

VIETNAM: HUMANITARIAN ASSISTANCE

*11 January,
2001*

Focus on Capacity Building/Institutional Development

appeal no. 01.27/2000

situation report no. 1

period covered: January - December, 2000

While much of the planning for the Capacity Building Programme has depended on the now deferred National Congress, considerable progress has been made in key areas. The most important and encouraging feature is that the VNRC has taken the lead in this process throughout the year, showing full ownership on their part. The National Congress now planned for early 2001 will serve to motivate and develop confidence for the Vietnam Red Cross (VNRC).

The context

In August 1999, the Vietnam Red Cross Society (VNRC) prepared an ambitious capacity building plan, which addressed the key issues of management capacity of headquarters departments, the skills and motivation of staff members, and the ability of the VNRC to resource its own activities.

In formulating the current Country Assistance Strategy (CAS), the VNRC and the Federation highlighted the support to the VNRC headquarters capacity building plan as a key area for attention during 2000 and beyond.

Crucial to the capacity building plan, and consequently the CAS, was the expectation that the VNRC's National Congress would be held in early 2000. Unfortunately, for a number of reasons this was postponed to the end of 2000, and many of the major changes which have been planned have had to be delayed until May 2001. Despite this, much has been achieved during 2000. This report summarises the results against the objectives and planned activities in the CAS.

The main capacity building objectives were to assist the VNRC in:

- strengthening the key operational departments at national headquarters to better respond to the needs of the provincial chapters;
- developing a resource development function at national headquarters to increase the donor base of the Society and thus increase the income both for current and future operational costs;
- strengthening the national training department and its network of trainers within the VNRC to provide a better standard of basic and management training to personnel;
- continuing the branch development programme for the six central provinces until the end of 2000, implementing a three-year programme of branch development for two Mekong Delta provinces and identifying further provinces for targeting of this kind;
- developing a five-year national strategy as part of the follow up to the National Congress of 2000.

Red Cross/Red Crescent action - Progress report

Objective 1 - Strengthening of National Headquarters operational departments •

- **Support each department in the finalization of its mission, vision and strategy statements:** this activity was begun with the Health Department but due to the impending departure of the Head of Health Department and the appointment of his replacement this activity was temporarily put on hold. Work with the newly strengthened Social Work Department has been ongoing and it is foreseen that a significant milestone will be achieved in early 2001 with the defining of a strategy and direction for the department.
- **Review the role of the headquarters departments with key stakeholders from provincial chapters and staff, identifying areas for strengthening:** this activity will be postponed until mid 2001, possibly after the congress, as it depends on the key players (Heads of Department) being in place after that.
- **Identify key development activities with each headquarters department and support with individual training or development, upgrade buildings and equipment, and access to other resources:** work with the Finance Department has progressed more than with the other departments, with a collaborative initiative of the VNRC, the Government Ministry of Finance, PriceWaterhouseCoopers and the Federation beginning a process to strengthen financial management within VNRC national headquarters and chapters. This process began in November 2000, and will continue through 2001. A detailed plan of action will be finalised after the lunar New Year (Tet). Already, key decisions have been taken such as to delegate activities of basic book-keeping away from headquarters and to the provinces. Computer hardware has been upgraded following a study carried out by the Regional Delegation's computer support officer. Work with the Social Work Department has been ongoing during the year, with specific coaching provided to the newly appointed Head of Department and to key staff. Training has been provided through the Asian Disaster Preparedness Centre in Bangkok (APC) in key disaster related management skills. Specialised Training of Trainers (ToT) has also been provided to those closely involved in the DP training programme. In the Social Work section and the Agent Orange Department, the staff have been closely supported in all areas of needs assessment, community development skills, project management and ToT. Assistance has been provided to the VNRC to upgrade more basic facilities such as toilets, electrical supplies (for basic safety and capacity), roofing and office "living conditions". Other computer equipment has been provided to the Administration, Personnel, Social Work (DP section), Agent Orange and Dissemination/Training Departments.
- **Assist the VNRC in the training of managers and staff in headquarters in key areas of management, programme design and implementation, computer skills, language:** a precursor to this is the need to get the right managers in the right place. The VNRC has placed key managers in the positions of Head of Department - External Relations, Social Work, and Fundraising. Two key managers attended the course for New Leaders held in Yangon in

December. Initial training was provided by the delegation to the incoming Head of the Fundraising Department.

