

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SOUTH AFRICA

9 March 2004

In Brief

Appeal No.: 01.20/2003 ([Click here to access the 2003 Appeal](#))

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

Appeal coverage: 64.3% ([Click here to access the Final Financial Report](#))

Appeal 2004: South Africa no. 01.17/2004 ([Click here to access the 2004 Appeal](#))

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Overall analysis of the programme

In line with the reconstruction and development programme (RDP), the government of the Republic of South Africa has set out to dismantle apartheid social relations and create a democratic society based on equity, non-racialism and non-sexism since 1994. New policies and programmes have been put in place to dramatically improve the quality of life of all people. The RDP, the core of all post-1994 policies, has five objectives namely; meeting basic needs, building the economy, democratizing the state and society, developing human resources and national building.

Social programmes to alleviate poverty have brought improvement in the lives of millions in the sectors of education, health, promoting human rights, peace, security and stability. Efforts to boost the income of the poor have facilitated social grants equalized and extended to all who are in need and eligible. The vulnerable people have increased from 2.6 million in 1994 to 5.1 million in 2003. The poorest 20% of households receive the largest amount from grants. However, the full impact will only come when all who are eligible are registered.

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The government has been most successful when it has had significant control and less so where its influence has been indirect. The following issues can be highlighted:

- There has been considerable progress in building a new constitutional order; three spheres of government and more integrated administration – but many areas of service delivery require much improved performance by the public service.
- There has been great extension of social services, with striking impact on women's rights. However, many entitled to grants are still unregistered hence poorly serviced.
- Good progress in economic areas under government control – fiscal and monetary policy, trade and industrial policy – has not been matched where new agencies or partnerships are involved; small business, human resource development, restructuring of state owned enterprises, equity and empowerment. The government has had even less success in areas depending significantly on the private sector and civil society – investment, employment creation.
- National security has been enhanced, the rule of law established and institutions transformed. Due to aspects of the social transition, insufficient civil society involvement and new forms of organized crime, the gains in crime prevention could have been better.
- Internationally, government has made progress beyond its limited resources as the country has reintegrated in the international arena.

The South African population has grown by 11% since 1996. It has risen from 40.4 million to 44.8 million people. At the same time the number of households grew by 30% from 9.7 million to 11.8 million, as households became smaller. “Unbundling” of households, together with freedom and improvement in the quality of life are resulting in fewer extended families. The population grew about 2% per year from 1995 to 2002 but the economically active population grew about 4% per year - from 11.5 million to 15.4 million. The number of jobs increased to 12% (after accounting for jobs lost) but the economically active population grew by 35%. The new job seekers are not only young adults but also older people many of them women from rural areas. There has been a shift from rural to big urban areas; about 20% of people in the main urban areas are new migrants. This adds pressure on urban service delivery and economic opportunities and causes loss of people and opportunities in rural areas. It affects social relations and links to authority structures, reducing potential for people to interact on a collective basis.

Operational developments

The [South African Red Cross Society](#) entered into a new phase in its recovery and development process in 2003 after the appointment of a new secretary general at the beginning of the year. The strategic planning process which started in 2001 was given the first priority and it set a new working direction for the national society. The five-year development plan and annual plan of action for 2003 were completed and widely disseminated internally and externally. A thorough participatory self-assessment process took place throughout all the national society's structures. It was strengthened by an in-depth assessment in five key areas of development namely; governance and management, human resources, financial management, resource mobilization and fundraising, and volunteer management and branch development. Based on assessment findings and recommendations, detailed project proposals were prepared for development of the key areas. These proposals were included in the 2004 Annual Appeal for South Africa no. 01.17/2004 (refer to the hyperlink in the ‘In Brief’ section above). The national society planning and reporting capacity was also strengthened through the Federation appeal process in which the national society participated.

