ideally comprise a maximum of two international delegates and a team of approximately eight national staff. By the middle of 2004, or earlier if circumstances allow, the Secretariat's country presence should reduce to a representative, with a limited number of support staff.

National Society Priorities

The VNRC has a provincial chapter in each of the country's 61 provinces and a network of 603 district branches, as well as a presence/representation at local level in some 14,000 communes, and is considered as one of the key 'mass organisations' in Vietnam.

The 7th National Congress of the VNRC, held in August 2001, defined the following 'priority tasks' for implementation in the period 2001-2006, in accordance with the 'general directions', decided by the same Congress:

1. Implementing, respectively, the 'Hanoi Declaration' of the Vth Asia and Pacific Regional Conference, the Plan of Action of the 27th International Conference of the Red Cross and Red Crescent and 'Strategy 2010' of the International Federation of Red Cross and Red Crescent Societies.
2. Strengthening and developing dissemination services. Continuing innovation and increased effectiveness in VNRC's focus on the poor and efforts to help them better integrate into the community.
3. 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, particularly those in remote areas.
4. Actively raising funds locally to become more self-reliant. Strengthening coordination with different sectors and other mass organisations, and, by doing so, taking a lead role in humanitarian activities throughout the country.
5. Establishing action plans at all levels, based on the general directions and tasks, with realistic targets and priorities, formulating and replicating best practices.
6. Raising the quality of actions, while addressing legitimate moral and material benefits of the organisation's human resources, namely the volunteers, staff and members.
7. 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.

Following from this, the VNRC's programme priorities for 2003-2004 are broadly defined as:

- strengthening its capacity at national headquarters and in those provinces and districts particularly vulnerable to natural disasters;
- focus on health and social care in the community;
- carrying out services and activities in favour of the victims of disasters and the legacy of war;
- cooperating with sister Societies.

The VNRC has identified its priorities for Federation Secretariat's support in Vietnam in 2003-2004, as:

- providing consultancy and advisory support to the VNRC in developing its long-term strategy;
- coordinating and facilitating the International Federation membership and with external partners and donors - including support through the Cooperation Agreement Strategy (CAS) process;
- ensuring, as a linker and a guide, that the appropriate capacity building and technical support is provided to the VNRC by its partners in key functions, including programme and financial management.

Red Cross and Red Crescent Priorities

The main priorities for the Red Cross Red Crescent in Vietnam are to support the VNRC in its capacity building and in the sustainable development of its programmes. The VNRC and the Federation Secretariat have, in 2001 reinitiated discussions on the development of a CAS, in order to clearly define the future roles of VNRC's various partners.

The VNRC is engaging in an increasing number and various forms of partnerships with national societies and other partners. The Society has still a limited capacity to undertake effective management

of such partnerships, and continues to rely on coordination support from the Federation Secretariat and through the developing CAS process. The roles and activities summarised below are, in principle, in line with VNRC's priorities and should help contribute to the International Federation Secretariat's main priority, the capacity building of the VNRC:

- The *American Red Cross* is committed to a long term, multi-faceted partnership with the VNRC that complements and adds value to the range of Red Cross Red Crescent assistance in Vietnam. Priorities include ongoing support to VNRC's disability programme, while the Society intends to establish a representative office in Hanoi in the early months of 2003, with a staff of between three and five people.
- The *Australian Red Cross* has made a long term commitment to support to the VNRC's HIV/AIDS programme - with financial input from the *Canadian Red Cross* - and is looking for other opportunities to support the VNRC's work in Vietnam. The current plan is to maintain a project office in Hanoi, headed by an Australian Red Cross technical advisor, in 2003. The office, which also includes representation in Ho Chi Minh City, will have a staff of approximately seven people.
- There is confirmed bilateral support from the *Danish Red Cross* for primary health care and the disaster preparedness programme for the period 2003-2005. The current plan is to maintain an office in Hanoi, headed by a Danish Red Cross representative, until 2005. The office, which also includes a representation in Ho Chi Minh City, will have a staff of approximately 12 people.
- Ongoing programme development and bilateral assistance from the *French Red Cross* in 2003 includes community health (Hai Phong), water and sanitation (Ninh Thuan) and disaster preparedness (Soc Trang). The current plan is to maintain a French Red Cross delegate/representative, to be based in the VNRC's representative office, in Ho Chi Minh City, assisted by two to three support staff.
- The *Netherlands Red Cross* has confirmed its bilateral support for the VNRC disaster preparedness programme and climate change project in 2003-2004 at national level and with VNRC chapters in the five provinces of Nghe An, Ha Tinh, Quang Binh, Ninh Thuan and Binh Thuan. There will also be support for the VNRC street children project in Quang Tri province. There are plans to collaborate with the Flemish section of the *Belgian Red Cross* in establishing a representative office in Hanoi.
- Bilateral support for 2003-2004 from the *Norwegian Red Cross* is confirmed for VNRC chapters in the three provinces of Binh Dinh, Phu Yen and Khanh Hoa. This will include organisational development and capacity building in the fields of disaster preparedness, social work and community based first aid. The current plan is to maintain a project office in Nha Trang, Khanh Hoa, headed by a Branch Development delegate, until 2005, with two or three staff.
- Bilateral support for 2003-2004 from the *Spanish Red Cross* is confirmed for VNRC chapters in the three provinces of Ha Nam, Ha Tay and Hoa Binh. This will include community development and branch development. The intention of the Spanish Red Cross is to expand its bilateral activities with the VNRC in the near future. The current plan is to maintain a project/representative office in Hanoi, headed by a Spanish Red Cross representative, until 2005, with a possible extension.
- The *Swiss Red Cross* has confirmed bilateral support for 2003 to VNRC for disaster preparedness, through the construction of 250 flood and storm resistant houses in the province of Phu Yen, and to VNRC's Disability programme.

