

## ***SOUTHERN AFRICA: BUILDING CAPACITIES***

11 October, 2000

*appeal no. 01.43/2000  
situation report no. 5  
period covered: 1 July - 1 October*

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*Having overcome many challenges during the first half of the year, the Regional Delegation effectively focused on support to National Societies in applying lessons learned and improved ways of meeting the needs of vulnerable people. The Regional Delegation has been selected as a regional pilot project, presenting new possibilities and challenges. National Societies will be increasingly encouraged to develop more bilateral partnerships with donors in support of Strategy 2010 core areas and capacity building inputs from the Regional Delegation. At the same time, the Regional Delegation will endeavour to strengthen the service to donors with direct contacts for developing partnerships, fund-raising and narrative and financial reports. The Regional Delegation will be well positioned to add further value through this facilitating and co-ordinating role.*

*Although a reduction has occurred in the demand for technical support for the relief operations in the region, flood rehabilitation and refugee operations still require considerable attention and time of the Regional Delegation. With a strengthened capacity in relief co-ordination and logistics, however, tasks are being successfully carried forward. This has also allowed a focus on capacity building and other measures to prepare National Societies to take on increased responsibilities in handling disasters. The Regional Delegation, however, is not sufficiently funded: financial support, particularly for the health programme and the food security component of the DP programme is needed.*

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### ***The context***

The Southern Africa Region consists of ten countries of diverse wealth and standards of living. General economic pressures and instability, however, have increased during latter years and governments' capacities to meet the needs of the populations are stretched. Contrary to expectations, this year, so far, has not stabilised, but rather brought about new areas of conflict in the region.

To respond to the needs, the Federation, in collaboration with the respective National Societies, formulated a Regional Assistance Strategy targeted at making a difference in the region by working with communities to reduce vulnerabilities through health education and services at a primary level, building disaster preparedness capacity and promoting humanitarian values. The African Red Cross and Red Crescent Health Initiative (ARCHI) 2010 will continue to target health programmes.

The areas of common focus are the need for institutional development and for building stronger domestic income bases, disaster preparedness, community based health programmes including, for most, a water and sanitation programme. All National Societies have a commitment to disaster response activities. Furthermore, the National Societies recognise the need to strengthen their involvement with youth and to work in a way that is gender sensitive, especially in programme design.

The Regional Delegation in Harare provides the following:

- supports, advises and guides the SAPRCS which is responsible to establish regional priorities and regular reviews;
- mobilises resources for regional and country specific disaster response and capacity building activities and ensures accountability;
- organizes and maintains expertise focal points within the Regional Delegation to support National Societies in priority areas as established by the Regional Partnership;
- plans and implements regional and country specific support programmes as prioritized by the Partnership. These priorities include supporting the regional process, disaster response and preparedness, strengthening capacity in public health services by using ARCHI as a methodology;
- encourages and supports the coordination of bilateral relations between PNSs and ONSs by promoting and organising regional meetings, supporting and participating in country donor meetings, advising and involving in co-operation agreements and overseeing implementation;
- organises and supports reviews of programmes and structures, evaluations and audits, and follows up on implementing findings and recommendations.

## *Latest events*

The third quarter saw no break through in resolving the conflicts in the DRC or Angola. Peace initiatives by SADC failed to yield any results for the DRC. Refugee flows continued from both countries, but more especially Angolans seeking sanctuary in western Zambia and northern Namibia.

After the June elections in Zimbabwe, a new government was formed. However, the determination to keep troops in the DRC and the decision to acquire 3,000 commercial farms (out of a total of 4,500) and fast track distribution to war veterans has left the economy in crisis. Acute shortages of foreign currency have resulted in lack of fuel and electricity cuts that are severely impacting the economy. A 25% and further 3% devaluation of the Zimbabwe dollar had a positive impact on the tobacco auctions but the dollar is still considered to be overvalued. Massive increases in fuel prices (over 40%) and for other imported goods have fed inflation and the cost of living is increasingly placing a heavy burden on the greater part of the population. IMF, World Bank and government donors are withholding budgetary support and aid until certain conditions are met.

