

# 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

## SOUTH AFRICA

19 November 2003

**Appeal No. 01.20/2003**

**Appeal Target: CHF 1,096,547 (USD 750,511 or EUR 745,257)**

**Programme Update No. 2**

**Period covered: April – October 2003**

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### **In Brief**

**Appeal coverage:** 64.3% ; See attached Contributions List for details.

**Outstanding needs:** CHF 391,208 (USD 293,800 / EUR 251,800)

**Related Emergency or Annual Appeals:**

Emergency Appeal, Southern Africa: Food Security and Integrated Community Care, no. 15/03

**Programme Summary:** The South African Red Cross Society has continued its dynamic but complex development process under the management of the secretary general appointed at the beginning of 2003. The national society successfully conducted its annual general assembly in September; three new members joined the board. An encouraging partnership meeting was held in June at the national society office in Cape Town. The self-analysis process was completed during this reporting period; results were disseminated through workshops at national and regional levels. The national society has placed great emphasis on improving their marketing and resource mobilization capacity. The national society participated intensively in the Federation appeal process for 2004-2007 .

### **Situation analysis**

**Reconstruction and Development in the new South Africa**

Any attempt to assess the present situation in South Africa should focus on the fact that the country and its communities are engaged in a highly complex process, marked by specific dynamics, prospects and uncertainties. To date, the implementation of the main thrust of the Reconstruction and Development Programme (RDP) continues to bring basic resources to the formerly deprived communities. The main aim of the RDP is to concentrate on funding health, housing and education.

Major government efforts vis-à-vis arisen challenges have not progressed as expected. One third of South Africa's children are malnourished, highlighting the need for feeding and health programmes. South Africa is short of more than one million houses, just to catch up with the backlog. Some 85% of South Africa's school leavers cannot find work, focusing on shortfalls in appropriate education and job opportunities. Because of these demands of the taxpayers' money for education, health, housing and security, State welfare subsidies are no longer freely available. South Africa is one of a few countries that can be categorized as both an emerging economy and a transitional society, having special problems and high-risk profiles.

### **Economic Empowerment: a key factor in sustainable development**

In spite of significant contributions made by the international community and donor institutions, a great deal still needs to be done in the economic empowerment of South Africa which is central to any prospects of sustainable development. In practical terms, the international social and economic support provided so far has not yet had a direct impact on the daily lives of large segments of the population. Employment generation has been largely linked to the RDP programme and has therefore only produced short-term employment. Unemployment is running high while productivity and wages are low. This creates potential for further social divisions. According to official figures issued by the South African government, up to 80% of the population remain destitute and rely on various forms of social assistance. This trend is due, in part, to the following factors:

- South Africa is undergoing a difficult process of a twofold transition, moving both from an isolated economy to one of evolution towards full participation in the global economy. The medical and social sectors, which would normally be in a position to support the people affected by this double transition, are themselves engaged in restructuring and largely deprived of funding. As a result, they are unable to respond to some of the most critical needs in society.
- Emphasis has been placed on framework and structural programmes which are aimed at reforming entire sectors but are slow to produce tangible results for the majority of people, who face very real needs now.
- Economic assistance has been made conditional on the implementation of central provisions of the RDP programme. In areas and regions where social service and civil societies are deemed not to have complied with these provisions, the population is affected by a lack of investment, low productivity and poor prospects in terms of jobs and self-sufficiency.

### **Humanitarian Situation**

South Africa continues to deal with this double transition as an emerging economy and a transitional society. One can truly say South Africa is entering a new phase in its history - one that, looking at the prospects is not going to be prosperous and flourishing for all.

These are the individuals and groups suffering from the lasting consequences of the apartheid legacy. In every aspect of life, on every day they rise from their sleep and stand in line waiting to receive some social services. These are communities living in rural and border areas and comprise 19% of the entire South African population. Their living circumstances are characterized by dire poverty; few people in the world experience such challenging circumstances. As a measure of their poverty, their claimed household income is approximately half of the per capita gross national product (an indicator of relative income per person, not per household) in Rwanda or Ethiopia, the world's two poorest countries. More than 93% do not have any of the basic living standard measures: no electricity, and no running water.

The scourge of HIV/AIDS in South Africa is producing destitution of large sectors of society and increasing vulnerability of many people. The death rate of 600 persons per day, continue to be a haunting reminder of the presence of AIDS in South Africa. People living with HIV/AIDS continue to be frustrated by the lack of access to affordable antiretroviral treatments and drugs. These are issues of serious stumbling blocks for sustainable development and should not be overlooked by the international community.

Furthermore, in view of the growing destitution of large sectors of society and the increasing vulnerability of many people, there is a very real need for a social safety net, with key community institutions responding to the problems and challenges faced by communities.

Reforms are underway in the health and social sectors but they remain largely dependent on external resources. Responding to these challenges and requirements is a pivotal contribution to development, dialogue and ultimately, improving humanitarian norms in partnership with key local institutions and the community.

## Operational developments

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The **South African Red Cross Society** has continued its dynamic but complex development process under the management of the secretary general appointed at the beginning of 2003. The national society paid their statutory contribution arrears to the Federation until the end of 2000 through their own resource mobilization efforts. This means that the national society is no longer in default situation and will have voting rights in the upcoming general assembly and statutory meetings to be held in Geneva in November-December. The national society is negotiating effectively with the government of the Republic of South Africa (RSA) for their contribution to cover the remaining balance prior to the 28<sup>th</sup> International Conference of the Red Cross and Red Crescent.

