

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

26 May
2003

SOUTH AFRICA

Appeal No. 01.20/2003

Appeal Target: CHF 1,096,547

Programme Update No. 1;

Period covered: January to March, 2003

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries.

For more information: www.ifrc.org

In Brief

Appeal coverage: 22.1%; See attached Contributions List for details.

Outstanding needs: CHF 853,933

Related Emergency or Annual Appeals: Food Aid and Humanitarian Assistance (12/02)

Programme Summary: The South African Red Cross Society is focusing its efforts on the change process that was initiated with the appointment of a new Secretary General on 1 January. The Society is making excellent progress and is well on its way to becoming a well-functioning National Society.

The Society is committed to scaling-up its HIV/AIDS activities, in response to the enormous humanitarian needs in the country brought on by the high occurrence of HIV/AIDS in South Africa. More than 20% of the adult population is infected with HIV, and the country has the highest number of infected people in the world. It is essential that the Society is given all necessary support to be able to respond to the population's needs and help curb the spread of HIV/AIDS in South Africa.

Operational developments

The South African Red Cross Society (SARCS) has entered into a new era following the appointment of the new Secretary General at the beginning of the year. The planned change process, addressing the Society's priority needs, has commenced, with the Society's new management implementing a systematic, well planned step-by-step approach. The Society needs to be given the time to put systems and procedures in place to bring the change process into effect. The SARCS's main focus during the reporting period was to review the Society's overall situation and status by continuing the self-assessment process, and conducting five in-depth assessments of key programme areas related to the development of the organisation.

SARCS publicity and visibility were addressed, by creating better visibility of the Society's buildings and vehicles, and publishing articles in the local newspapers. Planning and reporting were also highlighted in relation to improved partnerships and networking, during the Planning and Reporting workshop held in March.

Overall, the Society is developing into a well-functioning national society, and a role model for national societies in the southern Africa region.

Disaster Management

Over the past five years, the South African Red Cross Society (SARCS) has been involved in various disaster interventions, gaining valuable experience and developing their capacity, especially at the provincial level. During the 2000 Cyclone Eline floods and the August 2001 floods in Cape Town, the Society provided affected communities with meals, blankets and warm clothes.

Over the past two years, SARCS, with technical support from the Federation's Southern Africa Regional Delegation, built latrines, constructed boreholes and provided health education following recurrent outbreaks of cholera in KwaZulu/Natal.

Most recently, the Society was called upon to assume responsibility for camp management in the event of an influx of refugees from Zimbabwe, across its northern border. The contingency planning was heavily supported by the Federation's Regional Delegation, who provided SARCS with capacity building and general DM techniques including: coordination, SPHERE standards, code of conduct and Better Programming Initiative. During this exercise, SARCS realised that its capacity for coordination, distribution, warehousing, reporting and cooperation needed strengthening. The SARCS, so as to improve the Society's overall response capacity, decided to direct its attention to: the development of a disaster management (DM) policy and plan, training of staff and volunteers, and the consolidation and coordination of provincial strengths and weaknesses.

In January, three people from SARCS participated in the Regional Vulnerability and Capacity Assessment (VCA) training of trainer's workshop. The training offered the Society an opportunity to reflect on whether its programming fully encompasses the vulnerabilities and capacities of the target beneficiaries, and allows the Society to measure the impact of interventions.

In February, the SARCS participated in the Federation's Disaster Management planning meeting in Harare. The workshop was aimed at consolidating 2003 DM plans in line with the national societies' priorities, capacities and appeals, and finalising and agreeing on the regional disaster response plan. The meeting agreed on well-prepared national society minimum standards, and came up with the MoC development contract. The MoC is meant to set operational parameters with the national societies for 2003 - 2004.

Overall Goal: Implementation of characteristics of a well-prepared National Society has improved the South Africa Red Cross Society in three key areas, namely: know-how, capacity and performance.

Programme Objective: The capacity of the SARCS to provide appropriate and timely support to the people threatened or affected by disasters is increased

Progress against Expected Results:

SARCS has increased its capacity to provide appropriate and timely support to the people threatened or affected by disasters.

1. Disaster management policy and plan are developed and operational, as well as disseminated to all stakeholders by the end of 2003.