- Through its regional delegation in Bangkok, the *ICRC* will continue its support to VNRC for the promotion of International Humanitarian Law, the dissemination of the International Red Cross Red Crescent Movement's Fundamental Principles, and tracing.
- There are firm indications of funding support for 2003, through the Federation Secretariat, from the *British Red Cross* (disaster preparedness), the *Japanese Red Cross* (mangrove project) and the *Swedish Red Cross* (finance development and organisational development).

Priority Programmes for Secretariat Assistance

In line with the main precepts of the Federation's Strategy 2010, the key areas of focus for the International Federation Secretariat in Vietnam for 2003 and 2004, are:

- further strengthening of the Vietnam Red Cross Society in order to enhance its capacity to deliver its services and to advocate on behalf of vulnerable people;
- increasing the effectiveness of humanitarian advocacy and international representation;
- ensuring better coordination of, and closer cooperation among, the Red Cross and Red Crescent Societies, the ICRC and other partners, towards the establishment of stronger strategic partnerships with the VNRC.

Thus the Federation Secretariat will contribute to the development of a well-functioning VNRC with competent structures and adequate resources at national, provincial, district and local levels, capable of generating and implementing effective, responsive and focused programmes. In summary, the Federation's priority programmes for this appeal are targeted as follows:

- **Health and Care:** the Federation will support VNRC in implementing health and care related programmes and activities that are focused, effective and relevant to the prevailing needs of vulnerable people in Vietnam.
- **Disaster Management:** the Federation will provide technical support through the regional disaster management network to assist VNRC in lessening the impact of disasters on the most vulnerable people in Vietnam.
- **Humanitarian Values:** the Federation will work with the VNRC to ensure the mandate and role of the Society, the International Red Cross and Red Crescent Movement's Fundamental Principles and humanitarian values are well understood and supported by public services and the wider population in Vietnam
- **Organisational Development:** the Federation will provide in-country and technical assistance to VNRC in its development as a strong, relevant and well-functioning national society
- **Federation Coordination:** through the Federation's ongoing coordination role in the preparation of a CAS, VNRC's capacity will be further enhanced, resulting in the increased impact of its programmes and more efficient and effective use of the combined knowledge, experience and resources of the International Federation, the ICRC and other partners.
- **International Representation:** the Federation will seek to raise further the Red Cross Red Crescent profile in Vietnam, thus increasing VNRC influence on policy making and programme delivery.

1. Health and Care W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

At central level, VNRC has three key departments devoted to health and social welfare programmes: the health department, the social welfare department and the Agent Orange Victims Fund. Support to these three departments and their various programmes and activities is provided through the Federation country delegation and bilateral national societies present in Vietnam.

While some significant achievements have been made in recent years, there are also evident areas of weaknesses. A national comprehensive strategy is yet not in place, and consequently there is no updated health and care strategy either. The three departments' programmes run in parallel with nil or very limited interaction. Partners have traditionally provided support to specific projects with focus on implementation rather than on strengthening the overall coordination and integration mechanisms. A closer relation, with more frequent information sharing and consultation, has developed over the last six months among VNRC partners. It is expected that this cooperation will continue and even expand to ensure that the collective support is contributing to the strengthening of VNRCs capacity to manage and deliver relevant and sustainable health and care services.

All three health and social welfare related departments have recognised the need to formulate long-term strategies and plans. The Federation delegation and bilateral partners (Australian and Danish Red Cross Red Cross Societies in particular) have strongly committed to support VNRC in this process and so contribute to a clearer focus, effective use of resources and improved coordination and integration. The process to further clarify strategic goals, consolidate learning lessons and experiences, evaluate and redesign programmes has already begun within all three departments respectively.

