

Report 2006-2007



International Federation
of Red Cross and Red Crescent Societies

Southern Africa: Regional Programmes and National Society Capacity Building

Appeal No. MAA63001

06/05/2008

This report covers the period of 01/01/2006 to 31/12/2007 of a two-year planning and appeal process.



Women and girls waiting for their turn to draw some water from a hand-pump rehabilitated by Mozambique Red Cross in Ribaué, Nampula Province. (Mozambique Red Cross)

In brief

Programme summary: The regional appeal (MAA63001) covers the regional programmes and capacity building for six southern Africa Red Cross Societies (Botswana, Lesotho, Malawi, Namibia, South Africa and Swaziland). The HIV and AIDS programme is covered separately under the five year regional HIV and AIDS programme (MAA63003) launched in 2006 under the Global Alliance on HIV, and implemented by the ten National Societies¹.

This appeal was 67% covered and 44% of the contributions were received in 2006. A substantial amount of income was received from service agreements with Partner National Societies (PNS) resident in the region. The disaster management (DM) programme budget was 72% funded with 21% received in 2006. Food security and disaster risk reduction (DRR) attracted 61% of the funding under a multi-year programmes supported by DFID and will close by end of April 2008. The health and care appeal received 54% funding support during the two year period with 20% of funding brought forward from 2005. The organisational development (OD) appeal was 51% funded with 46% raised in 2006. More long-term funding is still required in order to sustain country and programmes activities as outlined in the 2008-2009 appeal.

The Federation Zone support to the NS was affected by the transition to Zone status and the consequent move from Harare to Johannesburg. The transition also led to the change in human resource structure at the new Zone office, designed to better serve the NS. The human resources development process therefore ensured a smooth transition and an effective retrenchment process in Harare and recruitment in South Africa. The Zone office effectively became functional in January 2008.

¹ Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe

Southern Africa region succumbed to a number of disasters such as flooding, cyclone, earthquakes and health emergencies (cholera, polio and diarrhoea). The emergencies demanded that the Federation Zone office enhance capacities in disaster preparedness, response, risk reduction and mitigation. Regional floods in 2006 -2007 and 2007-2008 and the tropical cyclone Favio that struck Mozambique early 2007 were the major disasters, which affected over one million people. An effective disaster management mechanism was achieved through strengthening disaster response teams, coordination at country and regional levels, resource mobilisation, monitoring and performance tracking and accountability to all stakeholders.

Goal: To ensure that systems and procedures are improved and well coordinated in order to facilitate an effective implementation of the Federation’s Global Agenda, based on that effective coordination of programmes, consistent provision of quality technical support to NS in governance and management of programmes, international and local resource mobilisation and capacity building are important for a well-functioning NS.

Needs: 2006-2007 budget CHF 15,178,592 (out of which 67% covered).

Click here to go directly to the attached financial reports:
[report 2006](#) [report 2007](#) [report 2006/2007](#)

No. of people we help: Federation Operational Zone for Southern Africa provided technical support and coordination in long-term programming and during relief operations to ten NS in the region.

Our partners:

Red Cross Partners	Summary of activities in 2006
ICRC	Information and promotion of Humanitarian Values and Fundamental Principles
Federation	Capacity Building Fund (CBF), Disaster Relief Emergency Fund (DREF) Technical support to all NS in health and care, disaster management, capacity building, resource mobilisation, governance and management development, finance development, human resource management projects, training in project planning, monitoring, evaluation and reporting.
British Red Cross	Zone health and care, disaster management, water and sanitation
Danish Red Cross	Botswana, Malawi, South Africa and Zimbabwe capacity building
Finnish Red Cross	Swaziland food security, South Africa organisational development, health and care
Icelandic Red Cross	Zone coordination and implementation, HIV and AIDS programme, organisational development
German Red Cross	Zone health and care
Irish Red Cross	Zone health and care, Malawi WatSan programme
Japanese Red Cross	Zimbabwe health and care
Netherlands Red Cross	Zone disaster management (climate change technical support)
Norwegian Red Cross	Zone finance development and OD, Lesotho OD;
Swedish Red Cross	Zone OVC programme, health and care, organisational development, disaster management, health and care
Other Partners	
UNICEF, IRIN, SAFAdids, REPSSI, UNAIDS,	Zone HIV and AIDS technical support
EU	Funding support in Water and sanitation (Zone WatSan Programme, Malawi, Mozambique, Zambia and Zimbabwe)
DFID	Funding and technical support in disaster risk reduction (Zone DRR programmes, Lesotho, Mozambique, Namibia and Zambia)
OCHA, WFP	Technical support in Zone disaster management

