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Viet Nam Annual Report

 International Federation
of Red Cross and Red Crescent Societies

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**This report covers the
period 1 January 2013
to 31 December 2013**

*Quang Binh Red Cross Chapter
staff visit a family whose house
collapsed during Typhoon Wutip.
4 October 2013.*

Photo: Ly Nguyen/IFRC



Overview

In 2013, IFRC programme interventions to support the Viet Nam Red Cross Society (VNRC) in the areas of disaster preparedness, community-based disaster risk reduction (CBDRR), healthcare and organizational development reached a total of 3,083,643 people, out of which 242,884 were direct beneficiaries.

2013 was a complicated and unpredictable year of natural disasters in Viet Nam with a number of hazards in the first half of the year including flash floods, tornados and landslides, followed by 13 storms and four tropical depressions in the second half of the year, notably Typhoon Wutip and Typhoon Nari which hit the central coastal provinces in October, resulting in considerable damage to livelihoods and infrastructure.

In supporting a unified response to Typhoons Wutip and Nari, IFRC supported VNRC with the implementation of a one-programme approach to guide the provision of response and recovery assistance to those most affected by the two typhoon events. VNRC was able to take the opportunity to enhance its capacity in cash transfer programming (CTP), and assessment and monitoring, especially with the deployment of its provincial disaster response teams (PDRT) through the operation. In addressing the needs across the disaster management cycle, VNRC supported the planting of over 8,200 hectares of mangroves in the eight provinces under the Mangrove Plantation and Disaster Risk Reduction (MP/DRR) project supported by the Japanese Red Cross Society under the CBDRR programme.

In terms of healthcare, IFRC has supported VNRC in using the community-based health and first aid (CBHFA) approach in its interventions on climate-sensitive and emerging diseases through the dengue fever and malaria prevention in two provinces. In collaboration with German Red Cross, French Red Cross and Spanish Red Cross, VNRC has made significant progress in consolidating its capacity in water and sanitation in emergencies by conducting refresher training for participants from seven disaster-prone provinces which focused on hygiene promotion, sanitation and alternative water treatment technology. VNRC's current priority in health is to profile themselves as the key national player in first aid services and emergency health,

especially through coordination and establishing agreements with domestic partners and the Ministry of Health. IFRC has supported the strengthening of VNRC health programming through organizational development actions that have reinforced the development of planning, monitoring, evaluation and reporting (PMER) tools for VNRC's communicable disease response, as well as the completion of VNRC's first annual health plan and budget.

The organizational development programme supported VNRC headquarters in its organizational restructuring process, which led to the consolidation of some departments and changes in human resources, including the redefinition of roles and responsibilities, as well as job descriptions. With support from IFRC, VNRC also completed the restructuring of its finance department, the audit of its 2011 financial statements, upgrading of its accounting system and review of its financial coding structure.

With regards to the joint efforts by VNRC and IFRC in humanitarian diplomacy, IFRC supported the National Society to complete the five-year evaluation of the implementation of the Law on Red Cross activities, passed a number of circulars to regulate and support Red Cross activities in Viet Nam, and strengthened VNRC's organizational and human resources structures. In turn, the National Society has advocated for IFRC's legal status in Viet Nam.

Number of people reached

The activities implemented by VNRC under the programme areas of the IFRC long term planning framework, a total of 3,083,643 beneficiaries in 2013, among whom 242,884 were direct beneficiaries (51 per cent women).

Programme	People reached during this reporting period				
	Direct recipients			Indirect recipients	Total people reached
	Men	Women	Total		
Disaster preparedness	26,835	27,575	54,410	-	54,410
Community-based disaster risk reduction (CBDRR)	83,831	79,520	163,351	2,829,123	2,991,460
Healthcare	12,665	12,356	25,021	12,500	37,521
Organizational development	60	42	102	150	252
Coordination and cooperation	-	-	-	-	-
Total	123,391	119,493	242,884	2,841,773	3,083,643

Working in partnership

In 2013, IFRC continued to work with in-country partners including the American Red Cross, Australian Red Cross, French Red Cross, German Red Cross, Italian Red Cross, Netherlands Red Cross, Norwegian Red Cross, Spanish Red Cross and Swiss Red Cross as well as partners outside of the country in providing financial and technical support to VNRC in its various programme areas.

