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# Development Operational Plan 2013

## Viet Nam

 International Federation  
of Red Cross and Red Crescent Societies

PROGRAMME INFORMATION	
<b>Implementing Secretariat body / host National Society:</b>	<b>Geographical coverage:</b>
Viet Nam Red Cross	Viet Nam
<b>Number of people to be reached:</b>	
Direct beneficiaries: 74,317 people Indirect beneficiaries: 680,358 people	
<b>Business Line:</b>	<b>Budget 2013: *</b>
<b>2 – “To grow Red Cross Red Crescent services for vulnerable people”</b>	213,432
<b>3 – “To strengthen the specific Red Cross Red Crescent contribution to development”</b>	971,378
<b>5 – “To deepen our tradition of togetherness through joint working and accountability”</b>	181,476
<b>Total annual budget (CHF):</b>	<b>1,366,286</b>
<b>Partner National Societies (PNS):</b>	
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	
<b>Other partner organizations:</b>	

## 1. Executive Summary

This development operational plan (DOP) is the second-year plan of a four-year long-term planning framework (LTPF) developed by the Viet Nam country delegation of the International Federation of the Red Cross and Red Crescent Societies (IFRC) in Viet Nam. The purpose of the LTPF and this second-year operational plan is to “support Viet Nam Red Cross (VNRC) in its organizational development, services that strengthen resilience of communities to external shock, and coordinate the efforts of all members of IFRC collaborating with VNRC”. All outcomes under the plan are designed to be fulfilled over a four-year period; however, the targets for 2013 are key milestones to be achieved in the coming year.

A new development strategy -- “Changing minds - Raising profile - Protecting lives” – for the period 2011-2020 was adopted by VNRC in January 2011. Some of the new priorities highlighted in this strategy (hospitals, blood centre’s and specialty health clinics) are a response to the emerging urbanization in Viet Nam, which aim to define a relevant role for the national society in the country’s changing socio-political environment. The new strategy also builds on the previous strategic plan by continuing its strong focus on improving organizational structure, fundraising and scaled-up activities in disaster management and health and care.

There is a clear recognition in VNRC that to meet the ambitions of its new strategic plan, it would need various forms of support and resources. A substantive part of the effort would be national, building on the success of the last five years in improving the capacity to fundraise and build national partnerships (including those with public authorities at different levels). However, international support will also continue to play an important part, i.e. to raise the quality of services and systems, to fund innovation and to support scaling up efforts of community services that help build resilience to external shocks.

This DOP therefore will structure its support of VNRC priorities around three business lines:

1. To grow VNRC humanitarian services for the vulnerable people (business line 2);

2. To strengthen and scale up the VNRC contribution towards Viet Nam's development (business line 3);
3. To support VNRC and other member national societies present in Viet Nam in strengthening their mechanisms for joint working and accountability (business line 5).

In all of these business lines, the approach of the IFRC Viet Nam country office will be to focus on strengthening additional value to support VNRC through activities related to coordination, policy, standards, guidelines and advocacy - rather than on implementation at the community level. Where the activities will focus on community level, they will do so to organize multilateral support towards collective efforts in scaling up the portfolio of the VNRC activities and/or to innovate. Finally, all activities will attempt to build key partnerships and transfer ownership to VNRC for future sustainability.

## 2. The Operation

### 2.1 Business Line 2 – “To grow Red Cross Red Crescent services for vulnerable people”

VNRC is one of the leading humanitarian actors in Viet Nam, a role that is clarified in various laws, decrees and decisions passed by the government. Over the last five years, IFRC and its member societies have invested in building the capacity of VNRC in disaster response. For example, a minimum relief stock for at least 10,000 families has been created and improvements have been made in strengthening national disaster response mechanisms through the establishment of national disaster response teams (NDRT) and standard operating procedures (SOP). However these efforts have lacked sustained effort and the overall capacity of VNRC to respond effectively at branch and chapter levels is still far from what is expected from its mandate. Outcome 2 and its supporting outputs mentioned below will therefore aim to fulfil this gap.

