

# Concept Note

## Vietnam Red Cross Post- OCAC Prioritization Workshop

### 1. Background

**A strong National Society is the one that is able to deliver country-wide, through a network of volunteer-based units, a relevant service to vulnerable people sustained for as long as needed.**

Vietnam Red Cross (VNRC) has carried the Organizational Capacity Assessment and Certification (OCAC) in 2014 with the support of IFRC AP office and two OCAC facilitators from Philippines and Sri Lanka in a close cooperation with the American Red Cross.

**Organizational Capacity Assessment and Certification (OCAC)** is to enable National Societies to assess their own capacity and performance so as to determine the best approaches for their self-development, and also to acknowledge those National Societies that have reached a high level of proficiency. This process generates a detailed understanding of a National Society's strengths, weaknesses, and potential within its own context. Every capacity deficit that is discovered represents an opportunity for further development and growth.

During the VNRC OCAC process, with assessment ratings of each attribute as A, B, C, D, and E – (with C serving as benchmark, A being the lowest and E, the highest), the assessment team prioritized the attributes rated A or B as: **# 1: not relevant in the actual situation; #2: relevant but not a priority; #3: both relevant and a priority and; # 4: critical.** And they developed the **summary table of recommendation** according to **priority # 3 and # 4** which should be immediately addressed and acted upon as they can compromise the reputation of VNRC as a responsive humanitarian organization as well as the status and safety of its staff and volunteers. And those which were rated critical were usually gaps/weaknesses that, if not addressed, may compromise the health and wellbeing of their staff.

They classified them into four key priority recommendations as below;

1. STRENGTHENING ORGANISATIONAL PLANNING AND MONITORING SYSTEMS
2. SUSTAINABILITY STRATEGY
3. COMMUNITY LEVEL PRESENCE AND PARTICIPATION
4. LOCAL CHAPTER AND BRANCH GOVERNANCE ENHANCEMENT

And the OCAC finding report indicated its specific situation and **key recommended actions as Annex 1 (recommended action) and Annex 2 (OCAC report).** That was the ending in 2014 and there had been no monitoring or review or even follow up actions carried by the external partners.

In 2017, American Red Cross has re-initiated its support to VNRC to follow up their OCAC implementation by considering the ever- changing situation in Vietnam and VNRC. In a close

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technical support of the IFRC Bangkok CCST including IFRC Vietnam office, VNRC decided to organize the post OCAC prioritization workshop and carry the pilot BOCA process as a next step for those branches under the operation of AmRC. **See annex; Agenda**

Through this 2<sup>nd</sup> process, VNRC will identify tailor-made organizational development and capacity enhancement approaches and develop their NSD roadmap 2018-2020 which can contribute the VNRC Strategy 2020 and their future versions of strategy.

### 2. Objective and Expected outcome of the Workshop

1. To identify the key indicators on the above recommended actions and review its progress and key challenges

Expected outcome indicators

- SMART indicators (specific, measurable, relevant and timebound) identified under each output.
- progress and challenges VS indicators.

2. To develop the road map for the National Society Development 2018-2020 and introduce the BOCA and RMS

Expected outcome indicators

- NSD Roadmap 2018-2020 aligned with the strategy 2020
- 2018 plan of action developed from each unit/dept
- Introduction of BOCA and RMS

3. To develop the M&E and reporting mechanism and its sustainability for the NS effective work and OCAC follow up

Expected outcome indicators

- ME and Reporting guideline and system established
- Regular follow-up mechanism established

#### Remarks;

The progress of OCAC implementation reflects on how much those above actions can address, support and capture the diversified scale of NSD according to the following seven key proxy indicators:

1. Number of people volunteering time: People that have volunteered at least four hours during the annual reporting period.
2. Number of paid staff: People who work with a National Society or the Secretariat for a minimum of three months and are remunerated.
3. Number of people donating blood: People that have donated blood at least once during the reporting period.
4. Number of local units: National Society subdivisions that work directly with the community – this can include local chapters, branches, regional and intermediate offices, and headquarters.
5. Total income received: The fiscal value of money, material goods, and services a National Society receives during the fiscal year.
6. Total expenditure: The fiscal value of money, material goods, and services a National Society spends during the fiscal year.

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7. Number of people reached: Direct and indirect recipients and people covered by Federation services counted, disaggregated by service areas.

If the NS has a clear system and mechanism to support and capture these information on a regular basis, then the NS can be well functioning NS.

### 3. Process and methodology

#### Step 1; Sharing on OCAC result in aligned with the VNRC strategy 2020 (30Mins)

The OCAC Focal person will present the key findings of OCAC, recommended actions from the OCAC and VNRC Strategy 2020 as well as its linkages for all departments / units to understand the OCAC process clearly and its results. This will create an atmosphere for all participants to understand the next steps why they will discuss the indicators and why they will classify them into clusters.

#### Step 2; OCAC Implementation Review - Key Updates and challenges (120 Mins)

- Facilitators will **develop/print out potential indicators (Annex 3)** on each output for this session in order to speed up the review process by all participants.
- Identification of indicator and Review: Divide participants into four groups under four key actions and let them review the recommended action, outputs, indicators. And also revise/add indicators according to SMART tool and OCAC finding report, review its progress and challenges according to each section of outputs.
- 3-5 Key Challenges: Participants will cluster all challenges into three - five challenges with all indicators written. Finally each group will have 3-5 challenge cards with all indicators written.

