

PROGRAMME UPDATE



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

SOUTHERN AFRICA REGIONAL PROGRAMMES

31 December 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 183 countries.

For more information: www.ifrc.org

In Brief

Appeal No. 05AA018; Programme Update no. 2, Period covered: July to November 2005; Appeal coverage: 150.4% (adjusted as per revised appeal budget). [Click here to go directly to the attached Contributions List, also available on the website.](#)

Programme Update no. 1 dated 10 August 2005- <http://www.ifrc.org/docs/appeals/annual05/05AA01801.pdf>

Appeal target: CHF 3,070,989 (adjusted as per revised appeal budget).

Related Emergency Appeal: http://www.ifrc.org/cgi/pdf_appeals.pl?05/05EA023.pdf Southern Africa: Food Insecurity; Appeal no. 05EA023

Programme summary: The Consortium of donors, which includes Royal Netherlands Embassy (RNE), Swedish International Development Agency (SIDA)/Swedish Red Cross Society (SRCS) and Development Cooperation Ireland (DCI), continue supporting the regional HIV/AIDS programme. RNE and DCI have their contractual obligations ending in 2005; however, RNE has extended its contract period until June 2006, while SIDA has a contractual obligation until 2007. Consequently, funding for the activities originally planned under the Consortium was secured for the ten national societies and regional delegation for the year 2005. Detailed plans and budgets for the next five years have been drafted and will be finalized in early 2006.

An application has been presented to the European Commission – ACP-EU Water Facility Actions in ACP countries and if successful, Malawi, Mozambique, Zambia and Zimbabwe selected under the Global Water Sanitation Initiative (GWIS) activity drawn from the annual appeal, will benefit. The GWIS have an overall goal of “contributing to the achievement of the Millennium Development Goal (MDGs) by scaling up established capacities” which is in line with the national water and sanitation goals. The primary objective is to “increase sustainable water and sanitation coverage among the vulnerable people while encouraging greater hygiene awareness”. The Federation and national societies are contributing to the water and sanitation MDGs, ARCHI 2010¹ and Algiers Plan of Action; however, the GWIS is designed to promote a common approach among national societies.

The regional disaster management unit (DMU) progressed in providing support to the national societies mainly focusing on building capacity to ensure disaster preparedness and effective response with the participation of empowered communities. The Regional Disaster Response Training (RDRT) was conducted in September 2005 in Namibia, with participants drawn from all national societies. In line with the Federation thinking, the DMU is shifting its emphasis from disaster response to a more pro-active community-based disaster risk reduction approach. The Federation regional delegation has facilitated

¹ ARCHI – African Red Cross/Red Crescent Society Health Initiatives 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than two million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. Refer <http://www.ifrc.org/what/health/archi/>

crafting of proposals for Malawi, Mozambique, Namibia and Zambia submitted to DFID for the Disaster Risk Reduction Phase II programme. The new disaster management coordinator commenced work beginning of June and has been involved in the planning and resource mobilisation for the food security intervention in the region.

In response to the food insecurity in the region, the Federation regional delegation launched Emergency Appeal no. [05EA023](#) to cover Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe which are particularly food insecure. The DMU has the technical role and is the link between the Federation Secretariat in Geneva, national societies, partner national societies (PNS) and key regional stakeholders in food security. In addition the DMU assisted in ensuring the promotion and application of Code of Conduct and SPHERE minimum standards on all relief operations. It also plays an important role in mobilizing and coordinating responses and the provision of resources from external sources.

Following the launch of the OVC advocacy campaign and the establishment of the Southern Africa Regional Communications Forum (SARCOF), the regional delegation ventured on a capacity building exercise which focused on ensuring vibrant information departments in national societies. This saw a tremendous increase on national society visibility both locally and internationally. The regional information department contributed to the drafting of the good practice publications projects which are meant for advocacy and information sharing, that is on top of managing all the international events as a way of promoting good practice and Humanitarian Values among stakeholders.

Organizational development programme has been supporting national societies with issues on finance development, change processes, integrity, capacity building, volunteer and branch development. A financial supervision and monitoring guide was developed by the regional finance development delegate with the participation of southern African national societies. The guide has been adopted by the Organisational Development and Risk and Audit Management Units in Geneva. *Navision* accounting software demonstrations, installations, training and coaching were provided to national societies that intend to adopt the software.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents).

All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

Health and care

Currently planning processes are underway for a next phase of the five-year HIV/AIDS programme starting in 2006 for all national societies and the regional delegation in southern Africa region. All ten national societies are in the process of developing new integrated long term HIV/AIDS intervention action plans and budgets at country level for the next period (2006 – 2010). The Consortium funding will be taken into account within the new strategy to be launched in 2006 in order to avoid overlapping of support and further strengthening the integration process. The draft strategy was discussed at the meeting held alongside the Southern Africa Partnership of Red Cross Societies (SAPRCS) held in October 2005. In early December 2005, the regional delegation conducted an HIV/AIDS

planning meeting attended by all regional programme delegates and staff where the national societies' plans were reviewed and consolidated.

The regional water and sanitation (WatSan) delegate developed project management processes/systems for water supply and sanitation programme in the region. There is increasing coordination between WatSan projects and other health and care interventions. The long-term WatSan projects in Malawi, Mozambique and Zimbabwe are implemented integrated with HIV/AIDS projects. In Zambia, the long-term project is implemented in coordination with a Mission Hospital home-based care (HBC) operation. WatSan hygiene promotion volunteers are being trained and becoming active in health and HIV/AIDS prevention and awareness campaigns, in addition to hygiene promotion. In Zimbabwe, the WatSan projects are focusing on the HBC beneficiaries.

