

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Southern Africa Regional Delegation (Appeal 01.20/2001)

Click on programme title or figures to go to the text or budget

	<i>In CHF</i>
1. Disaster Response	1,114,435
2. Disaster Preparedness	1,440,458
3. Health and Care	1,996,206
4. Institutional Development	722,417
5. Regional Cooperation	78,427
6. Co-ordination & Management	2,145,338
Total	7,497,280



Introduction

The ten countries of Southern Africa are diverse in wealth and standard of living. The people of Angola face an intractable conflict. Mozambique is recovering from a long war and, in addition, the severe flood damage in early 2000. South Africa, the economic powerhouse of the region, is still in transition politically and economically. Malawi, Zimbabwe and Zambia, particularly, are beset by economic problems and Lesotho has still to find political stability. Meanwhile, SADC unity suffers as different agendas for member states compete.

The conflict in the Democratic Republic of the Congo has spilled over into the region with a refugee influx into Zambia and political differences that divide SADC. The conflict in Angola has become more regionalised with refugee influxes into Namibia and Zambia and military activity across both borders creating insecurity. The Zimbabwe Government's determination to force the resettlement of commercial farm land has caused serious unrest and destabilised the economy already suffering from high unemployment, inflation and acute shortages of foreign currency. This has impacted regionally through deteriorating trade and economic instability.

The dominant problems in the region today include the lack of adequate health services, the threat and incidence of disease, the lack of access to safe water, unemployment, high population growth rates and the consequences of the continued drift from rural areas to overcrowded towns. Though serious natural disasters, such as the floods in 2000, still represent real risks, Federation support to Societies has moved beyond addressing mainly disaster related events to tackling the issues of poverty and life threatening conditions with long term solutions.

National Societies in the region have identified common priorities for their work, guided by S2010. The ARCHI process will continue to strengthen targeting in the health programme area and HIV/AIDS has been identified as a regional disaster that must be confronted as such. The Regional Assistance Strategy (RAS) provides the framework for Federation assistance and will be updated to include an HIV/AIDS and a relief programme.

Harare has been selected as one of the three Regional Delegations to test new working methods as part of the change process at the Federation Secretariat. It has placed a special onus on the need to strengthen co-ordination through the development of quality RAS and Country Assistance Strategy (CAS) that can serve as the framework for fruitful partnerships of NS and donors. It has also prioritised the need to invest in capacity building of National Societies to enable them to function as full and accountable partners.

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1. Disaster Response

Background and progress to date

In the past, the Southern Africa Region has not been considered as highly disaster prone as many areas in Africa, however, with climatic and political changes, coupled with the ongoing conflicts in Angola and the Democratic Republic of Congo, the region is now more seriously affected.

Southern Africa is drought prone and is subject annually to cyclones resulting in flooding and epidemic diseases such as cholera. As has been well publicised, the Southern Africa Region is the area in the world most severely effected by the HIV/AIDS pandemic. This has effects on food production and the capacity to deal with either prevention or response to disaster, exacerbating an already precarious situation.

Regional disaster response to any disaster must be predicated on identification of the onset of the event, good communications, the mobilisation of funds and material, and having personnel with the necessary skills who are both able and willing to respond quickly. Too often in disasters, aid organisations, whether external or local, solve the first part but not the second. Getting the right person in place has more often than not proved difficult. Each of the 10 National Societies of the region has varying strengths and weaknesses which inevitably show themselves when a crisis occurs. Each Society needs to have the basic skills necessary to assess, plan, co-ordinate and implement a relief programme. These are the issues that the Regional Disaster Response Programme will address in the forthcoming years.

Goal Increase the disaster response capacity of national societies of the region, through supporting them in on going relief programmes, introducing and improve training of national society personnel in all aspects of relief and disaster response

Objectives and Activities planned

Objective 1 To increase the capacity, both in terms of operating systems and the human resource base, of national societies to respond to natural or man made disasters within their own country and for use in other parts of the region by improving systems of response.

Activities to achieve objective 1 are:

- Carry out a minimum of two relief workshops in the region for up to 50 national society personnel.
- Assist in annual Regional FACT training Workshops, for two weeks, for up to 50 national society participants.
- Assist the National Societies to introduce response systems within their existing structures thus increasing their capacity.

Objective 2 To provide Disaster and Relief Response technical advice to ongoing refugee operations of Mporokoso and Kala Camps in Zambia and Osire Camp in Namibia and to country offices of the region.

Activities to achieve objective 2 are:

- Visit each of the national societies in the region on a regular basis and establish good lines of communication.
- Carry out periodical visits to both the national societies and to Osire refugee camp.
- Closely monitor the use of the Federation and UNHCR funded budgets.
- Assist with fund-raising within the region and externally.
- Provide information to potential donors.
- Visit Mporokoso and Kala refugee camps on a regular basis and make recommendations.
- Visit country offices in support of the Head of Office on issues of relief and disaster response.
- Provide advice, and when required, assistance to the national head quarters of the national society.
- Assist in negotiations with WFP and UNHCR on matters relating to camp.
- Lobby in support of the Country Offices for what is needed to implement in the field of relief and disaster response.

Objective 3 Produce databases and electronic information systems which improve information management at several levels during disaster response in order to more accurately identify needs, human and material resources and the progress of the disaster.

Activities to achieve objective 3 are:

- Create a portable data base which can be used for lists of beneficiaries and distribution list.
- Train NS staff in how to use for a relief operation.
- Produce lists of beneficiary and distribution lists with the NS when an emergency distribution is required. Computerise the list as soon as possible on site.
- Enter into a MAPPER data base all locations of each National Society including their branches and provincial offices.
- Enter into the database numbers of volunteers at each location and warehouse capacity and known disaster response stocks.
- Enter on to digital maps all the disaster prone locations within the region.
- Use a digital map of the area/country affected; down load (GIS) satellite imagery of the disaster directly onto the map of the country or area concerned.

Objective 4 Increase the capacity of National Societies to respond to a severe outbreak of cholera and to co-ordinate the regional response when required.

Activities to achieve objective 4 are:

- Build up a minimum stock of cholera kits in the region where outbreaks are a regular occurrence and have stocks in reserve at the regional warehouse.
- Obtain sufficient stocks of additional items required to support the response to an outbreak of Cholera and keep a reserve at the regional warehouse.

Objective 5 Co-ordinate disaster response in the region efficiently and effectively mobilising the Regional FACT (Fast Assessment and Co-ordination Team) and establishing an operations centre at the Federation Regional Office which can support the National Societies in the region during an operation.

Activities to achieve objective 5 are:

- Provide focal point for regional National Societies to organise rapid regional response to sudden onset emergencies.
- Adapt the existing relief office in the Regional Office for use as the operations room/focal place for all contact in the event of a disaster, including.

Expected results

- An increased number of National Society staff and volunteers trained in relief and awareness raised of the volunteers within the National Societies of how to deal with a disaster.
- Greater ability in the National Societies of the region to respond to and deal with a disaster occurring within their own country.
- National Societies of the region has the capacity to assist sister SAPRCS members in the event of a regional disaster.
- The Angola Refugee Operation in Namibia is run and budgeted efficiently to the benefit of the vulnerable population in accordance with SPHERE minimum standards.
- Improved services to the refugees in both refugee camps in Zambia.
- The respective Country Offices react with support of an emergency in their country of operation.
- Country Offices have the capacity to assist National Societies when a disaster occurs.
- List of beneficiaries are computerised (and produced in a shorter time).
- Distribution lists are more accurate and adaptable to changing situations.
- Data base of beneficiaries make searches and tracing exercises more effective.
- Quicker and better planning of response in the event of a disaster in the region.
- Detailed knowledge about the location of the resources (human and material) of National Societies exists and is used.
- The information (locations and typical progress) of reoccurring disasters such as cholera, drought and flooding is computerised.
- The computerised information is updated and used in the course of an ongoing disaster.