The legal base issues - statutes (constitution) review process, drafting Red Cross acts for recognition of the national society, use and protection of the Red Cross and Red Crescent emblems - continued but were not concluded; they were being processed by volunteering professionals with limited time. The governing board and management prioritized the completion in 2004, given the importance of the legal base of the national society. The national society is now an active member of the Movement¹ since it was removed from the default position within the Federation after clearing all statutory payment arrears up to from 2000 to the 28th International Conference. The national society also made sure that it contributed their share to the SAPRCS² statutory payments.

¹ ‘Movement’ refers to the International Red Cross and Red Crescent Movement and its member National Societies.

² SAPRCS – Southern Africa Partnership of Red Cross Societies

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External relations, regional and global networkings have improved strengthening the image and confidence of the national society. The national society was active at every level by participating in workshops, seminars, meetings and exchange visits within the region as well as globally. Partnership development with the government deserves a special mention although the Red Cross acts and formal partnership agreement are yet to be finalized; the agreement will formalize the national society's auxiliary role to the government.

The national society demonstrated continued commitment to scaling up its HIV/AIDS activities in response to enormous humanitarian needs in the country brought by the prevalence of the pandemic in the country. The country has the highest number of infected people in the world with more than 20% of the adult population infected. It is therefore essential that the national society be given all necessary support for its development as an organization to be able to respond to the population's needs and help curb the spread of HIV/AIDS. Due to lack of funding for disaster management programming, the national society capacity in this sector was not strengthened as expected.

The national society transition process faced challenges such as; limited human resource capacity, unclear structure during the transition, uncertainty of the new way of working and expectations from the field and external partners and a lot of pending issues to be dealt with. The processes will be continued in 2004 and priority will be given to; human resource, financial management and resource mobilization/fundraising capacity development. The development focus should move from the national level to provinces and branches where implementation takes place. Each province should have a national society office in order to facilitate partnership development and effective coordination of the Red Cross work throughout the country. The South African Red Cross would greatly benefit if one province is thoroughly developed as a model; other provinces, branches and local committees could then follow suit.

Health and care

Goal: The vulnerability to diseases is reduced in the targeted communities in two provinces.

Objective: A sustainable improvement in the general health and reduction in HIV/AIDS transmission of targeted vulnerable communities through the provision of community-based health and care interventions.

HIV/AIDS

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

Objective: By the end of 2003, the South African Red Cross has established Home Based Care (HBC) projects and has prevention activities running resulting in the reduction of HIV/AIDS incidence rate.

A sustainable improvement in the general health and reduction in HIV/AIDS transmission of targeted vulnerable communities through the provision of community-based health and care interventions.

By the end of 2003 the South African Red Cross had established 16 HIV/AIDS projects undertaking care and support through HBC and prevention activities. Five of these were established in 2003 and are in different stages of implementation. In addition, the national society has entered into partnerships for 2004 for new types of projects that will improve its impact on HIV/AIDS. These new projects include:

- the provision of lay counsellors conducting pre and post-test counselling at government Voluntary Counselling Test (VCT) sites,
- capacity building of community based organizations involved in HBC care and
- improving psycho-social support for children affected by HIV/AIDS.

Achievements

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

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The South African Red Cross trained 200 peer educators in the 'Together we Can' peer education training course and consequently 34,500 youth in the age group 11-25 received peer education training in 2003. In addition partnerships were formed with 'Love Life' and 'Soul City' for additional peer education activities in some provinces. These are local organizations that focus on mass media communication on HIV/AIDS. Health education, conducted within the community based health care (CHBC) HIV/AIDS project, reached over 134,000 people. Other prevention activities include the promotion of prevention of mother-to-child (PMTCT) and VCT.

500,000 condoms distributed

Some 1,013,000 condoms were distributed during the reporting period; 400,000 condoms during the peer education project and 613,000 condoms through the CHBC HIV/AIDS project in 2003. Condoms are provided by the government. The most available ones were the male condoms although female condoms are also becoming more available in some areas. Education on condoms was provided during peer education and health education.

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

A total of 8,277 clients and their families received care and support during 2003. The project has over 600 active volunteers who are supervised by 145 CHBC facilitators. All projects have support groups, income generating activities and food gardens. The clients and families receive HBC support, food parcels, counselling and emotional support. A good referral system to health and social services is in place however, accessibility to these services is problematic in some areas, particularly the rural areas where there's a lot of poverty.