Partners who supported VNRC in 2013

Partners	DR&R	DP	DRR	Health	WatSan	SW	OD	Comms	RM	PMER	Vols ¹
In-country Red Cross partners											
American Red Cross	•	•	•	•			•		•	•	•
Australian Red Cross	•		•		•				•		
French Red Cross					•						
German Red Cross	•		•		•						
Italian Red Cross				•							
Netherlands Red Cross	•		•								
Norwegian Red Cross	•		•		•		•	•	•		•
Spanish Red Cross	•	•		•		•			•		
Swiss Red Cross	•	•	•						•		
Red Cross Red Crescent Movement partners not based in Viet Nam											
British Red Cross	•										
Canadian Red Cross	•										
Red Cross Society of China	•										
Hong Kong branch of Red Cross Society of China	•										
Japanese Red Cross Society	•		•								
International Committee of the Red Cross (ICRC)						•		•			
Red Cross of Monaco	•										
Republic of Korea National Red Cross	•					•					
Singapore Red Cross	•					•					
Swedish Red Cross	•										
Other partners/donors											
Government of Chile	•										
Coca Cola	•										
Department for International Development, UK		•		•							
Government of Japan											
Government of Luxemburg	•										
Swiss Humanitarian Fund				•							
United Nations Development Programme			•								
WHO Voluntary Emergency Relief Fund	•										

¹ DR&R=disaster response and recovery, DRR=disaster risk reduction, WatSan=water and sanitation, SW=social welfare, OD=organizational development, Comms=communications, RM=resource mobilization, PMER=planning, monitoring, evaluation and reporting; Vols=volunteer development

Progress towards outcomes

Business Line 2 – “To grow VNRC humanitarian services for the vulnerable people”

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
Outcome 2 (disaster preparedness): VNRC capacity to deliver relevant, speedy and effective humanitarian assistance and help communities recover from disaster is strengthened.			
Output 2.1: Improved VNRC framework (mandate, systems, standard operating procedures (SOPs) and relevant guidelines) for an improved national disaster response mechanism.			
2.1.1 The number of template and procedures developed to design one overall plan of action.	0	1	1
2.1.2 The number of simplified administrative procedures developed to allow quick deployment of the NDRT.	0	1	0
2.1.3 The number of templates completed for the monitoring of relief and early recovery activities (e.g. cash transfers).	0	4	4
2.1.4 The number of emergency operating centres (EOC) established along with an information management system.	0	1	0
2.1.5 The number of pre-disaster meetings organized.	0	1	1
2.1.6 The number of VNRC contingency plan updated according to IFRC standards.	0	1	1
Output 2.2: Contribute to the expansion of VNRC disaster response surge capacity in 33 provinces by training and equipping branch disaster response teams (BDRT).			
2.2.1 The number of training sessions organized to create two BDRTs (10 members per team).	0	2	0
2.2.2 The number of training workshops organized for disaster preparedness (DP) trainers (HQ and provinces).	0	1	0
2.2.3 The number of BDRT equipment procured	0	2	0
Output 2.3: A functional training system for creating and improving disaster response skills for staff and volunteers at all level.			
2.3.1 The number of training plans and curriculum developed for DP and disaster response (DR).	0	1	0
2.3.2 The number of VNRC DP manuals revised and distributed to the chapters.	0	1	0
2.3.3 The number of database developed for active volunteers who received appropriate training in disaster- prone provinces.	0	1	0

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
Output 2.4: Developed logistics capacity for effective disaster response operations.			
2.4.1 The number of lists of relief items specifications established.	0	1	1
2.4.2 The number of VNRC procurement manual finalized.	0	1	0
2.4.3 The number of standard operating procedures (SoP) for warehouse management finalized.	0	1	1

Key accomplishments:

In 2013, the disaster preparedness programme progressed in furthering VNRC’s response mechanism focusing on the one-programme approach, a holistic approach in cash transfer programming (CTP), strengthening needs assessment capacity in VNRC’s disaster response teams, and logistics development.

With the completion of the template to design a master plan of action to guide emergency response operations (output 2.1.1), monitoring templates for CTP in emergencies (output 2.1.3), organization of a pre-disaster meeting (output 2.1.5) and updating of the VNRC contingency plan according to IFRC standards (output 2.1.6), VNRC has set the foundation for, and demonstrated, improved capacity in leading the one-programme approach for the preparation, implementation and monitoring of response and recovery activities for the Typhoons Wutip and Nari emergency operation.

The simplification of administrative procedures to allow quick deployment of the national disaster response team (NDRT) was achieved during 2013. This was due to VNRC’s focus on deploying their newly formed provincial disaster response teams (PDRT) from which learning will be captured to understand how to modify procedures to allow for faster deployment. Moving ahead, IFRC’s support to VNRC will depend on VNRC’s review of NDRT terms of reference in 2014.



Quang Binh Red Cross volunteers assisting in cash distribution to beneficiaries following Typhoons Wutip and Nari – November 2013. Photo: Ly Nguyen / IFRC

As part of the global CTP-preparedness pilot, VNRC furthered its existing capacity on CTP in relief phase to aim at delivering cash grants within ten days and no later than six weeks after disaster event. This aim is translated through the development of standard operating procedures, building on existing internal procedures of VNRC, and CTP training for VNRC’s response teams. For the first time under this project, VNRC had collected pre-disaster baseline information linked with market assessments, the outcomes of which informed VNRC’s cash grant distribution.

