

Annual report



International Federation
of Red Cross and Red Crescent Societies

Southern Africa Regional Programmes

MAA63001

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This report covers the period
01/01/10 to 31/12/10



Namibia Red Cross volunteers preparing to erect a pit latrine at the relocation camp in Caprivi region, for utilization by families displaced by floods (photo: NRCS)

In brief

Programme outcome: In line with the strategic aims of Strategy 2020, the expected outcome of International Federation of Red Cross and Red Crescent Societies (IFRC)'s Southern Africa Regional Representation Office (SARRO) is strengthened capacity of the ten National Societies (NS) in the region to deliver services aimed at enhancing community resilience to disaster and public health emergencies, with protected livelihoods and strengthened capacity to recover from disasters and crises, whilst promoting healthy and safe living, social inclusion and a culture of non-violence and peace.

Programme(s) summary:

Disaster Management:

The multiple hazards in southern Africa called for a comprehensive disaster management system that addresses diverse humanitarian challenges and vulnerabilities. Of particular significance was the SARRO-coordinated launch of the Zambezi River Basin Initiative (ZRBI), which is a community-based programme aimed at increasing the resilience and preparedness of communities living along the Zambezi River basin in seven countries, through various programmes implemented by the NS. The seven NS, with the support of Swedish Red Cross, USAID and Global Alliance on Disaster Risk Reduction (GADRR) have been strengthening the institutional capacity of branches along the Zambezi river basin, under the first phase in the rollout of the ZRBI. Reports indicate that the investments in preparedness have resulted in progressively reduced morbidity and mortality.

With the coordination and technical support of the regional DM unit, NS developed and operationalised the disaster management master plans (DMMP) as a framework and road map for DM programme development. The DMMP systems approach provided a platform for strengthening coordination between Movement partners, governments, humanitarian agencies, donors and the communities on disaster preparedness, risk reduction and response.

The regional DM unit also assisted NS in carrying out emergency simulation exercises on natural and man-made hazards in Namibia, Mozambique, Lesotho and Malawi in preparation for the 2010 floods season. The DM unit helped NS to update disaster contingency plans based on the lessons learnt from the 2008 and 2009 disaster trends in the region. The process resulted in improved disaster response operations during the year.

In order to promote social inclusion and a culture of non-violence and peace, SARRO supported South African, Lesotho, Swaziland and Zimbabwe Red Cross to start up the “UBUNTU Initiative”. The initiative aims at strengthening NS capacity in humanitarian service in response to cases of urban violence, as well as to design programmes that encourage harmony and defuse tension between the host community and immigrant populations. This is against a background of the 2008 xenophobic attacks in South Africa that resulted in over 62 deaths and 100,000 people displaced or returned back to countries of origin.

Eight NS continued the implementation of the food security (FS) strategies, which are aligned to their national agricultural policies. The FS interventions are formulated in line with the IFRC long-term food security strategy (LTFS), which promotes sustainable food and livelihood security for vulnerable households in rural and urban areas.

In disaster response, SARRO assisted NS in the launch of IFRC-supported disaster emergency relief fund (DREF) operations including: Malawi Earthquake and Measles, Mozambique Floods and Cholera, Zambia Cholera and Floods, South Africa Rift Valley Fever and Civil Unrest.

Health and Care (H&C)

The H&C department continued supporting NS through community-based health and care (CBHC), water and sanitation (WatSan), malaria programme and health in emergencies. One of the achievements in 2010 was the development of a strategic framework for integrating HIV and AIDS component within the mainstream H&C to ensure effective coordination and enhanced service delivery to vulnerable people. The community-based health and First Aid projects were effectively rolled-out to all NS as an entry point to H&C activities at community level. Community-based health and First Aid (CBHFA) activities were also integrated with the ZRBI and during emergency responses.

Projects to address the health challenges posed by malaria outbreaks were implemented in Namibia, Malawi and Mozambique directly supported by SARRO. A number of NS also received technical support in their involvement in national immunization campaigns. Such involvement has enhanced partnerships with the local authorities, and increased the capacity of Red Cross volunteers.

The water and sanitation (WatSan) projects under that ACP water facility¹ also continued in Mozambique, Namibia, Zambia and Zimbabwe. Lesotho and Malawi have long-term integrated WatSan projects supported multilaterally. With support from USAID, South African, Malawi and Mozambique Red Cross implemented the human pandemic preparedness projects with the goal to minimise mortality and morbidity in case of a human flu pandemic.

National Society Development (NSD)

The Africa Zone restructuring process presented an opportunity for the development of a homegrown initiative for the sustainable development of NS in Southern Africa. The key driver has been a system of sub-regional groupings that aim at promoting peer-to-peer support as a

¹ The ACP-EU Water Facility was set up by the EU in 2004, with the principal objective of providing water and basic sanitation to the poor, and to improve water management governance in African Caribbean and Pacific (ACP) countries.

means of optimising the utilisation of available skills and resources. In its first year of implementation, and with initial support from Norwegian RC, the initiative has seen an increased level of cooperation and learning amongst the ten National Societies. Several cross-border initiatives have also been developed to address common emergency as well as development challenges.

During 2010, SARRO assisted Zambia RC and Zimbabwe RC to revise their statutes. Working in collaboration with ICRC, the team also supported South Africa RC in developing a plan for the dissemination of the Red Cross Law. These will go a long way in ensuring these National Societies are increasingly well-functioning.

In addition to the broader activities for the dissemination of Strategy 2020, SARRO supported the revision of Strategic Plans for South Africa RC, Swaziland RC, Namibia RC and Malawi RC. More still needs to be done in 2011 to ensure plans are consistent with Strategy 2020. The team also supported the implementation of the Intensified Capacity Building (ICB) project in Namibia RC. The lessons learnt, as well as the successes of the project have been shared both within and outside the region.

Several programmes were run to support leadership and management development in National Societies. These included induction programmes for members of Governing Boards of Zambia RC and Namibia RC. Meetings were also held to design strategies for financial sustainability, humanitarian diplomacy and partnership development, amongst others. In addition, SARRO supported the development of relevant policy guidelines especially for youth development and resource mobilisation.

Efforts by South Africa RC and Lesotho RC to enter into long-term financial agreements with their respective governments were boosted by the signing of Memoranda of Understanding. This was made possible with the support of SARRO and other movement partners.

With financial support from Swedish RC, the Organisational Development Working Group engaged in activities aimed at promoting branch development, human resource management, and performance management across the region. Whilst challenges still exist, especially around staff retention, the result of these interventions has been the introduction of more harmonious and professional management systems, and a continuous engagement with top leadership in seeking solutions to the underlying causes of some of the challenges in these areas.

All the National Societies in the region were supported in developing tools, such as financial manuals, Youth strategies and HR Policies. Branch development and capacity building tools were also developed and used, e.g. in Botswana RC. These have led to a remarkable improvement of the overall management of the National Societies as reflected in better programme delivery, as well as in a more stable and motivated workforce.

Other areas of support have been towards improving programme monitoring and evaluation, and in financial management systems development. With the support of Norwegian RC, nine out of the ten National Societies continued to receive technical assistance in operating accounting systems based on Microsoft Dynamics Navision accounting platform. This has contributed to timely audits, and the production of unqualified audit reports for successive years.

The result of investments in areas of volunteer development, Youth has resulted in the existence of a reliable volunteer database in several National Societies as well as the necessary policies and strategies. With support especially from Swedish RC, the Southern Africa Youth Network SAYNet has grown into a vibrant organisation that is capable of leading its membership in actively participating in the affairs of their respective National Societies.

Financial situation: The original 2010 budget was CHF 3,076,580, of which CHF 2,097,250 (68 per cent) was covered during the reporting period (including opening balance). Overall expenditure

during the reporting period was CHF 2,010,208 (96 per cent of available funds, 65 per cent of the original budget).