In July, the International Conference on HIV/AIDS was held in Durban, South Africa. The meeting highlighted the plight of sub Sahara Africa where the large majority of the world's infected people live. Former President Mandela in the closing ceremony made a strong plea to put aside the arguments between different groups, including the pharmaceutical industry and users over the cost of drugs, and

to focus on finding the practical means to addressing the needs of those infected and exposed to the humanitarian disaster which is changing the face of Africa.

In spite of the severe flooding earlier in the year, maize production has been good throughout the region with an overall surplus. The mining sector has continued to face problems with low commodity prices. The closure of mines in South Africa saw 60,000 redundant miners return to Lesotho.

For the Red Cross Societies in the region, two events particularly marked the quarter:

- National Societies and three members of the Regional Delegation participated in the 5th Pan African Conference;
- The International Federation's Secretary General, accompanied by the Regional Director of the Africa Department, visited both Mozambique and Zimbabwe in September. In Zimbabwe, senior level contacts were taken with the government, a meeting was held with the Regional Director of WHO, and a field visit provided first hand experience of home care for People Living with Aids and of flood rehabilitation activities in one of the stricken communities. .

## ***Red Cross/Red Crescent action***

With the needed expansion of the Regional Delegation, consolidation and development of both relief-related and permanent programmes have been possible during this quarter. Besides the individual achievements detailed below, all programmes and services have been involved in two major tasks:

- First, the Disaster Response Exercise was held (known as the regional Field Assessment and Co-ordination Team or FACT), consisting of developing skills related to disaster preparedness and response for 50 participants from the whole region. This is a main component in the Delegation's continuous efforts to build capacities in National Society and to strengthen the possibilities of regional resource sharing in disaster response
- Secondly, developing narrative and financial plans for the Federation's 2001 Appeal, linking the process of developing individual country assistance strategies together with each National Society.

The Regional Delegation is also preparing to play its role as one of three regional pilot programmes selected as part of the change process of the Federation secretariat.

### **Disaster Preparedness (DP) •**

Two DP Policy training workshops have been carried out in Zimbabwe and Namibia for National Society management and governance. A consultant has been engaged to further carry out consultations with relevant stakeholders, and to compile policy documents for review and approval by the National Societies Executive Governing Boards. Similar DP training workshops have been organised for the Swaziland Red Cross.

The preparations for the exercise of strengthening regional response capacity have been finalised. Planning and resource input identification occurred in consultation with the Geneva Secretariat as the regional initiative is integrated with the creation of Federation-wide Field Assessment and Co-ordination Team (FACT). The training of the regional FACT will take place outside Harare at the beginning of October for 50 National Society participants. Regional FACT teams will already be deployed in the four pilot countries of the Food Security project, notably Swaziland, Lesotho, Botswana and Zambia. The teams will carry out assessments and identify projects which will mitigate the effects of chronic food insecurity.

Further to these developments, the Food Security project will be strengthened by the Ougadougou Declaration and linkages to ARCHI and other on-going National Society programmes will also be encouraged.

Zambia and Namibia have completed updating their country contingency plans in collaboration with UNHCR and local government authorities in readiness for possible refugee influxes from the DRC and Angola respectively.

With the southern Africa region selected to pilot the Sphere standards (Humanitarian Charter and Minimum Standards), a proposal has been drawn up with the objective of identifying areas where Sphere can add value as an assessment, monitoring and evaluation tool for capacity building in disaster preparedness and response. The promotion of Sphere therefore is a new area of focus and the work already undertaken, involving several workshops held in refugee camps and for Headquarters staff, will be developed further. A refresher course is planned for Mporokoso Camp in Zambia and one staff training in Mozambique before the end of the year.

With additional human resources, a consultant to help in the areas of food security and to establish a regional human resource data base, good progress is expected for the next quarter. The funding, however, for the food security component is not yet secured and this situation threatens the progress of this pilot project.

### **Relief Co-ordination •**

The Relief programme has continued to provide technical support to the refugee and finalisation of floods operations in the region. The outcome of the floods operation carried out by the Malawi Red Cross Society was assessed and a solution was discussed to the potential problem of the flood affected population not wanting to move to other safer lands offered by the Government. Floods rehabilitation work was also followed up in Mozambique and Zimbabwe.