The national society successfully conducted its annual general assembly in September where three new members joined the board adding value to the quality of the South African Red Cross governing board. The first meeting took place during the reporting period and the tone of the new board is dynamic focusing on improved service delivery by achieving long-term strategic objectives set by South African Red Cross. It was encouraging those leaders from five national societies in the region participated in the assembly as observers, along with Federation and ICRC representatives.

Other highlights include an encouraging partnership meeting that was held in June at the South Africa Red Cross national office in Cape Town. Seven partner national societies attended the meeting and pledged their support to the South African Red Cross development process through organizational development and grassroots-level programming focusing on HIV/AIDS interventions and disaster management.

The South African Red Cross self-analysis process was completed during the reporting period and results were disseminated throughout the structures through workshops at the national and regional levels. Relevant recommendations of all assessments were taken into consideration when the appeal for 2004 was developed ensuring that key areas for further development are taken care of. All three elements of South African Red Cross monitoring and accountability system, namely performance management system, project evaluation and financial audit and use of self-assessment tool, are currently being used. The system will be formalized once all best practices have been tested and agreed on. The second round self-assessment has commenced aiming at identifying the progress made in 2003 at the national, provincial, branch and local committee level for comparison.

South African Red Cross has put a lot of emphasis on improvement of their marketing and resource mobilization capacity. The national society demonstrated this commitment by engaging a South Africa-born marketing consultant in October 2003 for a period of two months to map out the market for non-profit organizations in South Africa and to develop an integrated marketing strategy for the national society. The consultant has also worked within the Movement<sup>1</sup> internationally and will be able to bring an international perspective for this sector in South Africa.

South African Red Cross participated intensively in the Federation appeal process for 2004-2007 with the support of the Federation in-country representative. This ensured that the programmes and projects planned for South Africa are owned by the national society and in line with their long-term development plan. It was a learning process at the national level and provincial and branch level will be engaged in the process for next year, after they have been trained in the Federation Project Planning Process (PPP) early next year.

## Health and care

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

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

**Progress/Achievements (activities implemented within this objective)**

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<sup>1</sup> 'Movement' refers to the International Red Cross and Red Crescent Movement

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

So far, the national society has peer education projects in seven of the nine provinces with a total of 200 trained peer educators in the “Together we Can” peer education training course. To date over 8,000 youths have received the “Together we Can” peer education training. Over 110,000 people have received health education conducted within the community home-based care HIV/AIDS (CHBC HIV/AIDS) project. Other prevention activities include the promotion of prevention of mother-to-child transmission (PMTCT) and voluntary counselling and testing (VCT). South African Red Cross, in partnership with the provincial government in Limpopo province, will be providing 60 lay counsellors for the provincial VCT programme.

- **500,000 condoms distributed**

During the first three quarters of the year, 250,000 condoms were distributed through the peer education project and 432,000 through the CHBC HIV/AIDS project. Condoms are provided by government, mostly male, however female condoms are now also becoming more accessible in some areas.

- **15,000 people living with HIV/AIDS receive care and support**

The national society currently has nine CHBC HIV/AIDS projects with 6,763 clients and a comprehensive range of activities to support their families. The project has over 600 active volunteers. All projects have support groups, income-generating activities and food gardens. The clients and families receive home-based care, food parcels, counselling and emotional support. A good referral system to health and social services is in place. However, accessibility to these services is problematic in some areas, particularly the rural areas, due to high rates of poverty. South African Red Cross is in the process of implementing seven new CHBC HIV/AIDS projects. This will have a significant impact on reaching more beneficiaries.

In another joint initiative with the Belgian embassy, South African Red Cross will be implementing a capacity building project aimed at empowering existing community-based organizations to provide more effective community home-based care services through training.

South African Red Cross has also targeted the improvement of psychological support for facilitators and volunteer care givers and three projects have made good progress in this regard. Furthermore, a national choir festival was held in April for choirs from all projects. The choirs were made up of volunteers and the event was a success in terms of support for volunteers and raising awareness of the role of the volunteer in such projects.

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

Approximately 2,450 OVC have been registered during the reporting period and receive support, including food and clothing, as well as assistance to access grants for care givers, referrals to health and social welfare services and home visits. In partnership with a Swiss community, a new day care centre for OVC was established in the Cape Town area to cater for HIV positive mothers who are still engaged in employment. The memory box project is also being implemented within the CHBC HIV/AIDS projects.

- **People living with HIV/AIDS are accepted in their communities with full respect to their legal rights.**

Advocacy messages were conveyed during peer 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 CHBC HIV/AIDS project is making a positive impact in the lives of the clients and their families, there is still a lot to be done both in terms of services provided and reach. The number of people living with HIV/AIDS is the highest in the southern Africa region and a lot more still needs to be done to curb the spread of the pandemic. The youth prevention project is also making good progress and is well appreciated by the youths. However, scaling-up within this area is necessary in the fight against HIV/AIDS.

Nevertheless, the national society’s effort within HIV/AIDS is not going unnoticed and its visibility is increasing throughout the country. Stigma has been addressed through income-generating/support groups. In addition, 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 volunteer psychologists during their free time in some projects. A number of the volunteers and caregivers are HIV positive themselves and also need counselling and support.