- The time and human resources used to obtain information about areas which are difficult to access because of the disaster is reduced.
- National Societies have systems in place to respond faster and more efficiently to a cholera outbreak and mobilise Federation support when required.
- Regional Co-ordination, in the event of a disaster, is faster and more centralised.
- The Red Cross and external organisations have a focal point at the Regional Office in the event of a disaster.
- Efficient co-ordination is provided to PNS involvement in disaster response.
- National Societies concerned are better assisted when a disaster occurs.

Indicators

- Number of staff trainings in relief.
- Number of qualified volunteers available for emergency response operations.
- Namibia and Zambia Refugee operations are meeting Sphere standards.
- Efficient response from country offices to sudden onset emergencies.
- Response time to sudden onset emergencies.
- Data base for recurring emergencies exists and is used.
- Cholera outbreaks are responded to quickly
- Spread of cholera outbreaks are limited
- Number of deaths due to cholera in any outbreak.
- Regional National Societies and other organisations use and appreciate services of Regional Office.
- PNS use and appreciate Regional Office co-ordination facilities.
- Time taken to respond to disasters in the region.

Critical assumptions

- There are sufficient funds available to carry out the training courses planned.
- The National Societies have enough volunteers with the requisite skills.
- The WFP pipeline does not breakdown for either of the refugee operations.
- There are sufficient funds to support the country relief operations and cholera response equipment.

Monitoring and Evaluation arrangements

The Regional Office will carry out periodical visits to the refugee operations in the respective countries. Regular monthly reports from the Country Offices and Federation personnel in country covering the operations will be produced. Medical reports will be produced. The data base will be used as a tool to monitor and evaluate its value in assisting in a disaster.

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2. Disaster Preparedness

Background and progress to date

Southern Africa has been affected by and will continue to be at risk from different forms of disasters, both natural and man made. The region is subjected to droughts caused by erratic rainfall patterns, flash floods induced by seasonal cyclones, population displacements as a result of inter-state conflicts and political violence, HIV/AIDS and other epidemics, and lightening and veld fires.

Drought is the most frequently occurring “natural disaster” hazard in the region and this has been exacerbated by unpredictable rainfall patterns in the region since 1980. Drought’s impact is widespread affecting economic performance, social infrastructure and the environmental resource base.

The region normally experiences sporadic outbreaks of cholera, malaria, measles and dysentery. In addition to these periodic epidemics, spread of HIV/AIDS and its devastating consequences is now considered by many countries in the region as a national disaster. However, despite the widespread catastrophic impact of HIV/AIDS, the epidemic is seldom given priority by disaster management authorities and policy makers, as it is viewed as a health concern only. The South African Partnership of Red Cross Societies and the Regional Office of the International Federation of Red Cross and Red Crescent Societies have declared HIV/AIDS a disaster in the region. From the perspective of disaster management, HIV is an important but often unrecognised driver of socio-economic risk.

Natural disasters in the Southern African Region are well documented and can be summarised as follows: Epidemics including: Cholera, Malaria, Meningitis, most commonly in Mozambique, Malawi, Zambia and Zimbabwe. Floods/Cyclones, most commonly in Mozambique, Malawi, Zambia, South Africa and Zimbabwe; Township fires occurring mostly in South Africa. Droughts, mostly slow onset, found throughout the region.

Furthermore, the region is subjected to high levels of both internal and cross-border displacements of people mainly as a result of conflict in Angola and the DRC. The region has also witnessed an increase in the numbers of internally displaced persons and refugees fleeing their homes as a result of protracted inter-state as well as intra-state conflicts particularly Mozambique, Angola, Namibia, DRC, and presently also increased political violence in Lesotho and Zimbabwe

During the last two years, several natural and human-caused disasters have occurred in the region to which National Societies have responded in conjunction with, and supported by, the Regional Office. These include drought in Southern Zimbabwe, Cholera in Zimbabwe and other countries, Congolese Refugees in Zambia, Angolan Refugees in Namibia and the recent cyclone-induced floods in Mozambique, Zimbabwe, Swaziland, Botswana and Malawi.

Regional Disaster Response Capacity, both in terms of the role of the Regional Office and National Societies in the region, needs to be more dynamic and efficient. Recent events, particularly the response to the regional floods early this year, has underlined this need. The creation of Regional FACT Teams, thus using existing and expanded human and material resources from the region, is one amongst several steps the Regional Office is taking to address this deficiency.

Another step being taken is the building of capacity to produce, gather, store and access appropriate information. It is recognised that a lack of this capacity is an obstacle to preparing for and responding to disasters in the region. To address this constraint the Regional DP Programme, through the Regional Information Systems Management (ISM) project, will continue to enhance the knowledge management capacity of National Societies and the Regional Office, with emphasis on activities related to disaster preparedness.

Overall, the programme will seek to achieve its goal through the development of an integrated and co-ordinated multi-sectoral disaster management structure within the National Societies which links disaster preparedness with other programmes and builds on the Society’s capacity to undertake disaster related activities.

Goal To strengthen capacity building of National Societies for effective disaster management in the region. In doing so, the disaster preparedness programme will continue to provide assistance to the National Societies to implement their own disaster preparedness activities in the context of strategy 2010.

Objectives and Activities planned

Objective 1 To develop disaster preparedness plans for countries in the region in co-ordination with governments and other actors in the region, and to use previous experience in disaster response to inform these plans.

Activities required to achieve objective 1 are:

- Organise and run 2 workshops at regional level and 10 at country level for NS staff/volunteers and governance from Zimbabwe, Swaziland, Lesotho, Namibia, Mozambique and Botswana on DP policy formulation during the planning period.
- Clarify the role of the Red Cross in disaster preparedness and general management taking into consideration local governments' Disaster Policies.
- Review and evaluate the effectiveness of previous disaster relief interventions.
- Collaborate with the disaster management body of the Southern Africa Development Co-operation (SADC), UN disaster management system and NGOs on disaster policy matters.
- Participate in the regional co-ordination of disaster management.
- Encourage regional exchanges/meetings and identify linkages with other programmes.
- Support the national societies prepare their country disaster profiles and carry out vulnerability and capacity assessments.
- Collaborate with ID/RD and ISM programmes in strengthening capacities of high risk branches.
- Engage a consultant to assist in the production of NSs' DP Policies.

Objective 2 To establish regional Field Assessment and Co-ordination Team (FACT).

Activities required to achieve objective 2 are:

- Carry out refresher training, consisting one week theory and one week field exercise for Regional FACT teams.
- Carry out simulations with other organisations on search, rescue and relief operations for different disasters.
- Establish a Regional human resource data base containing up to 100 entries skilled in disaster response activities by 2002.
- Identify a consultant to work with the management and co-ordinate Regional FACT training courses and develop guidelines on deployment and engagement procedures. Draw up terms of reference for this consultancy.
- Initiate the procurement and prepositioning of Regional FACT kits (Telecom and Operation kits).

Objective 3 To develop food security projects identified by the 4 pilot national societies of Swaziland, Lesotho, Botswana and Zambia based on guidance provided by a Food Security Consultancy Report

Activities required to achieve objective 3 are:

- Carry out assessments to determine food insecure households/communities utilising the expertise from Regional FACT Teams and the Federation's VCA Guide.
- Application of GIS techniques in the assessments will be tested.
- Identify community based food security projects and implement food security programme activities in partnership with civil society organisations, NGOs and local government authorities. Integration of food security projects with Health and Watsan activities will be encouraged.
- Measure and monitor food security status and institutionalise local early warning systems (by the national societies and other stakeholders). This will be done in close collaboration with ISM and ID/RD programmes so as to improve early warning data and information quality generated at the Regional Office.
- Promote advocacy work for food security.

Objective 4 To increase capacity in NS and the Regional Office to use information technology (IT) to prepare for disasters.