Current Context

The southern Africa region countries experienced some humanitarian disasters such as food shortages, flooding, health emergencies mainly cholera, malaria and polio in the past two years. Other calamities such as minor earthquakes and snow were seldom experienced in the region. Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe were affected by food insecurity mainly in 2006 as a result of a crippling “triple threat” combination of HIV and AIDS, erratic rainfall patterns, and weakened government capacity. Household food shortages were also identified as a direct result not only of poor rainfall, but also longer-term factors such economic recession, and declining livelihood security.

Southern Africa remains the epicentre of the worldwide HIV and AIDS pandemic, with more than 12 million people living with HIV, including over 800,000 children. In 2006 alone, approximately one million people died from HIV and AIDS related illnesses, whilst a further 1.1 million were newly infected. HIV and AIDS has become the leading cause of death among adults, leaving more than 4.6 million orphans to fend for themselves. In addition, infant mortality has tripled in most of the region’s countries, largely due to the high levels of mother-to-child transmission. Life expectancy in most of the countries in southern Africa is on the decline with that of Swaziland for example currently at 33 years.

The pandemic has also resulted in a profoundly negative effect on economic growth, demographic structure and security. Predictions reveal that the economies of some southern African countries will shrink by up to 30 percent by 2010 as a direct result of HIV and AIDS, with a decline in the productive work force and an increase in dependency ratios.

The larger emergency operations such as the Southern Africa floods had negative impact on programme delivery by the Red Cross Societies. In some cases, long-term programmes were deferred indefinitely and in some, staff members were re-directed to support immediate humanitarian response. In response to the aforementioned humanitarian challenges, the Federation Zone office enhanced support to the NS particularly in disaster response and institutional capacity development. The Federation Zone office also started the process of development disaster management master plans and contingency plans to ensure that the NS are well prepared. Technical support was also extended to NS management and governance through training and exchange visits. Emphasis was put on the development of voluntarism by ensuring that the NS revitalise the mechanism for caring and supporting the volunteers.

Progress towards objectives

Disaster Management (DM)

Objective: NS’ capacity in disaster management is strengthened through development of adequate human resources to design, implement and monitor disaster risk reduction projects based on community participation.

Achievements

Disaster preparedness: The Federation Zone facilitated a regional disaster response team (RDRT) training in Botswana, in order to strengthen the NS disaster management capacity. The RDRT training focused on how best to respond to a food insecurity crisis. A total of 30 NS participants were trained during a two week programme, which included theory and practical exercises. This brings the number of trained RDRT members to 270 across southern Africa region.

At the sight of diminishing relief stocks in the region, the Federation Secretariat provided funding support to procure disaster preparedness stocks (4,000 shelter kits and 1000 tents). This donation increased the capacity of the Federation Zone to provide shelter to 25,000 people (5,000 families) in an emergency.

Food Security: In 2006, the Federation Zone office assisted NS in developing food security strategies in line with the Millennium Development Goals (*to reduce poverty and hunger*) and the Algiers Plan of Action. By end of 2007, eight NS (Botswana, Lesotho, Malawi, Namibia, Mozambique, Swaziland, Zambia and Zimbabwe) submitted their long-term food security strategies with the exception of Angola and South Africa. The Federation Zone consolidated these into a regional strategy, which, among others, outlined a framework for achieving food security objectives in southern Africa. It then became a prerequisite to evaluate and share lessons learnt and good practices on food security and livelihood interventions, as a baseline for the development of long-term zone and country food security plans of action. Consequently, a food security strategy review meeting was held in November 2007, also designed to refine concepts and achieve consensus among partners on assessment and monitoring processes. American, Danish, Finnish, German, Icelandic and Swedish Red Cross Societies, the ICRC and FAO, SADC representatives, Federation Zone and Geneva Secretariat participated at the workshop. The deliverables were a strategic document and defined roles and responsibilities in implementing long-term food security programmes.