The Federation regional delegation has strengthened its capacity by recruiting a health coordinator and officer who will be providing technical assistance to the national societies. The focus of the regional health programme continues to be on community-based First Aid (CBFA), communicable disease prevention and response. The strategy is aligned to ARCHI 2010 and Ouagadougou Declaration² and looking at the daunting problems in the region, community-based health and care through CBFA has been identified as the most effective long-term health intervention for the national societies.

Disaster management

A Federation Disaster Response Emergency Fund (DREF) application for CHF 160,000 was approved to enable a food insecurity and livelihood mechanism assessment to be conducted in Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe. The assessment was conducted from 19 July to 4 August 2005; each team was composed of four delegates who were responsible for two countries. Following the results and recommendations from the assessment, the Federation regional delegation launched the Southern Africa: Food Insecurity Emergency Appeal no. 05EA023 on 18 October 2005. A further DREF allocation of CHF 1,000,000 was also approved to kick-start the operation. An ECHO application for Malawi food insecurity appeal was drafted and finalized by end of November 2005. Action plans for the seven national societies, with respect to the operation, were also finalized.

During the reporting period, technical and emergency support was provided to the Zimbabwe Red Cross Society in response to the vulnerability caused by the government 'clean up' operation, which left thousands of people without adequate shelter. The DREF allocation of CHF 100,000 enabled a swift response to assist the affected households in the eight affected provinces with relief items including blankets, kitchen sets, soap and jerry cans. Federation officers assisted in facilitating training of staff and volunteers in camp management in Bulawayo of Matebeleland province and Mutare in Manicaland. As the needs become imminent and the vulnerable people increased, the Federation launched [Emergency Appeal no. 05EA016](#) (Assistance to the Population Affected by the 'Clean Up' Exercise) seeking CHF 2.4 million to further assist 15,000 vulnerable people for a period of five months. A relief coordinator was engaged for the operation for five months to support the national society in the operation. At the time of writing this report the appeal had received 35% coverage- with contributions from the British Red Cross, the Chinese Red Cross, the Danish Red Cross, Finnish Red Cross, Icelandic Red Cross, Japanese Red Cross, Norwegian Red Cross and the Swedish Red Cross.

In terms of disaster response, the region has developed competent regional disaster response teams (RDRT) that have contributed to coherent effective disaster responses in the region. Effective disaster response mechanisms, which include operational deployment procedures for RDRT, have been strengthened through a recent training conducted end of September 2005 in Namibia.

Through partnership between British government's Department for International Development (DfID) and the Federation, the regional delegation has facilitated support for risk reduction programmes in Lesotho, Mozambique, Namibia and Zambia to be implemented for three years. The risk reduction project aims to enhance community/household resilience, building the capacities of the national societies and- through an extensive strategy

² Ouagadougou Declaration- The 5th Pan African Conference convened in Ouagadougou, Burkina Faso, from 21 to 25 September 2000 with delegate from 52 African National Red Cross and Red Crescent Societies in attendance. The conference focused on the key themes of the African Red Cross/Red Crescent Health Initiative (ARCHI 2010) and food security in Africa.

of lessons learning and knowledge sharing- will seek to influence and work towards bridging the policy/practice divide in the areas of disaster risk reduction. The programme focuses on integrated food security and livelihoods strategy tailored to country specific needs. Contingency plans will be developed for likely emergencies in the region as well as increasing the regional logistics capacity. The DMU has been assisting national societies by providing technical support and sharing best practices.

A joint regional Disaster Risk Reduction Phase II and disaster management planning meeting was held in Johannesburg in June 2005, attended by national societies and regional programme officers. The regional disaster risk reduction officer attended an InWEnt (a German-based capacity building organization) workshop held in Maputo from the 10 - 12 October 2005. This was a consultative workshop for developing a proposal for submission to the European Union (EU). The focus for this disaster risk management initiative is to look at Hydro-Meteorological disasters such as drought, floods and cyclones.

Humanitarian Values

The regional information and promotion of Humanitarian Values department focused on strengthening and developing the communication capacity of national societies i.e. moving from intra-dissemination to external communication with a view to prepare the Movement for strategic partnerships and a better understanding of the seven Fundamental Principles and Humanitarian Values. The Southern Africa Regional Communication Officers (SARCOF) network was created to link all national societies' information officers under the banner of the regional information department to stimulate synergies in various fields of communication. The department supported national societies to develop their own communication strategies to create awareness and partnerships amongst key external stakeholders and ensuring high media coverage at times of disasters, major events and commemoration. Support was given in developing appropriate local campaigns on reduction of stigma and discrimination, advocacy on behalf of people living with HIV/AIDS (PLWHA) using key community leaders in order to build sustainable community involvement and on behalf of orphans and vulnerable children (OVC).

Organizational development

The national societies of Malawi, Swaziland, Zambia and Zimbabwe were introduced to the new accounting software system *NAVISION* coordinated through the regional finance development programme. Financial manuals for Swaziland and Zimbabwe Red Cross Societies have been developed and are under pre-testing at the national societies.

The Federation regional delegation realised the need to revise national societies Statutes to conform to the Federation National Society Statutes Guidelines. The changing and emerging socio-political environment in southern Africa have led a number of national societies to face difficulties in operationalizing their outdated Constitutional provisions. The regional organizational development has thus been providing assistance towards Statutes revision and strategic plan development to Botswana, Malawi, Namibia, South Africa, Zambia and Zimbabwe Red Cross Societies. The Malawi and Namibia national societies reviewed their strategic plans at the end of April and May 2005 respectively.