Activities required to achieve objective 4 are:

- Information management strategic plans are prepared in Namibia, Zimbabwe, Swaziland and the Regional Office by 2nd quarter 2001 to ensure sustainability of IT and to enable overall strategic objectives to be met.

- The computer literacy level of Red Cross NS is increased through participation in ISM internship projects, and through ongoing computer training at several levels.
- The regional website for the Red Cross becomes the focal point for knowledge management in the region and it is increasingly being used to share information and co-ordinate activities.

Objective 5 To develop comprehensive contingency plans formulated for commonly occurring disasters in the region.

Activities required to achieve objective 5 are:

- Organise and run 1 regional meeting for 20 NS staff and volunteers on Contingency Planning for commonly occurring disasters in the region.
- Organise and run 2 workshops in Namibia, Zambia and Zimbabwe on Contingency Planning for population movement in collaboration with UNHCR and local government authorities.
- Prepare a comprehensive set of contingency plans for commonly occurring disasters in the region.

Objective 6 To establish an emergency stock of goods for 10,000 persons sourced and prepositioned at the Regional Office.

Activities required to achieve objective 6 are:

- Purchase and preposition in Harare DP Emergency Stocks for up to 10,000 persons. In the long-term, consideration will be taken to preposition some of the stock in high risk areas.
- These stocks will be utilised to meet the immediate needs of disaster victims and will be replenished with funds raised from the specific emergency appeals in question, in order to maintain regional stocks for future emergencies.
- Establish supplier databases to ensure smooth and speedier procurement and delivery of stocks.
- Identify adequate and appropriate warehouse facility and improve procurement systems collaboration with the Logistics Unit.

Objective 7 To assure that Sphere principles are adopted in all new NS policies and plans and applied in all Federation assisted relief operations

Activities required to achieve objective 7 are:

- Carry out a 3-day training workshop on the Humanitarian Charter and Minimum Standards (HCMS) for 65 staff and 110 volunteers working in field operations.
- Train 6 NS focal persons to market Sphere within their respective NS.
- Carry out 4 sensitisation meetings with all the Regional delegates and 9 meetings with all the management staff of six NS in the region.
- Target Red Cross Regional gatherings for maximum Sphere impact and feedback.
- Continue the Sphere promotion work in the Regional Office.
- Conduct 2 Sphere training workshops for ICRC staff at the Regional Office.
- Carry out 3 sensitisation meetings with displaced communities' representatives in selected on-going relief/rehabilitation programmes within the region.
- Carry out 2 training workshop for relief and development partners in the field (NGOs, UNHCR, WFP and local government authorities).
- Include Sphere in Regional FACT Team training and exercises and train all multi-sectoral disaster assessment teams in HCMS .
- Review Appeals/Situation Reports for linkages with HCMS.
- Apply HCMS in Emergency Contingency Planning.
- Incorporate Sphere into Regional Training Programmes and include Sphere presentations in all technical trainings carried out at a regional level.
- Apply HCMS in Monitoring and Evaluation of Federation supported operations.

Expected results

- DP Policies prepared by National Societies (NS) in Zimbabwe, Swaziland and Namibia in 2001; and by Mozambique, Lesotho and Botswana in 2002.
- A Regional FACT Team established and operational.
- The Regional FACT Team will comprise; Team Leader, Operations Manager, and specialists in Logistics, Health/Watsan, Assessment, Reporting and Finance/Administration.

- Regional data base established for up to 100 skilled persons in disaster response by 2002.
- Food security projects identified by the 4 pilot national societies of Swaziland, Lesotho, Botswana and Zambia based on guidance provided by a Food Security Consultancy Report.
- An increased proven capacity in NS and the Regional Office to use information technology (IT) to prepare for disasters.
- A comprehensive set of contingency plans formulated for commonly occurring disasters in the region.
- DP Emergency stocks for 10,000 persons sourced and prepositioned at the Regional Office.
- Sphere principles adopted in all new NS policies and plans and applied in all Federation assisted relief operations.
- DP training programme established and implemented by Nss.

Indicators

- NS able to apply DP Policies and Plans during emergency response interventions.
- DP Policies and Plans submitted to Regional Office and circulated to interested parties.
- List of names of FACT team members qualified in relevant sectors published and circulated to SAPRCS members and other stakeholders.
- Availability of data base consisting of up to 100 skilled persons in disaster response activities.
- Rapid and efficient deployment of Regional FACT teams at the onset of emergencies.
- Improved flow of information on commonly occurring disasters, including documenting and sharing with interested partners.
- NS are familiar and comfortable with Food Security concepts and are able to plan and implement Food Security projects.
- Number of Food Security projects implemented in pilot countries
- Number of partnerships with other organisations in Food security, based on shared expertise.
- NS ongoing food security programmes strengthened, without the necessity of starting completely new programmes.
- More focused Red Cross activities which concentrate on the well-being and livelihood needs of communities facing food insecurity situations.
- NS and the Regional Office have developed and adopted information strategic plans, tied to overall strategic plans for the respective organisations.
- NS are making more sophisticated use of IT such as by increased use of databases and applications (other than word processing), increase in frequency of email usage, production of more sophisticated publications for narrative and financial reports.
- Staff and regional programme counterparts are trained in basic and advanced IT use and take examinations which grade their level of computer literacy and skill.
- Outdated and inadequate computer hardware and software replaced with appropriate equipment and applications.
- Regional Office staff and delegates making use of the office's intranet and the regional website.
- Regional ISM interns, the ISM delegate and ISM officer can provide qualitative assessments of increases in overall computer literacy at NS and the Regional Office.
- Email connections are installed in branch (field) offices of NS and are being used for communication inside and outside of countries and regions.
- Workshops and consultancies in GIS are completed. Regional DP and disaster relief programmes make use of GIS for disaster preparedness and relief.
- Workshops and consultancies on early warning are completed. A strategy for developing and using early warning capacity in the region is produced.
- NS make contributions (text, publications, images, contact information) to the website.
- The regional website is used as a regional information network: to highlight Red Cross activities in the region, and as a gateway to information and news that can be used by NS and the Country Offices.
- A comprehensive set of contingency plans for commonly occurring disasters in the region prepared and circulated to respective parties.
- Regional Contingency Plan for population movement prepared and circulated to respective national societies and other stakeholders.
- Application of Contingency Plan before and during emergencies by the national societies in the region.
- Availability of warehouse with capacity for DP of 350 sq.m.
- Stocks for up to 10,000 persons prepositioned in Harare and reflected in stock reports.
- NS staff and volunteers show at least 80 % success rate in applying Sphere in on-going relief/rehabilitation operations.

- 75% of NS staff and volunteers pass Sphere quiz test.
- 6 NS Sphere focal persons identified and register 60% success rate in the Sphere training and Regional Federation delegates and NS management staff are able to apply HCMS in their work.
- Representatives of displaced communities are able to monitor and report (through meetings with camp management) compliance with Minimum Standards of relief assistance provided by humanitarian aid organisations.
- Regional FACT team members are able to apply Sphere in their disaster relief work. 65% success rate registered.
- Systematic use of HCMS when formulating new appeals, situation reports, contingency plans, field assessments and plans of actions.
- national societies staff and volunteers are trained and are familiar with disaster preparedness programmes.
- Disaster preparedness programme identified as a core area in the NSs' strategic plans.

Critical assumptions

- Sustainable funding is guaranteed for the implementation of project activities.
- Political environment remains conducive for programme implementation.
- Position of Relief delegate is maintained so that emergency operations do not impede the implementation of routine DP activities.
- NS show commitment and assume ownership of the programme in the spirit of SAPRC.

Monitoring and Evaluation arrangements

Project reports will be submitted to donors and stakeholders. Quarterly reports will be submitted in a timely fashion and an annual report will be issued to partners. The management group will use indicators provided to evaluate and monitor progress.

Periodical self and external evaluations will be conducted to assess whether the objectives of the programme were achieved. The aim of the evaluation will be to learn for future project implementation, to further improve on established procedures and existing structures and finally to be accountable both to donors and to those whom we seek to support. Field visits to project areas will also be carried out to review progress.