[Click here to go directly to the financial report](#)

See also (insert related appeals here)

- [MAA63003](#) Regional HIV and AIDS programme: 2006 – 2010
- [Zambezi River Basin Initiative](#), launched in 2009

Number of people we have reached: SARRO provided technical assistance in the coordination of programmes as well as in resource mobilisation directly to all ten NS in southern Africa Region, i.e. Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

Our partners: The DM unit partnerships were strengthened through inter-agency collaboration with OCHA, SADC, UNICEF, FAO, UNHABITAT, WMO (World Meteorological Organisation) and UNAIDS. These partnerships expanded focus from response to DRR. In addition to DFID, Movement partners supported the DMMPs, including Danish, Swedish, Norwegian, British and Finnish Red Cross as well as ICRC. ZRBI partnered with the National Disaster Management/Civil Protection units, USAID, WMO, GTZ, and UNOCHA, Global Alliance on DRR (GADRR), SADC, Swedish, Norwegian, Spanish, German, Red Cross, and Climate Centre. SARRO is a member of the RIACSO regional interagency coordination body while the NS are members of the National Disaster Committees. Through these forums, information is shared on early warning, preparedness and response coordination among the different agencies. The WatSan programme was supported by EU, USAID and bilaterally by other partners. The National Society Development (NSD) programme received support especially from Swedish RC and Norwegian RC. Other partnerships included Finnish RC, Danish RC and ICRC.

IFRC-SARRO and all National Societies in the region want to thank partners for their support to this appeal and for their collaboration during 2010.

Context

Countries in Southern Africa faced a number of complex humanitarian challenges that necessitated the intervention of SARRO. These included:

- Population movement occasioned by natural disasters (i.e. floods, earthquakes, prolonged drought and fire incidents),
- Induced migration and rural-urban migration, with attendant risks and vulnerabilities to food insecurity, poverty and health disasters (HIV and AIDS, cholera, pandemic influenza)
- Cross- border displacement caused by internal political events and instabilities
- Politically or socially motivated violence and harassment of both migrant and host populations
- Insufficient investments in the delivery of social services.

The annual meeting of meteorologist from Southern Africa Development Cooperation (SADC) has been a good source of data regarding countries requiring priority attention for preparedness for floods, cyclones or drought. A regional forecast for the 2010/2011 rainfall season for Southern Africa was produced after the Southern Africa Regional Climate Outlook Forum, which took place in Zimbabwe in August 2010. A floods warning was issued with forecast of above normal rains that were influenced by the La-Nina phenomenon in the rainy season slated for October 2010 to April 2011. This period is also associated with Floods especially along the Zambezi River basin. The SARRO used the information for advance disaster preparedness planning in terms of supporting NS on updating their contingency plans and simulation exercise, training and refresher training for staff and volunteers, and pre-positioning of relief stocks in floods high risk areas.

The SARRO is located in South Africa, which continues to be the economic powerhouse of Southern Africa region. Since the fall of apartheid, hundreds of thousands of people from across Africa have migrated to the republic seeking prosperity and fleeing poverty, conflict, hunger and despair. The

migrants mostly end up in the informal settlements that ring South Africa's cities and this becomes a source of humanitarian challenges.

In Zimbabwe, the humanitarian situation remains challenging and fragile to sudden shock. This is largely because the underlying causes of the humanitarian crises facing the country have not been fully addressed. Dilapidated infrastructure leaves the country exposed to disease outbreaks such as cholera, measles, typhoid and malaria, which ordinarily can be prevented and controlled in a functional health system. This state of affairs calls therefore for continued humanitarian support.

The Zambezi River flows through most of southern African countries and observation records and climate projections provide evidence that the Zambezi River basin is vulnerable to climate change, with wide-ranging consequences for communities living in the basin.

The increased frequency and severity of droughts, floods, and cyclones, and the significant rise in average temperature of 0.5°C over the past century are worth noting. The resultant impacts of the rising temperatures such as a change in rainfall patterns and rise in sea level have socio-economic and environmental impacts affecting especially vulnerable communities living in the Zambezi basin. Diseases such as malaria and cholera have increased and are expected to increase further during the course of this century.

However, some of the factors that increase vulnerability to climate change are closely associated with poverty. Poor people are often the ones to suffer injury, loss, death, or harm from droughts, floods, or other extreme events as they have less capacity to recover. This is due to lack of resources to cope with the climatic challenges, lack of access to productive land, and displacements due to floods, conflicts, or famine. Households that are affected by HIV and AIDS, malaria, and other infectious diseases are often more vulnerable to climatic events, as they may experience labour shortages during critical periods or disruptions in their family life.

Regional cereal availability was sufficient to meet regional consumption requirements for the 2010/11 marketing year and still leave enough to export outside of the region. South Africa and Zambia produced the largest exportable maize surpluses at 4.67 million MT and 1.1 million MT respectively. A food security condition in Southern Africa was hence favourable in most areas as households benefitted from good harvests and declining food prices. However, localized food shortages resulting from crop production failures (2009/2010 production season) in parts of the region affected some households. Southern Malawi, the semi-arid areas of southern and central Mozambique and southern Zimbabwe were most affected. Many households in these areas required external assistance to meet basic food needs until the next harvest in April 2011. In-depth national food security and vulnerability assessments were carried-out and the results including the FAO/WFP Crop and Food Supply Assessment Missions (CFSAM) in Mozambique and Zimbabwe informed decisions for interventions in response to food insecurity (Sources of info FEWSNET June 2010).

Progress towards outcomes

Disaster Management

Programme Component: Disaster Preparedness

Outcome 1: Capacity in skilled human, financial and material resources is optimised for effective community-based disaster preparedness in the ten NS.

Achievements

SARRO coordinated and facilitated the annual DM planning and review meeting held in Johannesburg in March and attended by all DM coordinators, food security and DRR officers representing all the ten NS. The meeting reviewed successes and challenges of implementation of DM activities in the region, and strategies for improving and up scaling DM services in the region.

The IFRC international disaster response law (IDRL) delegate and DM regional team coordinated meetings on IDRL with OCHA and UN teams to discuss the importance of IDRL in disasters. A follow up regional meeting with policy makers and SADC is scheduled for November 2011. Namibia and Mozambique are the pilot two countries in southern Africa region to pilot the IDRL programme.

In order to improve the quality and effectiveness in disaster response, SARRO regional and national team training, contingency and response planning, early warning information and prepositioning of relief items stocks were intensified. SARRO DM task force continued the coordination role, supporting programme review processes, development of contingency plans for recurrent disasters such as cholera outbreaks and floods.

The ten NS in the region managed to update their disaster contingency plans based on country disaster trends as illustrated the table below:

National Society	Floods	Urban Violence	Disease Outbreak
	<ul style="list-style-type: none"> • Storms • Cyclone(CVM) 	<ul style="list-style-type: none"> • Xenophobia • Election Violence • Food Riots 	<ul style="list-style-type: none"> • Cholera • H2P
Angola	X		X
Botswana	X		X
Lesotho	X	X	X
Malawi	X		X
Mozambique	X	X	X
Namibia	X		X
South Africa	X	X	X
Swaziland	X	X	X
Zambia	X	X	X
Zimbabwe	X	X	X

In preparation to respond during the 2010 floods season, the NS reviewed floods and cholera contingency plans as well as conducting local disaster response simulation exercises supported by OCHA, local DM authorities and other partners. The IFRC facilitated the dissemination of early warning information on floods, cyclones, disease outbreaks, food shortages and urban disturbances provided from SADC, USAID - FEWSNET, FAO, PIROI, WHO and National Meteorological Departments. Appropriate actions were taken and resources mobilized to ensure timely and efficient response. The Namibia Meteorological department also sent out regular update on rainfall and the water levels in Zambezi River, which is shared with other NS. This part of the early warning systems is being further strengthened under the ZRBI in the implementing NS.

In terms of NS capacity building in DM, national DM team training targeting 448 members of vulnerable communities, volunteers and NS staff members were carried out in Namibia (183), South Africa (90), Swaziland (75), and Zambia (100). The training included Red Cross principles, assessment methods and tools, reporting, setting up distribution centres and operations coordination, etc..