During the reporting period, the Federation regional delegation received plans of action with budgets on activities towards finance, governance, management, volunteer and branch development from Angola, Botswana, Zambia, Swaziland, Malawi, and Zimbabwe. As a result, capacity building funds were transferred to Angola, Botswana, Swaziland and Malawi national societies whilst the others will receive funding before end of the year.

Health and care

1. HIV/AIDS

Goal: To contribute to the prevention of the spread of HIV/AIDS and to alleviate the suffering of vulnerable people infected and affected by the virus.

Objective: The capacity of ten national societies to initiate, plan, monitor and scale up HIV/AIDS and community-based interventions is strengthened.

Progress/Achievements (activities implemented within this objective):

Capacity of national societies to improve the quality of life for PLWHA and OVC through HBC and psychological and material support is strengthened.

- The regional health and care department staff visited Zambia, Malawi, Lesotho, Swaziland and Namibia to support HBC programmes with training of care facilitators. The Federation identified that the national societies visited are facing challenges in monitoring and evaluation of HBC projects, improving the nutrition component and income generating activities. The Federation recommended that national societies develop a monitoring framework and bookkeeping facilities for effective management of the HBC projects. The aforementioned national societies have developed action plans in order to systematically address the issues.
- National societies in the region have been assisted to develop five-year HIV/AIDS strategic plans for 2006 - 2010. The documents reflect integrated programming including care, support and treatment, prevention, advocacy, institutional capacity building with components such as water and sanitation, control of malaria and tuberculosis, organizational development, finance management, disaster management, community-based First Aid and other general health issues. The total budget is approximately CHF 250 million and a marketing strategy will be developed for fundraising purposes.
- The Federation regional delegation produced an HBC documentary entitled 'caring together', covering Zambia, Zimbabwe, Malawi, and Swaziland. This is one of the regional good practice productions which are meant to be used as teaching aids and advocacy tools. The documentary outlines the key achievements of the HBC programme, the functions of the care facilitators and the benefits of the HBC initiatives. It also highlighted the role of partners in implementing a holistic care and support programme.
- A good practice document has been developed for the Sigombeni HBC project in Swaziland which covers steps taken to establish the project and outlines the components of the integrated projects such as prevention of mother to child transmission (PMTCT), voluntary counselling and testing (VCT), OVC support and anti-retroviral treatment (ART). The HBC good practice document has outlined the added value of an integrated programming.

Capacity of national societies to address stigma and discrimination is strengthened.

- The regional partnership officer provided technical support in developing partnerships between national societies and networks for PLWHA in Zambia, Lesotho, Swaziland, Namibia and Mozambique. Some of the findings were that the networks of PLWHA and national societies do not have clear strategic and operational plans. The need to develop joint working plans is crucial for the partnership to take off and national societies have initiated discussions with partners to map the way forward.
- The Network for African People Living with HIV/AIDS (NAP+) organized a training of trainers on OVC and ART programme which included participants from Namibia, Swaziland, Zimbabwe, Zambia and Lesotho Red Cross Societies. It is expected that the national societies and the networks of PLWHA participants will develop joint operational plans to train other organizations in their respective countries on OVC and ART.
- Support was provided to South Africa Red Cross Society HBC projects through training of clients and care facilitators on support group development and management in September. The knowledge of the care facilitators and clients on support groups including positive living is increased and the management of the support groups is expected to improve.
- Partnership with Southern Africa Development Community (SADC) has been strengthened to address the issues of advocacy for PLWHA in the region. An agreement is yet to be reached on the modalities of the partnership with NAP+ and the Federation. A workshop was held in Namibia on 22 November 2005 to draft an advocacy framework and the regional partnership officer attended among representatives from national societies, government officials and donor agencies.

Capacity of national societies to improve knowledge, attitudes and practices regarding HIV/AIDS prevention is strengthened.

- The national societies in the region are at different implementation levels of HIV/AIDS prevention activities. The key activities being implemented are interventions that focus on prevention of HIV transmission targeting truck drivers, commercial sex workers, correctional services and police. Other activities supported include edutainment, PMTCT, VCT, condom promotion and distribution, life skills

approaches and peer education. Over 2,399,060 people were reached with prevention activities in the region through national societies' initiatives.

- A Regional Prevention Strategy has been developed and the main issues are on advocacy for improved access to services such as control and prevention of sexually transmitted infections (STI) and opportunistic infections including the use of condoms. The other issues to be addressed are information, education and communication for behaviour change with focus on life skills building among beneficiaries.

Capacity of national societies to provide care and support for OVC is improved.

- The regional HIV/AIDS delegate (OVC) and HIV/AIDS officer provided technical support to Malawi, Swaziland and Namibia Red Cross Societies in conducting a situation analysis on OVC in their HBC and HIV/AIDS prevention programmes. The data collected will provide the basis for drafting proposals for resource mobilisation. The team was joined by a representative from the Swedish Red Cross Society during the Namibia situation analysis. The delegation also provided technical support to Botswana Red Cross Society who conducted an OVC situation analysis earlier in the year, and the results were instrumental in writing the proposal.
- The regional OVC working group held meetings with a number of partners/potential partners such as Regional Psychosocial Initiative (REPSSI) and UNICEF Regional Children and AIDS advisor. The group also attended a Save the Children regional meeting which included participation from a number of organizations working on OVC issues held on 13 October 2005. The Federation regional delegation aims to strengthen the Red Cross Societies collaboration with UNICEF and involvement in the global "Children and AIDS" campaign. Discussions are ongoing with UNICEF at a regional level to explore closer collaboration on issues revolving around OVC and children's rights.
- The OVC working group also participated in a regional SIDA conference on "Strengthening support for scaling up responses to vulnerable children affected by HIV/AIDS". The Federation regional "Our Children- Our Future" video documentary was shown at the conference and was very well received. Most national societies are planning to launch their OVC advocacy campaigns. Zambia and Zimbabwe were launched in September.

