

# ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies  
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## VIETNAM

14 May 2004

### In Brief

Appeal No. 01.64/03; Appeal target: CHF 2,591,325 (USD 1,774,704 or EUR 1,759,745); Appeal coverage: 85.4%

[\(click here to go directly to the Financial Report\).](#)

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

*For further information specifically related to this [Annual Appeal](#) please contact:*

- *Dr. Le Ke Son, Under Secretary General, International Relations and Development department, Vietnam Red Cross. Phone (844) 8224320, fax (844) 9424285, e-mail [vnrcdq@netnam.org.vn](mailto:vnrcdq@netnam.org.vn)*
- *Mr. Juergen Weyand, Regional Head of Delegation, phone (662) 640 8211, fax (662) 6408220, email [ifrc23@ifrc.org](mailto:ifrc23@ifrc.org)*
- *In Geneva: Charles Eldred-Evans/ Sandra Rosner, email- [Charles.Evans@ifrc.org](mailto:Charles.Evans@ifrc.org) or [Sandra.Rosner@ifrc.org](mailto:Sandra.Rosner@ifrc.org), phone +41 22 730 4320/ 4456, fax +41 22 733 0395*

### Overall analysis of the programme

Vietnam continues to undergo rapid changes while maintaining a stable political environment. The nation has shown remarkable economic development over recent years. Even so, it still faces many humanitarian challenges as its geography and population density make it vulnerable to natural disasters. On top of this, the changing society adds new challenges, such as a widening gap between rich and poor due to urbanisation, and social and health problems. In 2003, the SARS outbreak affected the whole region, including Vietnam.

The Vietnam Red Cross Society (VNRC) is one of the leading humanitarian organisations in the country. In 2003, it continued steadily to strengthen its response to the needs of the vulnerable population, through its:

- social work programmes (i.e. income generation projects for women in Da Lak province);
- disaster mitigation, disaster preparedness and response programmes (i.e. mangrove planting, disaster preparedness training for school children, flood response to several flash floods); and
- health programmes (i.e. construction of latrines combined with hygiene education for communities).

VNRC has pursued capacity strengthening for its staff, volunteers and structures at all levels by skill building training, collection and exchange of best practices, and branch development projects.

Continuing a trend seen over recent years, the number of Red Cross/Red Crescent partners supporting VNRC programmes further increased in 2003. This brought benefits to funding and management capacity for the

activities but also intensified the need for VNRC to take a strong position with respect to its strategic core programmes.

In 2003, VNRC saw a major leadership change, with the appointment of a new president-cum-secretary general, changes within the governing board and management, as well as structural changes at VNRC headquarters. The restructuring naturally led to a priority for consolidation and reorientation. This resulted, firstly, in an initial slow down of decision making and implementation of some programmes. Some tightly earmarked programme funds were therefore unspent by the end of the reporting period; others could be extended into the first quarter 2004.

Secondly, the consolidation and reorientation period also brought renewed and strengthened commitment from the VNRC leadership to have the national society fit for challenges ahead. These challenges include changes in its government's financial support, changing vulnerability in-country or the requirement to coordinate an increased number of partners. At the Southeast Asia partnership meeting in October 2003, VNRC presented a draft for a development strategy framework 2003-2010. The strategic goals were outlined as follows:

- Strengthen and develop all levels of the Red Cross structure; develop Red Cross human resources in both quantity and quality; strengthen the society's financial resources; and maintain state support for all levels of Red Cross.
- Review and revitalise activities in terms of content and methodology to develop capacities, efficiency and effectiveness of Red Cross community services.
- Strengthen and develop structures so as to increase the capacity, effectiveness and quality of Red Cross communication.
- Develop cooperative relationships with domestic and overseas organisations and individuals.

Discussion of the draft is well underway and should result in a VNRC strategy 2004-2010 later in 2004.

While the 2003 income of Federation programmes in Vietnam was consistently high, there was a downgrade in human resources in the Federation delegation. Due to a failure to recruit a new head of delegation (HoD) after the departure of the acting HoD in June, the regional delegation had to take over the delegation's daily management from Bangkok until an interim programme manager was sent to Vietnam in mid-October. Staff members left during the period there was no in-country manager and the number of national staff reduced from nine at the beginning of the year to five at the end of 2003. In effect, the Federation delegation could only provide significantly reduced support to VNRC and to its coordination of partners.