Botswana was assisted in the process of negotiating with UNHCR on running certain sectors of Dukwi refugee camp. Though additional responsibility will not be taken on due to lack of capacity of the Society, assistance is being provided to refugees in transit.

In Namibia, the National Society was supported in negotiations with various parties, particularly with UNHCR concerning the sub agreement covering the refugee camp operation, as well as with the Government concerning a status agreement proposed between the Federation and the Government, and the Ministry of Home Affairs regarding the relocation of refugees from Osire. A draft proposal for a 20 bed in-patient capability was also drawn up by the Regional Delegation in support of the operation.

General supervision of the refugee camps take place through regular contact and visits by the Relief Co-ordinator who also assists in finding help to solve funding matters and in solving the problems related to the lack of regular food deliveries by WFP, especially to Zambia.

### **Health •**

Participation in the International Aid Conference in Durban provided opportunities for sharing experiences and, particularly, facilitated the launching of the HIV/AIDS appeal on behalf of the southern region. The launch of the appeal was the result of developing strategic plans for HIV/AIDS intervention. With the appeal launched, a plan of action for the next quarter has been elaborated while funding is anticipated.

Based on building capacities at the same time, technical support has been provided to several operations in the region. Mwange refugee camp in Zambia was assisted in setting up in-patient department and various protocols. Osire camp was provided with a consultant who helped to establish ways of integrating reproductive health into other programmes. The Mozambique Red Cross Society was supported in several areas: in developing a post-floods rehabilitation health programme for Gaza Province with stakeholders in the area; in the strategic planning of the Society's overall health programme; and, lastly, in reviewing and improving the health training curriculum for volunteers.

One of the major outcomes of the meeting of the Regional Health Task Force was the decision to give priority to building capacities across the region through the forces available. It was agreed to increase exchange visits and mutual assistance amongst National Society (such as in carrying out evaluations) as well as work on reinforcing the data base of regional resource persons and improve reporting systems.

The Region Health Programme has identified areas of co-operation with the regional WHO office and with Medical Air Rescue Services.

The donation from German Red Cross of medical supplies has been dispatched to 6 National Societies. The Zambia Red Cross is the only Society which has reported back on the use of the material (in this case in Mporokoso camp), and further follow-up is required. The Health Programme will ensure that reports be demanded from National Society during the next quarter.

The 3 main problems which hinder real progress of health programmes in National Society concern, first, human resources, secondly, reporting, and thirdly, the co-operation with other organisations. The high staff turnover in most National Societies leads to wasted investments and poor performance. Solutions are sought in improving recruitment/data base updating, finding means to motivate staff and, importantly, volunteers.

Non-existent or ill functioning reporting systems result in poor contact to the Regional Delegation and others and thus the absence of or less targeted assistance. The Regional Health Programme will seek to encourage systems of regular reporting together with the Regional Reporting Delegate.

The main constraint for the Regional Health Programme itself, however, is the lack of funding for pursuing the highly needed close collaboration with National Societies in support of their activities.

#### **Water/Sanitation •**

The third quarter of the year was characterised by a reduction of demands on the Water/Sanitation (WatSan) programme from relief interventions such as the refugee operations in Zambia and Namibia and the regional floods operations. This allowed Regional Staff and National Societies WatSan country projects to return to some degree of normal operations although heavy demands from flood rehabilitation interventions still place particular pressure on National Societies staff, especially in Zimbabwe and Mozambique. Demands upon the Watsan programme have been eased by the strengthening of Regional Delegation capacity, particularly in relief co-ordination, logistics and disaster preparedness.

The annual WatSan planning meeting was held in Swaziland with participants from 7 National Societies where preparations for the launch of Phase 2 of the programme (starting 1 January 2001) were ensured. Core funding is already secured for the next three years from the British Red Cross. As with the last planning meeting, computer training was part and parcel of the meeting with support from the Regional Information System Management Programme (ISM), and a set of standard reporting formats was also finalised. A 3-day visit to learn from the floods rehabilitation work in Gaza Province, followed by Mozambique.