Capacity of national societies to enable PLWHA and OVC to access improved nutrition is strengthened.

- At the regional level, efforts were made to integrate food security into HBC plans to strengthen livelihood approaches among clients and OVC. The food security officer provided input during the review of the HIV/AIDS five year country plans on food and nutrition. National societies were encouraged to utilize the food packs budget lines as recommended by the food security officer when drafting the country-specific Consortium plans.
- The HBC clients in countries under the Food Insecurity Emergency Appeal (05EA023) are benefiting from the food relief and livelihood approach components. Small numbers of OVC are benefiting from community gardens in Lesotho and Swaziland; and in Zimbabwe OVC benefit from targeted food distribution.

Capacity of national societies in programme management including volunteer management and financial management is increased.

- Through support from the regional HIV/AIDS programme, Zambia Red Cross Society reviewed its volunteer policy that addresses challenges faced by volunteers. The volunteer policy was built from input obtained from consultative meetings and focus group discussions held with the Red Cross branches. Zimbabwe Red Cross Society received support from the Federation regional delegation to develop the Code of Conduct for volunteers and to review the Constitution which governs the management of volunteers. Lesotho Red Cross Society was supported to conduct an assessment on the current practices in volunteer management. Consultative meetings were held to establish the needs of divisions and volunteers. This will assist in the development of strategic plan for the national society with information on volunteer management and branch development.
- The regional delegation assisted representatives from seven national societies to attend the International conference on HIV/AIDS and STDs in Africa (ICASA) held in Nigeria early December. The national societies made presentations on their 'best practices' at the Red Cross satellite meeting before the conference. The forum provided an opportunity for the national societies to market their programmes and to build presentation skills.

Impact

- Capacities of the national societies have been improved in delivering care and support, counselling, psychological support through their volunteer networks evidenced by the improved health status of HBC clients and OVC. The physical wellbeing of the HBC clients has improved through strengthened care and support service delivery in HBC projects. This is due to effective training of families by care facilitators that now able to care for their ill relatives at home. Red Cross stigma and discrimination interventions have contributed to the social well being of the clients and OVC because their rights are protected. HBC clients feel empowered through the support groups and many of the clients have skills in self help projects.
- Red Cross national societies are being recognized by governments, UN agencies and other organizations as credible partners on OVC support following the development and launch of OVC campaigns. The new OVC projects will be based on a firm foundation based on the data collected during situation analysis. Thus the projects are tailored to meet the expressed priority needs of OVC and their families.
- Partnerships and relations have improved with the Consortium and partner national societies working in the region. This is due to the fact that information sharing has improved among all partners and there is increased dialogue during negotiation, planning and implementation of HIV/AIDS projects.

Constraints

- The capacity of national societies and their volunteers in implementing the integrated programme continues to be a challenge, mainly due to overloading of volunteers in providing care and support to HBC clients and OVC.
- The food insecurity situation in the region is contributing adversely to the challenges that PLWHA and OVC are facing. The situation is particularly critical for the HBC clients and child-headed households with depleted livelihoods. There is a need to scale up support to PLWHA and OVC, and consolidation of the existing programmes to ensure they are of quality.
- Communication with national societies can often be difficult as some do not have adequate access to the internet and telephone services. National societies are often slow in responding to requests such as for updates, reports, and statistics due to information technology related problems.

2. Water supply, sanitation and hygiene promotion

Objective: Capacity of national societies to assess, design, resource, implement, monitor and evaluate water supply, sanitation and hygiene promotion projects in integrated health and care programmes is increased.

Progress/Achievements (activities implemented within this objective):

National societies in the region implement water, sanitation and hygiene promotion projects effectively and efficiently in line with sector best practices (community managed, demand responsive approaches) and creating synergy with other health and care projects.

- The project managers in Malawi, Mozambique, Zimbabwe and Zambia with support from the regional WatSan office are in the process of improving and documenting their good practice in community management and hygiene promotion. Software managers responsible for the implementation of the community management and hygiene promotion aspects of the WatSan projects have been recruited in Malawi, Mozambique and Zambia. This is improving the hygiene promotion and community management implementation in these projects.

Establishment of sound, sustainable environmental services for 125,000 most vulnerable in defined local government administrative areas by 2005 in hygiene promotion, sanitation, and water supply through the activities of the five national societies in integrated health and care programmes

- The progress on hygiene promotion, sanitation, and water supply projects is reasonable; although implementation was slow in the first reporting period due to the fact that donor funds were received late in (March/April rather than in January). The number of beneficiaries of the Federation supported development project was reported as 100,000. This is a reduction from the Annual Appeal expected results as not all projects were fully funded.
- The regional WatSan long term strategy is for the number of projects to remain at the four national societies of Malawi, Mozambique, Zambia and Zimbabwe where requirements for intervention and fund raising are

realistic and achievable. The regional delegation will continue to support other national societies in the region in WatSan projects supported bilaterally and by other sector agencies. The national societies of Malawi, Mozambique, Namibia and Zimbabwe are implementing water supply, sanitation and hygiene promotion projects supported directly through partner national societies.

- The focus on working in defined local government administrative units to raise the water supply and sanitation services to minimum service levels as detailed in the appeal has been achieved in Malawi and Zambia. Mozambique Red Cross Society is working towards this strategy and will achieve it by the end of 2005. Zimbabwe Red Cross Society is currently implementing an alternative approach – it is focusing its interventions on HBC clients in an integrated approach with the HIV/AIDS projects

The national societies have capacity to respond to disaster requiring water, sanitation and hygiene promotion response.

