

Post-OCAC Prioritization Workshop Report



October 4-5, 2017
HANOI, VIETNAM



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.** 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 technical support of the IFRC Bangkok CCST including IFRC Vietnam office, VNRC decided to organize the post OCAC prioritization workshop from 4-5 October (**Annex 1: Agenda**) and carry the pilot BOCA process as a next step for those branches under the operation of AmRC in December.

In the post OCAC prioritization workshop carried on October 4-5, VNRC had identified their tailor-made organizational development and capacity enhancement approaches and developed their

NSD roadmap 2018-2020 which can contribute the VNRC Strategy 2020 and their future versions of strategy. In the workshop 21 participants joined from different units/departments. The workshop was led by all participants under the support of two main IFRC facilitators.

2. Opening Remarks



Dr. Tran Quoc Hung, vice president of VNRC made an opening speech and emphasized about the importance of National Society Development and OCAC Process. He briefed about the Vietnam Red Cross operations and activities under the support of Vietnam Government and emphasized further strengthening the capacity building of staffs and volunteers.

Ms. Kum Ju Ho, main trainer also expressed her deep thanks to invite the IFRC facilitators' team to carry out this process and made a commitment to meet the objectives of the workshop for the VNRC in suitable to Vietnam context.

3. Objective and Expectations

- 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.

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

Expected outcome indicators

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

- 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

4. Process and methodology

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

The OCAC Focal person has presented 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 created 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 had **developed /printed out potential indicators** 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 clustered all challenges into three - five challenges with all indicators written. Finally each group found 3-5 challenge cards with all indicators written.

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



- Opportunities; Challenge cards were 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 prioritized all actions by cancelling inappropriate ones.
- Allocate dedicated Responsible Unit/people to each action under the specific theme.
- In plenary, reviewed all themes and revised. This is the road map of NSD 2018-2020
- According to the roadmap, participants have selected actions

for 2018 and confirmed the action plan 2018 with responsible person, timeframe, resources available and resource required.

Challenge

There was one group under the theme of “mechanism” which couldn’t develop the actions since they are new and couldn’t decide. This theme was touched next day by all participants.

Step 4; M&E and Reporting mechanism and Introduction of BOCAⁱ (2nd 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 progress/update (system, mechanism, steering group)
- Brief 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 BOCAⁱⁱ 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.

5. Main findings

5.1 Objective VS Achievements

- To identify the key indicators on the above recommended actions and review its progress and key challenges
Participants identified/revise key indicators in the recommended actions prepared by facilitators and presented one of each and consolidated into key indicators. **Please see annex 2 key indicators**
- To develop the road map for the National Society Development 2018-2020 and introduce the BOCA
Participants developed its road map 2018-2020 by identifying the opportunities according to three categories "motivation" "mechanism" "mobilization". They developed 3-5 key actions under each theme which can be implemented from 2018-2020. They prioritized all actions by cancelling inappropriate ones and also allocated dedicated Responsible Unit/people to each action under the specific theme.
In plenary, they reviewed all themes and revised. **Please see annex 3 road map of NSD 2018-2020**
- To develop the M&E and reporting mechanism and its sustainability for the NS effective work and OCAC follow up
According to the roadmap, participants have selected actions for 2018 and confirmed the action plan 2018 with responsible person, timeframe, resources available and resource required. Four key departments/units (Administration, Finance, Resource, Human Resource) developed its key action plan for 2018 followed by its ME plan.
Please see annex 4 2018 action plan and monitoring plan