The Society has developed a draft disaster management policy, which has yet to be adopted by the General Assembly. In its coordination efforts, the Society contributed to the development of the new Disaster Management Act for the South African Government, which was promulgated on January 15, 2003. The SARCS faces challenges of sharing the DM policy with a number of stakeholders so that it is widely understood and accepted by many.

2. Hazard mapping and VCA conducted in 36 branches in five regions in the at-risk areas by December 2003.

Region One recently went through training their staff and volunteers in basic disaster management. One of their commitments in their action plan was to conduct risk and hazard mapping. This is a step in the right direction, which was reinforced through training of staff who can now facilitate the hazard mapping exercise, as they have acquired the necessary skills and knowledge during basic the DM training.

3. Disaster management units/teams established in 36 branches in 5 regions.

In collaboration with their regions, the disaster management teams were able to reach people made vulnerable by disasters, and assisted them as follows: 4,057 beneficiaries in Western Cape following shack fires; 2,850 beneficiaries in Free State following localised floods and heavy storm; 3,285 beneficiaries in Region One following tornado, floods and fire; 534 beneficiaries in Eastern Cape following localised floods and snow; and, 60 beneficiaries in KwaZulu/Natal following a fire outbreak.

The Society continues to increase its disaster response capacity through the increasing number of staff trained in regional disaster response.

4. Ninety (90) staff and 720 volunteers trained in disaster management.

Twenty-six staff and volunteers from Region One received training in basic disaster management held at Kempton Park Conference Centre from 31 March – 4 April. The workshop, which was facilitated by SARCS staff and the Federation, was a huge success and received extremely positive feedback. The central theme for the workshop was population movement based on identified needs, as Region One shares its borders with Zimbabwe, Swaziland, Botswana and Mozambique. First aid training continued in all the regions. Three SARCS staff received training in Vulnerability and Capacity Assessment at regional level in Harare, and one staff member participated in a FACT training held in France in January.

5. Community based disaster management information disseminated to vulnerable communities by end of 2004.

This area needs more work, and can be improved by training a number of staff and volunteers who can then disseminate information about DM to vulnerable communities.

6. Audits of all human, material and technical resources conducted, and disaster response capacities enhanced by end of 2004.

This activity is ongoing. The results of the audits are addressed herein within the descriptions of the respective programmes.

7. Disaster management coordination networks with other stakeholders established by mid 2003.

In March 2003, the University of the Witwatersrand's Refugee Research Programme held a workshop to evaluate South Africa's response to the Zimbabwean crisis. SARCS participated in this workshop together with the ICRC Pretoria office. The move represents the Society's good coordination with other stakeholders.

8. Country wide Early Warning System (EWS) network on situation monitoring established by end of 2004.

During early January 2003, situation updates were provided by RDRT trained personnel on the political unrest in KwaZulu Natal. The situation of population movement from Zimbabwe is being closely monitored by SARCS, who is coordinating its activities with the immigration officials from the South African Government.

Impact

The basic disaster management training provided SARCS with a strong foundation to respond to disasters at short notice, and carry out credible disaster assessments that show immediate life saving needs and projected future needs. This is further supported by the regional disaster response teams, which are ready to respond to any disaster. Region One is at risk of population movement. The training offered in the basic disaster management course, equipped participants with the necessary skills and knowledge for handling population movement without compromising the quality of service delivery by adhering to the Code of Conduct, the Humanitarian Charter and the SPHERE minimum standards when assisting the most vulnerable. Coordination with other agencies has raised the visibility of SARCS, which has helped the Society with obtaining a donation of Rand 3.75 million to assist 2,450 vulnerable families.

Constraints

The SARCS is in a process of strengthening and streamlining its Disaster Management programming. The Society made a decision to develop its human resources' capacity with knowledge, skills and attitudes in disaster management. However, efforts to recruit a disaster management delegate to assist in this process was hampered by lack of funding.

Coordination

The Society coordinates very well with the Federation in Cape Town and Johannesburg, and with the ICRC office in Pretoria.

The Society closely coordinates with the South African government in regard to disaster management. SARCS actively participated with the drafting of the new Disaster Management Act for South Africa promulgated on 15 January 2003. Close links are also maintained with other NGOs, UN agencies, CBOs and other international organisations.