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

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

Approximately 2,850 OVCs were registered during 2003 and received support, including food and clothing, as well as assistance to access grants for care givers, referrals to health and social welfare services and home visits. In partnership with a Swiss community a new day care centre for OVC's was established in the Cape Town area to cater for HIV positive mothers who are still employed. The Memory Box Project is also being implemented within the CHBC HIV/AIDS projects.

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

Advocacy messages were conveyed during peer education and health education sessions. The care facilitators also provide support in case of discrimination on behalf of clients within a family/community environment or school. Most clients have shared their status with family and friends.

Impact

The impact on the lives of those receiving care and support cannot be quantified but an indicator is the positive way in which the project and those working in the project are accepted in the communities and homes. There are also many internally recorded instances on improvements in the condition of clients, but even in death, bereavement and ongoing support is an integral component of the project. Stigma issues are addressed at almost all levels of the project including peer and health education, in the home and through support groups. The South African Red Cross clients have been able to disclose their status to families and friends in an environment that is still seen to be highly stigmatized.

OVC have benefited from psychological support provided by the care facilitators and volunteers in the communities. The care facilitators themselves have also benefited from psychological support sessions given by volunteer psychologists during their free time in some projects.

The youth peer education project has made good progress and is being integrated into the schools as an addition to the education of the students. Pre and post education tests indicate that there has been an improvement in the knowledge of students who have participated in the peer education sessions. Demand for the peer education is high. Peer groups have also been established to continue with the issues faced by the youth with respect to HIV/AIDS beyond the peer education project.

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The South African Red Cross efforts within HIV/AIDS prevention is being recognized and this has led to a number of new partnerships being formed and additional funding being made available, including some from government. Most projects are represented in local government forums and have a platform for advocating for improved quality of service for affected communities.

Constraints

The South African Red Cross HIV/AIDS structures need strengthening at national and provincial levels to provide greater support at branch/project level. Most of the five new projects implemented during 2003 were done so at the end of the year and have not yet contributed to the results. South African Red Cross also focused on technical aspects of the project to improve the quality of the project and not on the quantity of people reached with care and support.

Volunteerism in the context HBC for people living with HIV/AIDS in resource scarce environments remains a cause for concern for scaling up. The volunteers themselves live under similar circumstances to the clients, with limited means to support themselves. It is therefore difficult to retain volunteers without providing additional incentives to the norm (management, training, uniforms etc.). In addition the government gives small allowances to volunteer caregivers a small allowance which not only creates expectations within communities but also results in a loss of South African Red Cross volunteers to government-funded projects. The psychological impact on staff and volunteers involved in the project cannot be underestimated and in future greater resources will need to be directed to the psychological support of staff and volunteers if the project is to be sustained.

High levels of poverty and effects of other disasters, such as the current drought, places additional demands of food on the HIV/AIDS project. Sustainable food projects such as gardening provide some form of relief in some areas but many areas are not conducive for gardening due to lack of available land or water. The HIV/AIDS situation in South Africa continues to be overwhelming and there is an urgent need to rapidly scale-up prevention and care and support activities. There are still many severely affected areas that have little or no support from humanitarian organizations.

Coordination

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

Disaster management

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

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

Objective: The Secretariat support to SARCS in disaster management increases the national society's disaster response capacity to ensure adequate and fast response in disaster situations.

Achievements

Disaster management policy and plan are developed, implemented and disseminated to all stakeholders by the end of 2003

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

Hazard mapping and VCA conducted in 36 branches in five regions in the at-risk areas by December 2003

Three South African Red Cross staff members attended the VCA³ training-of-trainers workshop in Harare in the beginning of the year. A local VCA training course is being developed for carrying out the training to all provinces and branches. Staff and volunteers received also training in basic disaster management including risk and hazard mapping in four provinces.