In 2013, IFRC will focus on increasing the support it has provided to VNRC in 2012 in order to reach the targets listed below. The development and improvement of procedures, standards as well as various guidelines and templates will allow the national society and its partners to assist the most affected people in an effective and timely manner. As for VNRC disaster response surge capacity, IFRC support will particularly focus on staff and volunteers at the field level, with appropriate training programmes and procedures for future deployment, with strong coordination mechanisms at all levels (Headquarters, province, district and commune). As for the development of the national society's logistics capacities, it will remain a priority in 2013.

Objectives	Project Code	Targets for 2013
<b>Outcome 2:</b> VNRC capacity to deliver relevant, speedy and effective humanitarian assistance and help communities recover from disaster is strengthened.	PVN 031	
<b>Output 2.1:</b> Improved VNRC framework (mandate, systems, SOPs, contingency planning and relevant guidelines) for its national disaster response mechanism.	PVN 031	Three of the key documents mentioned in activities 2.1 are finalized and agreed with all parties by the end of August 2013.
<b>Output 2.2:</b> Contribute to the expansion of VNRC disaster response surge capacity in 33 provinces by training and equipping branch disaster response teams (BDRT).	PVN 031	Two VNRC chapters and two branches within those chapters have disaster response surge capacity with trained staff and active volunteer teams at different levels by the end of October 2013.
<b>Output 2.3:</b> A functional training system for creating and improving disaster management skills in staff and volunteers at all levels.	PVN 031	VNRC training centre will run a minimum of four training courses for volunteers and staff on disaster management in 2013.
<b>Output 2.4:</b> Developed logistics capacity for effective disaster response operations.	PVN 031	List of relief items specifications, SOPs for warehouse management available by August 2013 and VNRC procurement manual available by December 2013.

## **2.2 Business Line 3 – “To strengthen the specific Red Cross Red Crescent contribution to development”**

To strengthen and scale up the VNRC contribution towards Viet Nam’s development

As part of wider government efforts, VNRC intends to support resilience building measures in up to 500 at-risk communes in the country over the next four years. This project (outcome 3 below) will benefit from the lessons learned from the “impact analysis of coastal afforestation for disaster risk reduction” project supported for the last 15 years by Japanese Red Cross Society. The focus of efforts will be to reduce underlying vulnerabilities (output 3.1) in the communities identified by using participatory vulnerability and capacity assessments (VCA). VNRC will also help communities improve their annual disaster management plans (output 3.2) to carry out regular simulations and practice drills. To improve awareness (output 3.3) on climate change and disaster risk, the existing school-based approach will be strengthened, whilst improving economic resilience (output 3.1) to disaster shock, appropriate training will be provided to expand livelihood options for the communities or to adapt them for resilience. Since this is also the last phase of support for the project (2011-2015), a lot of planned activities will be designed and incorporated to strengthen the capacity of the national society to deliver and sustain community-based disaster risk reduction and climate-change adaptation programming (output 3.4), and to raise resources (output 3.5) for its targeted at-risk villages over the next four to five years.

In 2013 (and up to 2015), VNRC will pursue its effort to provide support to 356 selected communes in ten selected provinces, including 150 communes which will receive stronger support due to their vulnerability. The target is to reach two million people out of 17 million in the provinces of Ha Tinh, Hai Phong, Hoa Binh, Nam Dinh, Ninh Binh, Nghe An, Quang Ninh, Thai Binh, Thanh Hoa and Vinh Phuc. These provinces belong to the list of provinces which will be impacted by climate change because of sea water level rise (ADB 2012). As a result, the key project activities will focus on mangrove plantation, forest management and protection, community capacity building on disaster risk management (DRR)/climate change adaptation (CCA), community disaster preparedness, public awareness, VNRC capacity building on coordination, planning, monitoring, evaluation and reporting (PMER), volunteer management and fundraising. IFRC will also support VNRC in reinforcing its capacity to manage its overall DRR/CCA programme in Viet Nam with different partners and stakeholders. The present project supported by IFRC is targeting 25,000 beneficiaries, plus an estimated 150,000 direct and indirect beneficiaries who continue to benefit from 41 disaster risk reduction measures implemented in 2012.