As part of NS staff development on DM, SARRO sponsored the new secretary general of Mozambique Red Cross and the IFRC regional DM senior officer to the Health Emergency in Large Population (H.E.L.P) training that was hosted by Kenya Red Cross in collaboration with ICRC in Nairobi. The training aimed at building the capacity of the participants in coordination and implementation of response activities during disease outbreaks. Two NS RDRT candidates from Botswana and Mozambique attended RDRT refresher training of trainers (TOT) in Uganda in August 2010. One of the Regional RDRT trainers *facilitated* an RDRT training workshop in the Reunion Islands, which was funded by the French Red Cross.

A variety of well-informed sources indicated a very high likelihood of urban violence by the end of the Soccer World Cup held in South Africa in 2010. Based on this high-level threat and lessons learned

from the previous 'xenophobic' attacks that escalated in 2008, South African, Zimbabwe, Lesotho and Swaziland Red Cross and ICRC coordinated by IFRC developed the Ubuntu Initiative to streamline planning and implementation of disaster preparedness activities in case of violence and migration challenges. The two NS trained volunteers in the boarder branches in DM, safer access, family links and community-based First Aid (CBFA).

The Ubuntu Initiative planning meeting followed in November 2010 and attended by the four NS, IFRC and ICRC in Swaziland to further develop the programme concept, the core activities and marketing documents. The Ubuntu programme will be formally launched in June 2011.

Outcome 2: Ten NS and their volunteer bases are better prepared to respond to disasters using disaster management master plans (DMMPs).

Achievements

The regional DM department provided technical support for the development and updating of DMMPs, their implementation, monitoring and reviewing. The DMMP process ensured that NS DM systems were functional and able to deliver quality, efficient responses and effective programme implementation. The ten NS are at different levels with the development of their DMMP as illustrated by the table below:

National Society	State of DMMP	Partner /PNS
Angola	Draft being reviewed	British Red Cross/DFID IS3
Botswana	Draft waiting Approval	Swedish Red Cross/Uppsala University
Lesotho	Draft waiting Approval	British Red Cross/DFID IS3/Wits University
Malawi	Draft waiting Approval	British Red Cross/DFID IS3/Wits University
Mozambique	Approved and being Implemented	Danish Red Cross
Namibia	Draft waiting Approval	British Red Cross/DFID IS3/Wits University
South Africa	DM Policy approved in 2007; To be update	-
Swaziland	DMMP currently being developed	Finnish Red Cross
Zambia	Draft waiting Approval	Swedish Red Cross/Uppsala University
Zimbabwe	Approved and being Implemented	Norwegian Red Cross

Outcome 3: IFRC logistics unit and counterparts at ten NS are better prepared to respond to disaster management requirements during emergency operations.

Achievements

Prepositioning of relief items stocks at country level was enhanced thus improved response time to 12 - 24 hours. Additional supplies from regional stocks to NS on average took 3 to 5 days after the first request for dispatch, whilst stock delivery through Dubai took 30 – 40 days. For example, relief items were delivered to Malawi from the regional stock within five days of the earthquake. The regional and national pre-positioned non-food items (NFIs) stocks could cover the needs of 20,000 households. The regional DM and logistics teams also supported the NS with warehouse development for the efficient prepositioning of relief items at headquarters and in disaster high risk areas

Constraints or Challenges

- The IFRC heavily depends on external sources on early warning, which is at time difficulty to consolidate and validate. This complexity presents a formidable challenge in timing and accuracy of analyzing information as well as processing available information appropriately for decision makers.
- There is need to develop systems or software for integrating information rapidly to produce and deliver information tailored to the needs of a decision maker for the specific problem at hand.

Programme Component: Disaster Response and Recovery

Outcome 1: The capacity of ten National Societies and their volunteer bases to respond to disasters is improved.

Achievements

In 2010, southern Africa Region responded to eight emergencies in five countries. CHF 125,701 was also allocated to Malawi Red Cross to respond to measles outbreak targeting 80,000 people. Malawi Red Cross started in December 2009 to respond to an earthquake and operation continued in 2010. Flooding was the most dominant disaster in the region resulting to launch of three DREF operations amounting to CHF 531,660 and targeting 26,000 beneficiaries in Namibia, Mozambique and Zambia. A total of CHF 185,226 was allocated for cholera relief operation in Mozambique and Zambia targeting 185,226 people.

South Africa Red Cross received CHF 41,149 to respond to an outbreak of rift valley fever and CHF 213,905 was used to increase disaster response capacity in case of urban violence.

Summary of DREF funding support and people reached

National Society	Disaster 2010	DREF Approved in CHF	People reached
Malawi	Epidemics	125,701.00	80,000
Mozambique	Epidemics	121,525.00	15,000
	Floods	282,067.00	10,000
Namibia	Floods	156,697.00	15,000
South Africa	Civil unrest	213,905.00	12,800
	Epidemics	41,159.00	3,000
Zambia	Floods and Cholera	155,311.00	11,200
Total		1,096,365.00	147,000

Despite an increase in the number and magnitude of disaster in the region, early warning and advance preparation through joint contingency, simulation exercise, prepositioning of stocks at local, national and regional Level, the deaths and disruption of livelihood has been on the decline. The SARRO utilization of DREF also dropped from CHF 2.5 million in 2008, down to CHF 2 million in 2009 and at an average of CHF 1 million in 2010.

The ZRBI emphasis on community engagement in floods high risk areas throughout the year and integrated (DM, OD and health and care) interventions emphasis is on strengthening traditional coping strategies and existing livelihood alternatives to reduce vulnerabilities. The design and use of an appropriate (local and hazard specific) indicators of early warning are the basic and important component of the disaster management system.

An example is the Mozambique Red Cross utilization of Freeplay Lifeline radios during the cyclone and flood early warning activities. The radios have been credited with dramatically improving the country's ability to prevent a repeat of the devastation caused by the 2000 flood and cyclone disaster. Disaster preparedness volunteers are charged with guarding the radio on behalf of the community and listening to broadcasts. When a warning is sounded, the volunteers alert village leaders and a pre-planned response is launched.

Constraints or Challenges

- Experience in southern Africa floods and drought operations indicates that the NS deal with large numbers of beneficiaries and more extensive damage spread across a wide geographic region. Therefore, approaches to improve response capacity are more complex and require sustainable funding to build emergency response capabilities as well as investment in DRR. More need to be done to tap on resources at national level and to integrating the private sector in the NS response system.

Programme Component: Disaster Risk Reduction

Outcome 2: NS capacity increased to engage communities in disaster-prone areas in activities that reduce risks and vulnerability to disasters as well as builds community self-reliance on disaster prevention.

Achievements

Key to the DRR programme is the vulnerability capacity assessment (VCA) that helps determine the level of the needs and preparedness of the communities. VCA training was conducted in Angola, Lesotho and Malawi under the DRR projects supported by DFID IS3 and the FS project supported by the British Red Cross as well as in Namibia targeting food security committees at branch level in the Caprivi region in Namibia, under the ZRBI.

The SARRO coordinated the DFID IS3 supported interventions in Angola and Malawi focused on increased knowledge/ understanding of DRR, and climate change adaptation among communities. In Malawi, focus was on increased food production and the use of renewable energy for irrigation in the drought prone Salima District near Lake Malawi. The communities' food production cycle increased from one to three times a year because of the irrigation system. Before, food production was dependent on rainfall but now they are able to grow vegetables throughout and grains three times in a year. The beneficiaries also sold surplus produce at the market in the tourist town of Selima along the lake and to Lilongwe. With support of the Red Cross volunteers, the communities engaged in food processing and preservation that ensured food reserves until the next harvest. They also constructed water harvesting reservoirs to capture rain water for irrigation.