Technical and fundraising support has been provided to several National Societies. The three month extension of the WatSan project in Zambia has shown good results. Funding for 2001 has been secured from the Norwegian Red Cross. In Zimbabwe the rehabilitation project has started, and the Zimbabwe Red Cross Society (ZRCS) was also instrumental in the preparations for the Regional FACT exercise, where WatSan is a major component.

As part of a private sector fund raising exercise with the World Travel Market (UK) intended to provide further support to WatSan in the region, a field visit was conducted to WatSan projects in Mozambique and Malawi.

As a preamble to the project commencement, an exercise was completed in Manicaland by the Netherlands Red Cross, the Federation, the ZRCS and with good participation from community groups. The same PRA and training exercise will be attempted in Manica Province, Mozambique.

### **Institutional Development/Resource Development (ID/RD) •**

The Regional ID/RD Programme is supporting National Societies in strategic planning, programme management and design, cooperation between staff and governance, financial resource development and branch development.

Strategic planning work is still going on in the Societies in Namibia, Zambia and Malawi with the two latter Societies about to finalise their plans and the former still under discussion. Although the Lesotho Red Cross Society has a draft plan ready, financial restructuring work within the Society will precede the next steps.

The mid-term evaluation of the Resource Development project in Swaziland has been carried out with support from the Finnish and Zimbabwe Red Cross Societies. The evaluation highlights the complexity of such projects, and, more especially, emphasizes the fact that they can not stand alone. This conclusion goes for institutional development in general, which requires a global approach in close co-operation between governance and management.

Branch development work in general has been boosted both with the familiarisation and sensitisation visits to 4 National Societies carried out by the Regional Branch Development Officer and through the regional workshop held in August. Better integration of branch development aspects into other technical programmes has also been put on the agenda at the Regional Delegation and has so far primarily included WatSan and Disaster Preparedness and, to a certain extent, Health.

The change process pilot project will place further emphasis on the co-ordinating role of the Delegation and the tools used in this aspect (e.g. Memorandum of Understanding and Country Assistance Strategy) as per the Federation's lead role in development. The ID/RD programme will play an important role in this process and measures to ensure high standards are being taken.

Finance Development, an important component of the ID/RD Programme, will finally receive the required attention by the arrival of a delegate in the beginning of the next quarter. One major constraint identified in National Societies institutional development is the very weak role played by their governance. Tools have been and are being provided by the Federation to support progress, but the will of national boards to participate in the development process still remains crucial for the use of these tools to have any effect.

### **Information Systems Management (ISM) Programme •**

Developments with internships, website proposals, and regional computer support in various areas have progressed well this quarter. The internship in Swaziland ended this quarter with various good developments: the installation of a local area network at the Baphalali Swaziland Red Cross (BSRCS) headquarters, training of staff in the use of various software, and the installation of email in all five division offices of the Society. A new internship project was begun at the Namibia Red Cross Society (NRCS) at the end of the quarter and two are underway in Zimbabwe.

The Regional Information Systems Management Officer was recruited and will have various functions for National Societies and the Regional Delegation (also necessary with the increased demands generated by the pilot project). A proposal for a regional website, which will serve as an information gateway for the Red Cross in southern Africa, has been presented. With contributions from all regional delegates, a design document and an initial graphic design and functional specification was outlined and submitted for quotations. The issues of sustainability and ownership of information technology in Red Cross National Societies need to be addressed. To this effect a concept paper has been elaborated and

will be used with workshops to develop specific ISM strategic plans linked to existing overall strategic plans.

At the 5th Pan African Conference, the Regional ISM Delegate made a presentation on the LISN/ISM project with the purpose of presenting lessons learnt and stimulating interest for other regions in Africa.

Regional support was given in various areas such as at a computer training workshop for water and sanitation officers from National Societies of the region and through providing a computer, training and help in establishing a data base in the Angolan Red Cross' Mines Awareness and Education Project (MAEP).

With the developments initiated in Swaziland and Namibia, there is increased use of branch-to-branch email within and between Societies. The opportunity to further use these tools for project planning and branch development increases now with the Regional Branch Development Officer at the Regional Delegation.