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

The units/ teams, as envisaged in the project, have not been established as only limited training has been possible due to lack of funding. Formation of the units/teams was to follow the training of suitable staff and volunteers. Despite this existing regional and branch DM structures were able to reach people made vulnerable by disasters and assisted them as follows; Western Cape - shack fires and floods, Free State/Northern Cape – fires, localized floods, heavy storms and wind, Region One - Tornado, floods and fire, Eastern Cape - localized floods and snow and Kwa Zulu Natal - fire and heavy rains.

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

Ninety (90) staff and 720 volunteers trained in disaster management.

Four staff members of the national society visited established refugee camps in Malawi and Zambia in February 2003 to gain further experience in camp management. 26 staff and volunteers received training in basic disaster management held at Kempton Park Conference Centre at beginning of April. The workshop facilitated by the Federation together with the South African Red Cross staff, was a huge success and feedback was extremely positive. First aid training continued in all the regions. Another three staff received training in VCA at regional level in Harare, and one member of staff participated in the [FACT](#) training held in France in January 2003. In addition, three more staff members received regional disaster response team (RDRT) training held in Malawi in October, bringing the total number of those trained in RDRT to six.

Community based disaster management information disseminated to vulnerable communities by end of 2003

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

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

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

Disaster management coordination networks with other stake holders established by mid 2003

South African Red Cross is a member of the national interdepartmental disaster management committee that meets on a regular basis in Pretoria. There are signs of promising progress following a decision by the department of social development to use the national as a partner for disaster relief operations on a national level. There is also ongoing networking with government at national, provincial and local level. For instance, the national society engaged in discussions with the government regarding the assistance that the national society can provide in distributing relief to approximately four million people affected by the current drought. However, collaboration with government needs to be strengthened, particularly with regards to the implementation of the new DM bill.

³ VCA – Vulnerability Capacity Assessment is an International Federation risk assessment tool and process that can be used by national societies as a basis for their disaster preparedness and risk reduction planning

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In March 2003, the University of the Witwatersrand's refugee research programme held a workshop to evaluate South Africa's response to the Zimbabwean crisis. The South African Red Cross participated in this workshop together with the ICRC officers in South Africa, a move that shows good coordination with other stakeholders. Furthermore, the national society together with the ICRC, also participated in a naval exercise in KwaZulu Natal by providing volunteers in a simulated complex emergency scenario.

Countrywide Early Warning Systems (EWS) network on situation monitoring established by end of 2003

Establishment of the EWS network as envisaged by the project has been delayed due to lack of funding. However, existing structures continued with situation monitoring in cooperation with existing partnerships particularly with local government, during 2003. Apart from monitoring frequent disasters such as fires and floods, the South African Red Cross also closely monitored the population movement in Zimbabwe. The national society is a member of the joint operations committee established to deal with mass population movement across the border, should it occur. It is also a very substantive partner to the government, in some instances, and it's incorporated in the government's disaster response plans, at local and provincial levels, and is kept fully informed on all disaster related matters.

Impact

Basic disaster management training provided a platform for the South African Red Cross to respond to disasters at short notice and carry out credible disaster assessments that show immediate life saving needs and projected future needs. This is further supported by the regional disaster response teams, which are ready to respond to any disaster. Region one is at risk of population movement and the training offered in the basic disaster management equipped participants with the necessary skills and knowledge in handling population movement without compromising the quality of service delivery. Coordination with other agencies has raised the visibility of the national society, which resulted into funds earmarked for assisting 2,450 vulnerable families in three provinces. The lives of the most vulnerable people have been improved through this assistance.

Constraints

The DM programme contained in the 2003 appeal received no funding and therefore capacity building within the sector was very limited. Unavailability of funding also resulted in non-performance as most programme activities were not implemented. However, progress was made in capacity building in some provinces that received funding from the government for emergency relief projects and the food security project. The South African Red Cross was not able to employ a disaster management coordinator at national level and this hindered national training therefore hindering progress of activities such as the formation of disaster management units/ teams, which were dependent on the training. VCA's have not yet been conducted at all branches and regions due to a lack of funding.