In Angola, the DRR programme had greater impact to three communities trained to use high yielding varieties that are tolerant to drought and resistant to pests and diseases. The communities' seed preservation and storage for future seasons increased and they also constructed local seed banks and granaries. The NS provided technical support to communities in the wet swampy areas on improved propagation of plantains and banana varieties, which they marketed for export. Through this programme, communities also purchased a boat used during the flooding period to transport produce to the market and transporting schoolchildren and people to health centres. This project has empowered the communities' livelihoods and provided cash for self-reliance. A fishing project was established along the coast and the members were trained on marketing and fish storage techniques supported by the Department of Agriculture. Livelihoods have improved and they have managed to purchase a motor scooter with a trailer to deliver fresh fish to the local supermarket. Communities can now send children to school and have also built better homes because of income received regularly.

The Norwegian Red Cross through the global alliance supported Swaziland and Botswana DRR initiatives, VCA and risk assessments. The Botswana Red Cross DRR initiative was integrated with the ZRBI targeting communities in the river basin with technical support farming and irrigation. The communities have a tractor that is being used for ploughing and transporting goods to the market.

In Swaziland, the NS staff members were trained on DRR technique through a peer support programme with Zimbabwe Red Cross. Baphalali Swaziland Red Cross has also rolled out the DRR to five schools programmes as well as introducing nutrition gardens and recycling projects at the schools. Food preservation and seed banks initiatives in three villages in Swaziland are integrated with HIV and AIDS programmes. Agricultural production in Swaziland has been affected by the high prevalence of HIV, which currently stands at 34 per cent, a situation that has also contributed to the increase in child-headed households. In response to these challenges, NS through the DRR programme has invested in training and introduced use of appropriate farming methods, which are not high labour intensive and are at the same time cost effective, such as conservation farming and back yard gardens.

Outcome 1: NS have enhanced institutional capacity with a focus on DRR.

Achievements

Angola and Namibia Red Cross received funding support from the IFRC Climate Centre for climate change adaptation along the ZRBI. With technical support from regional DM, the two NS conducted consultative meetings with communities looking at how communities understood the impact of climate change. The SARRO provided IEC materials for communities and schools on practical tree planting and management.

The regional DM also helped Malawi and Zimbabwe Red Cross with case studies on advantages of using conservation agriculture. The team also developed a floods mitigation poster and climate change impact awareness training package under the ZRBI. In collaboration with FAO, regional DM reproduced training posters on conservation agriculture for NS officers to use for local training.

Based on the 2010 World Disaster Report the region has introduced urban DRR awareness programming to NS and had technical supported from Finnish Red Cross on developing an urban CC adaptation proposal for Malawi and Mozambique.

The DM department facilitated the regional restoring family links (RFL) workshop organised by ICRC Harare Regional Delegation from 26 to 30 April 2010 in Lilongwe, Malawi. The outcome of the workshop was the developed basic competencies needed to implement and promote RFL activities efficiently through practised tools and techniques related to interpersonal communication.

Constraints or Challenges

- Integration and mainstreaming of DRR and CCA has been a challenge for most NS due to the limited capacity in human and financial resources.
- The donor community is demanding for increased indication of impact through result-based management system; however, the cost/benefit studies are costly, complex and usually require external expertise. The NS lacked those resources for such in-depth studies.

Programme Component: Food Security (FS)

Outcome 1: Households and communities in five National Societies have improved food availability and access.

Achievements

SARRO continued supporting the NS FS projects through the LFT, ZRBI and HIV and AIDS programme. One of the successful initiatives was co-facilitating at the FS training workshop hosted by the Finnish Red Cross. Twelve participants from Swaziland, Mozambique, Malawi and Zimbabwe Red Cross Societies attended the training as a great opportunity to share experiences on FS interventions and to map the way forward particularly on resource mobilisation. The meeting's output was to improve NS extension methods to enhance lead gardeners and farmers skills at village level.

A regional FS consultative workshop was held in October 2010 in Zimbabwe to discuss the repositioning of the LTFS programme towards scaling-up, improved implementation and measurement of impact/results. A total of 35 participants from nine NS attended this workshop. The participants had an opportunity to visit the integrated livelihood and nutrition project of Zimbabwe Red Cross in Mashonaland West Guruve. The projects included bee keeping, poultry, vegetable gardening and field crops (maize) farming to demonstrate a good example of a holistic approach to sustainable community development.

On institutional capacity building, the regional DM team attended a partner's workshop hosted by FAO and WFP FS emergency unity in Ethiopia. The workshop was on strengthening regional partnerships in FS initiative during emergencies. The regional DM and FAO also developed joint funding proposals submitted to the USAID on behalf of Namibia and Zambia FS activities along the ZRBI. Six IFRC and Zimbabwe Red Cross staff participated in a cash transfer training organised by Oxfam.

Constraints or Challenges

- Experience in southern Africa on FS programming indicates that NS work with large numbers of beneficiaries spread out in wide geographical areas. The situation demands for more resources to cover programme management, monitoring and increase reach to the wider populace in need.
- The LTFS initiative has been under resources that progress in implementation was compromised. However, the participating NS continues increasing food security through integrated programming with HIV and AIDS and ZRBI.

Health and Care

Programme Component: Community-Based Health and First Aid (CBHFA)

Outcome 1: Ten NS have improved capacity on CBHFA projects towards healthy communities, which are able to cope with health and disaster challenges.

Achievements

During the year, four NS were mostly focused on developing the First Aid activities with support coming from a number of donors on a bilateral basis – mainly from the Belgian-Flanders and Malta Red Cross; thus Botswana, Malawi, Mozambique and Swaziland Red Cross Societies. The SARRO also provided technical support to NS providing First Aid services to national and global events, including South Africa hosting the Soccer World Cup and Angola hosting the Soccer Africa Cup of Nations. The involvement of volunteers has increased Red Cross visibility and credibility of the Red Cross and Red Crescent and created opportunities for partnerships.

The IFRC Africa Zone in coordination with Geneva Secretariat and the Global Road Safety Partnership hosted a regional road safety workshop on 25 February 2010. This followed the health and care working group meeting and all NS representatives present at the Network Meeting attended the event. At regional level, Zambia Red Cross hosted the Global Road Safety Partnership in Zambia till December 31 2010.

Outcome 2: Ten NS providing First Aid services with particular emphasis on harmonization of material and accreditation.

Achievements

Seven of the ten NS adopted the CBHFA approach after training and distribution of the 100 CBHFA manuals. CBHFA has been the recommended approach for community health interventions for the seven NS implementing ZRBI. The CBHFA manuals were also translated into Portuguese for the benefit of Angola and Mozambique Red Cross volunteers and communities. Cross.

Outcome 3: NS have strengthened their capacity in surveillance, preparedness and response measures to protect the most vulnerable groups from malaria and tuberculosis (TB).

Achievements

SARRO H&C department focused technical support on seven NS who prioritised malaria prevention project. Malawi Red Cross managed to distribute 120,000 LLINs in 2 districts in Malawi to do Universal Coverage (1 LLIN/2 people). The NS was the first organization jointly with the Ministry of Health (MoH) to carry out a Universal Coverage distribution campaign in the history of Malawi. A total of 480 Red Cross volunteers were involved targeting close to 50,000 households (250,000 beneficiaries). SARRO assisted with the baseline survey carried out prior to the distribution to determine the needs and beneficiary targeting. The monitoring and evaluation tools were also field tested in Malawi.

The TB projects are integrated with the HIV and AIDS programme at the implementation level. In South Africa, the TB project was funded by USAID on multi-drug resistant tuberculosis (MDR-TB) addressing the needs of over 150 patients in two provinces. South African Red Cross monitored 150

clients for body weight and treatment adherence through daily home visits and the 95 per cent treatment adherence were achieved. The NS was also actively involved in TB activities with bilateral and government funding support, reaching 5,657 TB clients and 370 MDR-TB clients in 24 project areas in 9 provinces. In March 2010, the South African Red Cross hosted the Global Working Group on TB attended by various stakeholders.

SARRO coordinated funding support from Eli Lilly TB projects in Lesotho, Malawi, Namibia and South Africa, mainly for training of volunteers for health education. A total of 300 volunteers were trained in surveillance in four NS. Due to the co-infection rates between HIV and TB (80 per cent of TB patients are also HIV positive), thus was critical that the Red Cross HIV volunteers are trained on TB prevention and monitoring.