In partnership with Finnish and Norwegian Red Cross Societies, the Federation Zone office coordinated the implementation of a long-term food security programme in Lesotho, Malawi, Mozambique, Swaziland and Zimbabwe. The major thrust of the proposed food security programme was to achieve a significant increase in agricultural production in a sustainable way; thus ensuring an improvement in food provision and culturally appropriate food supplies. The programme was launched in June 2007 to be implemented until May 2008 with funding support of CHF 2.7 million in cash and in-kind donation to assist a minimum of 25,000 beneficiaries for nine months. The targeted beneficiaries included PLHIV, OVC and caregivers, marginalized communities, female-headed and child-headed households, the elderly and chronically ill. The project has managed to empower the communities through training of lead gardeners, volunteers and communities (90% women) in agricultural techniques and, subsequently supporting them. The funding support came at a critical time when the five NS has challenges in addressing the food shortage and depleted livelihoods. This programme overlapped with the Southern Africa Integrated Food Security Programme, which was closed six month later in December 2007.

Disaster risk reduction (DRR): In partnership with DFID and the British Red Cross, the Federation Zone coordinated the implementation of a three-year (2005-2008) DRR programme (DFID Phase II) in Lesotho, Mozambique, Namibia and Zambia. The main focus of the programme is to strengthen community resilience to disasters, building disaster response capacities and increasing knowledge sharing, advocacy and DRR policy influence.

As part of the exit strategy for the emergency food security programme, a number of livelihood activities were integrated during the last quarter of 2006 into the DRR project in areas where both projects were implemented in the same district. The approach is commendable as it promotes maximisation on use of resources and contributes to the broad impact on mitigation and livelihood recovery.

In an effort to increase the regional human resource capacity in vulnerability and capacity assessments (VCA), a regional multi-disciplinary, multi-agency “Learning by doing” VCA training of trainers was conducted in October 2006 in Lesotho. A total of 30 participants attended including two participants from South Asia Federation regional delegation. The VCA training ensured knowledge sharing among Red Cross Societies, government disaster management authorities, the academia, UN agencies and other non-governmental organisations (NGOs).

To complement the knowledge sharing aspects of the project and at the same time influence policy and practice in DRR, the Federation Zone office jointly with the ProVention consortium organised a two-day forum on DRR. The forum’s theme was “*Local perspectives on disaster risk reduction*” and participants were drawn from the Red Cross, NGOs, UN agencies, the academia, government disaster management authorities and policy makers. The key outputs of the forum fed into the annual ProVention forum on DRR, held in Tanzania in February 2007.

The DRR mid-term review was conducted in May 2007 and recommendations have led to a more focused and robust approach at the community level. The number of beneficiary communities has in some cases been scaled-down and there is more ownership of the resulting activities. However, due to the late start of the projects in some areas, more funding support is required to sustain some of these activities after April 2008.

Disaster response: Federation Zone DM department coordinated the development of emergency operations supported through DREF and international emergency appeals as follows; two DREF and four emergency appeal in response to floods in Angola, Namibia, Malawi, Mozambique and Zambia; two DREF for hailstorm in Swaziland, two DREF and an emergency appeal for cholera and diarrhoea in Angola, Mozambique and Zimbabwe (diarrhoea); and a DREF operation in response to a polio outbreak in Namibia). The emergency operation reached approximately one million people in seven southern African countries

The NS, with support from the Federation Zone office made deliberate efforts to improve the quality of services in emergencies through developing disaster response and contingency plans, setting up early warning systems, pre-positioning of relief stocks, intensifying local resource mobilisation, ensuring involvement of the communities in identifying the needs, beneficiaries and during relief interventions, networking and establishment of partnership. The main activities which demanded support from the Federation Zone office included provision of safe clean water, sanitation facilities, and temporary shelter and relief items. The Federation Zone provided technical support in volunteer mobilisation and the deployment of RDRT where the NS was overwhelmed. Another dimension was on ensuring compliance to Sphere minimum standards and the vulnerable people are receiving assistance and live with dignity.