HIV/AIDS

Following the Ouagadougou Pan African Conference, the SARCS has made efforts to scale-up its HIV/AIDS activities to curb the spread of the disease. Approximately 20% of the adult population is infected, which makes South Africa the country with the highest number of people infected. Some forty to fifty percent of TB patients are also HIV positive.

The South Africa Red Cross has focused its efforts within HIV/AIDS on prevention, home based care and advocacy on behalf of orphans and people living with HIV/AIDS. So far, the Society provides care and support to over 5,000 clients in eight home based care projects. The care facilitators provided psychological support to both clients and orphans.

During the reporting period, more than 1,000 orphans were supported. The orphans were identified and registered to receive grants from the government.

Youth peer educators continued to disseminate information on HIV/AIDS to their peers in the communities with the "together we can" material. The youth are very appreciative of the information they receive from the peer educators.

Overall Goal: HIV/AIDS programme is improved thereby reducing the transmission of HIV/AIDS and mitigating the impact of HIV/AIDS in South Africa.

Programme Objective: By the end of 2003, the South Africa Red Cross Society has established home based care projects, and has prevention activities running resulting in the reduction of HIV incidence rate.

Progress against Expected Results

1. 15,000 youths in seven districts trained and informed on HIV/AIDS/STD prevention, transmission and risk reduction behaviours.

So far, the Society has seven Peer Education Projects, with a total of 120 trained peer educators. Sixteen peer educators were trained during the reporting period. Approximately 824 youths were reached, and 23,209 people were reached with health education.

2. 500,000 condoms distributed

During the first quarter of the year, 275,000 condoms were distributed.

3. 15,000 people living with HIV/AIDS receive care and support

The National Society has eight home based care programmes. During the quarter, approximately 5,132 clients were supported. The programme has a total of 537 volunteers. Thirty-nine support groups have been formed and are operational. The clients received food parcels, counselling and emotional support.

4. 10,000 orphans and other vulnerable children (OVC) have been identified, registered and supported.

Approximately 1,624 orphans and vulnerable children were registered during the reporting period. The children received food and clothing, as well as assistance to access grants for care givers, referrals to health and social welfare services, and home visits.

5. People living with HIV/AIDS are accepted in their communities with full respect for their legal rights.

Advocacy messages were conveyed during peer education sessions and health education sessions. The care facilitators also provide support in case of discrimination on behalf of clients within a family/community environment or school.

Impact

While the home based care project is having a positive impact on the client's lives, the number of people living with HIV/AIDS is the highest in the southern Africa region, thus it will take an enormous effort to curb the spread of the pandemic. The youth prevention programme is also making good progress, and is well appreciated by the youths; however, scaling-up within this area is necessary.

The Society's efforts within HIV/AIDS are not going unnoticed, and its visibility is increasing throughout the country. Stigma has been addressed through income generating/support groups, and orphans and vulnerable children have benefited from psychological support provided by the care facilitators in the communities. The care facilitators themselves have also benefited from psychological support sessions given by psychologists during their free time at the Grey Center. Many of the home-based care facilitators have HIV/AIDS themselves, and also require counselling and support.

Constraints

The HIV/AIDS situation in South Africa is overwhelming, and despite the efforts being made by several organisations working in the area of HIV/AIDS, a lot more remains to be done. There is an urgent need to rapidly scale-up activities. The vastness of the country calls for the need to increase the number of projects implemented. The Society is currently stabilising with the new Secretary General in place, and is increasing its programme implementation capacity.

Co-ordination

The SARCS collaborates with the government, UNAIDS, UNICEF, the ICRC and a number of diplomatic missions. The Society is also supported by a number of Red Cross donor societies. Efforts are made to maximise output, and avoid duplication of efforts to ensure that as many vulnerable people are assisted as possible.

Organisational Development

Goal: Capacity of the South African Red Cross Society (SARCS) is strengthened.

Objective: The South African Red Cross Society meets the basic requirements of a well-functioning National Society and is a recognised player in the humanitarian sector in South Africa.

Governance level

During the reporting period, the new eight member National Executive Committee (NatExCo), elected in October 2002, met for the first time. The meeting of the new committee took place in Region One in Johannesburg. The committee concentrated on finalising the long-term development plan from the strategy and policy point of view, studying the Cooperation Agreement Strategy (CAS) concept, and reviewing roles and responsibilities of the governing board as per the checklist of the National Society Governance Guidelines.