Even though Viet Nam spends a significant share of its gross domestic product (GDP) on health (7.3 per cent in 2008), most of this comes from private sources (public expenditure was just 2.8 per cent of GDP in 2008). The majority of this private expenditure is out-of-pocket spending by households, thus increasing the susceptibility of the households to poverty -- 3.7 per cent of the households are currently impoverished as a direct result of their health care spending. The project below (outcome 4) will target this trend and focus its effort on prevention. These community-based and volunteer-led prevention efforts will include activities to improve public awareness on a) the major risk factors of road crashes (output 4.1); b) health impacts of climate change and how to adapt to them (output 4.2). From 2013, VNRC will also strengthen its capacity to support affected people in accessing water and sanitation facilities (output 4.3). One of the key aims of VNRC Strategy 2011-2020 is to find a balance between its services at community level through various health education programmes, and to provide facility-based curative health such as blood centres, hospitals and clinics. While this plan of action does not provide any financial support to VNRC on its facility-based curative health services, it will support advocacy work (output 4.4) to promote potential partnerships in these areas.

During this four-year period, VNRC aims to reach vulnerable people in 100 communities and 30 chapters through improved responsive health services in disease prevention and health risk reduction. In 2012, VNRC has delivered interventions to reduce dengue fever risks in 20 of the most at-risk communes and activities aiming at building capacities in water and sanitation response in emergency have reached 38 branches within 13 chapters. A total of 24,395 beneficiaries have been reached through interventions, including 6,305 direct beneficiaries. As the deliverables in 2012 are part of the four-year planning framework targets, from 2013 to 2015 VNRC will continue to aim at reaching the most vulnerable population in the remaining 80 communes and 17 chapters for improved people’s health and well-being. Interventions will focus on the reduction of road crashes and injuries through improved first aid services and safe driving, effective water and sanitation response in emergency, and reduction of community vulnerabilities to climate-sensitive diseases. Key project activities will include vulnerability capacity assessment (VCA), first aid provided by volunteers, behaviour change communication in dengue fever, awareness-raising campaigns, and training of volunteers and trainers. The IFRC will continue to provide VNRC with assistance in working toward the achievement of its strategic healthcare programme and working with partners in the implementation of community-based health and first aid.

The lessons learned from the 2012 programme implementation have pointed out that working towards communities with better health and well-being requires a holistic approach and focus in coverage. In 2013 and the years to come, VNRC will continue to work towards its one-programme approach and the improvement of the health and care structure and capacity across levels for better delivery of services to groups in need.

A key lesson from the implementation of VNRC strategy 2006-2010 was the lack of qualified staff at various levels

and how this limited the gains made in expanding the overall structure nationally. This was particularly evident at national and provincial levels where attracting and retaining young talent has been extremely difficult. Outcome 5 will therefore target improved human resource management (skills training and building efficient human resource systems) as one of its key outputs (output 5.1). A key activity in this output will be to build the training capacity of VNRC in a systematic and sustainable manner under the leadership of its training centre. Another limitation of the VNRC Strategy 2006-2010 implementation was low membership engagement and volunteer mobilization, something that output 5.2 below will address by developing stronger volunteer management systems at the branch level. The capacity of the accountants to prepare financial reports at the headquarters and the chapters already exists (although at varying skill levels) especially to fulfill government requirements. Having conducted its first-ever national headquarters annual audits for financial years 2009 and 2010, VNRC has built on this success and finalized its financial audit for year 2011; however, the focus of output 5.3 will expand to strengthen the financial management capacity at all levels, especially for 250 Red Cross staff at branch levels in ten chapters. In 2012 the training package/manual on PMER for VNRC staff at the district level was completed. The development of this training package has integrated inputs from key PMER practitioners from VNRC (Headquarters and provincial levels) and IFRC (Country and Zone offices) for better appropriateness of the final product. In 2012, VNRC organized ten training courses on PMER for its staff at the district level in ten provinces. In 2013, VNRC will replicate this training model which has proved to be successful in seven other provinces.