Challenges or Constraints:

- The major constraint on the implementation of long-term programme has been the significant increase the disasters in the region, which has setback programme delivery. The emergencies consumed the absorption capacity of the NS, to the detriment of long-term programmes.
- While Angola, Botswana, Lesotho, Malawi, Namibia, Mozambique, Swaziland and Zimbabwe were still addressing the food insecurity and livelihood issues, the countries encountered new emergencies as a result of heavy rains, severe hail storms, which had devastating effect on peoples' home, the infrastructure, livestock and crops. The new crisis had all the indications of continued food insecurity, outbreak of water-borne diseases including cholera and malaria.
- Short term-funding have not been conducive to sustain the long-term disaster management programmes such as DRR and livelihoods recovery linked to the home-based care projects. Options are being considered include local fund-raising, applying for funds from the disaster preparedness programme of ECHO (DIPECHO) for 2009 and linking the small scale projects with the wider Red Cross Red Crescent Africa food security initiative due to start in 2009.

Health and Care

Community-based health

Objective: NS are equipped with skills to implement community-based health and care interventions in order to improve the health status of the vulnerable people

Achievements:

The health and care department focused on response to health emergencies such as cholera, diarrhoea and polio outbreaks. In the absence of a health and care coordinator, the department contributed to the development of contingency plans in collaboration with the disaster management departments.

The NS have agreed to revitalise the first aid programme and partnership with the Belgium Red Cross-Flanders are being strengthened to ensure funding and material support. A meeting on commercial first aid (CFA) was held in June 2007 and attended by representatives from all southern Africa NS, mainly

the health and care technicians. Issues discussed included the re-activation of the CFA programme in the region; integrating CFA with home-based care (HBC); development of a CFA marketing strategy; global advocacy on overall strategy in CFA; centralised purchasing of first aid materials for the region; terms of reference for an annual forum on CFA; skills development and training of trainers on CFA.

As a good practice, Botswana Red Cross is the leading provider of first aid training in the country. The broad objective is to provide people with the skills to administer emergency treatment and saving lives. To achieve this, the NS takes responsibility for the following activities: training clients in various levels of first aid, issuing First Aid certificates; distributing the syllabus on first aid curriculum, selling kits, setting national first aid and safety standards in conjunction with the Road Safety Committee and Botswana Mining Safety Council, provision of First Aid at social, sporting and National events

Challenges or Constraints:

- The absence of a health and care coordinator at the Zone level compromised the coordination of the activities in the region, particularly progress on integrated programming. However, the health and care coordinator was recruited end of 2007 and a plan of action for the next two years has been developed.

Water and Sanitation (WatSan)

Objective: The capacity of Malawi, Mozambique, Zambia and Zimbabwe Red Cross societies to assess, design, resource, implement, monitor and evaluate water supply, sanitation and hygiene promotion projects in integrated health and care programmes is increased.

Malawi, Mozambique, Zambia and Zimbabwe continued implementing the Federation supported long-term development water supply, sanitation and hygiene promotion projects. The programme is in line with the Water Supply and Sanitation (WSS) of the Millennium Development Goals and Federations Global WatSan Initiative (GWSI). The African, Caribbean and Pacific – European Union (ACP-EU) and PNS funded project were approved in Mozambique for four years and Namibia for three years. The four years project in Mozambique will start in January 2008 and the Federation Zone office is providing technical support during planning and implementation of the projects. The project in Zimbabwe closed the first year and will be implemented for two more years. In Zambia the three years project started in April 2007 and will continue until 2009.

Apart from that, the NS implemented short and long-term emergency activities; e.g. Zambia Red Cross provided WatSan services to Congolese refugees in Northern Zambia and transition camp in Lusaka, while Malawi Red Cross provided WatSan services to multinational refugees in Luwani and Dzaleka refugees' camp. Namibia, Malawi and Mozambique Red Cross Societies implemented water supply, sanitation and hygiene promotion projects supported bilaterally by PNS. With technical support from the Zone Office, Namibia Red Cross implemented a short-term flood relief project and Mozambique Red Cross implemented a six months project under the floods operation in 2007.