### **Constraints**

The HIV/AIDS situation in South Africa is overwhelming and despite the efforts of several organizations working in the area of HIV/AIDS, a lot more still needs 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. South African Red Cross is currently stabilizing with the newly appointed secretary general and is increasing its programme implementation capacity. The structures need strengthening at national and provincial levels to provide greater support at branch/project level.

### **Coordination**

The South Africa Red Cross collaborates with the government at national, provincial and local level, UNAIDS, UNICEF, the Federation, ICRC and a number of diplomatic missions. The national society is also strongly supported by a number of Red Cross donor (partner) national societies. Efforts are made to maximize output and avoid duplication of efforts to ensure that as many vulnerable people are assisted as possible. South African Red Cross is a member of the Southern African Regional AIDS Network (SARAN), which is made up of the ten Southern African National Societies in the region and coordinated by the Federation regional delegation based in Harare.

### **Disaster Management**

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

**Objective: The capacity of the South African Red Cross Society to provide appropriate and timely support to the people threatened or affected by disasters is increased.**

### **Progress/Achievements:**

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

The society has developed a draft disaster management policy. However, this can only be adopted by the general assembly once the revised constitution is in place. The disaster management (DM) plan for 2003 was disseminated throughout South African Red Cross and made operational in a limited capacity given the lack of funding available for the plan.

- **Hazard mapping and Vulnerability Capacity Assessment (VCA) conducted in 36 branches in five regions in the at-risk areas by December 2003.**

Three South African Red Cross staff members attended the VCA training of trainers workshop for VCA in Harare in the beginning of the year and a localized VCA training course is being developed for rolling out the training to all provinces and branches. Region One (four provinces) has trained staff and volunteers in basic disaster management including risk and hazard mapping. The next step is to conduct the actual VCA at all branches and regions but this process is also being limited due to lack of funding.

- **Disaster management units/teams established in 36 branches in five regions.**

Existing regional and branch DM structures were able to reach people made vulnerable by disasters and assisted them as follows:

- Western Cape - shack fires and floods;
- Free State/ Northern Cape – fires, localized floods, heavy storms and wind;
- Region One - tornado, floods and fire;
- Eastern Cape - localized floods and snow; and
- KwaZulu/Natal - fire and heavy rains.

There was also national collaboration with the department of social development for the distribution of relief from the national emergency relief fund to victims of disasters in three provinces: Limpopo (850 families), Mpumalanga (700 families) and Eastern Cape (900 families). The plan of action included the training of affected communities in basic disaster management and first aid.

The roles and responsibilities of disaster response teams at all levels are being redefined to meet the requirements of the new disaster management bill in South Africa. Through the increased number of staff and volunteers trained in regional disaster response, the national society continues to increase its disaster response capacity, particularly at branch level.

- **Ninety staff and 720 volunteers trained in disaster management.**

Twenty-six staff and volunteers from Region One received training in basic disaster management held in Johannesburg from 31 March to 4 April. The workshop, which was facilitated by the Federation together with South African Red Cross staff, was a huge success and feedback was extremely positive. 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, while three South African Red Cross staff received training in Vulnerability and Capacity Assessment at regional level in Harare, and one member of staff participated in the FACT<sup>2</sup> training held in France in January 2003. A further three South African Red Cross members received RDRT (regional disaster response team) training in Malawi in October. Four staff members visited established refugee camps in Malawi and Zambia in February 2003 to gain further experience in camp management.

- **Community-based disaster management information disseminated to vulnerable communities by the end of 2003.**

In partnership with the department of social development, funding provided from the national emergency relief fund for disaster relief in three provinces, was also utilized to disseminate DM information to the affected communities and to train community members in basic disaster management and first aid. This process is still ongoing. In the Western Cape, a joint collaboration between government, a national commercial enterprise and South African Red Cross, resulted in the development of an information brochure and door to door dissemination/education of 15,000 community members on disaster prevention. More still needs to be done in this area. This can be improved by training a number of staff and volunteers who can then disseminate the correct information to the vulnerable communities.

- **Audits of all human, material and technical resources conducted and disaster response capacities enhanced by the end of 2003.**

This activity is ongoing and other key result areas, such as organizational development, addresses parts of it.

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

South African Red Cross is a member of the national interdepartmental disaster management committee that meets on a regular basis in Pretoria. There is also ongoing networking with government at national, provincial and local level. Collaboration with government needs to be strengthened, particularly with regards to the implementation of the new DM bill. However, there are signs that good progress is being made such as the decision by the department of social development to utilize South African Red Cross as a partner for disaster relief on a national level.

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. South African Red Cross participated in this workshop together with the ICRC Pretoria office, a move that reflects good coordination with other stakeholders. South African Red

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<sup>2</sup> FACT – Field Assessment and Coordination Teams rapidly assess and coordinate humanitarian response to large-scale emergencies. The system is designed to form and deploy teams of highly trained Red Cross and Red Crescent response practitioners to a disaster site within 12 to 24 hours. Refer to <http://www.ifrc.org/what/disasters/fact/>

Cross, with the ICRC, also participated in a naval exercise in KwaZulu Natal by providing volunteers in a simulated war scenario.