- **Support the management of VNRC in the re-organization of operational departments:** this process is ongoing, but support has been provided to the management of the VNRC in the analysis of the performance of the Social Work/DP department. With the appointment of the new staff for the Agent Orange, Training and Social Work Departments, the reorganisation process has been very much facilitated by the moral and technical support of the delegation team.
- **Assist the management of the VNRC in a plan for sharing resources (equipment, skilled personnel) and programmes between headquarters departments:** again, this is an ongoing process which is being facilitated through various initiatives. A new generation of managers within the VNRC are being encouraged to take on this challenge, and recent events show small but significant improvements - such as the close cooperation between the Hanoi and HCMC offices in the recent flood operation, the close cooperation between the Agent Orange and Social Work offices, the greater involvement of the training department in the training run by the social work department, the openness to dialogue in merging of the Japanese and Danish Red Cross funded Mangrove programmes. A key resource for the VNRC staff is the salary supplement which has been provided by this programme. VNRC staff now show a greater motivation and renewed interest in their work. The VNRC has also linked salary support to a new performance review system, now involving a full 360 degree feedback from subordinates, colleagues and superiors, and even self analysis.

Objective 2 - Introduction of the Resource Development Function •

- **Assist with the initial training of the team appointed to the new Resource Development/Fundraising department using in-country and regional resources:** the new Head of Fundraising Department was appointed in October. Initial training on different aspects of fundraising within the Red Cross has been provided in one to one sessions, and an individual support programme has been discussed including support with introductions to key donors within Vietnam, initial designs of pilot fundraising programmes, and the identification of long term supporters within the Red Cross.
- **Support the new team in an assessment of current fundraising activities in place within the VNRC and in Vietnam:** some ground-work has been started together with the Head of Fundraising Department. He has produced a thought paper on local level fundraising and credit schemes. One consultant has also been hired by the delegation to study the issue of credit schemes and income generation. This is essential ground-work for a more in depth analysis. A second consultant has been hired to assess a number of pilot fundraising schemes, which has provided important learning for the VNRC for future work. This latter consultant also mapped out the broad community of potential foreign donors within Vietnam.
- **Using the contacts with diplomatic missions, international organisations, international NGO's, business groups and international companies already existing in the delegation, steadily support the VNRC to increase its image with these organizations - addressing issues of integrity, effectiveness of operations management, nation-wide coverage (among others) as unique selling points of VNRC:** this process has been ongoing through the year. Firstly, the disaster relief activities have raised the profile of VNRC tremendously. Also in the first aid programmes for cyclo drivers, taxi drivers and factory workers, the work of the VNRC and their image has been promoted. The following pilot training programmes have been implemented to promote the work of VNRC:
 - taxi driver training in Hanoi and Hai Phong (where the VNRC has promoted safety and first aid). This has generated financial support for the continuation of this programme from Ford Motor Company;
 - cyclo driver training in Hanoi, Hue and Da Nang was used as a promotion for the activities of the VNRC in these regions and generated funds to the provinces to sustain the training;

-- the Hue Festival,- a major tourist and cultural event, was supported as a pilot or model fundraising cum promotional event. Although it only broke even in terms of fundraising, it did provide a number of important lessons which can be followed up;

-- a proposal has also been presented by the VNRC and Delegation to the Nike company to provide important workplace health and safety services to Nike staff. This follows months of promotion work with the VNRC and Federation playing an important role on the national footwear producers initiative;

-- a key element of developing the image of VNRC is improving the proposal and report writing among staff at national and provincial levels. To this end, a consultant, Henk Tukker has been hired to work with VNRC in the development of a standard report writing format suited to the VNRC situation. This model has now been finalised and will be used by all departments with all donors. The new VNRC Head of External Relations has also been promoted to the diplomatic community as a credible contact and is now invited in his own right to a number of functions.

- **Support VNRC to develop a national communications strategy within the VNRC, in particular highlighting the use of media, the key communications with donors (project plans and proposals, financial and operations management tools and reporting formats):** press releases and communications contributed to the success of the fundraising effort for the Mekong and Central Provinces flood operations, and the VNRC communications department has been further working on its strategy.
- **Support at least one national fundraising event in 2000:** the VNRC's fundraising during the Hue Festival was supported through this programme, including the cyclo driver first aid training, collection boxes for fundraising and leaflets about the Red Cross. This also attracted co-funding from the Fosters Beer Company, and, while it raised relatively low funds, it has however been recognised as an important model which may be followed in the future. Smaller concerts have been held to raise funds for the work of the Red Cross, raising funds and support from members of the expatriate community. While successful in its own right, this publicity and image building campaign will be more important in the long run than the actual funds raised.

Objective 3: Strengthening training and development •

- **Assist the national training department to update its mission/vision and strategy statements:** with the new staff introduced to the Training department (from the UNV programme), this activity will now begin.
- **Provide the necessary resources to upgrade the training department:** One computer set was purchased for the department, and following the strengthening of the department with the UNV staff, a full review of training needs will be carried out department by department.
- **Assist with the strengthening of the national network of trainers, through the production of a fact sheet on training within VNRC in the various disciplines, and the organisation of a trainers conference in mid 2000 to bring trainers of all disciplines together in order to begin a move to integrate training within VNRC:** this will take place in 2001.