In emergency operations, supported was given to Angola Red Cross to provide clean water and sanitation facilities to families affected by a cholera outbreak and floods in eight provinces. A WatSan delegate was recruited for 12 months from October 2006 to support the NS in the emergency operation.

In terms of capacity development, the Federation Zone office facilitated a workshop on project management for 12 participants from Malawi, Mozambique, Zambia, Zimbabwe Red Cross and the Federation. The WatSan hardware² officer attended training on water supply ("Introduction Course for Water and Sanitation in Development and Emergencies") in Madagascar. The main objective was skills development on water supply improvement techniques, equipments and water treatment at household

² Hardware (WatSan) – refers to low-cost technology to enable community level sustainability

levels. The hardware officer also attended a WatSan Emergency Response Unit (ERU) training facilitated by Germany Red Cross in Bonn. The software³ officer attended a two weeks Participatory Hygiene And Sanitation Transformation (PHAST) course (training of trainers) hosted in Malawi and co-facilitated by East Africa regional software officer. Consequently, the software officer was invited to facilitate at a global PHAST training in Colombo, Sri Lanka, which was organized by Federation.

Challenges or Constraints:

- The financial management and reporting for the WatSan programme has been a challenge in that the returns were submitted late from the NS, which consequently affected disbursements of funds from the Federation. The Federation Zone office hence is strengthening monitoring and management of the financial process in order to improve on efficiency and accountability. This is done through ensuring compliance to operational agreements.

Humanitarian Values

Objective: To improve the capacity of NS in southern Africa in generating a higher degree of visibility, credibility and reduce stigma and discrimination among vulnerable communities

Achievements

The Southern Africa Regional Communication Forum was created as a working group that seeks to build capacity in communication and media relations. The SARCOF reports to the Southern Africa Partnership of Red Cross Societies (SAPRCS) sub-committee on communication and works closely with the senior management at NS and Zone level.

The information and promotion of Fundamental Principles and Humanitarian Values activities at NS level continued receiving funding support from the ICRC and the Federation. The Federation Zone office focused on strengthening capacity in information gathering, writing stories and development of the relations with media agencies. Through continued documentation of the best practices from the region, visibility of Red Cross work has been increased at regional and international levels. The ICRC supported dissemination, which improved the understanding of the Red Cross mandate, especially in countries faced with political instability. A number of integrity issues arose but were amicably resolved without damaging the image and reputation of the concerned NS. This was achieved through continuous governance and management development and education, and advocacy work with the relevant stakeholders.

The Federation Zone office also supported NS in developing locally appropriate campaigns to promote the reduction of stigma and discrimination, and advocating on behalf of PLHIV using key community leaders. Involvement of key community leaders as practiced in Malawi ensures sustainability and ownership of community projects. Following the successful launch of the ART tool kit at regional level, the NS information department together with HIV and AIDS assisted in the promulgation of the tool kit at various community fora. Although there was funding for local launch of the tool kit, some NS shared regional press release and other materials with their local media, which ensures consistency throughout the region.

The Federation Zone office and the NS demonstrated a significant improvement in the management of information evidenced by the increased media attention on Red Cross activities. A media tour was successfully done in 2006 and used by various media agencies at global level to advocate for the humanitarian needs and priorities in southern Africa. The media tour also focused on raising awareness on the impact of HIV and AIDS and food insecurity. The international media and PNS communications teams toured Malawi (twice), Zambia, Namibia, Mozambique Lesotho and Angola. Agence France Presse, Associated Press, Voice of America, World Television, Swedish Radio, Svenska Dagbladet and local media in the respective countries participated in the tour. Although, there

³ Software (WatSan) – refers to the planning stage of a project where needs of a community are identified, defined and capacities build in order to promote self-sustainability, ownership

was competition on media attention with a number of major world events, the southern Africa media tour managed to draw the attention of key target groups.