During the past year, VNRC also completed its training package/manual on volunteer management and organized four related trainings of trainers (ToT) for all 63 VNRC chapters nationwide with the involvement of the VNRC Youth and Volunteers Department as well as IFRC Country and Zone offices. The national society and its partners also developed a network of key facilitators on volunteer management. In 2012, VNRC organized 13 training courses on this subject for its staff at the district level in 13 provinces and plans to repeat this training model in seven other provinces (mentioned in the paragraph above) in 2013.

The completion of the first consolidated audit of VNRC financial statements for 2009 and 2010 contributed to increase VNRC capacity in financial management and also to ensure a satisfactory level in terms of accountability and transparency. In 2013, VNRC will continue to conduct a consolidated audit of its financial statements. With support from IFRC, it will also continue to train its staff at headquarters and provincial levels in producing financial reports.

Objectives	Project Code	Targets for 2013
<b>Outcome 3:</b> The resilience of selected urban and rural communities to the impact of climate change is improved, and their ability strengthened to respond and recover from disasters.	PVN 161	
<b>Output 3.1:</b> Selected number of urban and rural communities improve their resilience to disasters and adapt to climate change impacts.	PVN 161	<ul style="list-style-type: none"> <li>- 25 commune level forest protection/management groups established and trained.</li> <li>- 25 small-scale disaster/climate change mitigation measures including plantation of mangrove and other protection forests constructed and being maintained by the commune.</li> </ul>
<b>Output 3.2:</b> Community knowledge of how to address disaster risk and climate change impacts is increased.	PVN 161	<ul style="list-style-type: none"> <li>- 400 commune staff and 400 teachers have been trained in CBDRM, DM/DRR and climate change.</li> <li>- 200 community volunteers have received training</li> </ul>
<b>Output 3.3:</b> Community ability to effectively prepare for and respond to disasters is improved.	PVN 161	<ul style="list-style-type: none"> <li>- 30 commune level disaster response teams in place and functional.</li> <li>- 30 drills at commune level have been undertaken.</li> <li>- Early warning systems in 25 project communes are operating effectively and connected to the national early warning system.</li> </ul>
<b>Output 3.4:</b> VNRC capacity to deliver and sustain	PVN 161	<ul style="list-style-type: none"> <li>- 10 VNRC finance staff at chapter and</li> </ul>