A review of the programme will be carried out in 2001 with assistance from the DP Department in Geneva and with the involvement of SAPRCS representative(s). It is envisioned that recommendations from this review will be used to strengthen NS disaster relief actions.

The main method of monitoring and evaluation for the ISM component will be through qualitative quarterly and annual reports submitted to the delegation. Qualitative biannual and annual reports will be submitted to CIDA. Any consultancies, internships or workshops conducted will be evaluated through final reports or workshop proceedings.

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3. Health and Care

Background and progress to date

The provision of health and care is highly needed in a region where so many aspects of individual and community health are threatened. The dominant health problems in the region today include the lack of adequate health services, the threat and incidence of communicable diseases, the lack of access to safe water, unemployment, high population growth rates which do not tally with the economic growths, malnutrition and continued drift from rural areas to overcrowded towns. The spreading conflict in the Democratic Republic of Congo and the continuous conflict in Angola create major social, economical and health problems in the region.

During the rainy season cholera, other diarrhoeal diseases and malaria escalate in Mozambique, Malawi, Zambia and Zimbabwe as a result the morbidity and mortality rates increase at this time. Cholera has become endemic in some areas of Mozambique and Zimbabwe. This poses more challenges to the National Societies and the Regional Health and Care Programme (RH&CP) to carry out health education as an ongoing process.

The Southern Africa Region has the worst HIV/AIDS affected countries in the world. In Southern Africa one out every five adults is HIV positive. Ninety five percent (95%) of all AIDS orphans are found in this region and the life expectancy has already been reduced from 60 to 40 years.

Since 1990, the Harare Regional Office of the Federation has implemented a Regional Health Programme (RHP) aimed at promoting the community based health care (CBHC) approach throughout the region. The RHP was designed to further contribute to the realisation of the Strategic Plan of the Federation for 2010, which placed renewed emphasis on strengthening the National Societies within the region.

Since 1998, the Regional Office has implemented a Regional Water and Sanitation Programme, (initially planned for the period 1998 - 2000) which was envisioned to carry forward and expand upon the various Red Cross WatSan interventions in response to drought and mass population movements during the 1990's. The region's National Societies have expressed interest in continuing WatSan projects based upon the tangible benefits that have been realised among the beneficiaries, the positive profile given to the Red Cross Movement at grass root level and the continuing need even when emergencies were over. In addition, over the implementation period of the Water and Sanitation programme the Societies have built up a degree of expertise in WatSan implementation which should not be wasted. As a result of various evaluations it was evident that the Societies needed to formulate a more developmental approach to WatSan than was the case in the previous relief interventions. The current water sanitation programmes reflect that orientation and the water sanitation program has been incorporated into the Regional Health Strategy.

Goal The Southern Africa Red Cross National Societies has strengthened capacity to deliver efficient and effective health services to the most vulnerable and in accordance with the humanitarian values of the Red Cross Movement.

Objectives and Activities planned

Objective 1 To support the building of national societies ownership (of the regional health and care programme) and of programme development.

Activities required to achieve objective 1 are:

- Assist NS to develop Operational Annual Health Plans through consultation with beneficiaries.
- Give technical support in the development of Strategic Plans using standard proposal formats assisted by the health, water sanitation and ID delegates.
- Assist and provide technical advice to the national societies in the development of community based bilateral projects with PNS.
- Give technical capacity building support to the providers of community based health services to the targeted vulnerable groups.

- Close collaboration between a Health Programme Officer from each NS and the Regional Health Delegate.
- Assist the Regional Task Force Team to support the national societies.
- Support the national societies in revising the Operational Health Plans before the Regional Annual Planning Meeting.
- Assist in enabling exchange and technical visits between NS.
- Assist the national societies in identifying training needs, curriculum development and provide financial support for it.

Objective 2 To strengthen the implementation of traditional Red Cross activities prioritising community health interventions in the region with integration of HIV/AIDS epidemic prevention, care, support and advocacy activities.

Activities required to achieve objective 2 are:

- NS and Federation support to the ARCHI process when defining and implementing the RC/RC African Strategy for health.
- Through consultation with all stake holders including targeted communities arrive at a consensus on priority activities which RC/RCS can undertake on epidemic outbreaks.
- Implement the Regional HIV/AIDS strategy and national societies operational plans.
- After consultation with Ministries of Health and relevant agencies (i.e. WHO) provide epidemiological guidelines for epidemic interventions (malaria strategy and epidemics management).
- Train and update the Health national societies managers on epidemics.
- Identify resources, human and financial for relief interventions.
- Manage and utilise the created resource stock for anticipated cholera epidemics in the region.
- Print in Portuguese and English and field test the recently developed nutritional and cholera manuals.
- Educate National Society staff and community members about epidemics in order to encourage the reporting on epidemics detection.

Objective 3 To improve the national societies capacity through the development of staff and volunteers and provide regional technical support missions to the national societies requiring assistance to strengthen their capacity to develop and implement Development/Relief Health Programmes.

Activities required to achieve objective 3 are:

- Organise and support specific training modules and workshops in co-ordination with DP, ID, watsan, to strengthen the national societies staff and volunteers management skills and promote a community based/developmental approach to health programmes.
- Support technically and financially training courses in Health Management, Planning, PHC/CBFA, HIV/AIDS, Disaster response/Health Preparedness for Senior staff and divisions/branches.
- Work with national societies to identify training needs, Regional Office to assist in the identification of regional training opportunities (training centres/universities) and share financial support for the participants.
- Identify suitable and experienced facilitators from sister national societies and other sectors.
- Advise and support national societies health staff to provide community training on basic health care activities to increase their sustainability and self-reliance in the community.
- Encourage the utilisation of local technical resources in order to promote a more sustainable and regional centred approach to health programmes.
- Recruit two Regional HIV/AIDS Delegates by the Regional Office.
- In co-ordination with the national societies (at Annual Planning meeting) establish technical support needed from the Regional Office.
- Collection of health technical reports regionally and information sharing with partners, Secretariat and national societies about the health situation in the region.
- Assist the national societies in the development of national societies Health Plans and Budgets that are synchronised and integrated into the overall Regional Health Plan and help the national societies access funds for Health and RH Programmes.
- Organise, and if needed, participate in emergency assessments, monitoring and evaluation of programmes.
- Support information campaigns by sharing Information, Education and Communication materials (IEC) developed by the national societies and promote standardisation.
- Provide the national societies with updated health guidelines, policies and directives produced by the Secretariat Geneva.
- Contract consultants for technical support needs in national societies in STD/HIV/AIDS projects.

- Give technical support to health and watsan components of the refugee operations in Namibia and Zambia.

Objective 4 Building Partnership; To create a continuing dialogue and support between the African RC National Societies in the region with the Federation Country and Regional Offices, the Secretariat, PNSs, Ministries of Health, other partners in health such as UN agencies, WHO and others.

Activities required to achieve objective 4 are:

- Assist the national societies to identify areas where RC/RCS have expertise/needs and how the expertise can best be used and needs addressed through cooperation with other partners.
- Assist the national societies to establish channels for collaboration with the MoH, other government authorities, PNS.
- Assist the national societies to strengthen the relations with Regional Health Partners like WHO/AFRO, SAFAIDS, UNICEF, UNFPA, UNAIDS, UNDP and others.
- Assist the national societies to develop Co-operation agreements with the PNS/MoH/UN agencies and other partners.
- Maintain a regional communication information system with the Regional Health Task Force members by collecting quarterly reports and share summaries of the country/regional activities with donors and the Secretariat.

Objective 5 Based on the expressed needs of National Societies in the region, to implement water and sanitation programs, provide training, and to build a data base of appropriate available resources.