Until all health and care components have been fully clarified and developed, it has been agreed that Federation (Secretariat and bilateral PNS) support will concentrate on three long-term and ongoing VNRC projects, as follows:

Community Based Social Work: The long-term community based social work (CBSW) programme (1996-2005) aims to strengthen VNRC's capacity to better respond to the humanitarian needs of the most vulnerable at the local level. The programme focuses on training to equip staff and volunteers with social work skills and participatory methods to deliver more sustainable and effective services. Several thousand people have been assisted through small-scale pilot projects and the day-to-day support from local level staff and volunteers, who are now better skilled to provide support and social care to disadvantaged children, elderly, disabled, ethnic minorities and other vulnerable groups at local level. A recent mid-term evaluation of the programme concluded that the training provided has been relevant and contributed to changing attitudes and approaches in understanding vulnerability and how to respond in a more effective way. The programme has so far been supported by the Swedish Red Cross and UNDP/UNV

HIV/AIDS Prevention and Care: VNRC started its activities to fight the pandemic in 1993 and to date HIV/AIDS activities have been implemented in 13 provinces, with a main focus on youth peer education, and to a limited extent also including life skills training, dissemination about HIV/AIDS and home-based care. Main partners/donors supporting the VNRC HIV/AIDS programme have been the National AIDS Committee, UNICEF and the Australian Red Cross. As the scope and coverage of VNRC's activities so far have been rather limited, VNRC is aiming to expand its activities in the coming year. A draft proposal for this expansion was developed by VNRC, in consultation with Federation delegation and Australian Red Cross, for inclusion in the Federation Secretariat's successful application to OPEC for global funds, confirmed at a ceremony in Geneva on 12 November 2002.

Disability: In 1998, the VNRC established the Agent Orange Victim's Fund to support a particularly vulnerable group who are believed to be suffering from the effects of chemical defoliants such as Agent Orange. With assistance from the American, Swiss and German Red Cross societies, VNRC has almost completed the pilot phase of the disability programme in eight provinces. To date, approximately 1,800 people with disabilities (PWD) and their families have been assisted with income generation support, housing and medical/education services. Over the past two years, the pilot programme has been able to make a large impact on its beneficiaries. There is a strong need to consolidate experiences from the pilot phase in order to clarify strategies and focus for VNRC's work

with this specific target group, complementing efforts made by government, other mass-organisations, health authorities and NGOs and to address weak areas in the further development and design of the programme.

VNRC health department has also highlighted road safety, first aid in the community and at the work place, blood donor recruitment and charity clinics as priority areas to be further developed. In addition, following severe, recurrent flooding in the second half of 2002, a water-sanitation project is underway - which is likely to continue into 2003 - to ensure more than 2,000 of the most vulnerable, flood-affected families living on relocation/evacuation sites in six Mekong Delta provinces, have access to clean drinking water, adequate sanitation, and practice good hygiene behaviour.

With increasing VNRC capacity the Federation's supporting role will naturally decrease and increasingly focus on capacity building in strategic planning, project planning and reporting and establishment of partnerships for exchange, learning and funding support.

Overall Goal

VNRC health and care related programmes and activities are focused, effective and relevant to the prevailing needs of vulnerable people in Vietnam.

Programme Objective

Service delivery to the target groups in the three VNRC projects specified for Federation support is maintained and enhanced.

Expected Results

The programme is based on three key projects that will have the following overall results:

1. The VNRC has increased ability to respond to social welfare needs of the most vulnerable groups in Vietnam.
2. The urgent needs of communities seeking to prevent the spread of HIV/AIDS are met and care provided for people infected and/or affected by HIV/AIDS.
3. VNRC has strengthened its capacity at all levels to provide sustainable and effective services to poor PWD and their families.

The projects will seek to have the following specific results:

Project One: Community Based Social Work

- Staff and volunteers are equipped with appropriate skills, methods and tools to provide effective and relevant services and social support in the community.
- Effective support and care is provided in the relevant communities.
- Active involvement of the VNRC in the Government of Vietnam's national strategy and action plan for poverty alleviation.
- Expansion of VNRC community development activities, leading to the upgrading of commune welfare facilities and structures.
- VNRC headquarters has sufficient capacity (skills and resources) effectively to support, facilitate and monitor local social welfare activities.

Project Two: HIV/AIDS Prevention and Care

- VNRC has increased its capacity to combat HIV/AIDS and to coordinate and cooperate with like-minded organisations as part of the national programme against HIV/AIDS.
- Youth in targeted provinces are trained in HIV/AIDS prevention, transmission and risk reduction behaviour.
- Home-based care for people living with HIV/AIDS is provided by VNRC at the local level.