Also during the absence of a HoD, the Federation did not appeal for additional programmes in Vietnam in 2004. The decision not to may have been useful, given a relative shift in the type of programmes the Federation in Vietnam will engage in in the future. With its increased Red Cross/Red Crescent partners in Vietnam, VNRC called meetings to discuss better coordination of programmes. In a meeting in Geneva in December, all parties agreed that the Federation in Vietnam would support VNRC with an emphasis on organisational development (OD) and in its coordination of partners. The Federation subsequently advertised for a Federation representative (in place of HoD) with a strong OD background towards the end of 2003. Some partners also committed to fund the representative position.

## **Objectives, Achievements and Constraints**

The Federation has supported VNRC in certain areas, each constituting a Federation programme, as follows:

- Health and Care;
- Disaster Management;
- Humanitarian Values;
- Organisational Development;
- Federation Coordination; and
- International Representation.

## **Health and Care**

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 in 2003 was provided through the Federation country delegation and bilateral partner national societies (PNS) 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 not yet in place, and consequently there is no updated health and care strategy either. 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 (the Australian and Danish 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. Strategic planning in health was initiated in 2003 with financial and technical support from the Federation regional health unit and was carried into 2004 with additional support from the Danish Red Cross Society.

The objective of this programme has been to ensure maintenance and enhancement of services in three selected projects of VNRC.

### **Project One: Community-Based Social Work**

Started in 1996, the programme went into its eighth year with a steadily increasing volume of activities and number of trained and involved volunteers and staff. Direct social work for the vulnerable was ongoing and progressed well. In 2003, based on the results of a mid-term evaluation of this programme in 2002, VNRC emphasised skill building at all levels and provision of tools for social work, such as documentation of best practices and models and a social work manual for the grass roots level workers.

By the middle of the year, new partners stepped in to support VNRC's social work activities, bringing added value and financial resources into the VNRC social work programme. The necessity to plan, manage and report for three social work projects now (instead of one before) put an additional workload and coordination need on the social work team in VNRC headquarters, stretching its capacities to the limit. This led to a slow down of progress in meeting the below-mentioned expected results. As a result, a number of activities planned for the last quarter of 2003 were carried into early 2004.

### **Expected Results**

Staff and volunteers are equipped with appropriate skills, methods and tools to provide effective and relevant services and social support to the community.

### **Achievements**

VNRC trained hundreds of local volunteers and staff all over the country in social work and trained key social work resource persons in community development, project management and other social welfare skills. Such training focussed not only on trainers (i.e. training-of-trainers), but also on those able to assist chapters with fundraising/resources development. The training also provided participants with an understanding of how to organise and monitor social welfare activities at the province, district and commune level.

By the end of 2003, almost all 61 provincial chapters had received social work training, with training-of-trainers in about half the provinces. More than 1,000 communes were familiarised with social work and participatory approaches.

A social work manual was being finalised by the end of the year. Best practices, such as the 'jar of rice' model - every household in the commune saves a small amount of rice daily, giving it to the poor at the end of the month - and the 'passionate house' - shelter for lonely elderly, single mothers or poor people - were identified, compiled, disseminated and replicated elsewhere. A printed and bound version of collected models was being finalised by the end of the year.

### **Constraints**

The documentation of the tools (manual, best practices compilation), though complete, was not in print due to the strained capacity of the headquarters social welfare team.

**Expected results:**

- effective support and care is provided in relevant communities;
- active involvement of VNRC in the government's national strategy and action plan for poverty alleviation; and
- expansion of VNRC community development activities, leading to the upgrading of commune welfare facilities and structures.

**Achievements**

Throughout the year, VNRC social workers ran a few hundred small scale projects in the communities. This included income generation for the very poor, social care and support for disadvantaged children (i.e. by ensuring schooling and integration within the community), lonely elderly (i.e. social clubs, physical exercise sessions, health education) and vulnerable people (i.e. 'passionate house'), as well as improvement of community facilities (i.e. building water tanks for rain water collection, community wells, repairing roads and bridges).