Challenges or Constraints:

- Lack of basic equipment, such as cameras, is a setback that affects quality and flexibility in the production of information materials by the NS. Most of the NS have inadequate access to proper communication equipment such as Internet or email facilities, posing a big communication challenge. At the moment, only three NS; Mozambique, Namibia and South Africa have reliable communication networks.
- Although funding support for the information processing has improved, there is still need for more investment in communication and publicity in response to the recurrent emergencies in the region.
- High staff turnover in the NS communication departments had serious repercussion on the efficiency in production of news stories and also affected strategic partnerships with media agencies.

Capacity Development

Objective: NS have improved systems, structures, qualified and competent boards, staff and volunteers that operate within the confines of a well-functioning NS

Achievements

The Federation Zone provided technical assistance in the preparation and holding of the NS general assemblies (GA). In most countries the GA were attended by invited guests, government officials, ICRC, resident PNS and the Federation representatives. Angola Red Cross held its third General Assembly in October 2006, since 1995, elected a new governing board and adopted the new Constitution and the Strategic plan. Botswana, Lesotho and Zimbabwe Red Cross Societies held GAs in 2007 with no elections. In Botswana, the revised Constitution and strategic plan were adopted and Zimbabwe Red Cross' National Executive Committee (NEC) presented the revised Constitution before presenting to the Joint Commission.

Federation Zone ensured support in the operationalization of Navision Accounting Software through in-country coaching and monitoring visits. With the assistance of a Microsoft consultant, the Federation Zone coached Lesotho, Mozambique and South Africa Red Cross Societies on the features of Navision accounting software focusing on how the new Navision database structure will improve their current business processes especially financial reporting.

In terms of human resource development at NS level, the Zone HR technically supported specific NS upon their requests on management and governance relations, staff contracts and remuneration and organisational structures. NS HR managers had an opportunity to jointly attend a meeting in Geneva where issues such as the human resources strategy and decentralisation were discussed. The first HR and volunteer management working group meeting will be held in early 2008.

It is also important to highlight that the human resources development strategy remained consistent and efficient in recruitment processes, staff development, and volunteer management and during termination of contracts. In 2007 a number of Federation regional delegation local staff members were retrenched under the decentralisation process and office relocation to South Africa. The process was handled professionally and efficiently despite the delays in negotiations for the retrenchment package.

Through the resource mobilisation strategy, the Federation Zone office coached NS on the identification and documentation of potential donors. A donor monitoring database was established and will be continuously updated through a systematic donor mapping process. The NS capacity in local fundraising was strengthened through the operationalization of the resource mobilisation strategies. At least nine NS (Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe) have comprehensive resource mobilization strategies based on their needs

and local conditions. The Federation Zone facilitated in-country workshops on resource mobilisation and also helped NS in the formation of strategic partnerships particularly with local humanitarian donor agencies. All NS have a resource mobilisation team led by the secretary general, whose responsibility is to ensure implementation of the strategy.

The Zone PMER department coordinated the development of a PMER system for the HIV and AIDS system in line with the Global Alliance on HIV principles of one performance tracking, accountability and reporting system. The PMER tools and guidelines were developed with assistance of a monitoring and evaluation (M&E) consultants and technical inputs from the Federation Secretariat in Geneva. A PMER workshop was held in December to orient the NS PMER officers and HIV and AIDS coordinators on the new tools. Malawi Red Cross was elected the chair of the PMER working group, which reports to the organisational development sub-committee of the SAPRCS.

Challenges or Constraints:

- The Federation decentralisation process had an impact on programming particularly at zone level where the office was moving from Harare to Johannesburg. The transition process led to gaps in human resources and reallocation of responsibilities, consequently implementation lagged behind.
- The NS need support in gathering data at the source and production of both financial and narrative reports, which is currently not systematic. More resources are still required to roll out Navision accounting software to the NS branches.

Working in partnership

The Federation Zone office in Southern Africa through membership service ensured technical supports in the formation of operational alliances and strategic partnerships. With the Federation Zone's Support, built effective partnerships with the government, UN agencies such as UNOCHA, UNICEF, WHO, FAO, IOM, UNHCR, WFP, OXFAM, and other non-governmental organisations, local corporate, faith-based organisations and community-based organisations. Collaborative work was evident during assessments, situation monitoring and distribution of relief supplies, implementation of community-based project particularly in needs and beneficiary identification. In addition, the Federation Zone office, country representatives and the NS in countries affected by disasters worked closely with other agencies and participated during in-country coordination meetings which were chaired mainly by UNOCHA or national disaster management authorities.