- There were no disasters requiring WatSan intervention in the region during this reporting period. However, the national societies have RDRT trained technicians who are ready to respond immediately in the event of a disaster. Zambia Red Cross Society provides water and sanitation (WatSan) services to Congolese refugees in Northern Zambia; Malawi Red Cross Society to multinational refugees (Congolese, Somali, Rwandans and Burundian) in Dzaleka and Luwani camps. Dzaleka is located in western Lilongwe district, Luwani is located 300 km south of Lilongwe in Mwanza district.

The national societies are successfully advocating for increasing sector resources, and contribute to national sector policies, best practices, coordination and cooperation.

- Funding for the long-term development projects has been increased in Zambia; remained the same in Malawi and Mozambique and reduced in Zimbabwe due to the fact that the implementation of the project was derailed because of key staff turnover.
- The Federation regional delegation supported European Commission – ACP-EU Water Facility Actions in ACP proposals for national societies of Malawi, Mozambique, Zambia and Zimbabwe to be implemented for three years (2006-2008) and proposals have been submitted. The total amount required for four countries is approximately CHF 14,590,000.
- The national societies of Malawi, Mozambique, Zambia and Zimbabwe are recognised as major sectoral agencies in their countries as evidenced by the invitations they receive to contribute to sectoral coordination meetings and the visits they receive from other partners in need of advice.

Impact

- The impact on beneficiaries from the initiatives in capacity building for project management and the recruitment of software managers will be more evident upon completion in 2005. The priority countries in WatSan activities (Malawi, Mozambique, Zimbabwe and Zambia) are increasingly becoming respected by other partners in the sector due to their quality projects and service provided to the communities.

Constraints

- Lack of funding due to non-payment of some soft pledges has delayed the recruitment of a local/regional software specialist to July 2005. The WatSan department required more funding in order to recruit key personal such as engineers. The funds would cover orientation cost, training and handover from the regional WatSan delegate.
- Expenditure control, financial return and reports and flexibility in planning due to delay in transfer of funds are still challenges for all national societies with WatSan projects. The regional WatSan department is following up and providing necessary support to national societies' WatSan and programme coordinators.

Disaster management

Goal: Reduced vulnerability to disasters of communities in the southern Africa region with the support of well-prepared national societies.

Objective: National societies' capacity in disaster management is strengthened through development of human resources to design and implement disaster risk reduction programmes.

Progress/Achievements (activities implemented within this objective):**Disaster Preparedness**

Strengthen capacity of three national societies in disaster management through basic training and establishment of national disaster response teams.

- The DMU team provided technical support to Zimbabwe Red Cross Society in assisting families affected by government's 'clean up' operation. A training programme on disaster management was facilitated for staff and volunteers in the cities of Bulawayo and Mutare, focusing on camp management as there was a possibility for Zimbabwe Red Cross Society of managing the transit camps. No further disaster management training took place in the region due to non-funding of national society programmes.

National societies supported in developing comprehensive contingency plans for likely emergencies in key sites

- The regional disaster management coordinator (DMC) visited Mozambique Red Cross Society to support the drafting of the Disaster Risk Reduction plan of action for the DFID project. This gave the new DMC an opportunity to familiarize with the national society and the disaster management programme.

Community-based disaster management programmes that develop more resilient communities are promoted within the national societies

- The regional food security officer attended the Swaziland Pilot Food Security Taskforce meetings held in August and September 2005. Progress achieved on the implementation of the project was highlighted and it was recommended to conduct an evaluation in November. The Finnish Red Cross supported the project which ends in December 2005.
- The DFID Risk Reduction Proposal for the four national societies of Namibia, Lesotho, Mozambique and Zambia has been approved with funding of approximately GBP 2.1million over the next three years. A DFID planning meeting was held on 14-15 June 2005 in South Africa which brought together project officers from the four national societies to understand the project framework and designing operational plans and budgets. The plans and budgets have been finalized and sent to the Global coordinator for comments.
- Another Federation coordinated meeting was held from 26 to 28 September 2005 in Windhoek, Namibia to review the countries and regional disaster risk reduction documents from Southern Africa and South Asia. The main outputs of the review process included defining a plan of action for the Phase II programme.

National societies working in partnerships with other stakeholders within local communities through integrated, multi-sectoral/ multi-disciplinary team approaches

- National societies are participating in their National Disaster Management Units, National Vulnerability Assessment Committees and Health Services boards, National AIDS Councils and are cooperating with other relevant stakeholders such as UNICEF. Identification of priority needs and vulnerable groups is carried out with particular reference to Red Cross and Red Crescent strategies particularly ARCHI 2010 and the Algiers Plan of Action that focus on addressing the plight of HIV/AIDS infected and affected including OVC, food security and health while mobilizing and strengthening the capacity of volunteers.

Disaster Response

Disaster response capacity for the region is improved

- The DMU provided support upon request from national societies with communities affected by minor emergencies. Technical support was provided in resource mobilisation, social mobilisation, situation monitoring of potential disasters, reporting, sending information to the regional delegation and maintaining SPHERE minimum standards.
- Lesotho Red Cross Society received a DREF allocation of CHF 100,000 used for relief distribution to assist families affected by a storm disaster. A total of CHF 1,000 was authorized from disaster risk reduction budget to cover the assessment and relief distribution costs.
- The Federation seconded a relief coordinator to Zimbabwe Red Cross Society to support the 'clean up' operation response activities for a period of five months. Also, a DREF allocation of CHF 100,000 was extended to Zimbabwe Red Cross Society to facilitate immediate assistance to the displaced families.