Emphasis was given to community involvement in those projects. The 'jar of rice' model encouraged families to save every day and to give it to the vulnerable of their community at the end of the month. Community people provided the materials and labour for improvement of community facilities, such as construction of new, safer cement bridges to replace damaged bamboo bridges. Even in the income generating pilot project for establishing savings/credit groups, community members showed high commitment and involvement.

**Expected result**

VNRC headquarters has sufficient capacity to effectively support, facilitate and monitor local social welfare activities.

**Achievements**

The headquarters social welfare team gave quality support to the programme i.e. via training, compilation and dissemination of best practices, compilation of training curricula, monitoring visits, and evaluations.

**Constraints**

The staff capacities in VNRC headquarters did not increase when in mid 2003 VNRC took up two new partnerships with PNS, supporting social welfare programmes. The additional programme management tasks extremely stretched the team's capacities, slowed down implementation and reduced the time social welfare department staff could dedicate to each individual task.

**Project Two: HIV/AIDS Prevention and Care**

**Expected result**

Increased VNRC capacity, training of youth, home-based care for people living with HIV/AIDS, and support to affected children.

**Achievements**

With the Australian Red Cross Society's long-term commitment to support VNRC work in this sector, the Federation has pulled out from direct implementation. Following confirmation of support from the OPEC Development Fund through the Federation's global HIV/AIDS programmes, the Federation secretariat and the Australian Red Cross Society agreed on the overall management mechanism of the programme in the Southeast Asia region, including Vietnam. In Vietnam, the Australian Red Cross Society agreed to integrate the management of these additional funds into their long-term programme. Planning for the OPEC support was still ongoing by the end of the year.

**Constraints**

The long process in determining the overall management mechanisms for the OPEC Fund regionally, the slow progress in achieving agreement on a management structure, and implementation planning at the country level, led to a severe delay in programme implementation. (A Memorandum of Understanding between VNRC and the Australian Red Cross Society was still outstanding by the end of the reporting period).

### **Project Three: People with Disabilities**

#### **Expected results :**

- increased coping capacity, health status and household income of poor families with people with disabilities;
- provision of effective support to very poor families with people with disabilities;
- increased staff skills and understanding; and
- documentation and sharing of best practices.

The programme, which was initially developed with the support of the Federation, has over the years progressed successfully in several provinces. An external review and evaluation of the programme's first phase indicated significant impact on beneficiaries. The American Red Cross Society, previously supporting the programme via the Federation delegation, confirmed its long-term commitment and substantial support for the second phase, starting in 2003. Since the Federation handover in the first quarter of 2003, programme requirements were well met through this bilateral assistance.

### **Disaster Management**

The Vietnam delegation's objective is to ensure VNRC fulfils its designated strategic and implementation role in the context of Vietnam's disaster management (DM) network.

#### **Expected result**

The capacity of VNRC is strengthened to assist the most vulnerable people in Vietnam to cope with disasters.

#### **Achievements**

- Risk reduction activities;
- Skill building of VNRC staff and of local communities;
- Awareness building and networking at the local, national and regional level; and
- Specific donor funded projects.

#### **Risk Reduction: Mangrove Reforestation project**

Over 767 heads of households attended technical training courses for learning planting skills and the environmental impact of the programme. As a result, 616 households in six provinces planted 745 hectares of mangrove trees and 500 bamboo trees in 2003. These figures bring the total number of mangroves to over 8,000 hectares and 530 bamboo trees. The households also received at least VND 400,000 (around US 25 dollars) for purchasing food and notebooks for their children.

Over 400 people participated in the planting ceremonies meant for dissemination and raising public awareness about the impact of mangroves and the DM programme. Further, the Japanese Red Cross Society sent a team from NHK, a Japanese television company, to film the mangrove project it had funded in October. This two week trip to the provinces of Hai Phong and Ninh Binh was part of the Japanese Red Cross Society's fundraising campaign.

During the period, the Ministry of Agriculture and Rural Development assessed the mangroves planted by the VNRC in 18 communes of eight provinces. The evaluation team appreciated the high survival rate of mangroves (over 60 per cent) and recommended the Vietnamese government provide VNRC headquarters strong support in DM activities.

A mid-term external evaluation undertaken in June 2003 found that the mangrove programme nearly achieved its objectives in planting trees. The evaluation also recommended greater focus on capacity building and other DM measures to protect vulnerable people from disasters such as typhoons and flood.