The development of branch disaster response teams (output 2.2) was not carried out due to the adjustment in the surge capacity strategy of VNRC. The 2012-2015 planning framework of the country office initially aimed to support VNRC’s surge capacity at the branch level which would enable more community-based response capacity. However, following the establishment of the NDRT in 2011, VNRC headquarters has prioritized enhancing capacity at the provincial level by formulating PDRTs. Based on this, IFRC disaster preparedness programme adjusted its plan to support the establishment, and provision, of equipment to the PDRTs. While funding shortage did not allow the organization of the PDRT training and provision of equipment to the team,

IFRC has worked closely with VNRC and Spanish Red Cross, who supported the establishment of eight PDRTs, to develop the training package and provide technical support in pilot trainings.

With technical and financial support from the zone logistics unit (ZLU) based in Kuala Lumpur, the country office was able to build capacity for VNRC in logistics. Priority was given to training on warehouse management to 23 staff from VNRC headquarters, provincial chapters and partner National Societies. Technical support was given to VNRC’s warehouse keeper to reinforce the use of warehouse management tools. Equipment to facilitate the movement of goods in the warehouse was also provided under this support. Warehouse management procedures are under development.

Key Issues/constraints:

Funding shortage is a major challenge to the achievement of the planned outputs under this business line. To overcome this challenge, IFRC has been cooperating with partners to maintain technical and financial support to VNRC as well as to support disaster preparedness and response under the Typhoons Wutip and Nari emergency operation.

Given the shortage in funding as well as the need to prioritize the emergency operation, the IFRC 2013 development operational plan was revised in the middle of the year to postpone some activities to 2014 including organizing the contingency plan training, conducting PDRT training, providing equipment and updating the disaster preparedness manual.

The planned establishment of the emergency operating centre (EOC) did not happen due to limited resources and the workload of both VNRC and the country office. Considering VNRC’s reprioritization in disaster preparedness in 2014, this activity will not be planned for 2014.

Due to a delay in the approval process, the new contingency plan template was not used for this year’s planning. In 2014, IFRC plans to build capacity for VNRC headquarters and provincial Red Cross staff in expanding their current contingency planning approach. The IFRC will also work with VNRC to ensure the new template is adopted for the 2014 planning. Also due to delay in the approval process of the budget for the procurement component, activities under this component including developing the procurement manual was not possible in the second half of the year and will be resumed in 2014.

Business Line 3 – “To strengthen and scale up the VNRC contribution towards Viet Nam’s development”

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
Outcome 3 (CBDRR): The resilience of selected urban and rural communities to the impact of climate change is improved, and their ability to respond to and recover from disasters is strengthened.			
Output 3.1: Selected urban and rural communities improve their resilience to disasters and adapt to climate change impacts.			
3.1.1 The number of commune-level forest protection/ management groups established and trained.	32	57	60
3.1.2 The number of small-scale disaster/climate-change mitigation infrastructures constructed and maintained by the communes, including tree plantation.	35	20	20
Output 3.2: Community knowledge of how to address disaster risk and climate change impacts is increased.			

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
3.2.1 The number of commune staff and teachers trained in CBDRM, DM/DRR and climate change.	2,592	720	876
3.2.2 The number of VCA, CBDRM trainers/facilitators who received refresher training.	50	50	46
3.2.3 The number of communes which completed VCA's including adequate follow-up.	75	23	23
Output 3.3: Community ability to effectively prepare for and respond to disasters is improved.			
3.3.1 The number of commune level disaster response teams in place and functional.	25	19	19
3.3.2 The number of project communes with disaster management plans in place and incorporating climate change considerations, including for schools and health centres, and regularly conduct successful simulation drills.	37	20	20
3.3.3 The number of project communes where early warning systems are operating effectively and connected to the national early warning system.	30	16	16
Output 3.4: VNRC capacity to deliver and sustain community-based disaster risk reduction and climate change adaptation programming is strengthened.			
3.4.1 The number of VNRC finance staff at chapter and branch levels who produce more timely reports of sufficient quality.	6	10	8
3.4.2 The number of project-funded staff at the chapter and branch level who demonstrate increased knowledge and skills in drafting of project proposals, planning, and monitoring of CBDRM projects.	20	28	26
3.4.3 The number of VNRC staff coached in fundraising.	25	15	15
Output 3.5: VNRC capacity in coordination of and advocacy for community-based disaster risk reduction and climate change adaptation is strengthened.			
3.5.1 The number of communes where resilience initiatives are implemented in order to reach 500 at-risk communes in five years (as contribution to the national CBDRM programme).	200	100	110

Key accomplishments:

With support from IFRC, VNRC carried out the following activities to improve the resilience of 71 communities in ten project provinces.

- Supported communities in Hoa Binh and Vinh Phuc to plant and manage 20.6 hectares of trees;

- Established and organized training sessions for 60 forest protection teams, after which the participants gained basic knowledge of Red Cross and forest management and protection. These teams, along with the teams established in the previous year, will contribute to protecting forests in their communities;
- Carried out small-scale DRR measures for 20 communes, including the planting of 8,960 trees in one mountainous community, flood discharge mitigation measures in three communities, cleaner water supplies in nine communities, garbage collection teams in two communities, improved early warning systems in two communities, inter-village road sections in two communities, and health station repair in another community.