Ensure national societies are knowledgeable about international disaster response tools and procedures –ERU, FACT, RDRT, DMIS, DREF, and FedNet and how to access them

- The Federation regional delegation continues sharing information on disaster response monitoring tools such as Field Assessment Coordination Teams (FACT), Regional Disaster Response Teams (RDRT), Disaster Management Information System (DMIS), Disaster Relief Emergency Fund (DREF), and FedNet with all national societies. During the disaster management planning meeting and RDRT training, further dissemination of the tools was achieved through practical presentations. DMIS has effectively been used by three national societies of Namibia, Mozambique and Zambia as they have good internet services. Other national societies have limited access to the Internet to be able to effectively use the DMIS.

RDRT personnel's roster is regularly updated and can respond effectively when needed

- The RDRT roster is continuously updated in preparation of rapid deployment of teams should a disaster strike. To date the region has trained 165 people who have attained various levels of competencies. A recent RDRT update has shown that out of the trained people, 103 are still in the region/national societies, 54 have left the Red Cross whilst eight are deceased. It is unfortunate that many of the competent RDRT members in the region have left their national society, however through annual training the gap is being covered.
- The 2005 RDRT took place in Namibia from 18 – 30 September 2005 with 38 participants from the ten national societies, Federation regional delegation, government of Namibia and one participant from Dakar regional delegation. Facilitators to the training were all mobilized from southern Africa regional sources. The training was highly commended by the government of Namibia, stakeholders and visitors from Geneva, British Red Cross Society and Delhi regional delegation who at the same time attending DFID planning meeting in Windhoek. The RDRT training is an initiative considered as the basis of building and enhancing regional disaster response capacities. The objectives of the training are to increase skilled personnel, improve the quality of disaster assessments, and encourage close co-ordination with a variety of partners, quick decision-making and rapid deployment of resources. The RDRT training curriculum follows the disaster response cycle, including policies of disaster response, assessment, tools of disaster response and support functions to disaster response.

Refugees, internally displaced people (IDP) and returnees within the region receive quality service

- National societies of Zambia, Malawi and Botswana continue to provide refugee services in their countries through UNHCR funding. There has not been any funding from the annual appeal as yet.

Impact

- In terms of capacity building of national societies, the programme has had a good impact from imparting technical skills to staff and volunteers achieved through DMU technical team support visits and coaching. The RDRT training has improved and guaranteed national society disaster response capacities by providing a holistic curriculum on handling emergencies.

Constraints

- Due to lack of funding at national society level, the planned disaster management programmes activities have been only partially achieved. Therefore planned DMU technical support visits to national societies are affected by lack of programming at the implementation level.

Humanitarian values

Goal: The Movement's Fundamental Principles and Humanitarian Values are known and respected across the region.

Objectives: The capacity of national societies in southern Africa to generate a high degree of visibility, credibility, cooperation and support for Movement activities is strengthened.

Progress/Achievements (activities implemented within this objective):

The region's national societies have strong and well-developed communication capacities

- Following the launch of the OVC advocacy campaign and the establishment of the Southern Africa Regional Communications Forum (SARCOF), the regional delegation ventured on a capacity building

exercise which focused on ensuring vibrant information departments in national societies. This saw a tremendous increase on national society visibility both locally and internationally. There is an increase of the flow of stories from national societies on www.ifrc.org website compared to the previous years owing to the standardisation of the operations of the departments through a standard job description and a plan of action. As part of SARCOF recommendations, two national society information officers were part of the regional disaster response training (RDRT). This is part of the effort of the SARCOF to improve the regional information capacity on disaster response. A second information workshop was organised in preparation of the current food insecurity operation where more than 12 million people are faced with food crisis.

Strengthened links with the local and international media to ensure high profile of the Red Cross

- There has been a steady flow of Red Cross information especially to local media from national societies in the region. A number of contacts for radio and television programmes were negotiated especially in Zambia, Namibia and South Africa. Most of the articles written for the Federation's website on Southern Africa Red Cross and Red Crescent societies have been published on international website such as Reliefweb, AlertNet and IRIN. Many international news organizations picked up the stories from these websites. Several stories from Lesotho, Zimbabwe, Zambia, Swaziland, and Namibia have been posted on AlertNet whilst stories on South African Red Cross Society fundraising project for the Tsunami assistance attracted a lot of attention Africa-wide, together with an interview with the head of regional delegation.
- In response to the demand for information following the "operation clean up" in Zimbabwe, two stories were posted on the www.ifrc.org whilst others were shared with the international media to raise the profile of the impact of the operation in the country. This helped Zimbabwe Red Cross Society get more attention and credibility from the government which enabled the society to operate freely in a politically volatile environment. Several stories supporting the food insecurity appeal were sent from national societies for circulation on the website and other media organizations.
- The Federation continues to be a corporate member of a South Africa-based Foreign Correspondents Association (FCA), a source of information for many news agencies in southern Africa, to improve on the dissemination of information especially news stories on Red Cross activities. A Finnish journalist visited the region to cover WatSan issues in refugee camps in Zambia; food security, HIV/AIDS issues in Malawi. This was the beginning of the early warning for the food insecurity in the region prior to the launch of the Emergency Appeal.

Increased awareness of Movement Fundamental Principles and Humanitarian Values amongst key external stakeholders

- In an effort to improve the understanding of Humanitarian Values among the Red Cross Movement, the regional information office and the organizational development department organised a Humanitarian Values and governance workshops in Lesotho and Swaziland. The workshop was attended by national societies' management, governing board and other stakeholders.
- In order to share information on good practice, the regional delegation ventured on a programme to publish and disseminate success stories to its stakeholders. A total of three 'best practices' have been worked on, one of which is in video format.
- The regional delegation, in an attempt to promote the HBC model produced a video entitled, 'Caring together', to highlight the success of the model in the region. The video will be launched in 2006 at a symposium planned to be held in Johannesburg.
- In an effort to promote volunteerism among all stakeholders, the regional delegation funded activities planned for the International Volunteers Day and World AIDS Day. Apart from earning a good reputation in linking the impact of HIV/AIDS and food insecurity in the region, the commemoration of World Refugee Day, First Aid Day and World Risk Reduction day profiled the national societies amongst local and international communities. Specific messages aimed at influencing behavioural change and policies were disseminated during commemorations.