- Children infected and/or affected by HIV/AIDS receive support and care through local Red Cross networks.

Project Three: People with Disabilities

- The health status, household income, and capacity to cope of poor families with PWD is increased.
- Effective short and long term support is provided to very poor families with PWD.
- VNRC staff and volunteers are better equipped to support PWD and are able to demonstrate increased understanding and skills in project design, management and reporting.
- Lessons learnt and information on best practice support to PWD is documented and shared.

2. Disaster Management W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

The disaster management programme of the VNRC was established in the early 1990s and has evolved from a focus on infrastructure development (the establishment of disaster preparedness centres) through an organisational developing focus (emphasis on VNRC human resources and the development of materials) towards a more community-focused disaster management approach since 2000.

In recent years, the occurrence of natural disasters in Vietnam has become more frequent, their scale larger and impact more complex. Disasters have occurred in areas that were not previously considered disaster prone and the pattern of population vulnerability has changed. In addition to the 21 provinces previously considered to be the most disaster prone, the VNRC has now identified a further nine provinces as priorities for receiving disaster management training and support.

During 2001 and 2002 the VNRC has implemented a broad range of disaster management activities aimed at achieving two main strategic objectives:

- the strengthening and improvement of the VNRC's disaster preparedness capacity (at headquarters and in selected high-risk areas) through human resource development and the provision of materials;
- the development of sustainable risk reduction activities.

The key achievements over the last two years can be grouped under the strategic objectives and have included:

- Human resource development:
 - 24 new national trainers were trained, bringing the total number to 30.
 - 66 new provincial trainers were trained, bringing the total number to 120.
 - 1,000 middle and senior-level staff were trained in the VNRC disaster preparedness manual.
 - 20 VNRC staff successfully completed community based disaster management training.
- Material resources:
 - VNRC disaster preparedness centres, selected provincial chapters, district and commune branches have been provided with facsimile machines, computers, printers, megaphones and essential disaster preparedness and response equipment.
 - A total of 26 emergency response posts were constructed in high-risk communes of seven central provinces and furnished with sufficient emergency response equipment to service a 15-person team.
 - Provision of 15 four-wheel-drive vehicles, equipped with VHF radio, and the establishment of a VHF radio network in seven central provinces.
- Risk reduction activities:

- Mangrove reforestation activities including approximately 3,200 ha of mangroves planted in eight provinces (bringing the total to approximately 19,000 ha since 1994); research work and regular exchange visits (of Japanese Red Cross staff /youth).
- Approximately 80 ha of windbreak trees planted in two provinces as a pilot risk reduction measure.
- The provision of 3,000 flood resistant houses to the worst affected households following the catastrophic flooding of the Mekong River Delta in late 2000.
- The provision of 106 flood and typhoon resistant primary schools in the worst affected communes of the five Mekong River Delta provinces most affected by the catastrophic floods in late 2000.
- The training of over 5,600 primary school teachers in disaster preparedness and the subsequent disaster preparedness education of over 300,000 Grade 4 and 5 school children, in 25 northern, central and southern provinces (bringing a total of 10,000 teachers and approximately 500,000 primary school children trained in disaster preparedness).
- The development of customised training materials targeting various groups (such as primary school teachers, children and vulnerable people at the commune level) including a short video film, brochures and posters on the theme of 'Living with the floods' for vulnerable communities in the Mekong River Delta.

The key outcomes listed above were achieved despite considerable constraints facing the VNRC disaster management programme. Foremost of these was the shortage of skilled personnel at VNRC headquarters level and delays in programme implementation caused by the necessary involvement of key VNRC staff and volunteers in urgent and protracted disaster response activities (primarily Mekong River Delta flood operations).

The key lessons learnt towards strengthening the VNRC's capacity to manage disasters include:

- The need to schedule priority disaster preparedness activities outside known times for seasonal disasters (July until December), recognising that disaster response activities may extend three to four months beyond the peak disaster season.
- Training and public awareness activities need to be repeated periodically (refresher training) and combined with practical demonstrations (response rehearsals) to enhance the retention and effectiveness of skills and trained personnel. These activities contribute to improving knowledge of local people in communities and in helping to change their attitudes towards disaster preparedness and response.

The capacity of the VNRC disaster management staff needs to be further increased during 2003 and 2004, both in terms of staff numbers, skills and experience for effective disaster management. While the Federation Secretariat has, and will continue to reduce its technical support to the VNRC disaster management team, the VNRC has requested ongoing support with disaster preparedness project planning, design, monitoring, evaluation and reporting. In part this will be provided through the Federation regional delegation and the regional disaster management cooperation framework. The VNRC also recognises that it will require ongoing Federation Secretariat support for a timely and effective response to large and complex disasters.