According to the mid-term review meeting conducted in September 2013, 100 per cent of community staff and 67 per cent of community members have basic understanding of forest management and protection, and 64 per cent of community members have basic knowledge on the sustainable management of natural forest.

The project also contributed to improving the knowledge on how to address disaster risks and climate change impacts in 76 communities through the activities below.

- Organized 29 DRR/CCA training courses for 876 people, including 526 community representatives (of which 27 per cent were women) and 350 teachers (62 per cent women). According to the mid-term review meeting in September 2013, 100 per cent of community staff and 88 per cent of community members had an understanding of DRR and climate change adaptation (CCA);
- Carried out 14 vulnerability and capacity assessments (VCA) for 5,034 people (51 per cent women) in 23 communes;
- Organized three workshops on fundraising and volunteer management for Red Cross staff at the commune and district levels;
- Distributed information on disaster risk reduction, resilience and climate change to nearly 2.9 million people through public awareness channels including 113 television news, 145 newspapers articles and 272 commune loud speakers systems.

The activities below were implemented to improve the community's ability to effectively prepare for and respond to disasters:

- Established and trained 19 commune disaster response teams (CDRT),
- Organized preparedness and response drills in 20 communes,
- Put in place 16 equipment sets as part of the early warning systems.

In order to strengthen VNRC capacity to deliver and sustain CBDRR/CCA programming, IFRC organized a VCA refresher workshop for 46 VNRC facilitators, PMER training for 26 project officers, and fundraising and volunteer management training for 89 commune staff. The commune staff will use the knowledge and skills attained through these events to develop fundraising activities for 2014 and improve volunteer recruitment and management at the chapter, branch and commune levels. With support from IFRC and in-country partner National Societies (PNS), VNRC finalized the CBDRM framework, which is awaiting approval by VNRC leaders in 2014. The framework will maximize IFRC's support to build up community resilience in Viet Nam. The guidelines for VCA will be updated by VNRC programme staff together with IFRC and in-country PNSs, including American Red Cross, Australian Red Cross, German Red Cross, Netherlands Red Cross and Norwegian Red Cross. These guidelines will be used to guide the integration of the VCA outputs into the existing community social and economic development planning.

In 2013, with multilateral support from the Japanese Red Cross Society and bilateral support from in-country PNSs including American, Australian, German, Netherlands, Norwegian and Swiss Red Cross Societies, VNRC has been able to provide CBDRM support to 110 at-risk communes in Viet Nam, of which 75 communes have been supported by the mangrove plantation disaster risk reduction (MP/DRR) project.

Key issues/constraints:

The typhoons and flooding in October destroyed 12 hectares of mangroves planted in 2011 in Ninh Binh province and postponed five response drills in Nghe An from October to December 2013.

Since VNRC lacked a common comprehensive CBDRM framework and strong coordination and management mechanisms, the disaster management department at the headquarters was overloaded and its work disrupted. The accumulated achievements of VNRC resilience programme have not been shared widely to promote VNRC’s leading role in supporting selected communities in DRR/CCA, resulting in limited recognition of VNRC’s nation-wide CBDRM achievements and capacity by the state government and INGOs. Besides support in finalizing the CBDRM framework, IFRC has also supported VNRC in its human resource study to help VNRC create an appropriate programme management structure and guidelines.

The appointment of full-time project officers by VNRC remains a challenge for the project structure given there are six bilateral CBDRR projects managed by the disaster management department. The MP/DRR project budget is not sufficient to pay for full-time project staff in all ten project provinces. At the same time, VNRC headquarters and project chapters do not have the ability to raise funds in order to allocate full-time project staff. As a result, monitoring and reporting tasks, which should be the responsibility of local officers, are heavily dependent on the project manager and officer of the country office. The country office will continue to advocate for change in the disaster management and project management structure with VNRC leadership.

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
Outcome 4 (Health): Improve health and well-being in selected urban and rural communities through responsive VNRC services in disease prevention and health risk reduction.			
Output 4.1: Integrated road safety and first-aid programme of VNRC is functioning.			
The number of provinces where VNRC has an effective network of trainers and volunteers in place to deliver road safety activities as a part of its traditional first-aid programme, and formulated interventions to reduce death and injuries due to road accidents in two provinces.	0	7	10
Output 4.2: Community health and well-being (resilience) is strengthened through interventions on climate-sensitive and emerging diseases.			
The number of communes where VCAs and health risk reduction plans are finalized together with an effective network of trainers and volunteers.	0	20	22
Output 4.3: Strengthened VNRC capacity to support communities to access improved water and sanitation facilities and increase their knowledge of hygiene.			
The number of VNRC branches equipped with skills, knowledge and facilities to address emergency needs in water, sanitation and hygiene and reduce water-borne disease risks.	0	13	16
Output 4.4: Advocate on behalf of VNRC for their blood and curative service to potential partners.			
The number of partnership formulated with counterpart(s) for blood and curative service development.	1	1	0

Key accomplishments:

VNRC has completed its annual health programme plan and budget for the first time with support from the organizational development programme. The exercise allowed the National Society to develop an annual plan that aligns better with their strategic development plan and identified gaps. In addition, with support of the organizational development programme and the IFRC zone PMER senior officer, the monitoring and evaluation tools for VNRC's hand, foot and mouth operation in 2013 have been improved and standardized, and are ready for field testing in 2014.