Among the problems encountered by the project are the issues of sustaining computer skills development and sustainability resulting from the internships. National Societies will be encouraged to further follow up, evaluate and identify needs after the internship. In addition, general computer support seems to continue to be needed and this could be provided from the outside. The National Societies will be encouraged to establish computer support agreements with private companies so as not to lose the valuable improvements initiated through the internships.

## **Services •**

### *Logistics*

Major changes have been initiated and implemented with the arrival of a Logistics Delegate at the beginning of July. A proper logistics service with responsibilities within the areas of transport, procurement, warehousing and related communication with local authorities have been installed with the appropriate number of staff assigned. The first priority is to strengthen the service at the Regional Delegation in order to prepare for its role of supporting programmes and National Societies in the region. Hence, during the quarter under review, the transport system has undergone a major revision according to Federation Standards, and a more appropriate warehouse has been acquired and organised to prepare for the expanded role of the logistics service of the Regional Delegation.

### *Reporting*

The Regional Delegation launched an HIV/AIDS Appeal for the whole region and situation reports on the regional cholera appeal and the refugee operations. The timeliness and quality of the refugee camp situation reports have improved since the beginning of the year due to better planning and communication between the Regional Delegation and the operations. This is also seen as a result of the positive response to and use of the opportunities (advice, training etc.) made available through the Reporting Delegate position. One report training session was carried out in Namibia during this quarter. More emphasis has been put on integrating Sphere minimum standards in these reports (and training). This area needs to be further developed, however by ensuring that more indicators are used, and in developing skills to better analyse the quality of the programmes.

The Reporting Delegate provided support to the technical departments for the 2001 Appeal. The challenges encountered in the process provoked a session for delegates, led by the ID/RD Delegate, aimed at further upgrading their skills in using the logframe tool. Other areas of involvement include the efforts to generate a better structure and plan for reporting from the Regional Delegation and operations. Routine activities, where the position is also increasingly a service (editing, marketing, communication, writing methods, logframe etc.) to the Delegation in the day-to-day work, continue.

In spite of improvements, it remains difficult to ensure both the quality and timeliness of reports. A more proactive role is being taken to encourage authors to spend more time and effort on reports and common characteristics of reporting deficiencies are being collected and sought as a tool to support this process. Although much time is spent on planning and editing the reports that are due, a focus on report training in the region is still one of the priorities.

#### **Management and Co-ordination •**

The Regional Delegation was selected to pilot the change process at the regional level, strengthening its facilitating and co-ordinating role. A draft plan for the implementation of the pilot project was prepared during the quarter.

Support was given in preparing National Societies for the 5th Pan African Conference. The Regional Delegation contributed to the Conference organisation in Burkina Faso, with the Head of Regional Delegation giving organisational support, the Disaster Preparedness Delegate providing support with food security issues, and the Information Systems Management Delegate presenting the use of applied information technology.

Delegate resources from the region continue to be recruited for Federation assistance tasks. Deployments included a reproductive health expert from the Tanzania Red Cross working for two months in the Angolan refugee camp in Osire, another Tanzanian assigned as the Programme Co-ordinator Delegate in the Mwanze refugee camp in Zambia, a Malawian appointed Water & Sanitation Officer at the Regional Delegation, and the Zimbabwe Red Cross Vice President joining a mid term evaluation team assessing the resource development project in Swaziland.

### ***Outstanding needs***

Resources are particularly needed for the Health Programme which lacks funds to implement the planned activities. Interventions planned for the HIV/AIDS disaster in the region (under a separate appeal) also urgently require funds. The Regional Delegation's relief and logistics capacity and maintaining prepositioned stocks will require further support and resources. The food security component of the Disaster Preparedness programme has no funds and thus prevents the initiatives of testing a new approach to food security.

### ***External relations - Government/UN/NGOs/Media***

Essential co-operation activities have been maintained during the quarter at Regional Delegation, Country Delegation and programme level. Related to the refugee operations, co-operation with Government officials remains productive. In Zambia, the communication with WFP at the country level was sometimes difficult, but matters have improved. Co-operation with the ICRC's Regional Delegations in Pretoria and Harare is moving in the direction of closer exchange of information and common strategies in relation to National Society development.