Overall Goal

The impact of disasters on the most vulnerable people in Vietnam is reduced.

Programme Objective

The VNRC fulfils its designated strategic and implementation role in the context of Vietnam's disaster management network.

Expected Result

The programme is based on one key project that will have the following overall result: the capacity of the VNRC is strengthened to assist the most vulnerable people in Vietnam to cope with disasters.

The project will seek to have the following specific results:

- The VNRC has skilled human resources for disaster management at its headquarters and in 30 of the most disaster prone provinces, sufficient to manage the national disaster management programme, without the need for Federation Secretariat technical support by the end of 2004.
- The material resources required for disaster management at VNRC headquarters and in 30 provinces considered to be most disaster prone, are enhanced by the end of 2004.
- Appropriate risk reduction activities are identified and undertaken by 30 disaster prone communes in 15 provinces with the support from the VNRC and donors by the end of 2004.
- Enhanced disaster preparedness skills and knowledge for school children, teachers, staff of other mass organisations and local authorities in disaster prone communes in 30 provinces.
- The VNRC plays an active role within local, national and regional networks for disaster management.

3. Humanitarian Values W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

In recent years, the VNRC has been increasingly successful in expanding the coverage of its humanitarian activities throughout Vietnam and in raising its profile through successful responses to disasters as well as through helping to meet the health, social and material needs of the most vulnerable.

VNRC staff and volunteers are regularly trained in humanitarian values across the country. In 2001, key people from each of the 61 provincial VNRC chapters participated in International Humanitarian Law (IHL) and dissemination workshops (sponsored by the ICRC), to further strengthen the awareness raising in the provinces. Promotion of Red Cross Red Crescent fundamental principles and humanitarian values is an area which is integrated into the training programmes for most VNRC activities, as well as into the Federation Secretariat's assistance to VNRC programmes and capacity building. A recent evaluation of the community based social work programme showed that behaviour and attitudes towards vulnerable people had changed through training, and that VNRC approaches were based on dignity and respect to a higher degree than before.

With its vast network throughout the country, the VNRC has enormous potential to promote humanitarian values and influence behaviour in the communities. In order for VNRC staff and volunteers to be successful disseminators, they need to receive appropriate Red Cross Red Crescent induction and training, be equipped with appropriate dissemination materials, and be supported and encouraged in their work. Further development in volunteer management and Red Cross Red Crescent induction will support the promotion of the fundamental principles of the International Red Cross and Red Crescent Movement, in particular, and humanitarian values, in general.

Lobbying for further recognition and support from the Government and public services has been a key advocacy activity for the VNRC over the last few years. The hard work is expected to result in a new Government of Vietnam decree, and to lead to increased financial support from Government in 2003. This will help strengthen VNRC network and action at commune level throughout the country, and subsequently contribute to dissemination and promotion activities.

At the VNRC national congress held in August 2001, the Society set as one of its key tasks to 'uphold reached results, renovate and develop working methods and promote and disseminate the Red Cross widely to the population'. Communication will play an increasingly important role if the VNRC is to

achieve this important task. Competition for donor interest and resources is increasing in Vietnam and will require the VNRC to take decisive actions even to maintain its present level of trust and support.

The VNRC has recognised a need for a more coordinated and effective approach to communications and more structured and consistent cooperation between the various departments. While there are several departments/units involved in communication matters, there is yet no overall coordination mechanisms for communications, roles and responsibilities are not clear and cooperation is mostly ad hoc rather than structured and professional.

The International Federation Secretariat's regional information unit has provided consultancy support and advice to the VNRC during 2001 and 2002, and will, together with the country delegation, support VNRC to develop and implement a communication strategy and help to improve coordination and cooperation.

Overall Goal

The mandate and role of VNRC, the International Red Cross and Red Crescent Movement's fundamental principles and humanitarian values are well understood and supported by public services and the wider population in Vietnam

Programme Objective

The awareness of humanitarian values in Vietnam is increased.

Expected Result

The programme is based on one key project that will have the following overall result: the VNRC has increased its capacity and effectiveness in communication and promotion of Red Cross Red Crescent fundamental principles and humanitarian values throughout the country.

The project will seek to have the following specific results:

- VNRC has developed and is implementing a comprehensive communications strategy and working plan.
- Coordination and cooperation mechanisms for communications within VNRC have improved.
- Staff and volunteers are better equipped to disseminate information about the Red Cross Red Crescent and to promote the Movement's fundamental principles and humanitarian values.
- Attitudes and approach among VNRC staff and volunteers continue to influence positively humanitarian behaviour in the communities.
- VNRC promotional tools and information materials are available in Vietnamese and used effectively throughout the country.
- VNRC is successful in carrying out national, regional and global campaigns to promote the fundamental principles and humanitarian values, such as the action to reduce discrimination and to combat stigma.