Community-based first aid is one of the priorities of VNRC's healthcare programme. However, due to limited funding, only one training of trainers (TOT) was conducted for 13 NDRT members and health officers from ten selected provinces. The other activities under this output including updating the first aid training package (techniques, methodology and volunteer's manual), capacity building for first aid trainers from northern chapters and dissemination of community-based health and first aid were not conducted and will be re-prioritized for 2014 conditional upon available funding.

In 2013, with funding support from the IFRC regional community safety and resilience unit (CSRU) and the Department for International Development, United Kingdom the (DFID), VNRC has been able to continue the implementation of community-based health and first aid (CBHFA) programme for malaria and dengue fever prevention in two provinces in central Viet Nam, namely Da Nang and Quang Ngai. A total of 4,600 families have been educated on dengue/malaria preventive measures through household visits and over 5,522 people received the same message through focus group discussions. In addition, mosquito nets have been distributed to a total of 846 families. With technical support and guidelines from the IFRC country office, VNRC officers carried out baseline and end-line surveys on knowledge, attitude and practice (KAP) with 310 target households for dengue fever and malaria prevention. The malaria project has contributed to longer-term impact with no new malaria cases reported since the project intervention in September 2013 in the two project communes. Prior to the start of the project, between January and August 2013, 18 cases were reported in Long Mon and seven in Thanh An. In addition, both dengue and malaria end line surveys showed an increase in knowledge related to malaria and dengue preventive measures as a result of VNRC interventions.

This intervention has strengthened VNRC's institutional capacity with 295 Red Cross staff and volunteers receiving training on community-based healthcare, epidemic control for volunteers (ECV), and behaviour change. Peer-to-peer support by a Cambodian Red Cross health officer facilitating the training which was well received by VNRC. This approach will be utilized more in the future.

With support from the Asia Pacific zone emergency health delegate, VNRC's health team affirmed the development of the contingency plan and standard operating procedures (SOP) for emergency health. VNRC has formulated the concept and scope of the contingency plan and SOP. Due to VNRC's commitments toward the end of 2013, it was agreed that this activity will be implemented in 2014.

In 2013, VNRC completed the refresher training in water and sanitation responses in emergency for 20 participants from 16 disaster-prone branches of seven provinces with technical support by the water and sanitation delegate of the Asia Pacific zone health unit. This training focused on hygiene promotion, sanitation and alternative water treatment technology. The water and sanitation delegate provided technical input to the standardization of the localized hygiene promotion box in the area of water and sanitation response, which was coordinated with partner National Societies including the Australian, French, and German and Norwegian



Red Cross volunteer in focus group discussion on malaria prevention with the community in Long Mon, Quang Ngai province - October 2013. Photo: VNRC

Red Cross Societies during visits to Da Nang. In addition, a presentation made by VNRC representatives in the Asia Pacific Emergency Water, Sanitation and Hygiene (WASH) training in Bandung increased VNRC's visibility in water and sanitation in emergencies.

There were no partnerships formed with regards to blood and curative services. In March, the IFRC country office provided support to VNRC and the Japanese Red Cross Society in carrying out an assessment on blood and curative services to discuss potential collaboration over the next five years in conjunction with the mangrove plantation programme. However, VNRC had to reconsider its priority in curative services following discussions with the Ministry of Health. Funding from IFRC ensured that Club 25 was implemented successfully in Da Nang where the provincial chapter carried out a two-day training on leadership and mobilization skills for 25 Club 25 leaders and organized a public campaign to promote Club 25 and voluntary non-remunerated blood donation to university students with the support of Da Nang University leadership. In the last quarter, VNRC also received confirmation of funding from the Japanese Red Cross Society to fund Club 25 development activities in Binh Dinh in February 2014.

Key issues/constraints:

There have been several constraints in 2013 related to the health programme. The first is the lack of funding to conduct all activities planned under the DOP, in particular first aid activities. The high numbers of deaths and injuries from accidents including road crashes and from natural disaster establishes first aid as a priority area for VNRC. With bilateral funding from the European Union, VNRC was able to carry out a number of community-based first aid activities in five communes of Ba Thuoc district, Thanh Hoa province. However, VNRC believes there remains a gap in technical and funding support and has requested IFRC and other partners to assist in the expansion of first aid services. As such, both community and commercial first aid activities and will be a priority area for IFRC in 2014.

Another constraint is in the change in human resources; the IFRC healthcare manager left half way through the year and since then the healthcare programme has been managed by existing staff with technical support from the Southeast Asia region and Asia-Pacific zone health teams. The transition period slowed down some of the activity implementation.