- **Country wide EWS (early warning system) network on situation monitoring established by the end of 2003.**

During early January 2003, situation updates were provided by RDRT trained personnel on the political disturbances in KwaZulu Natal. The situation of population movement from Zimbabwe is being closely monitored by South African Red Cross coordinating strongly with the immigration officials from the South African government. In some instances, at local and provincial level, South African Red Cross is already incorporated in government's disaster response plans and is kept fully informed on all disaster-related matters.

### **Impact**

The basic disaster management training provided a platform for South African Red Cross 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 and the training offered in the basic disaster management equipped participants with the necessary skills and knowledge in 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 South African Red Cross, which has helped the society obtaining funding of 3.75 million South Africa Rands (approximately USD 569,459) to assist 2,450 vulnerable families in three provinces. The lives of the most vulnerable people have been improved through this assistance.

### **Constraints**

The national society is in a process of strengthening and streamlining its disaster management programming. The society has decided to build its human resource capacity with knowledge, skills and attitudes in disaster management. However, efforts to recruit a disaster management delegate to assist in this process have been hampered by lack of funding.

### **Coordination**

The Federation regional DM department held a very successful disaster management planning meeting in Harare from 18-20 February in which South African Red Cross participated. The workshop was aimed at consolidating 2003 disaster management plans in line with the national societies' priorities, capacities and appeals, as well as to finalize and agree on the regional disaster response plan. The meeting agreed on well-prepared national society minimum standards and came up with the MoC (memorandum of cooperation) development contract. The MoC is meant to set operational parameters with the national societies for 2003 - 2004.

The society coordinates very well with the Federation in Cape Town and Johannesburg as well as with the ICRC Pretoria office. In disaster management, the national society coordinates with the South African government at national, provincial and local levels and this has raised their visibility resulting in the significant donation from the government above-mentioned targeted at assisting 2,450 vulnerable families.

South African Red Cross participated actively in 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, community-based organizations and other international organizations.

## **Organizational Development**

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**Goal: Capacity of the South African Red Cross Society is strengthened.**

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

## **Progress/ Achievements**

### **Governance level**

One major achievement during the reporting period was that the South African Red Cross paid their statutory contribution arrears until the end of 2000. They have then been removed from the default situation and payments only for 2001-2003 are pending. The national society continues to negotiate effectively with the government to get a contribution from them towards the remaining arrears. Hopes are still high but this will perhaps materialize only after the statutory meetings in Geneva in November-December

The national society's annual general assembly was successfully held from 12 to 14 September 2003 in Port Elizabeth where a new eight-member national executive committee (NEC) was elected bringing three new members on board. Representatives from the provincial government participated in the opening ceremony pledging support to South African Red Cross in their development process. Leaders from sister national societies such as Lesotho, Malawi, Mozambique, Zambia and Zimbabwe were present as observers along with the ICRC and the Federation encouraging networking and exchange across the borders.

The new governing board was provided with a comprehensive information package about the Movement immediately after their election and they conducted their first technical meeting on 11 October. The new Board demonstrated focused and professional discussions around key challenges faced by the national society for the upcoming year including improved service delivery, communication, publicity, visibility, scaling up HIV/AIDS interventions, increased human resource capacity. A task force was appointed by the president to review the role and relevance of the current standing committees. The second NEC meeting will be held 7-9 November and one day will be spent for an induction emphasising the role of the governance, clear plan of action based on the characteristics of a well-functioning board and its key performance objectives.

The constitution advisory committee (CAC) continued to revise the constitution according to the recommendations made in March by the governance and management review team. In order to strengthen the process, the National Society invited a volunteer from the Danish Red Cross in his capacity as the Federation legal advisor to assist them in the constitution review process on 3-5 October together with the Federation and ICRC. A clear plan of action is in place to take the process to an end. The aim is to present the final draft to the joint ICRC/Federation commission for approval by the end of March 2004. The major proposed changes were presented to the general assembly by the chair of the CAC. The Federation representative has recommended that the governing board nominates one person among themselves to act as a contact person for the legal base related processes. A decision in this regard will be taken up and discussed in the upcoming governing board meeting.

Drafting process of the two Red Cross acts in South Africa is actively ongoing. Since the CAC is currently fully occupied with the constitution review process, it was agreed that South African Red Cross would identify some legal base experts as volunteers to support the negotiation process with the government. The government is currently busy preparing a new health bill and therefore the national society has to wait for the negotiation process to be continued.

Based on the request by the national society and the Federation, the president of South African Red Cross was released by her employer from the beginning of October 2003 for three months to advocate for South African Red Cross. Her work will concentrate in strengthening contacts with the government and other partners prior to the 28<sup>th</sup> International Conference of the Red Cross and Red Crescent and prepare for the statutory meetings to be held in Geneva from 28 November to 6 December 2003. She is currently occupying an office in Johannesburg where the Federation Southern Africa Food Security Office is located.

South African Red Cross has been active in preparing for the statutory meetings together with the government and Movement partners. A preparatory meeting was held at the national office between the South African Red Cross, the Federation and the ICRC. The Federation and the national society will meet government representatives for the International Conference on 18 November. A press conference will follow on 20 November 2003 and the national society has been working hard to prepare all relevant materials ready prior to the meetings. The national society has planned for dissemination and visibility materials for marketing and advocacy before, during and after the meetings.