### **Enhancing DM knowledge and skills of VNRC staff**

At the provincial and district levels, 83 Red Cross staff have been trained in project planning, implementation, monitoring and supervision in training courses in Hai Phong, Ninh Binh, Thanh Hoa and Nghe An provinces.

At the commune level as well, 184 staff in the provinces of Quang Ninh, Hai Phong, Thanh Hoa, Nghe An and Ha Tinh have been trained in DM. The staff in communes of Nghe An, Thanh Hoa and Hai Phong have also been trained in using the assessment tools of participatory rural appraisal for hazards, vulnerability and capacity for DM planning before, during and after disasters.

### **Enhancing skills of school children**

VNRC DM trainers trained 1,533 teachers at primary schools in over six provinces about DM. In turn, over 48,000 school students benefited from the DM knowledge of their teachers. For this, VNRC provided 2,000 sets of training materials for teachers and over 65,000 books for children. The printed material reached the schools in a timely fashion and the quality and pricing was good.

### **Programme awareness and VNRC networking at the local, national and regional level**

Over a hundred newspaper articles have been published in local newspapers for dissemination purposes. Vietnamese television has also produced a film, which will be broadcast in March 2004. Otherwise, at the central and district level, the Vietnam Radio system is a useful source of information on programme activities. Moreover, support from local authorities has increased greatly and, in one case, the Ninh Binh committee took some people who had cut down mangrove trees to court. In a separate incident, a Vietnamese youth organisation replanted those areas of mangroves previously destroyed by shrimp farming.

There is strong coordination and liaison with authorities, ministries, relevant agencies and organisations on risk reduction activities. For instance, the mangrove programme officer presented the reforestation programme of the VNRC as a good example of using a natural system in coping with global climate change. The World Wildlife Fund supported this visit to the World Parks Congress, organised by the IUCN in Durban in September. Meetings with different organisations were held to discuss possible cooperation in the field of disaster management. Regular dialogue was held with organisations and PNS involved in disaster preparedness and response activities.

### **DIPECHO funded project**

Detailed plan of actions were developed by VNRC headquarters staff in close cooperation with relevant Red Cross chapters. In August, a DM training course was held for 25 participants from Dinh Lien commune in Yen Dinh district, Thanh Hoa province. Later in August, a hazards, vulnerability and capacity assessment was undertaken to get a full picture of the community context, followed by a brainstorming session on community-based disaster reduction measures.

While in Thanh Hoa province, staff also met with teachers who undertake DM introduction training with children. From the meeting, teachers better understand the theory and practice of DM and ways to build awareness (through dissemination teams). The practices include upgrading monkey bridges, mobilisation of local people for dust clearance, and construction of sluice-gates at school gardens.

The 'Safer Homes' guidelines have been developed and revised.

### **Activities funded by the British Red Cross Society and DFID**

The construction of two small bridges was completed in December 2003 and is now used daily by children and local people. From the support given to 200 households for safe water, each household has for its monthly use 4 cubic metres of safe water. Over 118,000 windbreak trees are growing well. A boat has been constructed for seasonal floods in 2004.

A DM review workshop for teachers and children at primary schools in Nha Trang city was also attended by local department of education and VNRC staff from different levels.

### **Constraints**

Because the social work and DM departments in VNRC were overworked, many activities funded by DIPECHO had to be postponed until the first quarter of 2004.

There was no replacement following the departure of the Federation DM programme officer in Vietnam. As a result the mangrove programme officer was also overworked.

### **Humanitarian Values**

With the objective of increased awareness of humanitarian values in Vietnam, the programme expected to achieve an increased capacity and effectiveness of VNRC in communications and promotion of Red Cross/Red Crescent Fundamental Principles and humanitarian values throughout the country.

### **Achievements**

International humanitarian law training has continued in Hanoi and Ho Chi Minh City with support from ICRC.

### **Constraints**

Lack of support to the programme and lack of staff capacity restricted the Federation delegation's support to VNRC in this sector.

### **Organisational Development**

VNRC aims to increase its capacity so as to provide relevant and effective services to vulnerable people in Vietnam.