The Federation and national societies in the region will receive high media coverage at times of disasters or major events

- As part of providing support to the food insecurity appeal the regional information officer issued a regionalized press release to raise the interest of the media on the magnitude of the crisis. A number of

inquiries were made about the situation in the region. Reuter's news organization toured Swaziland to cover food security issues facilitated by the Federation regional delegation. The regional delegation also took advantage of the World Disaster Report launch in South Africa to highlight the food insecurity issues in the region.

- Following the launch of the Food Insecurity Emergency Appeal, a media strategy was developed by the regional information office in collaboration with Geneva Secretariat media service. The strategy aims to provide guidelines on how to provide communication and advocacy support to the food security operation (before, during and after the operation) and to highlight the magnitude of the crisis to the outside world given that there are other competing disasters. The strategy was circulated to all national societies for comments and operationalization.
- Upon request by the editorial board of the Red Cross Red Crescent magazine, the regional information department prepared and submitted a story to commemorate Pan-African Conference (Algiers) anniversary for November 2005 publication.

Integration of communication component in all regional programmes

- As part of ensuring a better understanding of the advocacy strategy for the OVC campaign, the regional information officer presented a paper on how best to implement the strategy for the success of the campaign. This helped build a good understanding of the coordinated functions of both the national society information and the HIV/AIDS departments for the common cause of scaling up support for OVC. It is hoped that the two departments will closely work together on HIV/AIDS issues in their respective countries.
- The regional information officer facilitated a disaster management planning meeting held in South Africa through a presentation focused on the importance of information and communication management in emergency and disaster situations. Many issues were raised with reference being made to the current economic situation in Zimbabwe affecting the smooth implementation of the humanitarian activities. It was also emphasized that there is a need for the disaster managers in national societies to work closely with their information officers as this helps reduce their workload.
- The regional information officer attended the RDRT training as both participant and facilitator. This was meant to strengthen regional information capacity in the region which had no RDRT trained information person. The regional information officer also prepared and presented a paper on media management in disaster situations.

Impact

- Apart from creating harmony and coordination among the information departments, there has been a tremendous increase in the number of stories since the regional information workshop. Besides the stories that appeared in local news agencies, the region maintains high visibility on the www.ifrc.org website with 50% of the stories on the Africa section of the Federation's website from the southern Africa region. The information response to the food security was tremendously good. After the launch of the food security emergency appeal, more than four stories were received in a week from the countries affected.
- There is generally good communication and information sharing among national society information officers, the Federation and ICRC on matters of humanitarian interest. Although there is a strong need to bring some new ICRC staff on board on the way to respond to humanitarian issues in the region, there is general a good understanding of issues pertinent in the region among all components of the Movement. Relations with local, regional and international media in the region have improved and maintained through issuing of press releases, news stories and interviews. By being a corporate member of FCA, the regional office helped in mobilizing the media for the OVC launch and attracting the media on other Red Cross issues.
- Awareness on the Red Cross/Red Crescent Fundamental Principles and Humanitarian Values has generally increased through training workshops for national societies, which improved Red Cross credibility and understanding by all stakeholders. The involvement of the regional delegation in issues of management in Zimbabwean crisis helped in ensuring that Red Cross maintained its humanitarian reputation in complex situations. As a result of that, the Red Cross has been able to operate in difficult situations where other organizations might find it difficult. The Red Cross received high media publicity in Zimbabwe, which subsequently influenced the creation of the humanitarian space. Integration of an information component

into other programme activities has helped national societies to work together as a team other than as separate entities.

Constraints

- Although there has been great improvement in the way regional and national programme staffs understand the role of information in the region, there are some national societies whose information department still remain under-equipped and under-staffed. High staff-turn over still remains a major challenge in the region where more than three information officers left during this reporting period which includes the incumbent chairman of SARCOF. This has greatly affected the implementation of the SARCOF plan of action and other national society planned activities.
- Lack of basic equipment, such as cameras, is also a setback that affects quality and flexibility in the production of information materials by many national societies. Many national societies still do not have access to proper communication equipment such as Internet or email facilities, posing a big communication challenge. At the moment, only three national societies (Mozambique, Namibia and South Africa) have reliable communication networks. Although funding for some information department has improved to a greater extent, there is still need for more investment in communication given the current food insecurity situation in the region.
- The departure of the Africa Press officer disrupted the flow of information between the regional delegation and Geneva. This has seen many stories either delayed or not published. However the stand-in officer helped to revitalise the region but she came at a time when there was a lot of pressure to raise the food insecurity situation in the region.

Organizational development

Goal: National societies in Southern Africa region have improved their performance and image by operating according to the principles of a well functioning national society.

Objective: The capacity of national societies to apply the principles of a well-functioning society to the implementation of all programmes and internal process has increased.

Progress/Achievements (activities implemented within this objective):

National societies have increased and strengthened the awareness of governance and management issues according to the tenets of well-functioning national society.