## Management level

The secretary general participated in the skills share workshop in Holland from 17-19 October, leading and managing people workshop in France on 19-24 October and the Federation induction course in Geneva from 26-31 October. This offered a golden opportunity to the new secretary general to network with other Movement partners and gain Red Cross knowledge and experience on a wider perspective.

Following the recommendations of the governance and management review team in March, the national society reviewed their field-level structure and is now in the process to establish an office in all nine provinces in order to better serve the communities in these vast provinces and ensure local level cooperation with government structures for programming. Two new provincial managers for KwaZulu Natal and East London were recruited aiming at strengthening South African Red Cross management at the provincial level. This brings the total number of South African Red Cross provincial managers up to five. These five managers will cover all nine provinces of the country for the time being until such time that the national society is ready to establish an office in each province. South African Red Cross needs some role models for effective management at every level and it is hoped that these role models can be identified at the provincial level. Learning externally and from each other through information and knowledge sharing is a key for South African Red Cross to move forward systematically in their development process at all levels.

The new secretary general has initiated a number of management practices within the national society. These include individual meetings with direct reports including coaching and open discussions, a monthly teleconference with the senior management involving all five provincial managers, a physical senior management meeting once a quarter involving again all five provincial managers, a separate staff meeting where staff members themselves propose the agenda, operational meetings where issues related to implementation of programmes and projects are being discussed. The challenge is to keep the schedule regular due to a heavy travel schedule internally and externally by the senior management.

- **Self-assessment process and five key OD related assessments**

The self-assessment process and five key organizational development related assessments were completed by June. Five regional workshops were held, including participation from the Namibia Red Cross Society as a peer, to unpack the self-assessment report and to develop relevant guidelines and questionnaires for the next round for regional, branch and local committee levels. South African Red Cross initiated the second round self-assessment in October in order to analyse the progress made during the past one year when the new, full-time management has been in place. In addition, the South African Red Cross directory is being compiled with assistance of a Red Cross volunteer.

The table below articulates the overall process for conducting the South African Red Cross self-analysis that was completed during the reporting period.

Self-Assessment Process	Regional Self-Assessment Workshops	Five Key OD Area Assessments
June-September 2002: Fill in questionnaire	29 March: Western Cape Region	17 Feb – 7 March: Volunteer Management (Esther Okwanga, Nairobi)
August 2002: Findings and recommendations from Geneva based on the national-level questionnaire	5 April: KwaZulu Natal Region	17 Feb – 27 March: Human Resource Development (Partners in Change, SA)
6 December 2002: Review Meeting on the process in involving NEC, national office, regions, branches and local committees	12 April: Region One	10 – 23 March: Administration and Financial Management Development (Thor Danielsson, Tanzania)
24 Feb – 3 March 2003: Analysis of Questionnaires from regions, branches and local committees	24 May: Free State and Northern Cape	3 – 8 March: Governance and Management (Federation, British Red Cross and Namibia Red Cross)
March – June 2003: Regional Self-Assessment Workshops to unpack the report	7 June: Eastern Cape	17 March – 6 April: Resource Mobilization (Charisma Consultants CC, SA)

Self-Assessment Process	Regional Self-Assessment Workshops	Five Key OD Area Assessments
October-December 2003: Self-Assessment Process 2003 for comparison and learning to use the self-monitoring tool	17 August: A wrap-up workshop for first round Self-Assessment process with the national executive board, regional councils, chairpersons of standing committees and senior management	

As a result of these processes, the national society now has a comprehensive OD programme for 2004 consisting six separate projects for key area development based on assessment results and recommendations. Assessment recommendations were used to develop a project proposal for each area assessed and five of the six projects have been included in the Federation appeal 2004. The human resource development project will be fully funded bilaterally by a sister national society identified by South African Red Cross as a new partner.

**South African Red Cross Organizational development projects 2004**

Governance and management development
Administration and financial management development
Human resource development
Volunteer management and branch development
Marketing and resource mobilization development
Youth empowerment with focus on leadership

Based on the development process in each key area, the South African Red Cross is developing the overall monitoring and evaluation/accountability system for the national society using the self-assessment tool to measure the overall development on annual basis. This system will build on three key elements shown in the table below.

**Development of South African Red Cross overall monitoring and accountability/evaluation system**

People	Programmes/Projects and Finance	Overall Performance
Performance management system <ul style="list-style-type: none"> <li>• Key performance objectives</li> <li>• Appraisal against objectives</li> <li>• Individual development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Programme/project evaluations</li> <li>• Consolidated external audit</li> </ul>	<ul style="list-style-type: none"> <li>• Self assessment process at the national, provincial, branch and local committee levels</li> <li>• Peers will be invited for consultancy and exchange of best practice as needed</li> </ul>
Will be part of the human resource development project	Done but can be improved	Continuous

Towards the end of the reporting period, the national society was heavily engaged in the Federation annual appeal process at the national level preparing project documents using the project planning process (PPP) log frame as a tool. It was a learning process for all parties involved since new Federation guidelines were introduced for the appeal process this year. South African Red Cross is included in the Federation appeal only for the second time since this year and has learnt at the national level the main elements of the process during the past one year.