4. Organisational Development W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Despite many challenges, the VNRC has developed rapidly in the last few years and has successfully continued to grow and strengthen its organisational and programme capacity in many fields. The VNRC has been successful in gaining further recognition as one of (if not the) largest humanitarian organisation in Vietnam with a clear role in responding to disaster and emergency situations as well as providing health and care in the communities.

The VNRC has successfully taken steps to develop its organisational capacity at each of its administrative levels. Following the outcome of a seminar with VNRC leaders and the Federation Secretariat in 1999, strengthening of VNRC capacity at headquarters was identified as a priority for VNRC. With Federation support, the VNRC has been able to upgrade office skills and resources to provide salary support, facilitate study visits and access to training opportunities for its key staff and volunteers. Increased VNRC staff motivation, skills and efficiency has also come through the Federation's assistance - both Secretariat and membership - to different departments and programmes as well as specific support to provinces through branch development programmes. These in turn have been, and will continue to be, an important contributions to the VNRC's organisational development process.

VNRC reconfirmed in the 7th National Congress (August 2001) its commitment to further develop and strengthen its capacity and position in Vietnam. The three main tasks for the coming period (2001-2006) were described as:

- upholding reached results, renovating and developing working methods and promoting and disseminating the Red Cross Red Crescent widely to the population;
- strengthening the VNRC's organisational capacity, especially at grassroots level;
- expanding the international relations and partnerships, based on mutual exchange, self-reliance and effective management of donor support.

Building on its achievements, as well as identified weaknesses, the VNRC developed a five year plan in 2001, outlining its priorities in organisational development. Those priorities included activities to increase the awareness about Red Cross Red Crescent, update the legal framework, regulations and policies, strengthen the calibre of human resources, increase the efficiency and quality of VNRC activities, replicate best practices, improve fundraising and increase exchange and learning through study visits. During 2002, significant progress has been made in several areas:

- VNRC has increased its staffing capacity, both in terms of number and quality. Various training programmes, on-the-job coaching and participation in regional events and networks have all contributed to human resource development and improved performance.
- Manuals and guidance material have been or are being developed in several areas (disaster preparedness, social work, fundraising, finance regulations, dissemination, implementation of statutes).
- VNRC identified the need to increase planning and reporting skills and document lessons learnt in key programme areas such as disaster management, social welfare and health. The planning and design of new activities in other areas, (including finance development, communication and gender), are in progress. The fundraising department has been strengthened and income generation activities commenced. Development of a fundraising manual and training programme is underway, as is the preparation for a national fundraising policy.
- Production of VNRC regulations, revision of statutes and development of a handbook on how to use these.
- Increased support to chapter/branch development throughout Vietnam.
- Significant expansion of international relations and establishment of long-term partnerships with several PNS and external partners.

One of the major challenges for the VNRC will be to generate a sustainable basis for funding for its core costs to be able to retain skilled staff. With the present low salary levels, VNRC will continue to face difficulties to recruit and retain highly experienced and qualified staff. VNRC has requested continued support for the 'topping up' of salaries in parallel with their increased efforts to establish sustainable mechanisms for self-funding. VNRC's strategic plan for staff support needs to be further clarified before it can be presented to partners for funding and possible technical support.

While some significant achievements have been made in certain key areas, serious constraints and areas of weakness have become increasingly evident. The rapid expansion in bilateral partnership relations is a challenging process, which requires a coordination and management capacity in VNRC, which is not yet fully developed. Without a comprehensive national strategy, including a CAS, programmes and projects risk being 'partner-driven' and developed with different approaches, methods and standards. Furthermore, there is the risk that capacity building support may be driven from a 'project' rather than an 'organisational' perspective, and may therefore not always contribute to the development of the overall management and coordination capacity.

VNRC has requested the Federation Secretariat to support the development of long-term strategies and to help strengthen its coordination and management capacity, including the increasingly critical issues of partner/donor relations. In a joint VNRC/Federation delegation strategy seminar held in early 2002, the VNRC leadership took the important decision to prioritise developing a comprehensive national strategy (development plan) and a cooperation strategy framework. The process has slowly started, with some VNRC departments taking initial steps to develop strategic goals and plans. For the development of a CAS, the process will accelerate in the coming months through the establishment of a joint working group, which will identify necessary steps with involvement of all stakeholders and drive the process forward. The financial and 'in-kind' support of partners to the Federation Secretariat and the Vietnam CAS process directly, will be critical for its timely development and success.