Mozambique Red Cross was successful in receiving Global Funds for their TB programme through their Government for 2010. However, funding has not yet been disbursed due to some teething problems at the MoH level. Namibia Red Cross also received funds from the Global Fund for TB programming.

Outcome 4: Access to immunization services for children and mothers is improved in all ten NS.

Achievements

In 2010 successful measles activities were carried out in Malawi with over 800 volunteers and 80,000 beneficiaries, Zambia with 300 volunteers and 16,197 children mobilized and immunized. Numbers reached exceeded previous years and the efforts of the respective NS were appreciated by the MoH, WHO and UNICEF. Funding was obtained from American and Swedish Red Cross.

Angola Red Cross partnered with Esso (a petroleum company) on immunization activities. The partnership included NS providing logistical support to the MoH on routine immunization activities to a tune of 1 Million US Dollars.

Outcome 5: NS working on specific campaigns to increase pool of voluntary Non-remunerated blood donors (VNRBD) through the Club 25 methodology.

Achievements

In 2010, little progress was made on this project due to lack of funding. Some NS have taken the initiative to create links with their National Blood Transfusion Services and become active in Club 25. Angola, Botswana, Lesotho and Zambia Red Cross have all begun small-scale activities and have plans to increase the scope in 2011.

SARRO will continue providing technical support and will work with the potential donors to secure funds to support NS in this activity area. Zambia in particular was able to launch Club 25 on a large scale jointly with MoH. Over 350 youths from 30 different schools around Lusaka joined Club 25, whilst the VNRBD programme reached over 6,000 people with messages on blood donation.

The year 2010 was an important year in that 12th Colloquium on VNRBD hosted by the Ethiopian Red Cross as part of its 75th Anniversary Celebrations on 18 to 22 September 2010. Representative from the region attended, supported by SARRO.

Programme Component: Emergency Health

Outcome 1: The technical areas of First Aid, psychosocial support and water sanitation have been further developed and are included in NS emergency protocols

Achievements

In response to the outbreak of rift valley fever (RVF) in South, the NS supported by SARRO distributed personal protective kits to vulnerable people from farms and neighbouring settlements in the two most affected provinces namely Northern Cape and Free State Provinces. In collaboration with the MoH, South African Red Cross trained over 60 volunteers from the two provinces on CBHFA

focussing on epidemic control, community mobilisation and mitigation of RVF. The trained volunteers were deployed to affected farms and communities, as well as to the neighbouring villages and informal settlements to conduct health education activities and mobilisation campaigns on CBHFA. A total of 5,836 people were reached by the campaign.

In April 2010, CVM in response to the cholera outbreak mobilised 2,164 volunteers in 10 provinces to provide assistance to government efforts in the cholera relief operation. Guided by the cholera contingency plan the volunteers provided assistance at the cholera treatment centres (CTCs) and communities through water treatment, distribution of oral rehydration solutions (ORS), hygiene promotion, social mobilisation and construction of pit latrines. During the operation, a total of 452,537 people were reached.

Zambia experienced heavy flooding resulting in a cholera outbreak. The IFRC donated a cholera kit to the MoH for use in the treatment centres (CTCs). In order to strengthen the health emergency response capacity, 40 volunteers were trained in the CBHFA approach by the two master trainers from ZRCS.

These volunteers worked in three communities affected by the cholera outbreak under the direct supervision of MoH officials. The prevention activities emphasized proactive health education in affected areas focusing on personal hygiene, water treatment and sanitation as well as prevention of other water-borne and vector-borne disease such as diarrhoea and malaria, respectively. The volunteers were also positioned at communal water points in the communities where they carried out water chlorination at water sources and at the same time encouraging safe water storage at home. The volunteers reached out to schools where they disseminated health education messages through health talks, drama performances, distribution of fliers and posters. A total of 4,500 households were reached with health education messages and over 2,000 fliers and 500 posters were distributed in the three cholera-affected communities reached by Zambia Red Cross.

Programme Component: Avian and Human Influenza Pandemic Preparedness

Outcome 1: Selected NS develop and use Humanitarian Pandemic Preparedness (H2P) and response mechanism.

Achievements

With funding support from USAID, IFRC provided technical support to South Africa, Malawi and Mozambique Red Cross in implementing human pandemic preparedness (H2P) projects. The project's goal is of minimizing excess preventable mortality and morbidity during a human flu pandemic by building the capacity of NS and its stakeholders to prepare for and respond to an influenza pandemic, creating a group of first responders and cooperating with a range of humanitarian actors and the government to create a flu pandemic preparedness plan.

Outcome 2: Selected NS have the capacity to respond to an influenza pandemic.

Achievements

Support was provided to Malawi Red Cross for the implementation of H2P project in Nsanje, Mchinji and Karonga districts. In the reporting period, the major activities were the presentation of the baseline survey report to the National Avian and Pandemic Influenza Technical Committee through a workshop and continued sensitization meetings in the three districts targeting District Assemblies and Red Cross Divisions. Malawi Red Cross also recruited first responders' team members' and conducted training of trainers in the three districts. The NS has made progress in the development of a pandemic preparedness plan targeting the population in the three districts. It is estimated that by the end of this intervention, about 967,500 people will be reached with awareness messages. IFRC assisted with training of 20 national and provincial officers, 720 volunteers and 76 community leaders on H2P and 1,187 people participated in simulation exercises. For the protection of staff and volunteers, the NS distributed personal protection kits.

Two H2P training manuals for volunteers and community leaders were translated from English into Portuguese for Angola and Mozambique Red Cross.

Outcome 3: The IFRC regional office is prepared to respond to an influenza pandemic by having influenza pandemic business continuity, contingency plan and a stockpile of antiviral and personal protective equipment.

Achievements

Progress was made in NS capacity building on pandemic preparedness, particularly in South Africa, Malawi and Mozambique. Namibia Red Cross capacity building activities were supported by DFID. The capacity building training in the four NS focused on increasing understanding on the use of "Community Planning and Response Curriculum". The IFRC SARRO provided the training material supported by USAID until September 2010.

Programme Component: Water and Sanitation (WatSan)

Outcome 1: The six targeted NS have the capacity to deliver quality and timely water supply, sanitation and hygiene promotion projects in line with sector best practices (community managed, demand responsive approaches)

Achievements

The IFRC facilitated a smooth closure of the Zimbabwe long-term WatSan project funded by the EU through the country representation office. The report was submitted to the donor, EU who acknowledged that the project termination was induced by some structural challenges.

The regional WatSan team supported the food security project in Zimbabwe with the review of activities and capacity building of staff members and volunteer. The mission resulted in the revision of the work plan and application for a no cost extension from December 2010 to end of February 2011. A revised implementation plan to accelerate the achievements of targets was also discussed and agreed with the senior management of Zimbabwe Red Cross and the IFRC country representative.

The regional WatSan unit undertook several reporting roles on existing projects in Namibia, Mozambique and Zambia ACP projects. Quarterly, annual and end of project reports were compiled, reviewed and shared with external donors and Movement partners, which helped in maintaining links with both internal and external donors. The regional WatSan unit supported the NS in Lesotho and Zimbabwe to develop proposals for the third call for ACP water facility. One project in Zimbabwe has received a grant from the EU and will be implemented over four years at a cost of EURO 2.642 million.

The SARRO maintained linkages with the WatSan focal point for training in Geneva. Training opportunities in areas of WatSan were shared with national society, resulting in securing a Training slot for WatSan staff in Malawi Red Cross in areas of RDRT/FACT Team Leadership. The WatSan unit also maintained links with the SADC Water Sector group and shared regional projects, which have now been uploaded in the SADC portal. Further linkages have been initiated and will be strengthened in areas such as developing key SADC Water Sector Strategies and attending regional forums to further position the region/ movements WatSan interventions.

Outcome 2: Sound and sustainable environmental services are established in hygiene promotion, sanitation and water supply, through the projects implemented by the five NS.