Drafting a NatExCo Plan of Action 2003 commenced, and will be completed in the second quarter. The two day meeting was planned in such a way that the first day concentrated on the issues related to the National Society, and the second day took the form of a working session around the SARCS strategic planning/change process, long term development plan, CAS process and governance role as per the Federation Guidelines.

Chairpersons of Regional Councils and Standing Committees participated in the working session facilitated by the new SARCS Secretary General and a representative of the International Federation. Additionally, a representative of the International Committee of the Red Cross (ICRC) was present. Since the meeting took place in Region One, it gave the committee an opportunity to meet the Regional Council, and discuss the challenges Region One faces given the current circumstances. As a result, NatExCo, Chairpersons of the Regional Councils and Standing Committees have an overview of the Society's progress during the first months under the management of the new Secretary General. They are also familiar with the Society's long-term plan and the need to initiate the CAS process.

A six member Legal Advisory Board (LAB) continued revising the Statutory Texts including: the Society's Statutes, Rules of Procedure for implementation of Statutes, and Financial Rules. At the end of 2002, the Chairperson of the LAB and the SARCS Secretary General participated in the Federation organised Legal Base Seminar in Namibia, where the Society committed themselves to revising its statutes as per the Federation guidance for National Society Statutes. The current draft was reviewed by the Governance and Management Review team in March, but some work is still required before the revised version meets the requirement of the Federation model and guidance document. As a result of the Statutes' revision process and review of the draft by the Governance and Management Review Team, the National Society is now aware that the current draft still needs some more work before it can be submitted to the Joint ICRC/Federation Commission for National Society Statutes.

The Standing Committees continued their work on finalising SARCS policies. The Legal Advisory Board is prepared to review the legal aspects of all policies once final drafts are made available to them. SARCS's aim is to get all necessary policies finalised for adoption in the next Annual General Assembly, planned for September 2003.

A representative of the Ministry of Health visited SARCS in relation to formally recognising the Society through legislation. Model Red Cross Laws for Recognition of the National Society and the Use and Protection of Emblem, were discussed and it was agreed that an Act for the recognition of the National Society would be drafted together. It was noted that the ICRC has worked intensively with the government of the Republic of South Africa (RSA) on the Emblem Law revision, and as a result of this intensive cooperation, the revised Emblem Act will soon be passed in South Africa, prior to the 28th International Conference, scheduled in Geneva, Switzerland for December 2003.

As a result of the National Society's self-assessment process 2002, a Governance and Management Review was recommended in late 2002. With the support of the Federation Representative, and based on the characteristics of a well-functioning national society, SARCS drafted Terms of Reference (ToR) for the review process. The NatExCo approved the ToR and the planned process and invited the Federation, the British Red Cross Society and the Namibian Red Cross Society to conduct the review from March 3-8. The review team met with the National Society, the government, the ICRC and other partners and came up with a short report including findings and recommendations. The report was presented to, and discussed with NatExCo on 8 March, and it was highly appreciated by NatExCo. The next step for NatExCo is to approve the report, and prepare a Plan of Action for implementing recommendations, in cooperation with the senior management of the Society. As a result of the review process, the national society now has clear guidance for improving governance and management. The National Society, and its partners now face the challenge of effectively implementing the recommendations.

The Society has been actively networking in-country, regionally and globally. The Society's President participated in February's population movement related seminar in Geneva and met the Federation Secretary General to report on the progress made by the national society since his visit to the country in October 2002. Together with the Secretary General, the SARCS President also participated in the Federation organised HIV/AIDS Scaling-Up meeting in Swaziland in March. The Chairperson of the Legal Advisory Board participated in the International Humanitarian Law Conference organised in the United Kingdom. As a result, the SARCS is rapidly becoming an active and recognised member of the Movement's regional and global networking, contributing to the implementation of the Movement Strategy and the Federation Strategy for Change.

Management level – new management

The new SARCS Secretary General took up his position on 6 January. The Secretary General has been familiarising himself with the Society and the Movement by visiting regions and branches, the Food Security Operation office in Johannesburg, sister Societies in the region and globally, the Federation Regional Delegation, the ICRC and the Federation Secretariat in Geneva.