5.2 Feedback from participants

<u>Day 1</u>	<u>Day 2</u>
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<p><u>Good points</u></p> <ul style="list-style-type: none"> ▪ Objectives and expectations of the workshop are met ▪ Good contents ▪ Found it interesting as involved in OCAC assessment for the 1st time ▪ Make analysis on challenges ▪ Define appropriate recommendations for VNRC ▪ Understand better OCAC assessment results done in 2014 and recommendations ▪ Good facilitation skills ▪ Active, interesting and effective group discussion 	<p><u>Good points</u></p> <ul style="list-style-type: none"> ▪ Useful discussion and understand all challenges ▪ Useful planning discussion with honest feedback ▪ Logical review and methodology ▪ Objective reflects on current context. ▪ New turning phase in VNRC and reflect most important things ▪ Workshop objectives are along with the VNRC objectives ▪ Roadmap is relevant
<p><u>Improvements</u></p> <ul style="list-style-type: none"> ▪ Some parts were difficult to understand (maybe the facilitation skill) ▪ Develop objective, indicators and activities ▪ Some indicators are difficult to achieve ▪ Need more discussion on development of objectives and activities ▪ Action plan on mechanism (objective, activities) ▪ Action plans on the recommendations given by OCAC assessment 2014 may be same with plans of action under resolution of National Assembly the 10th. ▪ Facilitation of the discussion was not good. ▪ Time allocation for discussion on indicators and challenges was not enough ▪ Participants didn't pay much attention ▪ Main contents should be discussed from the morning sessions so that all program can be completed within one day. 	<p><u>Improvements</u></p> <ul style="list-style-type: none"> ▪ Leaders participation is necessary for clear direction and guidance ▪ OCAC Report should be shared in advance for reading and preparation ▪ Participants engagement is poor because they are not appropriate participants. ▪ Difficult to share weakness without leadership ▪ Lack of time to discuss ▪ IFRC/PNS priorities should be presented (technical, financial)

6. Challenges



- Participants' engagement was limited and even they disappeared after the opening ceremony.
- This workshop needs high level decision on each level of engagement, but attendees were not appropriate for any decisions. It was very hard to draw any conclusion, but it was relevant for them to reflect their current situation and share only their actions what they can do at their level.
- Translation was not clear enough. So it was hard to follow up clearly. However most of topics were discussed by themselves led by group leader. At least they shared their honest feedback on problems and solutions.

7. Recommendations

- VNRC OCAC focal person will share the result of the workshop with the Leadership and get the leadership approval for the implementation of POA in 2018.
 - All documents (Roadmap and Action plan 2018) need a follow up and tracking system from PNS/IFRC through a clear monitoring mechanism. This needs to be discussed among partners and decide who will do what as a follow up. Otherwise, it will be another paper without any action.
 - BOCA workshop should be designed suitable to the VNRC context and OCAC prioritization result by considering of the experience from this workshop.
 - IFRC office and PNS need to support the implementation of their plan in financially and technically since it is not easy for them to do it by themselves. They need resources and guidelines
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Annex 1; 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"> • VNRC Protocol
8:50-9:10	Agenda briefing, Introduction/Objective and Expectation		<ul style="list-style-type: none"> • Facilitators
9:10-9:45	Sharing on OCAC result in aligned with the VNRC strategy 2020	Presentation	<ul style="list-style-type: none"> • NS Focal person-TBC
9:45-10:00	Tea Break		<ul style="list-style-type: none"> •
10:00-12:00	<u>OCAC Implementation Review - Key Updates and challenges</u> <ul style="list-style-type: none"> • Identification of indicator and its review (SMART revision) • Key progress and challenges (PI) • 3-5 Key challenges (SI) 	Group work and presentation	<ul style="list-style-type: none"> • Each head of group
12:00- 13.30	Lunch		
13:30-15:30	<u>OCAC Prioritization and Road Map 2018-2020</u> <ul style="list-style-type: none"> - Opportunities - Roadmap: Prioritized Theme development (2018-2020) and its relevant actions, responsible unit/dept. 	<ul style="list-style-type: none"> • Group Work 	<ul style="list-style-type: none"> • Facilitators
15:30 -15:45	Tea break		
15:45-17:00	<ul style="list-style-type: none"> - 2018 Plan of Action 	Group work and presentation	<ul style="list-style-type: none"> • Head of Unit

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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	<u>M&E and Reporting mechanism and its sustainability</u>	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