Collaboration and the integration of the NS food security within the organization and with other agencies (CARE, World Vision, Minister of Agriculture, Minister of Health etc, FAO and WFP) has strengthened food security activities and lessened duplication of efforts. There is a positive response from other stakeholders after sensitization on the need for mainstreaming food security, HIV and AIDS, sustainable livelihoods, capacity building, WatSan into long-term programming.

The number of multilateral projects at country level also increased, and a good example is the WatSan programme with partners including the Belgium, British, Finnish, Irish, Norwegian, Swedish Red Cross Societies, Nestle, and EU. The role of the partners was to ensure availability of funding support particularly for projects in Zambia, Zimbabwe, Mozambique and Namibia, whilst the Federation Zone provided technical support in the implementation and management of the programme.

Partnership with media agencies were also enhanced, whereby the Federation/IRIN partnership resulted in the production of four video documentaries, 12 radio programmes, over 40 feature stories and a photo essay book, which enhanced advocacy initiatives by the Federation in the zone and abroad. The Memorandum of Understanding (MoU) has been clearly defined in of the terms of reference (ToR).

Contributing to longer-term impact

The southern Africa regional programmes and NS capacity building framework was designed to contribute to the Federation Global Agenda's goals. The activities are implemented according to the New Operating Model and are sensitive to the needs and priorities as outlined in the NS strategic plans.

The programmes are also designed to empower the communities and build resilience. Through documentation of lessons learnt, the NS are able to reflect on their work and ensure improvement in future programmes. Staff, volunteers and community members are trained and implement activities taking into account gender diversity as well as addressing HIV and AIDS concerns. In mobilizing volunteers and staff, both females and male were sensitised to address the needs of the vulnerable people according to their needs based on the humanitarian imperative.

In emergency operations, staff involved in disaster response activities are informed about and had to abide with the Red Cross Code of Conduct and the use of SPHERE minimum standards during planning and provision of services of both developmental and relief programmes. Through support extended to the NS during disaster response and DRR activities, gender and equity were integral parts of capacity building.

Human resources department and its related activities reflect the networked nature of the organisation and compliance with its Fundamental Principles. The Federation Zone office has participated in discussions on the global human resource strategy, which has seen some improvements in recruitment methods such as the introduction of assessment centres, delegate profiling and the revision of the basic training course modules. Developments in human resource management have a long-term impact on staff motivation and retention.

Looking ahead

Priorities for the next appeal period are on ensuring that programme staff members are recruited as a matter of urgency and technical support to the NS is sustainable. This is to cover the human resource capacity temporary gaps created due to the transition process. Another focus is on ensuring an enabling and supportive working environment by ensuring that all staff members are aware of the Code of Conduct and related disciplinary processes, implementation of the HIV and AIDS workplace activities as well as ensuring team spirit among all staff.

The Federation Zone will increase support to NS and strengthening of the functionality of various working groups as well as being part of the global groups. Programmes such as in health and care and organisational development are to be scaled-up following the recruitment of the coordinators at the zone level. The new PMER and resource mobilisation units will also reinforce the Federation support to NS in the development of funding base and accountability.

How we work	
<p>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) in delivering quality and accountable assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at http://www.ifrc.org</p>	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
<p>For further information on this Appeal, contact:</p> <ul style="list-style-type: none"> • In Operational Zone for Southern Africa: Françoise Le Goff, Head of Zone Office, Johannesburg; Email francoise.legoff@ifrc.org; Phone: Tel: +27.11.303.9700; +27.11.303.9711; Fax: +27.11.884.3809; +27.11.884.0230 • In Geneva: Busi Tshili; Officer (Management Support Team), Coordination and Programmes Division; Email: busisiwe.tshili@ifrc.org; Phone: Tel: +41.22.730.4207; Fax: +44.22.733.0395 	