Objective 4: Branch Development •

- **Conclude the programme in the six central provinces by the end of 2000, with the phasing out of the expatriate delegates, but continuing the possibility of programme support on a reduced level for one year:** this programme has been closed now following a successful three years of work. Initial hopes for this programme in the proposal written by the five PNS were that the provincial chapters involved would become much more active in community development with a measurable impact on poverty reduction. This proved to be somewhat ambitious for a three year programme, as the VNRC role in community development has been rather limited to much more basic social interventions. But due to the skilled intervention of the VNRC managers of the programme, the chapter staff and leaders and in particular, the delegates involved, the impact has been greater than even that written in the initial log-frame. With the

disasters which hit each of the six provinces in the past two years, the delegates were able to use these as training ground for branch staff and volunteers and as a “greenhouse” for systems, structures and community responses and intervention in disaster mitigation. Through the intervention of this programme, the Vietnam Red Cross has been able to help hundreds of thousands of people more effectively than ever before. The Vietnam Red Cross and its provincial chapters have been catapulted to much higher status in the eyes of the Vietnam authorities, and international donors. The poverty reduction results of the programme have been applauded by the World Bank and the World Food Programme, as well as the National and Provincial authorities. The six provinces have been left with greatly improved skills, confidence, financial reserves, material resources, personnel, programmes and recognition.

- **Start up the branch development programme in Long An and Tien Giang provinces according to the plan of action:** due to the floods in the Mekong Delta in 2000 this will more than likely happen in early 2001. This programme will also probably have sponsors from the private sector.
- **Support the VNRC HQ to identify further provinces for direct assistance, support a needs analysis and develop a plan of action which should be carried out by a team compiled from personnel in the V6 provinces and headquarters:** the provinces of Binh Dinh, Phu Yen and Khan Hoa will be the focus of a Branch Development Programme akin to the E5 support from 2001 to 2004.

Objective 5: Five-year Plan •

- **Assist the existing leadership team with the development of the plan of action for VNRC in the coming five year period, to be presented to the VNRC National Congress in 2000:** this has been done as support to the leadership of VNRC and in particular to the USG who visited Geneva and the Heads of Health, DP/Social Work, and Agent Orange departments.
- **Assist the newly re-elected (or newly elected) leadership team of the VNRC to develop a plan of action for the international assistance required to support the five year plan:** this is now planned for 2001 after the National Congress.

Outstanding needs

The 2000 appeal is fully covered, with a small surplus to initiate 2001 activities. Support is however required for the ongoing programmes in 2001.

Contributions

See Annex 1 for details.

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Vietnam						ANNEX 1
APPEAL No. 01.27/2000		PLEDGES RECEIVED			01/10/01	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				2,727,000		TOTAL COVERAGE 103.9%
Balance carried forward from 1999				40,926		
UNITED STATES - FREEMAN FOUNDATION		419,798	USD	718,904	08.09.00	Communication equipment, education program and materials for 100'000 school children
AUSTRALIAN - GOVT		7,000	USD	12,415	04.04.00	SUPPORT TO DEAF & MUTE SCHOOL
AUSTRALIAN - GOVT		6,299	USD	11,171	12.10.00	INSTALLATION WATER SYSTEM IN KONTUM
AUSTRALIAN - RC		26,985	USD	47,858	12.10.00	WATER PROGRAMMES
AUSTRALIAN - RC		12,085	USD	21,433	12.10.00	CBFA
BRITISH - RC		40,000	GBP	100,000	09.12.99	1999/2000 DPP
BRITISH - RC				88,802	26.07.00	BRANCH DEVELOPMENT FUND
BRITISH - RC		74,000	USD	131,239	05.10.00	E5 BRANCHE DEVELOPMENT
DIPECHO		400,000	EUR	622,480	06.07.00	HR DEV. ID AND RISK REDUCTION
GERMAN - RC				6,155	18.04.00	BRANCH DEVELOPMENT
JAPAN - RC		340,304	USD	535,638	03.04.00	MANGROVE PROJECT
NEW ZEALAND - RC		870	NZD	673	22.06.00	
SWEDISH - GOVT/RC		190,000	SEK	36,024	30.05.00	NATIONAL COORDINATION
SWEDISH - GOVT/RC		810,000	SEK	153,576	30.05.00	ID
SWEDISH - GOVT/RC		800,000	SEK	151,681	30.05.00	SOCIAL WELFARE
VIETNAM PRIVATE		1,200	USD	2,124	28.11.00	HELP 10 CHILDREN ONE YEAR
SUB/TOTAL RECEIVED IN CASH				2,681,099	CHF	98.3%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Finland	Delegate(s)			45,010		
Netherlands	Delegate(s)			5,092		
Switzerland	Delegate(s)			42,392		
Great Britain	Delegate(s)			60,123		
SUB/TOTAL RECEIVED IN KIND/SERVICES				152,617	CHF	5.6%
ADDITIONAL TO APPEAL BUDGET						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:						
PVN000, PVN003, PVN005, PVN007, PVN015, PVN161						