Objectives	Project Code	Targets for 2013
community-based disaster risk reduction and climate change adaptation programming is strengthened.		branch levels produces timely reports of sufficient quality.  - 25 VNRC staff previously trained in fundraising have been followed up.  - 25 VNRC staff previously trained in volunteer management has been followed up.
<b>Output 3.5:</b> VNRC capacity to coordinate and advocate for community-based disaster risk reduction and climate change adaptation is strengthened.	PVN 161	VNRC has raised its yearly target to meet the resources required to implement resilience initiatives for 100 communes at risk in this year.
<b>Outcome 4 (Health and Care):</b> Health and well-being are improved in selected urban and rural communities through responsive VNRC services in disease prevention and health risk reduction.	PVN402	
<b>Output 4.1:</b> Integrated road safety and first aid programme of Viet Nam Red Cross is functioning.	PVN 402	First aid response teams provide life-saving services and behavior change in driving vehicles to the most vulnerable in three provinces
<b>Output 4.2:</b> Community health and well-being (resilience) is strengthened through interventions on climate-sensitive and emerging diseases.	PVN 402	Mitigation actions to reduce climate-sensitive diseases implemented in 80 communes
<b>Output 4.3:</b> VNRC capacity to support communities to access improved water and sanitation facilities is strengthened and their knowledge of hygiene increased	PVN 402	Functioning coordination is in place for VNRC's water and sanitation response in emergencies by partners in country
<b>Output 4.4:</b> Advocacy made on behalf of VNRC for their blood and curative service to potential partners.	PVN402	One partnership agreement is achieved to support VNRC in blood and curative services
<b>Outcome 5 (Organizational Development):</b> VNRC will have well-functioning local structures with ability to mobilize and manage volunteers for scaled-up delivery of its services to the most vulnerable.	PVN015	
<b>Output 5.1:</b> The human resources management is strengthened at headquarters and branch levels.	PVN015	The number of Red Cross staff in seven chapters (provincial and district levels) who apply the planning, budgeting and monitoring skills in their programme management.
<b>Output 5.2:</b> The volunteer management system is enhanced at branch level.	PVN015	The number of Red Cross chapters updating volunteer data quarterly at provincial level.  The number of Red Cross chapters which effectively mobilize their volunteers to participate in disaster response and health services at the community level.
<b>Output 5.3:</b> The financial management system is enhanced and transparent at headquarters and chapter levels.	PVN015	The number of Red Cross chapters which produce financial reports meeting donor's requirements.

### 2.3 Business Line 5 – “To deepen our tradition of togetherness through joint working and accountability”

To support VNRC and other member national societies present in Viet Nam in strengthening their mechanisms for joint working and accountability

The secretariat represents IFRC globally to protect and promote its identity and to serve the interests of its member National Societies. In Viet Nam, the country office is committed to expanding its overall contribution to meet humanitarian needs. In practice, this will mean that it will continue to improve its coordination mechanisms and tools (output 7.1). The country office will also support closer cooperation, quality and efficiency of efforts to support VNRC organizational development. VNRC welcomes support from Red Cross Red Crescent partners in long-term partnerships (multilateral and bilateral) that are based on their strategic plan (VNRC 2020). The role of the country office is also to support VNRC efforts in seeking partnerships (output 7.2) that encourage efficient collaboration through a set of practical rules for harmonization; setting common objectives and operational goals; determining the division of labour among partners; and adhering to commonly agreed resourcing, performance and accountability tracking, and shared advocacy and visibility frameworks.

Objectives	Project Code	Targets for 2013
<b>Outcome 7 (Cooperation and Coordination):</b> 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.		
<b>Output 7.1:</b> A well-functioning coordination mechanism is maintained for all the members to share knowledge and best practice.	PVN 000	Quality and regularity of monthly coordination meetings for all member Societies present and/or active in Viet Nam.
<b>Output 7.2:</b> Improved representation and advocacy to various stakeholders on behalf of VNRC and other members present/active in Viet Nam to facilitate their strategic objectives.	PVN 000	At least two VNRC programmes are supported through a pooled funding mechanism and meet commonly agreed performance and accountability criteria.

## 3. Programme support strategy

### 3.1 Finance

A team of one accountant and an accounting assistant will support the programme staff in implementation and monitoring of the activities in this plan. In recent years, given finance development efforts, financial reporting from VNRC has improved and has often been timely. The role of the finance unit thus will continue to ensure the quality of the documents received and to provide detailed financial analysis to the programme staff. In addition, the finance staff will help deliver various training in VNRC chapters as part of an effort to improve their capacity and reduce delays in liquidation of working advances from the national headquarters. The unit will also coordinate with partner national societies finance staff to reduce transaction burden on the VNRC accounting department.

### 3.2 PMER

The responsibility for planning and reporting will rest primarily with the individual project managers; however, a full-time planning and reporting position will support in the coordination of planning and reporting for the office. In addition to coordination, the position will also ensure quality of planning and reporting documents and help the head of delegation in monitoring the progress against set objectives. The focus in 2013 will be to improve the analytical parts of the annual reports.