**Administration and Financial Management Development**

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South African Red Cross managed to secure funding for the second time for 2003 from the Federation capacity building fund (CBF). This time the request targeted the administration and financial management development and CHF 42,800 was granted for a six-month project. Staff related to financial management were invited for training at the national office in September and the Pastel software was introduced for their use. All provinces were provided with new computers and the accounting software. Professionals knowledgeable with the Pastel software will provide further technical training later this year.

With the Federation support South African Red Cross drafted financial rules to be included in their statutory text as part of the statutory review process. The challenge for next year is to review the South African Red Cross financial procedures manual, approve it and disseminate it throughout the structures. In order to continue development of this sector, a separate project proposal is being included in the Federation appeal 2004 for administration and financial management development. South African Red Cross has not managed to recruit a permanent finance manager this year despite various attempts; this remains as a high priority for a developing

national society. It is a matter of urgency to further develop and put in place financial rules and controls as well as procurement procedures for the fast-developing national society. It is also recommended that the terms of reference (ToR) for a consolidated external audit is being reviewed and quotations obtained by a minimum three main auditing firms in the country to facilitate the next audit process.

### **Human Resource Development**

South African Red Cross management has worked hard with a local human resources expert ensuring that key performance objectives (KPO) were completed for all staff categories based on South African Red Cross newly proposed structure. An intensive consultation process took place among current staff members ensuring that experience and expertise among staff was incorporated when building up new KPO. The organization chart ("Organigram") has yet to be finalized and approved in order to move ahead efficiently. It is planned that the same human resources consultant will be used for induction of the corporate governance issues to the new board together with the Federation and ICRC and that he will further assist the board in development of KPO for South African Red Cross governing board.

#### **• Marketing, Resource Mobilization and Partnership Development**

A decision was taken by South African Red Cross in September to engage a South African born, former South African Red Cross communications manager and ICRC information delegate as a marketing consultant from France for about two months to map out the market for Red Cross as well as resource mobilization opportunities in South Africa and develop an integrated marketing strategy for the national society. The consultant arrived on 13 October and as a result among other things, an interesting partnership initiative has been explored with Shell South Africa who is possibly interested in partnering with Red Cross throughout Africa for their Corporate Sector Investment (CSI) initiative. He has also assisted the national society to prepare for the statutory meetings on behalf of South African Red Cross and together with Movement partners.

The Federation and South African Red Cross are currently brainstorming together as how to establish a satellite office for marketing and relationship management in Pretoria where all the major contacts are. Discussion between Harare regional delegation, South Africa country office and South African Red Cross continues on this issue.

South African Red Cross Soweto choir working in the HIV/AIDS community home-based care project was invited by the Federation in October 2003 to sing in the opening ceremony of the Federation general assembly on 28 November and on the World AIDS Day (1 December). Some other events will also be organized for them with the Red Cross museum and the business community in Switzerland. This is a golden opportunity to profile South African Red Cross within the Movement and other stakeholders and disseminate key messages relevant to South Africa. Preparations have been made during the quarter to hold a press conference in Johannesburg on 20 November prior to their departure to Geneva. A high quality information package has been established for internal and external use to facilitate the advocacy, dissemination and information process.

South African Red Cross actively participated in the Southern Africa Partnership for Red Cross and Red Crescent Societies (SAPRCS) meeting in Johannesburg in September. This was a good opportunity to further network with the sister societies in the region as well as with the partner national societies who were present in the meeting.

South African Red Cross has made a fair progress in strengthening its partnership with the South African government at the national and provincial level. The national society leadership met government authorities at the provincial level in several provinces discussing partnership and cooperation opportunities for programming in health and disaster management sectors. During the reporting period, there were some tangible results based on these negotiations and the partnerships were established for delivering relief assistance in Region One and Eastern Cape as reported above under the DM sector.

South African Red Cross appealed for funding the second time late last year from the national lotto and 8 million South African Rand (around USD 1.21 million) was approved for the use of South African Red Cross programming. The national society received 3 million South African Rand during the reporting period and this will assist them in programme initiatives at the grassroots level.

- **Planning and Reporting**

The South African Red Cross has put a lot of effort on finding best practices of reporting from the community level to the national office where all information should be compiled for various purposes. The national society is at the learning state in this regard and plans to systematize planning and reporting in a most effective way for its information and dissemination of implemented programme, projects and activities. Standardized guidelines and formats for planning and reporting need yet to be agreed on at all levels following the planning and reporting workshop held in March. The national society has discussed the PPP training and arrangements were made to send the programme coordinator to participate in a full PPP training organized by the British Red Cross Society in London in November. It is expected that he will then co-facilitate the PPP training planned for the national society during the first quarter of 2004.

South African Red Cross annual report for its fiscal year from April 2002 to March 2003 is being developed with the assistance of local experts and will be widely distributed as part of the information package to be shared in the upcoming statutory meetings in Geneva.

### **Impact**

Despite enormous challenges faced by the national society for moving forward with limited resources in a timely manner, there is a dynamic tone in moving forward. Systems and procedures are being put in place at various levels and there are a lot of discussions and interactions among staff members and volunteers and the new board, demonstrating stronger leadership to support the management. As a result, the national society is steadily continuing its restructuring process moving towards a better functioning national society taking its position as one of the main civil society players in the humanitarian sector in South Africa.