Activities required to achieve objective 4 are:

- Further strengthening of health and hygiene awareness raising and resultant behavioural change among beneficiaries.
- Provision of appropriate formal training in this area and to arrange an exchange programme to enable health educators to benefit from the other national society and humanitarian agency experience in this area with the accent upon practical field experience.
- Training in strategic planning, programme/project design, management, monitoring and evaluation, financial management and report writing.
- To provide guidance upon community mobilisation at field level through the relevant Government, National Society and community structures that are available or that may need to be formed.
- To promote technical standardisation in line with Government polices and appropriate technology.
- Provide better opportunities for local Red Cross Branch Governance and members/volunteers to be actively involved in needs assessment, project planning and implementation.
- Provision of further training to database users and expand the number of users and expand the number of users including.

Expected results

Programme ownership and development:

- All national societies have and use the operational annual health plans with tangible evidence of targeted beneficiaries.
- NS receive good support as stated in contract agreements with PNS, outlining responsibilities, obligations, roles and modes of interaction between the national societies and the PNSs.
- Health Departments are established in NS.
- Health Programme Officers are appointed in NS and they will be the in country counterpart for the Regional Health Delegate.
- The Regional Health Task Force provides technical review, advice and monitoring of the RH&CP.
- The national societies Operational Annual Health Plans stipulate support required from the Federation.
- NSs-Regional Exchange/technical visits held between the different national societies.
- national societies term of reference procedures for technical support request developed.
- Task force health team annual report produced and analysed during the annual planning meeting.
- The national societies/Federation use the Regional Health team.
- Training curricula are produced by NS with financial/technical support by the Federation.
- National Society health programmes are developed with through and for community participation.

Traditional Red Cross activities and HIV/AIDS

- national societies have been assisted to define and implement focused health interventions by the African Red Cross Health Initiative (ARCHI) process.
- National Society health programmes are developed with through and for community participation.
- Plans developed by each NS based on list of identified health priorities for the region.
- The HIV/AIDS Regional Strategy has been implemented and national societies are implementing strong activities against the HIV/AIDS epidemic.
- The RC regional strategy on malaria developed and implemented.
- Improved Red Cross relief image.
- Low cost-effective utilisation of resources takes place.
- Financial support for Red Cross relief interventions generated.
- Regional material resources in place to support national societies relief interventions.
- Better internal co-ordination and co-operation within Regional/national societies and inter-country co-operation plan in relief situations.
- MoUs/protocols for intervention in place.
- Reinforced network system established between national societies at the region and rapid action from NS in case of relief interventions.

Capacity Building/Technical Support

- Synchronised training sessions held with watsan, DP, ID.
- Regional training facilities identified by the Regional Office and notified to the national societies.
- NS Health Programmes operate through good technical performance.
- Technical skills of NS facilitators used at regional level.
- Training cascading systems developed by NS.
- Better programmes with impact at community level implemented by NS.
- Sustainability and self-reliance in the communities are increased through NS health programmes.
- A regional health human resource pool established.
- The regional advisory and co-ordination role of the Regional Health Delegate improved.
- The Regional Office receives information about the epidemiological situation in each country.
- national societies keep well informed about the epidemiological situation in the region.
- Development and emergency assessments as well as monitoring and evaluation of programmes are carried out through mutual assistance between national societies.
- Standard Information, Education and Communication materials (IEC) developed by the national societies and used by other national societies in the region.
- MoUs signed between national societies and the Ministries of Health and sustainability of projects improved.
- Morbidity and mortality reduced by First Aid provided by NS at community level.
- national societies have positions as leading agencies at community level in HIV/AIDS prevention, care, support and advocacy activities.
- national societies have health strategies and projects prioritised and categorised according to their impact on the health of the population.
- Recognition gained locally and internationally through professional NS support to refugees.

Building partnerships

- Interventions where the Red cross can have significant impact on public health related problems have been identified by NS.
- Regional Office support to the national societies is based on plans deriving from the Regional Health Strategy.
- NS/Federation receives/provides support from/to other organisations, MoH, UN agencies.
- The PNS commit to support long term projects.
- Communication among the countries and regionally in disaster management is improved.

Water and Sanitation

- In consultation with National Societies, water and sanitation programmes are being continually identified and implemented.
- Beneficiaries are demonstrating appropriate hygiene awareness and behaviour.
- National Societies will have well trained staff in water and sanitation.
- National and international norms of water and sanitation interventions are being met in Red Cross projects.
- Community and Red Cross Branches are involved in all phases of planning and implementation of projects.
- Data Base is being constantly updated and used.

Indicators

- Feedback received from National Societies and partners on the quality of technical support.
- High participation of NS in the regional health process.
- Each of the ten National Societies implement health projects as documented in the Country Strategic and Operational Plans.
- The reports and advice of the Health Task Force Team are available.
- Technical exchange of personnel from within the region each year is working professionally.
- At least 80% of the national societies implement the strategies developed at regional level.
- The region are implementing activities with a common approach and with impact at grass root level.
- PNSs support country health activities through the region.
- Finalisation by Namibia, Lesotho, Swaziland national societies of Strategic Plans and Health Operational Programmes by the end of 2001. Botswana and South Africa Red Cross Societies well advanced in the process by the end of 2001.
- Implementation by Mozambique Red Cross, in co-ordination with the PNS, by the end of 2001 of a health programme which reflects its new capacities.
- Zambia/Namibia strengthened the implementation of the National Health Development Plan and refugees support improved.
- The number of agreements between the national societies/Federation and partners (PNS/UN agencies) in place.
- Number of water sanitation projects implemented and number of beneficiaries reached.
- reduced morbidity and mortality from water borne and hygiene related diseases in areas of intervention.
- Number of trained staff in water and sanitation working in Region's National Societies.
- Community ownership and thus sustainability of water and sanitation interventions.
- Data base exists, is of high quality and is used by the Red Cross and other organisations.

Critical assumptions

- The numbers of agreements between the national societies/Federation and partners (PNS/UN agencies) in place.
- NS commitment to and involvement in the RH Programme.
- Relative stability within the region and unforeseen events that would substantially reorder the priorities established.
- Available funding for the Regional Office's work in general and the RH&CP in particular.
- Stable (long term) national societies Staff..
- Bilateral health programmes between PNS and national societies will be integrated with regional strategy.

Monitoring and Evaluation arrangements

Annual review by the Health /Programme and PNS co-ordinators will be carried out. During SAPRCS annual meeting impact of programmes will be evaluated. Self monitoring and reporting to Geneva and partners through the quarterly reporting mechanism. The Head of Regional Office will evaluate the performance of the Regional delegates annually, in his capacity as manager for this programme

A mid-term evaluation will be performed by external evaluators with the agreement of the national societies, International Federation and donors in two years and the final evaluation at the end of the current programme period.

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4. Institutional & Resource Development

Background and progress to date

The Regional ID/RD Programme started in 1997 and included internal reviews in 1998 and 1999. During a Regional Assistance Strategy planning meeting in July 1999 with Secretaries General from Southern Africa a set of mainly institutional performance indicators were agreed upon. These are to be achieved by the end of 2001.

The programme is increasingly co-ordinated with other technical programmes primarily through branch development and planning of projects using log frame. Shortcomings in the implementation of technical programmes is primarily linked to low capacity in areas such as financial reporting and programme management capacity. This is in its turn often related to the human resources capacity of National Societies (competence and/or number of staff).

The understanding and use of log frame has increased, several Societies have strategic plans or are almost ready with them, a format for Memorandum of Understanding has been designed and the first agreement signed with Swaziland. The Regional Branch Development Officer has been recruited and has started his work.

The major constraint during 2000 is related to the reluctance of National Societies to embark on changing structures and procedures to improve their capacity to deliver services. With increasing demands on the Societies, both from needs of vulnerable people as well as from donors, existing work processes are often no longer adequate. Hence, there is a need to increase the awareness of the implications on management style, decision making and human resources structures in the Societies.