Achievements

Training sessions in Mozambique and Zimbabwe ensured that the NS' pool of staff and volunteers with knowledge in PHAST (Participatory Hygiene and Sanitation Transformation) and Community Based Management (CBM) of WatSan facilities was increased and strengthened. In total, 29 staff and volunteers benefitted and enhanced community skills, awareness in good hygiene behaviour, which is intended to contribute to health benefits. On site trainings and mentoring has been undertaken by the IFRC WatSan delegate during missions in Zimbabwe, Namibia, Mozambique and Lesotho in the areas of quality construction of WatSan facilities and in enhancing Community Based Management.

Through support to national staff and volunteers in training, mentoring and following-up on implementation of sound WatSan interventions, 36,500 people had improved access to safe water, 25,400 people had improved access to hygiene promotion messages. A total of 15,230 received hygienic latrines. The targets fell short of the expected mainly due to the earlier closure of the Zimbabwe project, which would have made a further contribution to the overall number of people reached.

Outcome 3: Improved NS capacities to respond to disasters requiring water, sanitation and hygiene promotion response.

Achievements

Emergency WatSan services (water supply, sanitation and hygiene promotion and education) were provided in floods and cholera response for 41, 200 people in Mozambique and Zambia.

The timely and targeted response was very critical in averting the outbreak and spread of water borne diseases, much so in Zambia where communities were leaving in displaced camps following the floods.

Regional emergency response capacity enhanced: seven staff members (Lesotho, South Africa, Namibia, Mozambique, and Malawi) underwent an extensive training in Nairobi on emergency WatSan response. The region therefore has now an established pool of staff members that will be ready for deployment and in 2010 one RDRT member was deployed to Tanzania to provide technical support to for flood response as an RDRT.

The region continues to maintain a WatSan disaster response capacity with 2 Kits (Kit 2 and 5). An additional Kit 5 was procured during the year and raised the response capacity of the region to 12,000 people. This capacity will supplement in country capacities in Namibia, Mozambique and Zimbabwe who have equipment for WatSan emergency response.

Constraints or challenges

- The regional H&C plan was poorly funded and this constrained the implementation of activities, such as the rolling out of CBHFA within the NS.
- Project implementation rate is low within NS, even with low funding levels. The low implementation rate in activities such as WatSan project in Nampula meant delays in requesting for further funding from (EU) donors. In order to reach targets set in the project a no cost extension will be requested from the donor.
- The limited funding support for human resources for both NS and regional health programmes constrained the implementation and technical support to NS activities. The regional staff members, health coordinator, malaria and community health, WatSan delegates and senior WatSan software officers were not fully funded for in country costs. The consequences have been the layoff of the senior WatSan officer and the delayed replacement of the regional health and care coordinator.

National Society Development (NSD)

Programme Component: Supporting NS development processes

Outcome 1: NS have improved capacity to implement coordinated organizational development processes that ensure quality service delivery to the vulnerable people.

Achievements

In an interactive process involving several stakeholders, National Societies were facilitated in interrogating the status of their development. This culminated in the development of what has been referred to as a new approach to sustainable development. It was discussed and adopted by ten Secretaries General (SGs) at a meeting held in Rundu, Namibia. They enjoined themselves through

a declaration, 'the Rundu Declaration' to work together and support each other in a more structured manner.

Financial support for the NS dialogue was received from Norwegian Red Cross. The regional NSD team played a key role in the compilation of background materials, facilitation of discussions and later in developing the terms of reference and guidelines for the work of the sub regional groupings.

With funding support from Norwegian Red Cross, three sub-regional groupings have been established and held their first meetings to identify priority areas for collaboration, as well as areas for crosscutting technical support. Recruitment of staff-on-loan to lead the sub-regional groups started in 2010 after internal vacancy advertisements run in each of the NS. The successful candidates, to be inducted at SARRO are expected to work with the SGs on developing an annual plan of action in line with the prioritised areas.

Technical and financial support to this innovation will be provided by the SARRO and its partners. It has been agreed that the respective NS would budget for these costs in the second year of implementation. It is hoped that this service approach will ensure organisation-wide development and help negate the vagaries of the project delivery approach that has been identified as one of the challenges to the sustainable development of the NS.

The new approach will be used a vehicle for building the capacity of National Societies to delivery programmes. It should be able to offer some solutions to the challenges of sustainable development of National Societies in Southern Africa. This includes a predominance of project delivery as opposed to an organisation-wide service provision approach.

Outcome 2: NS have up-to-date Statutes and Red Cross Law.

Achievements

Zambia and Zimbabwe Red Cross revised their statutes and submitted through SARRO to the Joint Statute Commission for comments. South Africa Red Cross started working on a dissemination plan for the Red Cross Law with support from ICRC, and targeting high schools and institutions of higher learning.

Outcome 3: NS have up-to-date and active Strategic Plans with supportive operational plans for all programmes.

Achievements

Except for Angola Red Cross that experienced challenges in putting together and disseminating the strategic development plan, the other nine NS are at different stages of finalising their plans. Technical assistance was also provided to South African, Namibia and Malawi Red Cross for the revision of strategic plans.

With the adoption of Strategy 2020, and the Federation Wide Reporting system, the SARRO intends to work with the relevant technical departments at Geneva Secretariat to facilitate efforts towards revising some of the plans.

Outcome 4: The NS supported by the IFRC Intensified Capacity Building Fund (ICBF) become role models in institutional development.

Achievements

The SARRO continued to provide technical support to the ICB Project in Namibia. In February, for instance, the NSD team participated in the review study in Namibia on ICB that led to the formulation of several recommendations. Subsequently, the learning was shared both within the region and outside.

Programme Component: Leadership and Management Development

Outcome 1: NS leadership (governance and management) have functional and strengthened structures and capacity for optimal organisational performance and accountability, including the widely sharing and operationalization of the Johannesburg Commitment of October 2008 Pan African Conference.

Achievements

The SGs retreat held in Namibia covered three broad thematic areas namely issues impacting on the performance of SGs as chief executive officers of the NS, partnership development and working together as a Movement, and the way forward in programming for efficient and effective service delivery. Several sub topics were covered under these thematic areas including humanitarian diplomacy, staff retention, finance development, sustainable development, programmes, resource mobilization, and relationship with the governing board, governments and partners.

Feedback from this and other similar meetings has been a general prioritisation of specific governance and management capacity development/enhancement needs. These have been discussed with both the partners and the Federation in an effort to address gaps.

With funding support from Swedish Red Cross, the first integrated meeting for NSD/human resource (HR) network was held in April 2010 where NS we asked to focus on three critical OD achievements. Some of the achievements include the endorsement of the Youth, Resource Mobilisation (RM) and Performance Management policy of Namibia RC by the board. Mozambique RC strategic planning guidelines for 2011-2015 were approved by Central Committee and at the Annual General Meeting (AGM) held in July–August. Malawi RC reviewed their Strategic Plan 2006-2009 and developed a new Plan for 2010-2014. They also conducted governance research to clarify the role of board and management as well as a board evaluation. Zimbabwe RC finalised Youth policy and decentralisation process. Swaziland appointed youth coordinator.

Zambia Red Cross held a General Assembly in May 2010 during which a new governing board was ushered in. The SARRO organised and facilitated tailor-made induction meeting jointly for the senior management, and members of the Governing Board. This has helped forge a good working relationship, as well as an enhanced focus on the challenges and opportunities in the National Society.

Outcome 2: NS with improved financial resources for sustainability

Achievements

In collaboration with partners, SARRO supported resource mobilisation activities in the ten countries for both long-term and emergency operations of the NS. South Africa and Lesotho Red Cross have signed memoranda of understanding (MoU) with their respective governments. This is expected to facilitate financial and technical support from the Governments. Botswana Red Cross received 8 million Pula (CHF 1.2 million) as government contribution towards programme implementation.