Close cooperation between the governance and management and the new governing board demonstrating a stronger leadership in advising the management has helped the national society to find its way of processing the transition in a committed manner. A structured organizational development programme offers the national society a guiding tool for addressing the bigger picture issues in this process. A regular follow-up by the governance and management in cooperation with the Federation representative on progress made has kept the process focused and moving to a desired direction. The national society acknowledged openly in their general assembly that a solid support from both Movement partners namely the ICRC and the Federation is appreciated as a supporting factor during their transition. Federation's presence within the national society adds value for guidance and support in a timely manner.

Workshops, meetings and training attended by the secretary general and others has offered an opportunity to gain an improved understanding about the Movement work in general on top of developing and strengthening skills in a particular area, such as leadership, people management, resource mobilization and disaster management.

The national society is strengthening its image in the country, regionally and globally taking back its position as an active member of the Federation assisting many more communities and therefore contributing to improving lives of vulnerable people at the community level.

### **Constraints**

The transition process continues in a dynamic way facing challenges typical for these kind of processes such a huge number of issues to be addressed at the same time, limited human resource capacity to respond, uncertainty of the new way of working and expectations from the field and external partners to improve and move on faster. A systematic team-building process with an outside facilitator could further strengthen and clarify the internal process within South African Red Cross.

The national society has gone through an enormous self-analysis and assessment process during the year and developed projects and programmes for next year carefully based on the assessment results and recommendations and addressing the priority challenges faced. As a result, the budget has grown due to the restructuring and scaling up and therefore it is important that all South African Red Cross internal and external partners will now put their resources together in the upcoming years and support the national society in a coordinated manner. This will enable them to strengthen their resource mobilization capacity including fundraising and continue their development. The national society has not been ready this year to start negotiating and developing the Cooperation Agreement Strategy (CAS) in an energetic way due to the internal change process but it has to be made as a

priority for 2004 in order to enable effective coordination and maximize effective resource mobilization and utilization. It is recommended by the Federation representative that the South African government is included in the CAS negotiation process as one of the potential sustainable partners for South African Red Cross.

Lack of human resources at the national society and especially at the national level remains one of the major challenges hampering effective progress.

### **Coordination**

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

**Government:** The national society concentrated in strengthening its contact with the government at the provincial and lower levels and as a result, several concrete partnerships were agreed on especially in the area of disaster response. The Federation participated in some of these meetings supporting the national society leadership and management in their initiative.

Progress made in drafting the Red Cross act for the recognition of the national society was followed up with the liaison person appointed on behalf of the government by the ministry of health. The drafting process did not move on much during the reporting period due to the fact that the government is currently busy with some health bills and some more time is required to address the Red Cross acts. In addition, South African Red Cross will negotiate a national-level partnership agreement with the government after the 28<sup>th</sup> International Conference. This will be based on pledges made in the previous conference but not implemented and the new pledges to be made in December. The national-level partnership will then allow development of service agreements at the provincial level in a formal and coordinated manner.

South African Red Cross has actively followed up with relevant ministries the possible contribution from the government toward the South African Red Cross statutory contributions to the Federation. The government may contribute 3 million South African Rand towards the remaining arrears for 2001-2003. The next meeting with the ministry of foreign affairs is scheduled in Pretoria on 18 November for reviewing the issues to be taken up in the 28<sup>th</sup> International Conference by the South African delegation consisting of the South African Red Cross and the government. The issue of the government support to the South African Red Cross statutory contributions will be discussed again.

**International Committee of the Red Cross:** The new ICRC regional head of delegation, accompanied by the regional cooperation delegate, paid a visit to the South African Red Cross national office on 30 October meeting the president and senior management and the Federation. Discussions concentrated on preparations on the statutory meetings and programming supported by ICRC. Implementation and systematic follow-up on implementation of **Seville Agreement** and the Movement strategy was also discussed. The Federation representative has developed a table for easy follow-up by all partners. Relationship with the ICRC is professional and supportive and extensive information sharing takes place continuously on main challenges and issues.

**Partner National Societies (PNS):** Informal information exchange takes place through e-mail and telephone calls with the PNS supporting or interested in South African Red Cross development. These societies include British, Finnish, German, Icelandic, Norwegian, Swedish and Swiss Red Cross Societies. Communication and exchange of information with the British Red Cross bilateral delegate for HIV/AIDS programming has continued on the spot. The delegate, the only in-country PNS delegation, is now preparing himself to leave by the end of 2003. The Federation and ICRC will represent the Movement support to the national society in the country.

**Peer support and exchange:** The secretary general of the Namibian Red Cross Society co-facilitated self-assessment workshops with the Federation and South African Red Cross both at the regional and national level. This provided an excellent opportunity for exchange and learning between the two societies and this initiative needs to be continued. The Federation representative for South Africa will participate in the Namibia Red Cross self-assessment follow-up in November based on the extensive experience gained in South Africa in the process.

**Regional and global coordination and networking:** South African Red Cross hosted a regional resource mobilization workshop organized by the Harare regional delegation in Johannesburg during the reporting period. South African Red Cross office in Region One played an important role in organizing and assisting Harare in arrangements prior and during the workshop.

South African Red Cross and the Federation representative successfully hosted a regional counterpart relations workshop from 23 to 29 August in Cape Town. The workshop brought together 25 participants from six national societies from the regions and Federation delegates and staff from Asia, Africa and Europe and was managed by the Federation secretariat training department. The South African Red Cross Western Cape region organized field visits and projects related to HIV/AIDS, income generation, poverty reduction and disadvantage women were visited for information sharing, exchange and learning purposes.