### 3.3 Resource Mobilization

Though the plan of action should be funded at the beginning of the year, it will need special attention to increase multi-year funding commitments. A fundraising strategy would identify in-country and out-of-country donors interested in the long-term strategic framework. The head of delegation will be supported by the project managers in sustained outreach to potential donors. Dialogue on potential donors has already begun in 2012 but a more systematic approach will be applied in 2013.

### 3.4 Communications

A key cross-cutting theme in the plan is to improve communication outreach to national and international media. Although 2012 saw significant improvements in this area, the team will need to keep working closely together with the regional communications team in the Southeast Asia regional office in Bangkok to improve the visibility of projects and their outputs. The purpose of the communication support is to contribute to VNRC strategic choice of raising its own profile. The support strategy will mainly leverage resources available across projects. With improved capacity in the regional communications unit, it is hoped that the country team will have more access to in-house technical capacity. Should this not turn out to be the case, the country delegation will look to bringing these skills to its country team for the short term.

### 3.5 Human Resources

To fulfil the objectives of this plan, the country team will continue to be largely staffed by national staff under the management of an international head of delegation and programme coordinator. In the follow-up to the recommendations of the community-based disaster risk reduction project evaluation, a new project staff will be added to the team to increase the capacity to provide appropriate technical advice and monitoring. The total number of staff for the country delegation will remain below 15 people. In addition to full-time staff, the country delegation will also offer internships to young professionals in areas where this is mutually beneficial to both parties..

## 4. Monitoring and Evaluation

The attached log frame outlines the key performance indicators and data collection methods for monitoring the plan's progress towards achievement of its outcomes and outputs. Given the current capacity of VNRC staff and volunteers in monitoring and evaluation, this plan includes targeted training on planning, monitoring, evaluation and reporting (PMER) to guide VNRC project staff and supplement training with follow-up coaching and on-the-job support to put these skills into practice.

In 2012, a baseline survey (including where appropriate, Knowledge, Attitudes and Practices – KAP surveys) has been undertaken for a representative cross-section of project beneficiaries in different projects. At the end of this exercise, the existing status of key indicators will be measured and reported. An end-line survey will be carried out in the latter half of 2015 (in coordination with a final project evaluation) to assess the end of line results of these indicators and their progress, if any. In addition, progress will be monitored every six months through an indicator-tracking table and presentation of gender-disaggregated output data (where available), and analysis of the data.

## 5. Budget summary

	Project code	2013	2014	2015	Total
<b>BL 2. Grow services for vulnerable people</b>		<b>213,432</b>	<b>300,000</b>	<b>300,000</b>	<b>847,275</b>
Outcome 2: Disaster Preparedness	PVN 031	213,432	300,000	300,000	847,275
<b>BL 3. Contribution to development</b>		<b>971,378</b>	<b>1,170,000</b>	<b>1,170,000</b>	<b>3,351,953</b>
Outcome 3: CBDRR	PVN 161	473,395	500,000	500,000	1,519,688
Outcome 4: Health and Care	PVN 402	283,575	500,000	500,000	1,295,620
Outcome 5: Organizational Development	PVN 015	214,408	170,000	170,000	536,645
<b>BL 5. Joint working and accountability</b>		<b>181,476</b>	<b>80,000</b>	<b>80,000</b>	<b>240,000</b>
Outcome 6: Cooperation and Coordination	PVN 000	181,476	80,000	80,000	240,000
<b>Total Budget</b>		<b>1,366,286</b>	<b>1,550,000</b>	<b>1,550,000</b>	<b>4,439,228</b>

## 6. Annexes

1. Log frames
2. Funding plan
3. Workshops and training plan
4. Personnel plan
5. Vehicle plan
6. Detailed budget
7. Activity plans