### **Expected results**

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

The final report of an external OD evaluation (conducted at the end of 2002 and completed in the first quarter of 2003) clearly indicates the steady progress and development of VNRC in recent years. It also identifies some weaker areas and gives recommendations, which were considered in the planning for 2003 (e.g. the need to develop a clear and comprehensive national strategy into which OD and other sectors are integrated). The report also called for efforts to build a common understanding within VNRC for its capacity building and OD process, improve cooperation and communication mechanisms and introduce modern management methodology.

The change of presidency of the VNRC, followed by a number of internal changes within VNRC headquarters, slightly changed the activity priorities of the OD support to VNRC and slowed down progress as per plans in Appeal 2003-04. It has to be mentioned, though, that the change also created a renewed spirit of discussion and dialogue within VNRC, with the Federation and partners, and firm commitments of the new leadership towards addressing OD issues. The departures of the Federation's Vietnam OD delegate (acting HoD) in June, the delegation's OD programme officer and the Federation's regional OD delegate in September/October (all without replacement) seriously hampered the Federation's capacity to support the VNRC in this important phase.

### **Expected Result 1**

A comprehensive VNRC national strategy is in place, including strategies and plans for each core area and a framework for cooperation with partners.

### **Achievements**

VNRC leadership has assumed distinct ownership of its strategy development process. In May 2003, the Federation held a seminar in Hanoi for top leaders/technical managers of VNRC to brief them on Federation concepts and tools on OD and capacity building, and introduce models for strategic planning.

Supported also by bilateral partners, VNRC intensified discussions on a national strategy at headquarters level and presented a first draft – national strategy and sectoral strategies – at the Southeast Asia regional partnership meeting in Hanoi in October. A two day internal headquarters workshop was held in early December for further

discussion, and a new OD coordinator and other key headquarters staff undertook visits to three provincial chapters in order to improve understanding of functioning, needs and views of the provincial level.

### **Constraints**

VNRC provincial, district and commune levels and other stakeholders are not yet sufficiently included in discussions and analysis of VNRC vulnerability and capacity.

- Slowed processes due to VNRC leadership change, the subsequent phase of internal restructuring and reorganising, and the appointment of a new OD focal point from September.
- Lack of staff capacity in the Federation's country and regional delegations throughout the second half of 2003.

### **Expected Result 2**

VNRC leadership capacity is further strengthened.

### **Achievements**

The new VNRC leadership actively sought intensified relations and exchange of views with national societies in the region, with PNS as well as Federation representatives. The leadership of VNRC visited and agreed with the Malaysian Red Crescent Society, and the Singapore and Thai Red Cross Societies, to prepare for an exchange programme aimed at strengthening the capacity of provincial leadership. With the Federation head of regional delegation, VNRC president-cum-secretary general initiated an open and intensive dialogue in order to share concerns and to provide VNRC leadership with a thorough introduction to Red Cross/Red Crescent issues.

The VNRC leadership's understanding of Red Cross/Red Crescent principles and structures, and awareness of current issues and developments within the Movement, significantly increased. In preparation for the Geneva statutory meetings in November/December, the interim programme coordinator held a number of discussions with the VNRC president-cum-secretary general and the head of the international department on Red Cross/Red Crescent Movement structures and issues. During his stay in Geneva, the President met key Federation and PNS staff for discussions.

### **Constraints**

The still limited time schedule of the new president-cum-secretary general, due to his membership in the Vietnam national Assembly, did not allow an extension of his stay in Geneva in order to have in-depth discussions with Federation and ICRC key staff.

A series of changes to key VNRC leadership staff throughout the year naturally increased the need for further introduction to Red Cross/Red Crescent basics.

### **Expected Result 3**

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.

### **Achievements**

After a slow start in 2002, the financial systems development project progressed substantially throughout 2003. The Federation had a close working relationship with VNRC finance department in order to analyse the present working procedures and to provide on-the-job training. A mapping of donor reporting requirements was carried out in order to understand their impact on VNRC financial procedures. New accounting software and new coding structures have been introduced and, throughout the second half of the year, VNRC headquarters and provincial finance staff received training on its use. PNS staff and VNRC programme officers were invited to attend training, and to practise development and improvement of reporting together with VNRC finance staff.