Over the reporting period, the SARCS National Office has been occupied with, coordinating the completion of the long-term development plan, annual plan of action 2003, annual report 2002 and various other processes. Much time was also spent brainstorming, discussing and drafting the new structure for national, regional and branch levels, and putting in place some temporary measures for improved communication as well as planning and reporting at all levels.

As a result of the new management in place, the profile and the performance of the National Society is gradually improving and the feedback received from various structures and partners is very encouraging. The Secretary General has initiated regular staff meetings at the National Office and individual discussions with direct reports to him. The same practice is being encouraged at the regional and branch levels, and is expected to contribute to team building, improved motivation and performance of staff and volunteers.

Self-assessment process

The Society continued its self-assessment process and all questionnaires received from the regions, branches and local committees last year were analysed by an officer visiting the National Society from the Federation's Evaluation Department. The officer was supported by two young Red Cross volunteers who are studying computer science in South Africa. As a result, a comprehensive self-assessment report 2002 was produced based on the feedback.

The next step was a one-day regional workshop reviewing the comprehensive report with governance, management, staff and volunteers in each region. The workshop was conducted in the Western Cape Region and concentrated on reviewing the global and regional self-assessment process, findings and recommendations and drafting a plan of action for the implementation of the recommendations. The workshop was co-facilitated by the Secretary General of the Namibian Red Cross Society and a Federation Governing Board Member, the Senior Officer from the Federation Evaluation Department, the Federation Representative and the Regional Director, Western Cape. The workshop was very informative and was highly appreciated by the region. A similar exercise will take place in all the other regions during the second quarter. The Society has decided to repeat the self-assessment process at the end of 2003 for comparison of progress made during the year, and to further develop questionnaires for self-monitoring and evaluation at national, regional, branch and local committee levels.

Five in-dept assessments related to organisational development

As a result of the self-assessment process, the Society prioritised five key areas in order to develop the organisation. These areas include governance and management, administration and financial management, human resources, volunteer management and resource mobilisation/fund-raising. With the support of the Federation Representative, the Secretary General initiated a drafting process for Terms of Reference for each of the five key areas based on the characteristics of a well-functioning national society, and invited Federation, selected Sister Societies and/or professional local consultants to conduct the assessments with the National Society. A series of assessments of each of the respective areas took place from 17 February through 27 March.

The next step will be to finalise all of the assessments, analyse findings, recommendations and proposals for the way forward, and consolidate an updated organisational development process for implementation of these five key projects under the organisational development programme. The major challenges of transforming SARCS into a well-functioning national society can be overcome by adopting a systematic approach, with each step well planned out.

Planning and Reporting

The SARCS Five Year Development Plan 2003-2007 is complete. The document is currently being proofread, and will be finalised prior to the planned Partnership Meeting, scheduled for the beginning of June. The next challenge is to introduce it to all of the structures to ensure that everybody is familiar with the plan so that it can be used as a

tool for National Society intervention in humanitarian work. Active negotiations for drafting the Cooperation Agreement Strategy (CAS) with partners needs to be initiated in the second quarter now that the development plan is in place. The planned Partnership Meeting in late May/early June is a good opportunity for such negotiations.

Based on the Five Year Development Plan, the National Society has drafted a National Annual Plan of Action 2003. It articulates all details for national programming under each of the four core areas namely disaster management, humanitarian values, health and care in the community and organisational development. Each project/programme has an individual proposal including narrative text, logical framework, implementation timeframe and a detailed budget for information and management purposes. The overall document summarises the total budget for the national programming, including the office of the Secretary General. The document is at the proofreading stage and will be ready for printing prior to the planned Partnership Meeting. Regional Directors are currently learning the systematic planning process, and the aim is to break down the national level plan into Regional Plans of Action.

The Communications Manager coordinated the drafting of the Annual Report 2002. SARCS fiscal year runs from 1 April to 31 March and the Annual Report will cover the same period. All measures will be taken to support the completion of the report prior to the Partnership Meeting in May. The external audit process for 2002-2003 has commenced, and the Annual Report April 2002 – March 2003 will include both narrative text and the financial report. The report will be presented to all partners as well as to the Annual General Assembly scheduled for September 2003.