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
Outcome 5 (Organizational Development): VNRC will have well-functioning local structures with the ability to mobilize and manage volunteers for scaled-up delivery of its services to the most vulnerable.			
Output 5.1: The human resources management system is strengthened at headquarters and branch levels.			
5.1.1 The number of VNRC chapters where staff (provincial and district levels) applies the planning, budgeting and monitoring skills in their programme management.	0	5	4
5.1.2 The number of Red Cross staff (provincial and district levels) who received training on PMER.	0	100	102
5.1.3 The number of training packages developed.	0	1	1
Output 5.2: The volunteer management system is enhanced at branch level.			
5.2.1 The number of VNRC chapters where the volunteer management database is installed and staff received appropriate training.	0	3	3

Outcome/Output/Indicators	Baseline (Dec 2012)	Annual Target	Year to Date Actual
5.2.2 The number of Red Cross staff (provincial and district levels) receiving training on volunteer development.	0	50	0
5.2.3 The number of training packages on volunteer management developed.	0	1	1
Output 5.3: The financial management system is enhanced and transparent at headquarters and chapter levels.			
5.3.1 The number of VNRC chapters which have the capacity to produce financial reports that meet donors' requirements.	0	0	0
5.3.2 The number of annual financial audits VNRC performed for the 2011 financial year.	0	1	1

Key accomplishments:

In 2013, VNRC headquarters underwent major changes in its organizational structure, consolidating the number of departments from 16 to 11. The new structure has required VNRC to revise the roles and responsibilities of some departments and personnel, which have not been clearly defined. The human resource management project, with technical support from IFRC and financial support from USAID/OFDA through American Red Cross, has made significant contribution to the professional review and redefining of the job descriptions for 62 staff positions at the headquarters level. The final assessment report which integrated feedback from VNRC and partners was produced and shared with VNRC and partners. The recommendations from the report are being used for discussion with VNRC leadership for initiating changes and planning the next phase of the human resource change management project.

The salary bench-marking for VNRC compared to the general market has been completed. The final report on this activity has also been produced and shared with VNRC. Findings and recommendations from the report can help VNRC to revise its current staff compensation and benefit system to make it more competitive, equitable across the society and enhance staff motivation.

With regard to the development of the project management model, various meetings were conducted between IFRC, consultants and VNRC leadership and international relations department to discuss different models and approaches. The proposal on the new project management model has been finalized and is currently under discussion for application in 2014.

The achievements during the year under planning, monitoring, evaluation and reporting (PMER) include the completion of the PMER training package and four three-day training courses on basic PMER for 102 project staff at the provincial and district levels in Quang Nam, Quang Ngai, Ha Tinh and Da Nang provinces. The participants were equipped with basic knowledge of PMER which helped build the foundation for their programme management capacity. The PMER senior officer from IFRC Asia Pacific zone office provided technical support in the standardization process.

As the result of the training, the participants have applied their skills and knowledge in the standardization of monitoring and evaluation (M&E) tools for infectious diseases. The PMER training package was shared with partners and used by Italian Red Cross to train the project staff in Binh Thuan province during the last quarter.

In the second half of the year, IFRC completed the adaptation of the resource management system (RMS) volunteer module into Vietnamese. The process was time-consuming as it required the inputs from the end users from both the headquarters and branches. Training on the use of the RMS has been postponed to mid-February 2014 due to the long organizational restructuring process at the headquarters level. However, VNRC

leadership provided a directive to all technical departments to support the human resource department in populating the volunteer and member management modules. This will be used to further promote the efficient management of volunteer inputs into project design, preparation and implementation.

The key achievements of VNRC in 2013 in financial development were the completion of the upgraded accounting system and the consolidated audits for 2011 financial statements, the review of its current financial coding structure and the approval of VNRC leadership on the restructuring plan for the finance department at the headquarters. The close and effective support of the finance development delegate from IFRC Southeast Asia regional office was indispensable to VNRC's success in this area.

The upgraded accounting system was completed in December, with co-funding by IFRC, ICRC, American Red Cross and Spanish Red Cross. This joint effort has helped VNRC to implement the activity effectively and efficiently. However, the late implementation of the upgraded financial and accounting system has caused a delay in the training on importing and exporting financial data into the headquarters financial system for accounting staff at the provincial chapters. As a result, the training has been planned for the second quarter of 2014.

The new coding system will allow accountants to generate standard and specialized report formats that meet requirements of both government and donors. A five-day training course on the upgraded software including coding structure and financial reports was conducted for all accounting staff during the period 16-20 December.

Completion of the 2011 consolidated financial audit with recommendations from auditors has helped VNRC review its financial management capacity and develop its 2014 plan of action on financial development, thus improving its overall accountability and transparency in financial management. The VNRC executive leadership are fully aware of the importance and necessity of the annual audit and has expressed their commitment in continuing the annual consolidated audit. The National Society will include 50 per cent of the total annual audit cost in their 2015 proposal for government funding. The funding gap for the audits of the 2012 and 2013 financial statements are expected to be supported by Red Cross and Red Crescent partners to ensure long-term financial support for this activity.