VNRC leadership and headquarters technical staff showed increased commitment to further development of long-term planning and management mechanisms. Key VNRC managers and programme staff, Federation programme officers and bilateral partners attended a project planning process (PPP) training course in Ho Chi Minh City to further enhance joint understanding and cooperation in planning and project management. VNRC also requested the Federation provide further training support in this project management tool.

VNRC conducted two gender courses for 57 VNRC managers and key staff from province and central levels. The gender course participants unanimously agreed that the course was useful and appropriate. Participants requested similar training for programme staff to raise awareness and incorporate a gender perspective into Red Cross actions.

### **Constraints**

Though the commitment of VNRC leadership endures, VNRC headquarter's (already limited) capacity was engaged with internal reorganisation, settling in of new staff and discussions on the national strategy, and could not address the need of improved programme management systems.

The reduced staff capacity of the Federation's country and regional delegations did not allow the conduct of provincial level PPP training planned for the second half of 2003. Appropriate support to further develop programme management systems could not be provided.

Constraints met in financial systems development included lack of a clear distinction of roles and responsibilities between finance and non-finance staff; donor driven reporting requirements; lack of understanding or lack of resources from PNS to support finance development processes as a part of required capacity building.

### **Expected Result 4**

VNRC has an increased ability to generate financial resources for its core and programme costs.

### **Constraints**

Due to other programme priorities, staff changes, and insufficient support from the Federation delegation, not much progress took place.

### **Expected Result 5**

The Appeal 2004 was finalised before VNRC took over as chair of the Southeast Asia Secretaries General forum in October 2003. Although not mentioned in earlier reports, one of the specific expected results in the lead-up to the forum meeting was to ensure VNRC takes over the chair of the Southeast Asia Secretaries General forum and successfully organises the next meeting of the forum.

### **Achievements**

After an initial postponement due to the SARS outbreak, the Southeast Asia Secretaries General forum meeting was successfully organised and hosted by VNRC in October (prior to the Southeast Asia regional partnership meeting). The Federation's regional and Vietnam delegations gave organisational and financial support. As chair of the Secretaries General forum for the coming year, VNRC is actively engaging in regional Red Cross/Red Crescent cooperation. The regional delegation (secretariat to the forum) and the Vietnam delegation have provided limited support since the meeting but are expecting more contacts in 2004.

## **Federation Coordination**

With the objective of sustained and coordinated support of Red Cross and Red Crescent partners in developing a Cooperation Agreement Strategy (CAS), the expected result according to the 2003 Appeal was to have a CAS 2003-2006 developed, accepted by VNRC and partners, and to have it subsequently implemented.

### **Achievements**

As a first step to a CAS process, VNRC and partners agreed to hold regular quarterly meetings, on invitation of VNRC and with organisational support from the Federation delegation. The meetings were supposed to improve communication between all. These meetings indeed helped bridge the diversity of approaches, and by the end of the reporting period, all partners showed a clear commitment to work together. In a meeting between VNRC, headquarters representatives of most of its partners, and the Federation secretariat on 3 December, agreement was reached on the roles of the Federation secretariat representation in Vietnam. Main tasks of the Federation included:

- support ongoing Federation supported programmes (phasing out);
- support VNRC in its OD;

- coordinate the Red Cross/Red Crescent partners' support into OD; and
- support VNRC in coordination of its partners.

The partners agreed on terms of reference for the Federation secretariat presence in Vietnam, and to fund the position of a Federation representative.

### **Constraints**

The failure to recruit a Federation representative and the overall lack of capacity in the Federation delegation led to an extreme slow down of the CAS process in the second half of the year. The regional delegation and the (short-term recruited) interim programme coordinator had to concentrate on repair rather than next steps in a CAS process.

## **International Representation**

### **Objective**

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

### **Expected result**

VNRC and its Red Cross/Red Crescent partners are positioned to influence the humanitarian agenda in Vietnam and to mobilise resources.

### **Achievements**

Discussions with the government regarding the Federation's legal status in Vietnam, as well as advocating within the international community for support, were continued in the first half of the year but paused after a strong indication from the government that the legal status could not be changed without a change of national legislation.

### **Constraints**

Lack of human resources in the Federation delegation and other priorities led to a halt in discussions regarding legal status. For the same reason, representation and advocacy had to be reduced to a minimum.