In relation to standardisation and development of systematic narrative and financial planning and reporting systems within SARCS, a two day Planning and Reporting Workshop was held in March. The workshop was managed by the Secretary General and facilitated by the national society staff, the Federation's Regional Reporting Delegate and the Federation Representative. Senior management participated in the workshop including all regional directors and area managers along with two bilateral delegates from the British Red Cross Society and the Icelandic Red Cross. As a result, senior management is aware of the importance of systematic planning and timely reporting for programme/project management purposes, guidelines and formats for standardised planning and reporting are being drafted, and a timetable for producing a bottom-up project plan for 2004 from every region was agreed upon. The aim is to establish a planning and reporting system that is able to meet the requirements of the National Society at every level as well as the needs of the partners. The next step is to finalise the guidelines for project proposal writing as well as for writing monthly, quarterly and annual reports. An overview of the Federation Project Planning Process (PPP) was introduced to the participants but the training itself for using PPP as a tool will take place later in the year. More training is required in planning and reporting, especially at the regional level, in order to ensure that the required skills are in place at every level.

Partnerships

The Society has been active in negotiations with the government regarding possible renewed partnership. Two national level, and several provincial and local government level meetings were held during the quarter referring to the pledges made by the government in the 27th International Conference for supporting SARCS development. With Federation support, the National Society is currently negotiating with the government for their possible contribution towards SARCS's pending Statutory payments to the Federation since 1998. If the support can be guaranteed, the Society will again be a full member of the Federation and will have voting rights in the upcoming Statutory Meetings in Geneva later in the year. As a result of the networking and negotiations, provincial level service agreements for project funding was guaranteed in Kwa-Zulu Natal, Region One and Eastern Cape.

Active networking with the Federation, ICRC, British, Finnish, Icelandic and Norwegian Red Cross Societies continues. New partners were also approached, and as a result the Swiss Red Cross is interested to study the outstanding needs of SARCS for possible future partnership. The Federation Capacity Building Fund (CBF) also pledged support for the National Society change process for this year.

The office of the Secretary General following a successful implementation of their funding support in 2002 followed up an application for project funding to the National Lotto. It is expected that the National Lotto will support humanitarian activities at the grassroots level through SARCS in 2003. The final amount is expected to be released in the second quarter.

Impact

New leadership and management have brought hope for a realistic and thoroughly planned change process of the National Society which has struggled for the past several years. The atmosphere and mindset is slowly changing among the membership, and motivation clearly increases as soon as tangible results can be witnessed by governance, management, staff and volunteers. The Federation support in this process has added value in terms of a systematic step-by-step approach, supporting the Society in addressing its priority needs. For the first time ever, SARCS is included in the Federation's annual global appeal and is therefore learning a lot about the Federation systems, procedures, guidelines and policies. By working together, the National Society learns more about its role as a member of the Movement and the Federation and has actively taken up its position as an active member of the Federation. Current partners are supportive of the change process and the government is clearly interested in supporting its development and to take up its role as an auxiliary to the government in South Africa. The overall aim of the ongoing change process is to strengthen the National Society's foundation, capacity and performance to become a well functioning organisation that can respond efficiently to the enormous humanitarian needs in the country according to its mandate.

Constraints

The current challenge for SARCS is time, capacity and resources. For years, the Society has struggled without a full time manager, lack of clear vision or direction. As a result, the staff members have done their best under the given circumstances – without support, guidance or effective management. Now that there is a full time manager in place at the National Office, expectations for a rapid change with current limited resources are high both internally and externally and there is at risk of losing momentum if certain changes cannot be implemented in a timely manner. The main role of the National Office is to set the direction, provide guidance and support and coordinate actions implemented. The Secretary General faces great challenges, and the time is limited to address all priority areas and needs immediately, especially with limited human resources available.

Many systems, procedures and guidelines have to be developed or drafted from scratch, which is a time consuming process. Once the management tools have been developed, intensive training is needed throughout the structures of the national society to disseminate the tools. The process takes a lot of time in a big country such as South Africa and requires technical and financial resources, which first has to be found. The challenge ahead is to maintain a momentum for the change, get the management structure for national, regional and branch level approved, recruit necessary manpower for key positions and support the human resources for implementing the change. At the same time it is important to continue improving the image and raising the profile of the National Society in the humanitarian sector. The key for success is investing in human resources of the Society, effective planning and systematic, step-by-step implementation, monitoring and evaluation of the ongoing change process.