Several of the Societies perform on a very low level, which will require support to establish some kind of recovery plans. However, as there is no real possibility to impose change from outside, and with existing procedures within the Federation, the way forward is to encourage internal commitment to a change process.

Goal National Societies in Southern Africa will have improved their capacity to manage programmes that assist vulnerable people in accordance with the Federation's Strategy 2010. By having an increased capacity to plan, implement and report on programmes and projects, their capacity for managing partnerships with PNS will increase and their funding situation is also expected to become stronger.

Objectives and Activities planned

Objective 1 Societies have in place and are able to sustain systems and structures for Branch Development. Primarily, there will be a concentration on the production of relevant training material, guidelines and manuals with a participatory approach.

Activities required to achieve objective 1 are:

- The Regional Branch Development Officer will continue working with the Societies and support them to develop branch development information material.
- Material will be adapted at branch level for use appropriate to circumstances.
- At least 2 regional and 5 national workshops will be held to support and monitor the work.
- Branches will receive support both from NS headquarters, the Regional Branch Development Officer as well as from technical delegates from the Regional Office.
- External consultants may be required for finalising the products.
- A regional workshop to train NS Branch Development Officers in the use of the material, including the promotion of humanitarian values will also be held.

Objective 2 National Societies will understand the connection between their delivery capacity and funding of core programmes and structures, and have taken action accordingly to improve their funding. To support Societies in establishing and/or strengthening their domestic financial resource development capacity.

Activities required to achieve objective 2 are:

- Using the experiences gained in the resource development project in Swaziland establish Resource Development projects and/or units will be established at headquarters.
- Regional Office will take a lead role in sourcing funding as required.
- Continue monitoring the Resource Development Project in Swaziland and support exchange visits from NS to Swaziland.
- Clarify the link between NS performance and delivery capacity and their funding and financial situation.

Objective 3 Continue to improve financial management capacity including both accounting practices as well as reporting to internal and external actors.

Activities required to achieve objective 3 are:

- Finance Development delegate will support this crucial part of the ID/RD Programme through advice and training.
- Regional workshops will be held for Finance Officers and Treasurers from National Societies.
- Information sharing on best practices and results between National Societies.
- Training, and technical support taking place directly with individual Societies.
- The delegate will work closely with Regional and Country Finance delegates as well as with NS auditors. Identify and propose system for NS budgeting (income and expenditure) on national and programme levels.
- Initiate discussions on “NS core costs” with NS with an aim of arriving at a common definition of the concept and how they could be funded.

Objective 4 To further clarify and strengthen relationship between Governance - management in the regions National Societies.

Activities required to achieve objective 4 are:

- Hold a follow-up seminar after the regional governance workshop in Johannesburg 1998 with emphasis on the role of NS leadership in change processes.
- National workshops will be conducted as requested by the respective NS.
- Update of NS constitutions is an area closely related to NS strategic planning involving governance and will be supported when requested.

Objective 5 All NS will have strategic plans linked to Strategy 2010. These plans will form the basis for the Federation’s Country Assistance Strategies and Memoranda of Understanding, that will be drawn up with Societies as required.

Activities required to achieve objective 5 are:

- Give technical advice to NS to develop a strategic plan and the programme documents required to implement it.
- Workshops and consultancies, involving governance, volunteers and staff on local levels in the process may be required.

Objective 6 Societies have improved their capacity to plan, implement, monitor and report on projects and programmes using Logical Framework Approach as the main tool.

Activities required to achieve objective 6 are:

- Give and support training in using log frame for problem analysis, design, implementation, monitoring and reporting in co-operation with the regional technical programmes.
- Support NS in involving local consultants and give feedback on programme and project documents from NS and technical delegates.

Objective 7 Societies have taken decisive steps towards becoming Well-functioning National Societies with ID/RD Programmes linked to other programmes being implemented by the NS.

Activities required to achieve objective 7 are:

- Support NS in designing capacity building programmes with components such as financial systems, management systems, and human resources structure (including job descriptions, organigram, salaries, performance appraisal systems etc.).
- Give technical advice and financial support as required for implementation of these plans.
- Use CAPI for identifying and agreeing on needs and measuring results.

Objective 8 Country Assistance Strategies and Memoranda of Understanding will be drawn up with, at least, the National Societies in Malawi, Mozambique, Swaziland, Zimbabwe and Namibia based on their strategic plans. These documents will form the foundation for the co-operation between National Societies, donors and Regional Office as part of the Federation's change process and Southern Africa being an Action-Research project area.

Activities required to achieve objective 8 are:

- Discuss and agree on priorities with NS management, technical delegates in the Regional Office and relevant PNS and ICRC.
- Create country committees within the Regional Office and ICRC for monitoring the implementation.

Expected results

- Societies have in place and are able to sustain systems and structures for Branch Development. Primarily, there will be a concentration on the production of relevant training material, guidelines and manuals with a participatory approach.
- National Societies understand the connection between their delivery capacity and funding of core programmes and structures, and have taken action accordingly to improve their funding. Focus will be on supporting Societies to establish and/or strengthen their domestic financial resource development capacity.
- Several Societies have improved their financial management capacity including both accounting practices as well as reporting to internal and external actors. This will have implications on both the overall management and decision-making as well as the distribution of information within these Societies.
- Governance - management relationship have been further clarified and strengthened. This should be seen as a means for NS to focus its programmes according to the strategic directions of Strategy 2010. It is also important for the integrity of the Societies and their capacity to deliver services to vulnerable people.
- All NS have strategic plans linked to Strategy 2010. These plans will form the basis for the Federation's Country Assistance Strategies and Memoranda of Understanding, that will be drawn up with Societies as required.
- Societies have improved their capacity to plan, implement, monitor and report on projects and programmes using LFA as the main tool. This will improve their ability to manage partnerships with donors.
- Societies have taken decisive steps towards becoming Well-functioning National Societies. This will be done through designing ID/RD Programmes linked to other programmes being implemented by the NS as an answer to the capacity building requirement in Strategy 2010 as part of their national strategic plans and through actual implementation.
- Country Assistance Strategies and Memoranda of Understanding have been drawn up with, at least five National Societies, most probably including Malawi, Mozambique, Swaziland, Zimbabwe and Namibia. These documents will form the foundation for the co-operation between National Societies, donors and Regional Office as part of the Federation's change process and Southern Africa being an Action-Research project area.

Indicators

- At least 9 National Societies have relevant material for Branch Development for them to adapt and use.
- At least two officers from each NS are able to use the material and train other staff and branch members.
- Three NS have a plan to increase their domestic funding
- The domestic funding share of the global income of these Societies is increasing.
- Finance departments produce user-friendly reports for different end-users within NS and to the donors.
- Governance, management and staff at headquarters and local levels understand and perform their various roles giving increased transparency and accountability within Societies.
- All NS have audited accounts, annual income and expenditure budgets and reports on national and programme levels linked to work plans.
- Reporting on working advances/cash transfers from Federation and from PNS is timely and accurate.
- NS have updated constitutions reflecting a broad understanding within Societies of the complementary roles to be played by governance and staff on central and local levels.
- Increased resource development
- Improved service delivery to vulnerable people and the overall image of the Society.
- National boards are using the performance appraisal system proposed by the governance guidelines of the Federation to self-assess the work.
- NS have an updated strategic plan covering at least three years.
- NS have a signed Memorandums of Understanding with the Federation and ICRC as well as an agreed upon Country Assistance Strategy with the Federation.

- The log frame format is consistently being used for all programme and project documents as well as for reporting.
- Stakeholders and beneficiaries are main actors during the problem/needs analysis.
- national societies have access to local advisors within or outside the Societies for further training, support and facilitation.
- NS senior leadership shows commitment to improve the delivery capacity of their Society by taking active part in the process of involving volunteers and staff, and explaining and justifying changes that take place.
- CAS's exist for Malawi, Mozambique, Swaziland, Zimbabwe and Namibia and are linked to the Memorandum of Understanding between NS, Federation and ICRC.