The Federation representative and South African Red Cross programme coordinator visited Harare regional delegation in early September for exchange and clarification of the appeal process. Core area delegates and staff were met and main issues related to programming discussed.

Harare regional HIV/AIDS programme finance delegate visited the national society in September to review the financial management system of the national society and discuss the challenges faced in implementation of the Federation regional support for HIV programming in South Africa. He also participated in training of the regional finance staff in relation to the new accounting software.

South African Red Cross leadership and management participated in the two SAPRCS meetings during the reporting period.

South African Red Cross secretary general participated in three workshops in Holland, France and Switzerland in October related to resource mobilizations, skills share, leadership, management and movement induction. These courses provided an opportunity to interact and exchange ideas and experience with other participants around the globe at the same time when new skills and information was provided.

South African Red Cross senior OD officer participated in an organizational development workshop in Nairobi in October where the continental OD networking was discussed.

The Federation food security operation finance delegate visited the national society at the end of October for a one-day mission to review and advice on the finance report submitted earlier by the national society.

**Foreign Missions and International Organizations:** the Federation and South African Red Cross participated in functions and events organized by embassies and consulates of Finland and Austria. Two meetings were held with Shell South Africa discussing possible partnership development. Global road safety partnership project staff from Netherlands invited South African Red Cross and the Federation for a lunch meeting to discuss possible partnership development.

## **International Representation**

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The Federation representative for South Africa participated in the Tokyo International Conference on African Development (TICAD III), Southern Africa Regional Meeting from 22 to 23 May 2003 in the presidential guest house in Pretoria on behalf of the Harare regional delegation. The theme was “*Strengthening Global Partnership in Support of Africa’s Development in the 21<sup>st</sup> Century*”. TICAD is an initiative for African Development launched in 1993 through the joint effort by the government of Japan, the Global Coalition for Africa (GCA), the United Nations (UN Office of the Special Advisor for Africa – UNOSAA and UNDP). The World Bank Group joined the TICAD co-organizers in 2000. The primary functions of TICAD are promotion of high-level policy dialogue between African leaders and their partners and mobilization of support for Africa’s own development efforts.

Meeting was built around nine areas namely consolidation of peace, governance, agricultural development, private sector development (including tourism), infrastructure, water supply, ICT (information and communication technology), human resource development, HIV/AIDS and other infectious diseases, Asia-Africa cooperation and Intra-Africa regional cooperation. Government and representatives from foreign missions, international organizations and NGOs discussed issues in relation to these nine areas in question. Federation made a statement focusing on food security and HIV/AIDS and made interventions on the same and water issues, non-discrimination, gender and partnership development in relation to HIV/AIDS. Other regional meetings in Africa took place in June for Northern/Eastern Africa in Kenya and for Western/Central Africa in Cameroon and were participated by relevant regional delegations. The main TICAD meeting took place in Japan in September.

The Federation representative for South Africa was nominated in April as one of the two Federation participants for the International Masters Programme for Practicing Management (IMPM) 2003-2004 for 15 months. The IMPM is designed to be the "Next Generation" Masters Program, combining management development with management education. It is a degree programme that focuses directly on the development of managers in their own contexts - their jobs and their organizations. The IMPM is therefore deeper than conventional programmes of management development and more applied than traditional degree programmes. It was launched in March of 1996 to acclaim from participants and their companies and the programme takes place in two-week sessions (once per calendar quarter) in five universities in the United Kingdom, Canada, India, Japan/Korea and France during the 15-month period. The IMPM seeks to break the mold of the functional "chimneys" so common in management education: marketing, finance, organizational behavior, etc. Instead, the program is structured around managerial "mindsets", one for each module. The programme opened in Lancaster in UK from 29 April to 13 May with managing in general and the reflective mindset in particular. The next module took place also during this reporting period from 16 to 30 September at the McGill University in Canada, where attention turned to managing organizations and the analytic mindset.

The programme brings together senior managers from various business organizations including Alcan Aluminum Ltd., Lufthansa, Coca-Cola, Fuji, LG, Siemens, Via Rail Canada, Deepak Aerosols India. The Federation together with CECI Canada represents the humanitarian sector in this programme. The programme provides an excellent opportunity for interaction, information and knowledge sharing between various companies and the Federation. As a result, discussions between the Coca-Cola India, the Indian Red Cross and the Federation were initiated during the reporting period. It also provides an excellent advocacy forum for the Federation in five leading universities in the world for disseminating its principles, values and mission.

Since the programme is closely related to the work of the participants, the learning can be easily applied at the workplace after each module and similarly, work experience can be easily shared in the classroom during all sessions.

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DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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**CASH**

				TOTAL COVERAGE		
REQUESTED IN APPEAL CHF ----->				1,096,548		64.3%
CASH CARRIED FORWARD						
REALLOCATIONS FROM AP.01.24/2003				364,924		HIV/AIDS
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
CAPACITY BUILDING FUND				55,000	15/05/2003	PZA006
CAPACITY BUILDING FUND				42,800	29/08/2003	PZA006
SUB/TOTAL RECEIVED IN CASH				705,339	CHF	64.3%

**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	