Outcome 3: Organizational development and capacity building working group is functional and supportive to NS programming in terms of coordination and sharing of resources

Achievements

Through the ZRBI, the NSD department carried out capacity building activities in the seven participating NS. These included branch development, HR procedure harmonisation, performance management, management of terms and conditions of service, staff development, and proposals for addressing the high labour turnover.

Baphalali Swaziland and Botswana Red Cross were assisted to conduct inductions for the newly elected board members and this was further cascaded to provincial governance. The regional NSD team supported the NS with the development of working documents on governance and co-facilitated the workshop. With support from the regional NSD team and Belgian-Flanders Red Cross OD Delegate, Namibia Red Cross conducted leadership induction for the newly elected board

members. To help address the challenges of branch development in Botswana Red Cross, SARRO assisted in the development and application of branch development and capacity building tools, which have been rolled out to the NS structures.

Programme Component: A well-functioning organisation

Outcome 1: NS are supported to have in place well-defined policies on programming, human resource management, internal and external communication, coordination and partnerships in line with the IFRC's characteristic of a well-functioning NS.

Achievements

By end of 2010, all ten NS in the region had functional financial manuals; nine had HR policies, whilst South Africa, Namibia, Zimbabwe and Botswana Red Cross have Youth Policies adopted by their respective governing boards.

Mozambique and Malawi Red Cross are at the drafting stage of the Youth Policy. In most cases, these were achieved through the active support of the SARRO, and in some cases with collaboration with partners,

The NSD/HR regional meeting also covered HR Policy development procedure including the harmonisation, performance management models, innovative staff benefit and retention strategies, staff development, staff turnover, funding for HR activities and development of a network for HR practitioners.

Outcome 2: Regional capacity in performance tracking and reporting meets standards stipulated in the Federation's "Performance and Accountability Framework".

Achievements

SARRO continue to advocate for, and invest in the creation of functional PMER officer at NS level. Zimbabwe, Malawi, South Africa and Lesotho Red Cross maintained the services of local planning, monitoring, evaluation and reporting (PMER) officers. SARRO PMER team ensured consistent technical support to the NS PMER staff as well as inducting newly recruited PMER officer from Lesotho and South African Red Cross. With support from SARRO, Botswana Red Cross conducted PMER training for all the technical staff including those from H&C, HIV and AIDS, DM, First Aid, refugee and psychosocial support programmes.

A consultative meeting of the seven ZRBI implementing NS OD and DM practitioners was held to evaluate the progress, share best practices and plan for 2011. During this meeting, seven of the OD practitioners participated in SGS audits preparation training provided by the team. The independent assessment helps NS to critically look at themselves in four dimensions: governance, strategic framework, finance and operations. The recommendations have greatly assisted NS leadership in their efforts towards performance improvement.

In addition, during the period South African and Zimbabwe Red Cross successfully conducted SGS NGO benchmarking audits. Due to the past investments, and consistent support, both NS were awarded certificates with South African Red Cross registering a marked improvement from the last audit where they got 54 per cent; this time they got 78 per cent.

Outcome 3: NS have reliable financial management systems towards a new work culture to facilitate tight financial management controls and accountability.

Achievements

SARRO provided funding support to Botswana, South Africa, Mozambique, Lesotho and Namibia Red Cross in capacity development for finance staff. For instance, the heads of finance undertook specialised training in financial management. This has been partly responsible for the improvement in financial management recorded at several NS in the region.

In Botswana Red Cross, 40 branches and financial management trainings were conducted in 11 priority branches. Trainings targeted branch treasurers focused on financial record keeping, audit

preparation and basic concepts of accounting. The resulting impact of this support lead to Botswana Red Cross three year financial records backlog being updated, assets tracking and tagging completed. Computerized fixed asset register is in place, financial manual reviewed with the NS management taking the lead whilst programme staff and field officers were trained to use the financial manual.

South African Red Cross facilitated audit file preparation in nine provinces resulting in the NS completing 2008, 2009 and 2010 audits in 2010; a mile stone achievement for the NS. The NS also tagged and maintained an updated asset register. Historic inter-project borrowings were finalised to fast track long outstanding reports and ensure that proposed write off are sent to the finance commission for consideration. Although the NS received audit disclaimers, in 2010 they received a qualified audit and are currently working towards an unqualified audit in 2011. However, South African Red Cross lost the services of two accountants at headquarters and five accountants at provincial levels.

Mozambique Red Cross managed to place four accountants and three administrators on the first level English course to bridge the communication gap. The NS finance staff in nine provinces of which four were funded through Norwegian Red Cross underwent training on financial procedures. Twelve administrators were also trained on Navision. The 2010 audited financial statements are expected to be unqualified.

Namibia Red Cross planned to conduct training in nine provinces and only managed to visit two as a result of three accountants and the head of finance resigning. The new head of finance started in December 2010. Field financial manuals were developed and financial manual review was conducted and disseminated to all program staff. Two computers were bought to cascade Navision implementation firstly in two districts. 2010 audited financial statement expected to be unqualified following 2009 results.

Lesotho Red Cross received training on Navision accounting software aimed at orientating the new head of finance that started in October 2010 and also computerizing their asset register. The Lesotho Red Cross also lost two accountants in 2010 financial year and the 2010 audited financial statement is expected to be unqualified. Zimbabwe, Mozambique and Namibia Red Cross are moving toward implementing Navision accounting software at provincial level, with SARCS already operational at provincial level.

Both Zimbabwe and Baphalali Swaziland Red Cross are operating under strained financial condition and Zimbabwe has recorded a 90 per cent (5/6) staff turnover in finance department due to integrity issues. However, the new head of finance that started in January 2010 has integrated well into the NS and has become a great help to the programmes team. As a result of this assistance, most of the project audits are expected to be unqualified audit report. In addition, it has been possible to organise in-house training for new staff to ensure uninterrupted financial services especially following departure of key personnel.

These investments have yielded generally positive results. For instance, Baphalali Swaziland Red Cross, hitherto challenged by years accounting backload is now expected to conduct its audit in time, and to receive unqualified audit financial statement following the good results in 2009.

Malawi Red Cross continues to be stable with zero staff turnover and audit financial statement is expected to be unqualified following the good results in 2009. There has been a lot of work in both Angola and Zambia Red Cross the results of which will most likely be positive.

Programme Component: Branch Development

Outcome 1: The NS' branch structures are reactivated and expanded (in terms of elected and functional committees, branch management, etc) and procedures established to measurably improve service delivery to communities.

Achievements

The first integrated meeting of the NSD/HR network brought together NSD and HR managers from all the ten NS. The meeting provided a platform for sharing and exchanging best practises and strengthening NS capacities. Progress in branch capacity building efforts in the seven NS implementing the ZRBI project was also discussed and branch development games distributed to all NS.

The ZRBI has adopted an integrated approach bringing together NS DMC, H&C and OD programmes. The meeting also proposed to the Southern Africa Partnership of Red Cross Societies (SAPRCS) the use of the branch development processes and tools as an entry point for a sustainable NSD and programming. The NS were also encouraged to analyze their core costs and address the short falls as a basis for sustainable development.

The Namibia Red Cross, with the support of SARRO managed to put up structures in all the six constituency of the Caprivi Region in which the ZRBI is implemented.

This was followed by detailed branch development training to all the constituency management committees. The same training in Botswana Red Cross Division (branches) focuses on leadership development was carried out in nine new branches that were formed and 585 volunteers recruited. The three existing branches of Kasane, Nata and Gweta along the Zambezi river basin also underwent capacity building training.

Swedish Red Cross conducted evaluations of its technical support to South African Red Cross branch development and volunteer management, to identify the best practices achieved over the last three years of the support. The NS in response to the result is reorganising its branches in order to maintain effectiveness and efficiency in service delivery.

Namibia Red Cross a recipient of the IFRC intensified capacity building Fund (ICBF) conducted a review of the project. Through the project, NRCS successfully established new branches and increased its membership. The project has also assisted strengthening the capacities of the NS regions where the project is being implemented and is integrated with core programmes such as CBHFA and ZRBI', which are serving the needs of the communities most vulnerable to disasters.