Critical assumptions

- NS assumes ownership of the programme activities through the establishment of their own ID/RD projects.
- The political environment in the region remains stable and conducive for programme implementation.

Monitoring and Evaluation arrangements

Quarterly reports will be submitted to the Head of Regional Office, the Federation Secretariat and Donors. A half yearly and an annual programme report will be submitted to the Donors. Supplementary to reports submitted by the National Societies, the Programme Manager, the Finance Development delegate and the Branch Development officer will assess and give guidance to those NS that will be implementing the activities of this appeal document. An external evaluation will be carried out latest in August 2001. This will be done in the light of Harare being selected as one of the Action-Research Regional Offices for the Federation's change process. This will be an opportunity to gather experience about capacity building support as seen under the Strategy 2010.

5. Regional Co-operation

Background and progress to date

The Regional Office for Southern Africa in Harare was opened in 1985. It was established in the context of the League's Southern Africa Programme, designed to develop National Red Cross Societies in the "Front Line States". Originally with a focus on the promotion of disaster preparedness, the Regional Office has expanded in the last decade to provide technical assistance in the areas of institutional and resource development, information systems management, health and water and sanitation and relief.

In 1996, the ten National Society members of the Southern Africa Programme established themselves as the Southern Africa Partnership of Red Cross Societies (SAPRCS) with the mandate to "strengthen the collaboration, co-operation and self-determination of National Societies in the region in order to achieve a greater level of self-sustainability". This forum meets every two years with the Federation, ICRC and PNS partners, with a co-ordinating committee meeting every six months. The SAPRCS forum is facilitated by the Regional Office.

The SAPRCS brings all the partners in southern Africa together to determine priorities and strategies appropriate for the region and within the framework of Federation/Movement policies, including Strategy 2010 and decisions of Africa regional conferences. Further, SAPRCS represents the forum for promoting regional co-operation and sharing of experiences. This has been facilitated by the Federation in several ways, including the regional recruitment and training programme which was launched in 1998.

Goal To strengthen the understanding and capacities among National Societies in the region so that they share ideas, information and resources, leading to the adoption of common strategies to address needs of vulnerable people and to the building of capacities to reach more people in a sustainable way.

Objectives and Activities planned

Objective 1 To strengthen regional cooperation and priority setting through the SAPRCS forum and thereby to build National Society capacity for S2010 core programme areas tailored for southern Africa and to harmonise this development support with ICRC cooperation programmes.

Activities required to achieve objective 1 are:

- Facilitate two biannual meetings of the SAPRCS co-ordinating committee in May and November in year 2001 and a co-ordinating committee and full meeting respectively in the same months in 2002.
- Encourage and promote follow up to the decisions of the 5th Pan African Regional Conference.

Objective 2 To access and exchange skilled and experienced personnel within the region through the implementation of the regional delegate recruitment and training programme.

Activities required to achieve objective 2 are:

- Conduct refresher regional recruitment training for 5 National Societies in 2001 and 5 National Societies in 2002 through regional workshops.
- Sponsor 10 selected people each year for BTC training.
- Distribute open position lists to National Societies fortnightly and monitor open positions against candidates who are available and who have satisfactorily completed a BTC.
- Identify persons with suitable training and experience to support implementation of National Societies' programmes, especially where regional personnel can be used to good effect as part of assistance from regional programmes.
- Expand the regional resource personnel data base for use both by the Federation and the National Societies in co-ordination with the regional FACT initiative.

Expected results

- Higher quality planning of development assistance through better participation in the identification of priorities within the region, reflected in a better quality RAS, leading to more focused support from the Federation and partners in supporting appropriate and more targeted programmes at National Society level.
- At a regional level, stronger National Society core programmes and capacity through better access to skills and experience. In turn, learning through the sharing of experience also benefits the contributing National Society. At a global level, access to more skilled people for delegate positions, demonstrating the benefit of working as a Federation

Indicators

- Four SAPRCS meetings held that result in new policies and strategies.
- RAS is revised by end June 2001 that leads to higher quality, participatory and more focussed planning and partnerships in the region.
- Number of National Societies trained to select candidates for BTCs and the size of the pool of successful candidates available for assignments is increased each year.
- Number of delegates/technical exchange personnel from within the region each year.
- Stronger coherence and unity in the Red Cross & Red Crescent Movement reflected through appropriate representation from the region of Federation statutory bodies after the General Assembly 2001.

Critical assumptions

- The programme relies on relative stability within the region, but unforeseen events that would substantially reorder the priorities established constitute a risk.
- Available funding for the Regional Office's work in facilitating regional cooperation.

Monitoring and Evaluation arrangements

Annual review by SAPRCS. Self monitoring at the Regional Office and reporting to Geneva and partners through the quarterly reporting mechanism.

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6. Co-ordination & Management

Background and progress to date

The Federation will make 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) 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.

Goal The Regional Office, Harare, enables the Federation, as “the architect of co-operation”, to carry out more effectively and efficiently its humanitarian mission by assisting to build the capacity of the ten National Societies in the Region to carry out their work with the most vulnerable, and by promoting co-operation between them and partnerships with PNS, thus, realising more of the Federation’s potential.

Objectives and Activities planned

Objective 1 To effect an “added value” change in the work of Regional Offices through implementation of an Action-Research project passing greater programme co-ordination at the Regional Office.

Activities required to achieve objective 1 are:

- Serve the needs of the National Societies in the Region through strengthening regional co-operation, strategic partnerships and knowledge sharing.
- Development of clear frameworks (RAS/CAS and MOUs), strategies and quality standards.
- Build capacities of National Societies in order for them to take more responsibility and ownership of programmes targeting vulnerable people.
- Provide operation co-ordination where National Societies cannot practically manage alone and especially in the case of large scale disasters when PNS seek a co-ordination mechanism.
- Deal directly with PNS in terms of fund-raising, personnel recruitment and reporting and to engage them more in programme implementation.

- Implement the regional office pilot project changing delegates' working methods through workshops towards greater facilitation of knowledge
- Encourage partnerships between National Societies and PNS
- Strengthen capacity building components of all regional programmes.
- Retain a Reporting delegate and recruit a Deputy Head of Regional Office with responsibilities that include co-ordination of relations with PNS.

Objective 2 To strengthen the profile of the Red Cross and foster support and partnerships with international organisations and the donor aid community.

Activities required to achieve objective 2 are:

- Encourage strategic partnerships with other organisations for the National Society programmes by building a database of potential partners.

Objective 3 To increase accountability and visibility of the achievements and values of the operations and programmes supported by the Regional Office, through reports and information production.

Activities required to achieve objective 3 are:

- Provide training for delegates/programme officers as well as National Societies in programme related reporting and marketing.
- Explore ways of accessing information channels in the region with Red Cross information.
- Produce programme related information

Objective 4 To operate a Regional Finance Unit for processing of all financial information for Federation activities within the region.

Activities required to achieve objective 4 are:

- Provide back up support with information for financial management and timely reporting and flow of funds.
- Generate accountability reports for donors.
- Retain a Regional Finance and Administration delegate and support staff to manage the Finance Unit and other Regional Office functions.

Objective 5 To operate a Logistics Unit to assist National Societies and those activities supported by the Federation and PNS. Further, the Logistics Unit will work to strengthen the logistics capacity of National Societies.

Activities required to achieve objective 5 are:

- Build clear and coherent systems within the Regional Office and train staff to manage logistics functions.
- Train National Society staff and help set up systems as a step towards building capacity within the region.
- Retain a Regional Logistics delegate and staff for efficient operation of the Logistics Unit, including a Welcome Service.

Objective 6 To assist the South African Red Cross Society in its efforts to transform itself to an organisation that is more representative of, and responsive to, the country's needs.

Activities required to achieve objective 6 are:

- Support through regular consultation with the Senior Representative in advising SARCS on implementation of the recovery plan.
- Prepare a revised country assistance strategy.
- Manage the soft loan facility and the transfers made to the Society under the country assistance strategy.
- Organise donor partnership meetings and assist in raising funds for the recovery plan and country assistance strategy.