Although a five year capacity building plan exists, work is underway to update this and further clarify VNRCs organisational development priorities and needs. In addition to ongoing on-the-job training and advisory support provided through the country and regional delegations, the following discrete activities are proposed for Federation support (Secretariat and membership) in the next two years:

- Leadership/management support
 - Red Cross induction for new and senior leaders, including study/exchange visits with members of the Movement (Federation Secretariat, national societies and the ICRC).
 - Training and skills development: areas will be further assessed and clarified, but will most likely include strategic planning, organisational development/change management.
 - Compilation, translation and presentation of key documents and tools, including Red Cross Red Crescent Movement policies and guidelines (governance, volunteering, gender, etc).
- Strategy development
 - Assessment of capacity building needs, including analysis and follow-up of national society self assessment and organisational development reviews (commencing at the end of 2002).
 - Strategic planning workshops and working meetings for development of VNRC sectoral strategies and plans.
 - Workshops and partnership meetings to develop cooperation agreements and strategies (CAS) and ensure this process is in line with VNRC priorities and overall strategy.
- Project planning and management
 - Training in the project planning and management (including the Federation's newly developed project planning process tool).
 - Development of standard tools and formats applicable for all VNRC programmes and projects, including those with external funding.
- Finance management
 - Training workshops for key staff at central and provincial level.
 - Assessment to define needs for appropriate software and equipment for effective financial management.
- Fundraising/financial resource development
 - Training for key staff at central and provincial level to improve skills and methods in fundraising and income generation.

- Preparation of an information package for potential donors and partners in Vietnam, including proposals and plans for support in different areas.
- Establishment of partnerships with external consultants or organisations with specific relevant expertise.
- Best practices
 - Documentation and replication of sustainable development models, shared within the VNRC as well as regionally and internationally within the Movement's network.

Through this appeal, the Federation Secretariat will focus its assistance on strategy development and establishment of coordination and cooperation mechanisms. This will help to ensure the complementary role between partners as well as ensuring that the assistance follows VNRC's priorities and contributes to the Society's capacity building. Furthermore, assistance will be provided to strengthen VNRC's capacities to design and implement programmes and service donor requirements more effectively, particularly by improving financial management skills and performance and project planning, management and reporting.

Overall Goal

VNRC is a strong, relevant and well-functioning national society.

Programme Objective

VNRC has increased capacities to provide relevant and effective services to vulnerable people in Vietnam.

Expected Results

The programme is based on one key project that will have the following overall results:

- VNRC is better positioned to continue to manage and conduct the work of the Society in a professional and effective way.

The project will seek to have the following specific results:

- A comprehensive VNRC national strategy is in place, including strategies and plans for each core area and a framework for cooperation with partners.
- VNRC leadership capacity is further strengthened.
- VNRC has increased capacity to design and implement programmes and services in an effective and professional manner, including improved performance in finance management, planning and reporting.
- VNRC has increased ability to generate financial resources for its core and programme costs.

5. Federation Coordination *<Click here to return to the title page>*

Background and achievements/lessons to date

A 'first generation' country assistance strategy for the five years period 2000-2004 was produced by the International Federation Secretariat, in close consultation and cooperation with the VNRC, during the second part of 1999. Early in 2001 it was agreed between the VNRC and the International Federation Secretariat to embark upon the production of a 'second generation' document, based on the new and different concept of a 'Cooperation Agreement Strategy' (CAS). For various reasons, in particular the preparation and holding of VNRC's 7th National Congress and large scale flood relief operations in 2001, the CAS process was delayed until the first quarter of year 2002, when the President of the VNRC took the initiative to formally reactivate the process. The main purpose of the CAS in Vietnam is to clearly lay down the framework for cooperation between the VNRC and its external partners.

In support of the CAS process, the main Red Cross Red Crescent partners of the VNRC have identified potential areas for cooperation during the period 2003-2004, which are shown in more detail earlier in this appeal (Red Cross and Red Crescent Priorities).

As a result of the International Federation Secretariat's decentralisation, more regional resources and opportunities will become available in support of both the VNRC and its partner Societies and this, as well, needs to be adequately coordinated and harnessed.

Overall Goal

VNRC's capacity is further enhanced, resulting in the increased impact of its programmes, through a more efficient and effective use of the combined knowledge, experience and resources of the International Federation, the ICRC and other partners.

Programme Objective

VNRC has the sustained and coordinated support of Red Cross Red Crescent partners in developing a CAS.

Expected Results

The programme is based on one project that will have the following overall result: a CAS, for the period 2003-2006, is developed during 2003, accepted by VNRC and its partners and subsequently implemented.