Coordination

There was also national collaboration with the department of social development for the distribution of relief from the national emergency relief fund to victims of disasters in three provinces; 850 families in Limpopo, 700 families in Mpumalanga and 900 families in Eastern Cape benefited.

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

The national society coordinates well with the Federation offices in Cape Town and Johannesburg as well as with the ICRC Pretoria office. In disaster management, the national society coordinates with the government at national, provincial and local levels and this has raised it's visibility resulting in the significant donation from the government (mentioned earlier) targeting at assisting 2,450 vulnerable families

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The South African Red Cross participated actively in the drafting the new DM act for South Africa promulgated on the 15 January 2003. Close links are also maintained with other NGOs, UN agencies, community-based organizations and other international organizations.

Organizational development

Goal: The capacity of the South African Red Cross is strengthened.

Objective: Through Secretariat support, national society is better able to deliver effective and appropriate services in core programme areas throughout the country.

Achievements

The South African Red Cross started on a more systematic strategic planning process in July 2001 and commenced preparations for the implementation in late 2002. The reporting period, 2003, is therefore their first year of implementing the change strategy⁴ based on their five-year development plan (2003-2007). The overall expectation was that by the end 2003, the South African Red Cross would have moved towards meeting the basic requirements of a well-functioning national society and is a recognized player in the humanitarian sector in South Africa. Attached to the South African Red Cross headquarters in Cape Town, the Federation representative commenced her mission in South Africa in August 2002 to support the national society in planning and implementing the change. Her mission instructions were built around the key expectations by the national society and this systematic support has continued throughout the year. The original assignment was only for one year but because the change process is complex and takes time, the South African Red Cross governing board requested an extension for another two years (until July 2005) in order to support the process through its main phase.

The main achievement is that the roles and responsibilities of the governance and management are clearer. A new secretary general took up his position in early January and due to improved management capacity of the national society, the governing body was able to look at their real mandate in accordance with the Federation guidelines for the national society governing board. Major achievements can be highlighted from the governance and management point of view as follows:

New governing board

A new eight-member governing board is elected every year during the annual general assembly. The 2003 general assembly was successfully held in Port Elizabeth in September and three new members were elected to the board. Leaders from five sister national societies in the region participated as observers at the general assembly along with the Federation and ICRC. The board members received intensive information through guidelines, documents and literacy provided by the Movement.

Short workshops or working sessions on specific topics such as roles and responsibilities of the governance, the Federation policies and strategies, strategic planning and self-assessment were also carried out alongside regular governing board meetings. A working group, led by the president, was formed towards the end of the year and it is expected that the plan of action for the function for the governing board will be finalized in 2004. This will then provide a valuable guidance to the board and will help them to focus on advising the management, leading and directing the bigger picture of the national society development. It will also help the new board, once elected every September, to understand the role and focus of the South African Red Cross board priorities easier. Three office bearers hold their positions for three years but ordinary members can change every year if the member is not re-elected.

Assessment on governance and management

Another major achievement during the year was the assessment on governance and management. The assessment team included the Federation Secretariat representative, the British Red Cross and the Namibia Red Cross. Major recommendations focused on the national society legal base, resource mobilization capacity, image and

⁴ Change Strategy was developed within the Federation to strengthen national societies: the national societies in the region have full ownership of their respective plans of action whilst the delegation plans its support for the national societies

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confidence building, location of the national office and the CAS. Due to many other priorities of the national society, the CAS process was not taken forward but is considered as one of the priorities for 2004.

Policy development

The South African Red Cross has drafted nine policies to guide their work that are to be adopted at the next general assembly. A decision was taken already at the 2002 general assembly that each standing committee will finalize the policy relevant to them and that those final drafts to be submitted to the South African Red Cross legal advisory board for advice in accordance with the country's legislation. This has not happened since the national society is still reviewing the role and effectiveness of the standing committees as a whole. Meanwhile some of them have been inactive during the year. The second reason was that the policies have to be in line with the revised statutes currently being processed.