Objective 7 To provide effective and efficient management of the Zambia and Namibia Country Offices (and any others that may be established) and to co-ordinate the lending of technical support to the Angola and Mozambique Country Offices so long as they report to Geneva..

Activities required to achieve objective 7 are:

- Support management at a country level and give guidance.
- Assist in organising visits and donor meetings with a view to encouraging fund-raising and new partnerships.

Objective 8 To co-ordinate the provision of technical support from the Regional Office to assure programmes and services are mutually reinforcing and build capacity and sustainability.

Activities required to achieve objective 8 are:

- Co-ordinate better programme planning in order to adopt an integrated approach and that implementation of assistance programmes takes due account of the necessity to build capacity on several levels and provide for more sustainable National Society programmes.
- Relief programmes are to be designed to strengthen the capacity of the Society and an exit strategy for Federation support is to be developed as early as feasible.

Objective 9 To foster the core programme area of the promotion of humanitarian values, both through the delivery of regional programmes and through fostering commitment and skills to promote humanitarian values within National Societies.

Activities required to achieve objective 9 are:

- Strengthen the inclusion of activities to promote humanitarian values in regional assistance programmes, wherever possible.
- Organise special events and information documentation to back up National Societies' abilities to implement this core programme area.

Objective 10 To provide overall management of the Regional Office and to assure sufficient support staff and resources for effective and efficient work.

Activities required to achieve objective 10 are:

- Influence the SAPRCS forum to strengthen National Society ownership and capacity building, foster involvement of the PNS in strategic decisions and in order to better harmonise and co-ordinate our work with ICRC.
- Convene quarterly meetings of Harare based delegates with senior delegates from each country-based office to harmonise planning and programme implementation.
- Produce quality narrative and financial reports for stakeholders according to minimum reporting standards and make available quality information through booklets, leaflets and media reports.
- Build capacity of National Societies to meet reporting requirements to their stakeholders.
- Facilitate delegate recruitment and management for the region and recruit and deploy regional resource personnel when appropriate.

Expected results

- Action-Research Project: Stronger knowledge centres established in the region; better NS ownership of regional programmes through involvement of SAPRCS and other regional fora; additional resources for National Societies through bilateral partnerships brokered or facilitated by the Regional Office; quality RAS/CAS established; a co-ordination mechanism for PNS agreed for large scale relief interventions; an enhanced capacity for National Societies to reach more vulnerable people in a targeted and appropriate way; and interested PNS more involved in regional activities through more timely and topical reporting.
- Establish strategic partnership relations between external partners and National Societies.
- Closer connection established between reporting/information work and programmes/operations, resulting in increased awareness within programmes of the importance of PR work and in intensified and targeted production of information.
- Cost effective processing of financial information that produces timely quality information for management.
- Efficient logistical support services with cost effective and timely procurement for both the Regional Office and National Societies in southern Africa and beyond, meeting transport operational requirements and movement of goods across borders with minimum delay, and warehousing of reserve stocks. Enhanced logistical capacity in National Societies, prioritising those with greatest operational requirements.
- The recovery plan of the South Africa Red Cross Society to be fully implemented by the end of year 2001.
- Well functioning offices in Angola, Mozambique, Namibia and Zambia that have secure funding, appropriate human resources and a strategy for closing.

- Less vertical programmes in National Societies and programmes that have more reach to the community through stronger Red Cross capacity at headquarters and branch level.
- Better informed and motivated Red Cross staff and volunteers and better informed target groups who work in an atmosphere conscious of the humanitarian values of the organisation.
- A Regional Office that is managed in a way that promotes the Federation's role as a *servant leader*.

Indicators

- Increasing amount of PNS resources made available to National Societies.
- Number and quality of CASs and MOUs.
- Number of National Societies with the capacity to manage partnership relations with PNS.
- A facility to activate a co-ordination mechanism when necessary.
- Each of the ten National Societies implements the four core programme activities and the capacity to do so has increased during the planning period.
- Feedback received from National Societies and partners on the quality of planning documents and the participatory process.
- Number of strategic partnerships established.
- Number of training sessions held. Capacity of delegates/National Societies and proven commitment to take initiatives to publicly promote programmes/operations.
- Timeliness of finance reports and quality of information for financial management.
- Systems, procedures and trained personnel that produce a well-functioning logistics service.
- Recovery of South Africa Red Cross well advanced with all outstanding creditors paid and a repayment of overdraft plan approved by the bank.
- Establishment of exit strategies for Zambia and Mozambique and Angola.
- Capacity building integrated in all regional programmes and programmes assisted by bilateral donors.
- Red Cross knowledge retained and applied in their work by staff and volunteers.
- Timeliness and quality of reports to donors.
- Amount and quality information produced.
- Number of delegates recruited.

Critical assumptions

- The programme relies on relative stability within the region, but unforeseen events that would substantially reorder the priorities established constitute a risk.
- Available funding for the Regional Office's work in general and the management and co-ordination programme in particular must be in place.

Monitoring and Evaluation arrangements

Biannual review by the SAPRCS meeting. Self monitoring and reporting to Geneva and partners through the quarterly reporting mechanism. The Africa Regional Head will evaluate the performance of the Head of Regional Office annually, partly in his capacity as project manager for this programme. Evaluation of the pilot project on devolvement of responsibility to regional offices will be conducted by the Secretariat and outside consultants.

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DELEGATION: SOUTHERN AFRICA RD							
PROGRAMME	Disaster response	DP	Health & services	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	301,900	31,360	438,194	0	0	0	771,454
Clothing & textiles	0	53,665	0	0	0	0	53,665
Food & seeds	0	0	0	0	0	0	0
Water	0	15,830	0	0	0	0	15,830
Medical & first aid	8,000	3,550	12,000	0	0	0	23,550
Teaching materials	8,000	0	0	0	0	0	8,000
Utensils & tools	10,000	28,910	0	0	0	0	38,910
Other relief supplies	60,500	1,957	0	0	0	0	62,457
Sub total supplies	388,400	135,272	450,194	0	0	0	973,866
Land & Buildings	0	0	80,000	0	0	0	80,000
Vehicles	47,280	0	176,650	0	0	0	223,930
Computers & telecom	12,000	166,844	2,452	0	21,616	0	202,912
Medical equipment	0	0	0	0	0	0	0
Other capital expenses	0	12,000	0	0	42,600	0	54,600
Sub total capital	59,280	178,844	259,102	0	64,216	0	561,442
Programme management	75,146	97,130	134,604	48,713	144,660	5,288	505,542
Technical services	22,495	29,076	40,293	14,582	43,304	1,583	151,333
Professional services	24,947	32,245	44,685	16,171	48,023	1,756	167,827
Sub total programme support	122,588	158,450	219,583	79,466	235,987	8,627	824,701
Transport & storage	77,724	115,344	157,361	31,359	349,335	0	731,123
Personnel (delegates & expatriates)	154,160	285,550	210,260	216,710	582,243	3,000	1,451,923
Personnel (local staff)	211,463	224,068	592,465	160,492	549,987	16,000	1,754,475
Sub total personnel	365,623	509,618	802,725	377,202	1,132,230	19,000	3,206,398
Travel & related expenses	50,680	84,300	42,300	165,350	111,580	50,800	505,010
Information expenses	19,500	43,480	11,900	5,650	8,130	0	88,660
Expert fees	13,200	138,700	41,300	53,600	21,940	0	268,740
Admin. - general expenses	17,440	76,450	11,741	9,790	221,920	0	337,341
Training workshops / seminars	0	0	0	0	0	0	0
Sub total travel, training, general exp.	100,820	342,930	107,241	234,390	363,570	50,800	1,199,751
Total budget	1,114,435	1,440,458	1,996,206	722,417	2,145,338	78,427	7,497,280