Apart from the above financial development activities, VNRC leadership have also shown their commitment in the development of indirect costing procedure which is planned to start in the second quarter of 2014. The process will help VNRC develop a more transparent system for cost recovery and better manage its budgets.

Key issues/constraints:

VNRC was going through an organizational restructuring process at the headquarters level during the implementation of organizational development initiatives, resulting in the change of several focal points. The new focal points lack capacity in the area of coordination and commitment leading to delay in some activities under the human resource management project. It has also been a challenge to get timely feedback for reports from VNRC for finalizing deliverables of the project.

Business Line 4 – “To heighten Red Cross Red Crescent influence and support for our work”

Outcome 6: The capacity of VNRC to deepen public, governmental and partner support is enhanced, and more resources are generated to address vulnerabilities in at-risk communities

Output 6.1 – Resource mobilization activities are strengthened at headquarters and chapter levels

During the year, a number of partners have committed to support VNRC in capacity building in resource mobilization, including IFRC, American Red Cross (through USAID/OFDA), Norwegian Red Cross, Spanish Red Cross and Swiss Red Cross. Following a telephone conference and follow-up discussions among partners, an international consulting firm was hired by Swiss Red Cross to conduct a detailed market assessment on resource mobilization in Viet Nam, the results of which have been presented to VNRC at the

resource mobilization workshop in March 2014. The Swiss Red Cross will be providing technical support to VNRC in developing the resource mobilization manual, which will be used for training for headquarters and chapter staff throughout 2014.

Output 6.2 – The visibility of VNRC is improved through efficient use of information management systems and communications at headquarters level

Due to the lack of budget for communications, no activities were implemented in this area in 2013. However, VNRC staff at headquarters and chapter level have demonstrated their ability to apply the skills and knowledge in the 2012 training on communication in emergencies during their response to the typhoons in 2013. Both VNRC headquarters and chapters actively worked with national and local media to showcase Red Cross response and stories of beneficiaries in a timely manner, contributing to enhancing VNRC's visibility.

Business Line 5 – “To support VNRC and other member national societies present in Viet Nam in strengthening their mechanisms for joint working and accountability

Outcome/Output/Indicators	Baseline (where available)	Annual Target	Year to Date Actual
Outcome 7 (Cooperation and Coordination): Improved ability of the IFRC country office to support VNRC and other member Societies present in Viet Nam to enhance their joint working partnerships, and strengthen their mutual accountability to deliver strategic outcomes.			
Output 7.1: A well-functioning coordination mechanism is maintained for all the members to share knowledge and best practice.			
7.1.1 Quality and regularity of monthly coordination meetings for all member Societies present and/or active in Viet Nam	0	12	11
Output 7.2: Improved representation and advocacy to various stakeholders on behalf of VNRC and other members present/active in Viet Nam to facilitate their strategic objectives.			
7.2.1 At least two VNRC programmes are supported through a pooled funding mechanism and meet commonly agreed performance and accountability criteria.	0	2	3

Key accomplishments:

Throughout 2013, VNRC led the Red Cross and Red Crescent Movement coordination meetings. These meetings, which were previously held monthly, were changed to bi-monthly in line with the recommendations of the platform. The meetings have continued to provide an important platform for exchange amongst VNRC, IFRC and partner National Societies, and on several occasion with the presence of ICRC regional representatives. The importance of the pre-disaster meeting (output 2.1.5) was enhanced by holding the Red Cross Red Crescent Movement coordination meeting and the pre-disaster meeting back to back, encouraging senior representatives to engage in the pre-disaster meeting.

The Red Cross Red Crescent Movement coordination platform, as well as the pre-disaster meeting, has provided an effective forum to engage IFRC-wide support to the VNRC operation responding to typhoons Wutip and Nari through the adoption of the one-programme approach.

The establishment of the one-programme approach to guide VNRC emergency response operations has helped to effectively coordinate the available resources for humanitarian action. The approach sets out a common framework for all partners to contribute to supporting VNRC action.

With the aim of ensuring consistency in Red Cross programming in Viet Nam, a number of technical platforms have been established in the areas of health, water and sanitation, disaster preparedness and CBDRR.

Within the technical platforms, representatives from VNRC, IFRC and partner National Societies collectively address programming issues and alignment to enhance the impact and reach of the technical programmes. Specifically, during the year, the following was achieved through coordinated bilateral and multilateral action: the finalization of the CBDRM framework (awaiting VNRC approval); common work plans and pooled funds in the areas of water and sanitation, disaster preparedness and resource mobilization.

VNRC held its first-ever 'induction' training for provincial chapter leaders during the third and fourth quarters of the year. The training was held over five days and focused on clarifying management and representation issues as well as sharing lessons learnt and best practice from within Viet Nam and internationally.

Key Issues:

There were a number of changes in the IFRC country office during 2013 including the protracted arrival of the new IFRC country representative in late April 2013, as well as a number of staff turnover in the programming areas. Unfortunately, these changes created some delays in the preparation for and irregularity in the facilitation of IFRC-wide coordination platforms. While the changes have resulted in minor impact, IFRC was able to establish regularity, consistency and a common direction for the coordination platforms.