Statutes (Constitution) review process

The review of South African Red Cross statutes commenced in 1999 and is still ongoing. The South African Red Cross leadership and its volunteer legal advisors are now familiar with the Federation's guidance document for the national society statutes and are working towards meeting those requirements. The work is done by a six-member voluntary committee called legal advisory board which changed their name during the year for a constitution advisory committee. The group felt that they did not have time to address other legal base issues on voluntary basis since the constitution review itself is a time consuming process. The national society prepared a clear plan of action for the review process in late 2002 and is trying to implement it accordingly. The Federation engaged legal advisor from Danish Red Cross visited the national society during the year and worked with the constitution advisory committee for one weekend advising on major challenges faced by the committee. As a result of this long review process, there have been a lot of discussions about the statutes at various levels of the society, especially on the aspects related to the requirements of a national society's act. The national society plans to finalize the process in the second quarter of 2004 so that the document can be forwarded to the joint commission for national society statutes for comments before the next general assembly where the new statutes should be adopted. The Federation has continued to encourage the national society to process the review through to its end.

Red Cross Acts

The governing board also emphasized the importance of processing through the Red Cross Acts for the recognition of the national society and the use and protection of the emblem. They nominated one governing board member towards the end of the year to support the management and follow up on progress made in relation to Red Cross acts. According to the ICRC regional cooperation delegate, the ICRC has negotiated with the government on issues related to the emblem act as part of their Geneva conventions bill negotiations since 1999. The South African Red Cross and the Federation negotiation process for the national society recognition act started in 2002 through a health department officer nominated on behalf of the government. During the year, an act was drafted by the national society with the Federation support based on the Federation model. This draft is now processed and submitted to the minister of health which has been nominated to liaise with Red Cross on behalf of the cabinet. The process now needs to be followed up energetically by the office of the secretary general so that next steps can be agreed on jointly. The Federation has continued to support the process from the international level as needed. These processes are very time consuming and a close and effective follow-up is needed by all stakeholders in order to ensure smooth and effective results.

Strengthening partnerships and resource base

In order to strengthen the relationship with the government and other stakeholders in the humanitarian sector in South Africa, the president was released for three months at the end of the year by her employer to represent the national society at various forums. During the three months a coordination meeting was organized with the government prior to the statutory meetings, including the 28th International Conference. It was followed by a well-organized press conference which served as an image and confidence building exercise in which some 150 people participated. The networking also included Federation organized meetings in Namibia, related to HIV/AIDS treatment in particular. The main focus for this period was the representation of the national society in statutory meetings in Geneva where the South African Red Cross presence was well recognized, through powerful African songs performed by the national society's Soweto community HBC project choir.

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The South African Red Cross resource mobilization capacity requires further strengthening because the Federation loan and some other pending issues from the time of the recovery phase in 1999-2000 are to be paid back, in addition to the expanding project funding needs.

As a result of an active networking both at the governance and management level, the cooperation with the government has gradually improved. The national society is benefiting from the national 'Lotto' funding and some other new partners, for instance the Swiss Red Cross, have also come on board. The national society has discussed an initiative for an establishment of a joint satellite office with the Federation for external relations, marketing and partnership development in Pretoria. The table below states the current partnership arrangements at the national level.

Table 1: South African Red Cross partners in 2003

Core area	Programme/Project	Current partner(s)
Disaster management	Disaster preparedness Disaster response Food security Tracing	Federation, ICRC, South African government, National Lotto
Humanitarian values	Dissemination	ICRC
Health and Care	HIV/AIDS Community based primary health care	Federation, ICRC, British Red Cross, Finnish Red Cross, Icelandic Red Cross, Norwegian Red Cross, Belgian Embassy, South African government, National Lotto
Organisational development	Organizational development	Federation (Capacity Building Fund, Finnish Red Cross, Danish Red Cross, Icelandic Red Cross), Norwegian Red Cross, Swiss Red Cross

New management

A new secretary general was appointed at the beginning of the year. During the year the national society reviewed its strategic direction by finalizing the five-year development plan, annual plan of action 2003, and by going through a thorough self-assessment process emphasizing five key areas to be addressed: governance and management, administration and financial management development, human resources development, resource mobilization, volunteer management, branch development and youth empowerment focusing on leadership. The national society prepared project proposals for all these key areas and they are included in the Federation appeal 2004.