Programme Component: Volunteer Management

Outcome 1: NS have well defined Volunteer Management Policy and guidelines on recruitment, training, appraisal and reward of volunteers (including volunteer databases developed and usable in cases of emergencies requiring volunteer mobilisation).

Achievements

A meeting held in April as part of the NSD/HR focus group on volunteer management data base with specific objectives of evaluating and implementation of electronic volunteer management data base. Namibia and South African Red Cross shared their electronic data base systems with some fundamental questions on rollout to other NS, as there are no minimum standard on information and infrastructure required to adopt any of the database. IT capacity was also raised questions especially for web-based software. Malawi and Zimbabwe indicated that they have a manual volunteer database. What was clear is that NS require some form of database especially linked to insuring their volunteers and that NS should at first start with manual database before migrating to electronic database.

South African Red Cross is ahead as they have piloted and successfully implemented the volunteer database and at present conducting training to cascade it to provinces. Namibia Red Cross have equally being successful with their excess volunteer data base system, however the challenge is the system was developed by an individual on voluntary basis with not clear strategy on providing technical support.

Programme Component: Youth Development

Outcome 1: All ten NS have a vibrant Red Cross Youth that play meaningful services to advance the mission and vision of the organizations.

Achievements

Lesotho, Zambia and Zimbabwe Red Cross held their elective youth camps where new National Youth Committees were elected in line with the Southern Africa Youth Network (SAYNet) recommendation of 2009 that all NS must have democratically constituted youth structures.

During the reporting period, Botswana and Baphalali Swaziland Red Cross appointed coordinators for the youth programme. With support from SARRO, Namibia Red Cross developed a Youth Policy adopted by its governing board. SARCS is in a process of reviewing their Youth Policy.

Technical support was provided to host SAYNet meeting in Zambia attended by nine countries with representation from the youth commission and East Africa Youth Network. The meeting outcome were aimed at ensuring that the volunteer management policies are in place in all the ten NS and strengthening capacity in youth development, governance and management.

Key changes made to the terms of reference include, the chairperson of the SAYNet shall rotate amongst the member of NS for a term of one year following the alphabetical order. A NS with no functional youth structure will not be eligible to chair this forum but will be eligible to attend SAYNet Council meeting; the executive of SAYNet shall consist of the past immediate chairperson, current chairperson and the vice chairperson, lastly to advocate that the SAYNet chairperson is a permanent member of SAPRCS.

Constraints or Challenges

- Lack of funding for the implementation of the new approach for NSD affected implementation of some of the activities planned by sub regional groups.
- Zone transformation structure was not clear on NSD placement and much time was spend developing back-up plan and affected support from the Regional office to NS. This has also led to a 90 per cent staff turnover in the NSD unit.
- We are also faced with high staff turnover in NS finance department where 90 per cent turnover was recorded in Zimbabwe RC including head of finance and 60 per cent turnover in Namibia including the head of finance. Head of finance in Lesotho also resigned.

Working in partnership

Crisis response and DRR partnerships were strengthened through extensive inter-agency and collaboration with OCHA, SADC, UNICEF, FAO, and UNHABITAT, WMO, UNAIDS. These partnerships expanded focus from response to DRR. The regional DM is a member of RIASCO team, which meets monthly updating on humanitarian challenges in the region. RIASCO is coordinated by OCHA and SADC. Other partnerships at Regional level that network with DM and NS are University of the Witwatersrand School of Forced Migration, Disaster Unit and School of Public Health.

The agencies for warning on hazards that provided the platform for risk assessment in Africa are the Famine Early Warning System Information Network (FEWSNET) of USAID, Food Insecurity and Vulnerability Information and Mapping Systems (FIVIMS) of FAO, Vulnerability Analysis and Mapping (VAM) system of WFP, and Global Information and Early Warning System on Food and Agriculture (GIEWS) of FAO.

Partnerships, networking and collaboration with relevant organisations resulted in improved preparedness and response in the region and at national level. NS teams carry out joint planning and operations with other partners. This has reduced costs and made response not only more effective, but also more efficient. In collaboration with UNAIDS, the DM department was invited to facilitate at the HIV and AIDS in emergency ToT workshop held in Nairobi in June 2010. The training aimed at familiarizing the participants on recent developments in HIV and gender-based violence (GBV) in emergency response, familiarize with the tools available for integration of HIV and addressing GBV in humanitarian action (IASC Guidelines, Induction package, GBV and Gender Handbooks etc).

The SARRO in collaboration with Finnish and Norwegian Red Cross concluded a mid-term review for the ACP supported WatSan project in Mozambique. The findings and recommendations were extensively used to improve implementation. A similar mid-term review was undertaken in Namibia where the partners to Namibia Red Cross in the implementation are Belgian-Flanders and Swedish Red Cross.

The implementation of the CBHFA was supported by Swedish, Finnish, Netherland, Danish and Belgian-Flanders Red. The malaria projects were supported by the Netherlands Red Cross and Swedish Red Cross. Contacts were made with other potential donors especially the Clinton Foundation in the low burden countries (Botswana, Namibia Swaziland) for possible support in 2011.

SARRO is a member of the Regional Interagency Task Team on Children and AIDS (RIATT), which is an important networking group for southern and eastern African partners on policy and programme development. SARRO has and MoU with REPSSI, which is the leading organisation in SADC on promoting psychosocial care and support to OVC.

SARRO also jointly produces a generic training package on HIV prevention, care, treatment and support for community-based volunteer with WHO and SAFAIDS.

Contributing to longer-term impact

The IFRC technical and resource mobilisation support to the NS in southern Africa has contributed to the high levels impact of disaster preparedness and response, community based health and in capacity development for both NS and the communities they serve. The integrated approach promoted by SARRO also enhances the quality of service delivery, which was modelled to ensure holistic support to the vulnerable communities. Regional programmes such as the ZRBI and LTFS have been welcome by the society, government and other agencies because of their relevance to the priorities in the region. The expected impact is increased community resilience to recurrent disaster along the Zambezi River basin, as well as strengthening capacity of both the NS branches and the communities to withstand the impact of disasters such as floods and disease outbreaks. Return on investing on DRR

External partnership and internal Integration works best with a purpose and a common goal in addressing an existing problem. All regional projects integrate activities aimed at building the confidence and capacity of women and their representation in vulnerable communities in identifying, development and implementation processes and structures. More specifically, the projects will identify, design and implement innovative initiatives to support women and women's groups along the Zambezi River basin and in informal settlement under the Ubuntu Initiative.

Looking ahead

SARRO plans to systematically increase technical support in areas prioritised by the National Societies. It is envisaged that this will mainly be around existing and future regional and sub-regional initiatives. Special emphasis will be on working with partners to strengthen NS leadership at all levels. Additional investments will be made towards building capacity of National Societies in programme planning, monitoring and evaluation. To address the endemic challenges of programme reporting, the SARRO will work with partners to build the necessary capacities and performance frameworks. The priority for disaster management will be in disaster risk reduction, preparedness, response and recovery. The roll-out of regional initiatives such as the National Society Master Plans, Long-term Food Security, the Zambezi River Basin Initiative and the Ubuntu Initiatives will constitute the key delivery mechanisms covering all the ten National Societies.

Within the overall strategic direction provided by S2020, SARRO will seek to support the targeted efforts of National Societies to leverage their comparative advantages, and auxiliary status to address vulnerabilities occasioned by such diverse challenges as HIV and AIDS, food insecurity, and health emergencies. In pursuit of humanitarian diplomacy principles, strategic partnerships will be built with Governments, academia, the corporate world, humanitarian agencies working in Southern Africa as well as with the communities themselves.

Under the overall supervision of the Regional Representative, the SARRO regional team will comprise a programme team headed by a Programme Coordinator and working with a diversity of technical staff; as well as a professional group of experts in National Society development, Communications, humanitarian diplomacy and support services. The latter category will report directly to the Regional Representative and both will be charged with amongst other responsibilities, the development of capacities of National Societies.

All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGOs\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

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