In 2013, VNRC had planned on holding a Red Cross and Red Crescent partnership meeting to discuss its capacities, priorities and future direction with domestic and international partners. Due to a number of coinciding issues including a request from the Government of Viet Nam for VNRC to attend specific events and the anticipated outcomes of the IFRC General Assembly, the proposed partnership meeting was postponed to 2014.

Stakeholder participation and feedback

VNRC, with support from IFRC, has worked with partner National Societies active in disaster preparedness including the American, German and Spanish Red Cross Societies in cash transfer programming (CTP); and the German, French and Spanish Red Cross Societies in water and sanitation in emergencies to ensure a holistic approach. Consultation and knowledge sharing with non-Movement's partners including Save the Children, Oxfam, Care and Plan International have been strengthened through a preparedness workshop on CTP in emergencies. In an attempt to explore the possibility to diversify delivery mechanisms for cash transfer, VNRC, with IFRC support, has explored potential partnership with financial institutions. There will be follow-ups regarding this possibility.

With the Typhoon Wutip and Nari emergency operation, VNRC has strengthened collaboration with government agencies at various levels and INGOs active in disaster preparedness and response in the country, through the Disaster Management Working Group (DMWG). Through the DMWG, VNRC has participated in meetings prior to and following the typhoons, and took part in the joint assessment teams to carry out needs assessments in the affected provinces. The National Society also enhanced its beneficiary communication by incorporating a beneficiary feedback mechanism in cash and relief goods distribution. This has helped ensure transparency throughout the beneficiary selection and distribution processes.

VNRC and IFRC continued to work with the Disaster Management Centre (DMC) of Viet Nam, UNDP and DMWG members in Viet Nam to coordinate the implementation of the national CBDRM programme. VNRC staff has actively participated in collaborating with other agencies to develop CBDRM training materials and VCA guidelines for communities.

During the implementation of KAP surveys for dengue fever and malaria in Da Nang and Quang Ngai provinces, VNRC has involved the participation of selected community members through household interviews. The target beneficiaries were able to provide inputs to VNRC for the design and finalization of mitigation activities as well as behaviour change communication (BCC) activities. In addition, VNRC engaged with local authorities, the provincial centres for preventive medicines, the Centre for Health Education and the Centre for Malaria Prevention, and shared the surveys as well as project results with them to ensure that VNRC dengue and malaria prevention initiatives were in line with the government's national health plans.

In-country Red Cross and Red Crescent Movement partners have been updated on the progress of the organizational development activities. They have also been involved in various discussions around human resources management and financial development and have indicated interest and willingness to support VNRC in these areas. In addition, IFRC has led coordinated bilateral and multilateral partnerships that include IFRC, ICRC, American Red Cross and Spanish Red Cross in the area of financial development and the American, Norwegian, Spanish and Swiss Red Cross in the area of resource mobilization.

Throughout 2013, IFRC has renewed its focus on supporting the established coordination platforms. This has included contributing to the established Red Cross Red Crescent Movement bi-monthly coordination meeting, the annual pre-disaster meeting as well as the continuation of the CBDRM technical working group. Building on these platforms, IFRC has worked with partners to establish additional technical working groups in the areas of disaster preparedness and water and sanitation. These have been effective forums in ensuring coordinated bilateral and multilateral actions.

In addition, IFRC also initiated monthly informal discussions with partner National Societies (PNS) on common topics. These meetings have enabled the representatives of the nine PNSs to meet and ensure consistency across areas such as national staff remuneration. It has also enabled the partners to reflect on milestones to address the transition of roles and responsibilities from the partners to VNRC. This is in line with VNRC's internal change management processes.

Lessons learned and looking ahead

According to the mid-term review of the mangrove plantation disaster risk reduction (MP/DRR) project, the project is recommended to focus on fewer communes in the next two years. VNRC and its chapters need to develop a clear communication plan for the project's exit strategy, hand over to communities, and to define its concrete role in the national CBDRM programme of Viet Nam in 2014.

The participation of volunteers is integral to the MP/DRR project success and sustainability. Therefore, IFRC is continuing to develop VNRC's capacity in volunteer management, especially at the commune level, in order to ensure better human resource management for the project; and in fundraising at the chapter level to generate contributions from the community and private sector for DRR measures and project sustainability.

In the area of health, the implementation of both the dengue and malaria projects was too late into the rainy season in 2013. Though considered effective, behaviour change communication activities could have had more impact had they been implemented earlier. In 2014, VNRC will speed up the process to start the project prior to the rainy season in order to better prepare communities for the diseases.

Due to the limitation of funding, first aid activities planned for 2014 will be reprioritized depending on the funding secured. PNSs have showed interest in supporting VNRC in first aid activities and IFRC will assist VNRC in coordination to ensure that activities are harmonized.

Financial situation

[Click here to go directly to the financial report.](#)

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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