The management concentrated on improving external and internal communications including partnership development, planning and reporting, image and confidence building, defining the new structure for the organization both at the national and provincial level, finalizing the job-description and key performance objectives, reviewing the human resource manual and recruitment of key staff members to strengthen the new structure. Improvement in the financial management has also been a priority but the national society has not succeeded to appoint of full time finance manager or an accountant at the national office.

An integrated marketing strategy was prepared with the assistance of the former communications manager to emphasize on strengthening the resource base and sustainability of the South African Red Cross programming. The plan of action is will be implemented in 2004.

The national society employs more than 400 people including temporary project staff and the number of the national office staff remains very small. There are only three key staff members to support the secretary general at

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the national office for programme coordination, communication and dissemination and tracing. The remaining five staff members provide support services for this team. Five provincial managers are covering nine provinces and concentrate on coordinating and managing the workload at the provincial level. The long-term goal is to have provincial office and management in all nine provinces in order to facilitate effective programme implementation and service delivery among the vulnerable population through networking.

Based on all work done at the leadership and management level, the national society now has a defined system which can be used for effective self-monitoring and it serves as an accountability measure. The elements of this system can be demonstrated through the following table:

Impact

The new leadership and management set the direction and tone for the new South African Red Cross. The restructuring, image and confidence building took place at a pace suitable for the national society. As a result, the national society improved on communication between the national office, provinces and their priorities became better known to all structures and partners. Regional and global networking through various channels by the leadership and management improved bringing the national society back to its place as an active member of the Movement. A significant result of the restructuring process was the fact that the national society was removed from the default status after they paid their statutory contribution arrears up to the end of 2000. The overall aim of the ongoing change process is to strengthen the national society foundation, capacity and performance to become a well functioning organization that can respond efficiently to the enormous humanitarian needs in the country.

At the same time when the national office systematically addressed the issues on key areas identified for development, external relations and partnership development remained as a main issue for sustainability. Current partners remained supportive to the change process and relations with the government improved and some new partners such as the Swiss Red Cross came on board to support the human resource development. The Federation support to the national society has added value in terms of a systematic approach in addressing priorities.

South African Red Cross was included in the Federation appeal process in 2003 and the process itself served as an awareness campaign and capacity building exercise in planning, marketing, resource mobilization and reporting. It, however, concentrated only at the national level and there is a lot to be done in order to take the systematic strategic planning and reporting process forward at all levels. Self assessment processes, as well as other form of assessments, served as awareness and training sessions emphasizing the importance of assessment-based planning. Since the self-assessment exercise was conducted at all levels, it also served as a capacity building tool at all levels.

Constraints

The change process faces typical challenges such as a large number of issues to be addressed at the same time, unclear structure during the transition, limited human resource capacity, uncertainty of new ways of working and a pressure from the field and partners to move forward faster. Most of the activities of the South African Red Cross restructuring process are still ongoing although the emphasis will move from the national office towards provinces and branches in 2004. Coping up with the financial management and human resource development needs in a growing organization needs a continued special emphasis so that a strong foundation can be established for the national society. This will require a continued open communication and cooperation between the governing board and the management, and ensuring adequate guidance and monitoring of the implementation of the change. A systematic team-building exercise with an outside facilitator could further strengthen and clarify the internal human resource development needs of the national society development and transition.

Many systems, procedures and guidelines had to be developed or drafted anew which cost a lot of time. Once all major management tools are in place, intensive training will still be needed throughout the structures to disseminate the tool. The process takes a lot of time in a country such as South Africa and requires technical and financial resources. The challenge ahead is to maintain a momentum for the change, get the management structure for national, regional and branch level approved and well disseminated, recruit necessary manpower for key positions and support the human resources for implementing the change. At the same time it is important to continue improving the image and confidence raising the profile of the national society in the humanitarian sector.