#### Step 3; OCAC Prioritization and Road Map 2018-2020 (120Mins+60mins)

- Opportunities: Challenge cards will be clustered into opportunities according to three categories “motivation” “mechanism” “mobilization”.
- Roadmap: Divide into three groups and discuss/develop one or two themes according to three categories, also develop 3-5 key actions under each theme which can be implemented from 2018-2020. They can prioritize all actions by cancelling inappropriate ones.
- Allocate dedicated Responsible Unit/people to each action under the specific theme.
- In plenary, review all themes and revise if any. This is the road map of NSD 2018-2020
- According to the roadmap, participants will select actions for 2018 and confirm the action plan 2018 with responsible person, timeframe, resources available and resource required.

#### Step 4; M&E and Reporting mechanism and Introduction of BOCA<sup>i</sup> (2<sup>nd</sup> step of OCAC) (100mins)

- M&E and Reporting mechanism: Divide into two groups and discuss how to monitor the results and report against the results to the HQ leadership (Monitoring plan and format, who, what, how, when)
- Discuss how to maintain this process on a yearly basis to follow up and review the

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progress/update (system, mechanism, steering group)

- Introduction of BOCA; In order to implement the above actions successfully, the Branches/chapters should engage the process. To do that, the branches should also carry out the BOCA<sup>ii</sup> process in order to identify and assess branch situation (strengths and weaknesses) and develop priority areas **for a long term realistic strategic plan contributing to the VNRC NSD roadmap 2018-2020**. BOCA result and analysis incorporated into the future strategic planning of VNRC as key priorities.

### Step 5; Summary of Workshop/ Reflections and feedback/ Expectation VS outcome/final evaluation. (60mins)

- Summary of Workshop: checklist of Expected outcome indicators and take out participants expectation from the flipcharts if they were met.
- Reflections and Feedback (what they enjoyed the most? What to improve in future process?)
- Final evaluation: participants' evaluation.

### 3. IFRC office and AMRC support on next steps.

- IFRC office will discuss with AmRC how to support the VNRC requirements (resource required) and will develop a report for it and design the BOCA workshop suitable to the VNRC context and OCAC prioritisation.
- IFRC office will develop a report on this workshop and share to AmRC for their further support

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<sup>i</sup> **BOCA (Branch Organizational Capacity Assessment)** is a self-assessment tool developed for branches of NSs to identify and assess their strengths and weaknesses in relation to a wide range of organizational capacities which then lead to strengthening relevant, focused and sustainable local services which can be scaled up to a national level. It can be used as the first step in a branch development process since it is focusing on basic refreshed external vulnerability analysis, complemented by a self-assessment of the capacities, structures and conditions that are widely understood as being the core of what a branch needs to be able to function and perform well.

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### Annex; Post - OCAC Prioritization Workshop

#### Agenda

Oct 4-5, 2017, Vietnam

October 4

Time	Item	Methodology	Presenter/Facilitators
8:30 -8:50	Welcome and Opening speech, VNRC Leadership, Group Photo		<ul style="list-style-type: none"> <li>• VNRC Protocol</li> </ul>
8:50-9:10	Agenda briefing, Introduction/Objective and Expectation		<ul style="list-style-type: none"> <li>• Facilitators</li> </ul>
9:10-9:45	Sharing on OCAC result in aligned with the VNRC strategy 2020	Presentation	<ul style="list-style-type: none"> <li>• NS Focal person-TBC</li> </ul>
9:45-10:00	Tea Break		<ul style="list-style-type: none"> <li>•</li> </ul>
10:00-12:00	<u>OCAC Implementation Review - Key Updates and challenges</u> <ul style="list-style-type: none"> <li>• Identification of indicator and its review (SMART revision)</li> <li>• Key progress and challenges (PI)</li> <li>• 3-5 Key challenges (SI)</li> </ul>	Group work  and presentation	<ul style="list-style-type: none"> <li>• Each head of group</li> </ul>
12:00- 13.30	Lunch		
13:30-15:30	<u>OCAC Prioritization and Road Map 2018-2020</u> <ul style="list-style-type: none"> <li>- Opportunities</li> <li>- Roadmap: Prioritized Theme development (2018-2020) and its relevant actions, responsible unit/dept.</li> </ul>	<ul style="list-style-type: none"> <li>• Group Work</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitators</li> </ul>
15:30 -15:45	Tea break		
15:45-17:00	- 2018 Plan of Action	Group work and	<ul style="list-style-type: none"> <li>• Head of Unit</li> </ul>

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		presentatio n	
17:00-17:10	Closing and daily evaluation		• Facilitators

October 5

Time	Item	Methodology	Presenter/Facilitators
8:40 – 9:00	Recap	Energizer	•
9:00 -10:00	<a href="#">M&amp;E and Reporting mechanism and its sustainability</a>	Group work and presentation	• Head of groups
10:00-10:15	Tea Break		•
10:15-11:00	BOCA introduction (Step 2)	Presentation	• Facilitators
11:00 -12:00	Summary of Workshop/ Reflections and feedback/ expectation VS outcome/final evaluation	Each individual's insight	• All
12:00-13:30	Closing and Lunch		• VNRC Protocol