Coordination

The Federation Representative supported the coordination within the country, regionally and internationally as follows:

Government: With the Federation support, the national society made substantial efforts during the reporting period in contacting the government. Two major meetings were held with the government (Ministry of Foreign Affairs and Ministry of Health) and main discussion points included the follow-up of the implementation of the 27th International Conference (IC) Plan of Action, drafting of Red Cross Act for recognition of the SARCS, formal partnership agreement between the government and SARCS through service contracts, payment of SARCS's pending statutory contributions to the Federation prior to the 28th IC, and the government's financial support to SARCS core costs and programmes. The governance and management review team met with representatives of the Ministry of Foreign Affairs and the Ministry of Health in Pretoria in February to support the SARCS negotiation process. As a result it was agreed that the Federation Secretary General will write a letter to the Minister of Foreign Affairs requesting the government to consider the payment of SARCS pending statutory contributions so that SARCS can be a full member of the upcoming Statutory Meetings in Geneva this year. The letter has been sent to the Minister of Foreign Affairs and the Society's leadership and management is following it up with the government.

International Committee of the Red Cross: The ICRC Cooperation Delegate visited the National Office and participated in the NatExCo meeting held in Johannesburg on 7-9 February. The Society's relationship with the ICRC is professional and supportive and extensive information sharing takes place between the Movement partners.

Participating National Societies (PNS): Communication with and exchange of information is easy with the BRCS bi-lateral delegate for HIV/Aids programming since he is based at the National Office and is considered as part of the national team. Communication is a bit more problematic with the Icelandic Red Cross bilateral Branch Delegate since she is based far in the field in Kimbley. Both delegates participated in the planning and reporting workshop at the National Office and contributed actively to the success of the workshop. This event provided an opportunity for more extensive exchange of information and knowledge among all participants.

Regional and global coordination and networking: The Secretary General visited the Zimbabwean and British Red Cross Societies, the Federation Regional Delegation, the ICRC Delegation in Harare and the Federation Secretariat while participating in the Food Security Operation donor meeting in Geneva. The SARCS and the Federation's country office hosted visitors for workshop facilitation, reviews and assessments from Nairobi Regional Delegation, Tanzania Delegation, Namibia Red Cross Society, British Red Cross Society and the Federation Secretariat.

Regional coordination and networking by the Federation Representative: A Federation Representative participated in the Africa Department meeting in Nairobi Kenya, and the Southern Africa Management Team Meeting in Harare Zimbabwe.

International Representation

Until now, this sector has not been given much attention, as a lot of time is being spent on supporting the National Society's internal process following the appointment of the Secretary General. The Federation Representative has supported SARCS by promoting the Red Cross's role in advocacy, HIV and DP programmes and partnerships. Close contact was maintained with the Red Cross/Red Crescent partners in the country, region and globally. Regular contact is being maintained also with some foreign missions based in Cape Town.

Arrangements were made by the SARCS with local television stations to regularly broadcast the new Federation promotion video on local television prior to World Red Cross Red Crescent Day (8 May.) The Society has developed a database of 400 external contacts including representatives of the government, foreign missions, international organizations, main corporate and the NGO sector. The idea is to provide regular information for advocacy purposes to these external partners about the Red Cross (SARCS and the Federation) through e-mail. Due to the location of the National Office and the Federation, close cooperation with partners like government, foreign missions and international organization is not very easy since they are all based in Pretoria. The location of the National Office is being discussed with the National Society but more time is required for debating it at leadership level. A satellite office for relationship management in Pretoria could be one solution for more effective advocacy and networking within the country.

For further information please contact:

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All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

						TOTAL COVERAGE
REQUESTED IN APPEAL CHF ----->				1'096'548		22.1%
CASH CARRIED FORWARD						
FINNISH - GOVTRC		139'625	EUR	204'865	05.02.03	SARC ORGANISATION DEVELOPMENT
NORWEGIAN - GOVT/RC		200'000	NOK	37'750	06.03.03	FEDERATION REPRESENTATIVE
SUB/TOTAL RECEIVED IN CASH				242'615	CHF	22.1%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED IN KIND/SERVICES						
				0	CHF	0.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED						
				0	CHF	