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Lack of human resource capacity, especially at the national level, remains one of the major challenges impacting negatively the ongoing transition.

As part of improved performance, the national society has further developed and expanded their programming aiming to become more effective in service delivery and to reach many more vulnerable communities throughout the country. New programmes and projects are based on thorough assessment processes and the budget has raised the national society's internal and external partners need to put their resources together in the upcoming years and support the national society enabling it to strengthen resource mobilization capacity and fundraising.

The national society was not well prepared to develop the CAS due to other internal priorities. The Federation recommended that South African government and National Lotto are included in the CAS negotiation process as the most potential and sustainable partners for South African Red Cross.

Coordination

During the year the Federation supported the South African Red Cross coordination within the country, regionally and internationally as follows:

Government: The national society communicated actively with the government during the year at various levels through developing partnership initiatives with relevant departments. The communication focused on contacts with department of provincial and local government, health, disaster management and social development. Main discussion topics included introducing new South African Red Cross to various departments and discussing the ongoing process of Red Cross acts and national and provincial level partnership arrangements. Some three provincial level agreements were signed and implemented between the provincial government and the national society; it is a good opportunity to strengthen the relationship. At the higher level, discussions are still ongoing for government possible contribution towards the national society's statutory contributions to the Federation. The next challenge is to finalize the national level partnership agreement between the government and the South African Red Cross focusing on cooperation on disaster management and health and care sectors. The agreement will be based on pledges made by the government and the national society in the 28th International Conference in Geneva in November 2003 as well as areas of common interest in community development. This national level partnership agreement will make it easier to negotiate service agreements for joint programming or project support at the provincial level.

ICRC: Cooperation with the ICRC regional delegation based in Pretoria has been intensive during the year. Meetings are regular since both organizations participate in the South African Red Cross governing board meetings on quarterly basis. ICRC also visits the South African Red Cross national office frequently in Cape Town for their programming support of dissemination and tracing. Implementation of the Movement strategy in South Africa has been discussed among the Movement partners and the Federation has recommended that regular planning sessions should be initiated early next year to look at the implementation in a planned manner.

Participating National Societies (PNS): Both bilateral delegates for HIV/AIDS programming (British Red Cross) and branch development (Icelandic Red Cross) left and the Federation and the ICRC are the only South African Red Cross partners representing the Movement in South Africa. The Federation communicated regularly also with bilateral partners who are currently supporting the national society and are not based in the country. The information sharing focused on expansion of the national society's programming and the ongoing change process. The South African Red Cross annual partnership meeting in May provided an excellent, professional forum for all Movement partners to learn about the progress made and future challenges for its development.

Regional and global coordination and networking: The South African Red Cross hosted visitors from several sister national societies in the region. The national society's secretary general also visited the Zimbabwe Red Cross, British Red Cross, the Federation regional delegation, ICRC delegation in Harare as well as the Federation Secretariat. The Federation representative participated in the Africa department meeting in Nairobi and the southern Africa management team (SAMT) meeting held in Harare.

International representation

The fact that the South African Red Cross national office and the Federation country office are both currently located in Cape Town, limits close and effective cooperation with Pretoria or Johannesburg based foreign missions, government departments, corporates and international organizations. The national society and the Federation realize the importance of more effective advocacy, dissemination and networking with key partners especially now that the national society's primary priorities are being addressed. To overcome this challenge, the national society, and the Federation, planned during the year to establish a satellite office for external relations, marketing and partnership development. The Ministry of Foreign Affairs was informed about the plan and negotiations for free office space in Pretoria started in 2003.

Since April 2003, the Federation South Africa representative represented the Federation in the International Masters for Practicing Management programme. The programme will continue for 15 months providing an excellent opportunity to disseminate information about the Movement as well as promoting partnerships among five universities in Europe, North America and Asia; Lancaster University in UK, INSEAD in France, McGill University in Canada, Asia International Institute of Management, Bangalore, India and Kolbe University, Japan. The programme also incorporates some multinational companies such as Coca-Cola, Alcan Inc., Lufthansa, LG, Siemens, Motorola and Fujitsu.

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