### ***Contributions***

See Annex 1 for details.

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**This and other reports on Federation operations are available on the Federation's website: <http://www.ifrc.org>**

Southern Africa						ANNEX 1
APPEAL No. 01.43/2000						PLEDGES RECEIVED
						10/12/00
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF, revised -----				<b>8,012,701</b>		<b>TOTAL COVERAGE 64.3%</b>
<b>Balance carried forward from 1999</b>				<b>422,982</b>		
Reallocation of Income				13,500		
AUSTRALIA - RC				13,500	07/01/00	DELEGATE DON ATKINSON
AUSTRALIA - RC		10,000	AUD	9,786	30.06.00	REFUGEES IN ZAMBIA
AUSTRIAN - RC		2,350,000	ATS	268,396	17.08.00	ZIMBABWE WATER SUPPORT AND WATSAN TRAINEESHIP
BRITISH - GOVT				795,000	19.01.2000	DFID 1.1.2, 1.1.3, 1.2.1, 1.2.3
BRITISH - RC		42,072	GBP	106,021	19.07.00	REFUGEES IN ZAMBIA
BRITISH - RC		25,000	GBP	64,750	27.09.00	WATER/SANITATION PROGRAMME
CANADIAN - GOVT/RC		400,000	CAD	447,920	05/05/00	LISN IMPLEMENTATION
DANISH - GOVT/RC		200,000	DKK	41,720	14.06.00	20% OF DKK 1'000'000 / RD
FINNISH - GOVT/RC		24,891	EUR	38,735	23.05.00	INSTITUTIONAL DEV.
FINNISH - GOVT/RC		81,066	EUR	126,155	23.05.00	WATER & SANITATION PROGR.
FINNISH - RC		64,205	EUR	99,916	29.05.00	HIV/AIDS
GERMAN - RC		17,000	DEM	13,940	15.12.1999	CHOLERA PROJECT, WATSAN
ICELANDIC - RC				100,000	12/03/00	CAS S. AFRICA
KAZAKHSTAN - PRIVATE				616	11/27/99	
NETHERLANDS - RC				256,541	10/27/99	NAMIBIA - CBMC NORTH
NORWEGIAN - PRIVATE/RC		500,000	NOK	96,599	04/01/00	MITIGATION PROJECT
SWEDISH - GOVT/RC		200,000	SEK	37,660	30.05.00	REG. HEALTH
SWEDISH - GOVT/RC		300,000	SEK	56,490	30.05.00	REGIONAL DELEGATION
SWEDISH - GOVT/RC		300,000	SEK	56,490	30.05.00	REG. WATER & SANITATION
SWEDISH - GOVT/RC		200,000	SEK	37,660	30.05.00	INSTITUTIONAL DEVELOPMENT
SWEDISH - GOVT/RC		500,000	SEK	94,150	30.05.00	REFUGEES IN ZAMBIA
UNITED ARAB EMIRATES - RC		18,400	AED	8,579	19.08.00	REFUGEES IN ZAMBIA
UNHCR		609,743	USD	1,004,552	14.04.00	REFUGEES IN ZAMBIA
US GOVT.- PRM		300,000	USD	472,200	03/15/00	REFUGEES IN ZAMBIA
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>4,683,858</b>	<b>CHF</b>	<b>58.5%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GERMANY - RC		21,000	DEM	17,220	15.12.1999	SOLAR PUMPING SYSTEM
Denmark	Delegate(s)			52,402		
Iceland	Delegate(s)			47,145		
Norway	Delegate(s)			60,123		
Sweden	Delegate(s)			60,123		
SWEDISH - GOVT/RC		475,000	SEK	89,443	30.05.00	DEVELOPMENT DELEGATE
SWEDISH - RC		150,000	SEK	28,245	30.05.00	RELIEF ADMINISTRATOR, ZAMBIA
Great Britain	Delegate(s)			115,318		
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>470,019</b>	<b>CHF</b>	<b>5.9%</b>
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						
PZA004, PZA510,P63002, P63160, P63900, P63902, P63904, P63905, PZM510						