The project will have the following specific results:

- An effective CAS process, supporting improved planning and coordination of the different components of the International Red Cross and Red Crescent Movement, for activities managed and implemented by the VNRC.
- Increased support for the capacity building of the VNRC.
- Documented agreements concerning joint approaches, sharing of resources, streamlining of activities involving the VNRC, national societies, the Federation Secretariat and the ICRC.
- Optimal utilisation of the regional resources coordinated or managed by the International Federation Secretariat.
- The coordination role of the International Federation Secretariat is fully accepted and supported by the different partners subscribing the CAS.

6. International Representation

Background and achievements/lessons to date

The realisation of the International Federation's potential as an international organisation critically depends on the complementarity work at the international level with the work of its membership, such as the VNRC, at the national level. To the extent that the International Federation can deliver consistent and powerful messages internationally and nationally, it will succeed in influencing the decisions taken at other fora, shaping the multilateral humanitarian agenda and building its reputation and thus its resource base.

In working on VNRC's capacity building, it is therefore essential that the development of its capacity to advocate and communicate and to develop relevant partnerships, is included. This is also beneficial because so many donors see the strength and capacity of the International Federation's members, ie. the national societies, as one of its most valuable assets. With more organisations than ever, multilateral and bilateral, involved in humanitarian work, it is imperative for the different components of the International Red Cross and Red Crescent Movement to cooperate with each other rather than competing for scarce resources. Significant efficiencies (economies of scale) can be realised by supporting a multilateral approach, developing strategic partnerships and upholding the essential

coordination role of the Federation Secretariat, which will complement bilaterally supported activities and relief, rehabilitation and development outcomes.

Overall Goal

The International Federation's profile is raised and its influence on policy making and programme delivery in Vietnam is increased substantially.

Programme Objective

Effective representation and advocacy of the International Federation and the International Red Cross and Red Crescent Movement in Vietnam, specifically with the Government of Vietnam and with the international community represented in Vietnam.

Expected Results

The programme is based on one project that will have the following overall result: the VNRC and its Red Cross Red Crescent partners are positioned to influence the humanitarian agenda in Vietnam and to mobilise resources.

The project will seek to have the following specific results:

- There is increased awareness within the government structures of Vietnam, the UN agencies, international organisations and the international community in Vietnam, of the role and standpoints of the International Federation.
- The Government of Vietnam implements the actions set out in the Plan of Action for the years 2000-2003, adopted by the 27th International Conference of the Red Cross and Red Crescent, in accordance with its respective power, mandate and capacity.
- The VNRC and its Red Cross Red Crescent partners, as appropriate, receive invitations to, and actively participate in, meetings of UNDP, World Bank, Government of Vietnam, and at other relevant fora in Vietnam.
- There is increased and continued support from donors represented in Vietnam for the work of the Federation Secretariat and for the VNRC and its programmes.
- A legal status agreement between the Government of Vietnam and the International Federation Secretariat is signed.
- The VNRC becomes more active in the field of humanitarian advocacy.
- The VNRC's capacities in the fields of communications and external relations, are enhanced.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.64/2003

Name: Vietnam

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	61,588	0	0	0	61,588
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	175,551	0	0	0	175,551
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	85,248	22,110	0	0	0	107,358
SUPPLIES	0	85,248	259,249	0	0	0	344,497
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	16,992	0	0	0	16,992
Computers & telecom	42,852	4,406	25,642	0	390	0	73,290
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	2,358	2,948	15,808	0	590	0	21,704
CAPITAL EXPENSES	45,210	7,354	58,442	0	980	0	111,986
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	4,193	2,487	16,142	0	497	0	23,319
TRANSPORT & STORAGE	4,193	2,487	16,142	0	497	0	23,319
Programme Support	33,260	37,775	89,552	2,749	5,100	0	168,436
PROGRAMME SUPPORT	33,260	37,775	89,552	2,749	5,100	0	168,436
Personnel-delegates	191,762	60,980	114,854	0	14,102	0	381,698
Personnel-national staff	43,233	58,010	138,322	0	3,051	0	242,615
Consultants	28,793	25,920	48,186	0	11,055	0	113,954
PERSONNEL	263,788	144,910	301,362	0	28,208	0	738,267
W/shops & Training	76,751	218,400	480,783	6,905	33,589	0	816,428
WORKSHOPS & TRAINING	76,751	218,400	480,783	6,905	33,589	0	816,428
Travel & related expenses	24,837	7,149	15,477	0	74	0	47,536
Information	0	13,632	33,394	29,640	0	0	76,666
Other General costs	63,656	64,198	123,325	3,000	10,009	0	264,188
GENERAL EXPENSES	88,493	84,979	172,196	32,640	10,083	0	388,390
TOTAL BUDGET:	511,695	581,153	1,377,726	42,294	78,457	0	2,591,325