- The Federation regional delegation provided technical support and guidance to facilitate national societies General Assemblies in Angola, Botswana, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. Governing boards and presidents were elected in Botswana, Namibia, and Swaziland and will receive further governance support in understanding their roles and responsibilities.
- The planned orientation for secretaries general of Lesotho, Swaziland and Zambia could not take place during the second half of the year due to other priorities and new developments at the national society and the Federation regional delegation level. The orientation initiatives have been moved to the first quarter of 2006 aimed at providing a platform for national societies' senior managers to learn more and appreciate the operations of the Federation.

National societies have improved the planning, implementation; follow up on projects and reporting through the use of the Project Planning Process (PPP) approach.

- The Federation regional delegation programme departments extended their support to all the national societies in developing 2006 to 2007 appeals, logframes, and budgets. The appeal planning process was a challenge to national societies without programme coordinators as dissemination of guidelines was not efficient and effective. The regional planning and reporting officer played a pivotal role in disseminating and coordinating the drafting of appeals and logframes, through training at programmes planning meetings such as SARAN, disaster management meeting, and on the job coaching to regional programmes. The Geneva based southern Africa desk officer visited the regional delegation and presented on the new appeal planning process guidelines. The development of budgets was coordinated by the regional finance and

administration and the finance development delegate.

National Societies have updated their statutes and have in place well defined policies and guidelines by December 2005.

- Regional senior information and organizational development officers facilitated in-country governance orientation workshops from the 22 to 24 July in Swaziland and 28 to 30 July in Lesotho. It was evident during the orientation workshops that the understanding of the Statutes was still an issue for the two national societies, as the issues of election procedures and profiles of board members had to be discussed at length. The output was that the participants realised the need to revisit their Statutes which indicated gaps in nomination of candidates for various governance positions and in the election procedures. Recommendations from these workshops pointed out that the national societies' Statutes needed to be reviewed.

National Societies have an understanding approach to capacity building and are reflected in the impact of the work of National Societies focusing at branch

- The national societies of Malawi, Lesotho and Botswana submitted their capacity building proposals to the Federation Capacity Building Fund (CBF) at the end of August 2005. Lesotho Red Cross Society received CHF 35,000 from Norwegian Red Cross Society and activities that include improving the finance department through training of staff and procurement of equipment are being implemented. More focus will also be given to management and governance development at all levels. The regional organizational development department advanced CHF 25,000 to Malawi towards the capacity building proposal. The fund has enabled the national society to start its change and succession process by paying off the recruitment and gratuities of the senior staff (former secretary general and director of programme). The Botswana Red Cross Society's CBF proposal has not been funded and there are discussions with organizational development in Geneva Secretariat to mobilise support for 2006. The national society desperately needs the funds to reorganise its programming and its key human resources.
- The Namibia Red Cross Society has experienced delays in the implementation of its CBF activities due to shortages in human resources at both national and divisional levels. It implies that the national society will not be able to meet all its targets of reviewing the Constitution, strategic plan, human resource policy and regulation in 2005. However, a draft strategic plan, human resource policy and regulation policy are already in circulation within the national society for discussion before finalisation.
- The organizational development delegate in Lesotho Red Cross Society has already started conducting an assessment on the priorities of the national society at headquarters and divisional levels. The in-country technical support from Federation is expected to assist the national society in developing an organizational developmental plan, which will enhance its focus on serving the needs of the most vulnerable people.

National societies have achieved sufficient capabilities in finance management, development and resource mobilisation

- The regional delegation engaged Microsoft Business Solution partner to conduct a system diagnosis and analysis of the Navision accounting system for Malawi and Zimbabwe Red Cross Societies. Consequently, a new system structure was designed to ensure that the system was more suitable for capturing relevant data. This will facilitate the national society to prepare more accurate reports for their donors and the trial balance for the audit firm.
- An exchange visit between Zambia and Zimbabwe Red Cross Societies was facilitated by the regional finance development delegate. Zambia Red Cross Society finance team consisting of the finance and administrative manager, internal auditor and an accountant visited the Zimbabwe Red Cross to share ideas and experiences. The following recommendations were made:
 - The need to increase collaboration and coordination between finance and programme officer;
 - Income generating activities to be strengthened starting with those in provincial centres and replicated through out the country;
 - In the provinces where the national society has a number of projects, should consider introducing field coordinators and finance officers for effective implementation of programmes.
- In order to strengthen support to the national societies, regional finance development delegate discussed with regional finance team on revision and production of a financial manual. The regional finance development delegate (RFDD) also shared with the team manuals from Uganda and Mozambique on soft

copy so that they could use them as reference points. A checklist on how national societies can move from working advance to cash transfer was also discussed.

- The Baphalali Swaziland Red Cross Society finance department organized a workshop to assess the effectiveness of the finance departments both at headquarters and divisions; and to evaluate the implementation of recommendations made by the RFDD in October 2004. The management also agreed in principle to introduce the Navision Accounting system and the Federation regional delegation has taken the lead to ensure that a demonstration of the system is conducted by November 2005 prior to the final installation and implementation in early January 2006.
- Mozambique Red Cross Society requested the RFDD on a week's mission to coach and train the newly appointed internal auditor on internal auditing approaches and procedures. The RFDD supported the national society income generation coordinator in implementing recommendations from the November 2004 assessment report. A comprehensive report was prepared highlighting observations and recommendations for management action, shared with the national society and the regional delegation management. South African Red Cross Society governing board also requested the RFDD to conduct a joint finance committee/finance management/Federation follow-up process on the implementation of recommendations of previous reviews completed since March 2003 and September 2005. A comprehensive report was also prepared highlighting findings and recommendations for management and governance action, shared with the Federation representative in Cape Town and the regional delegation management team.
- The national societies of Mozambique, Namibia, Swaziland and Zimbabwe have completed their annual external audits. Zambia started the 2004 audit in August 2005. Angola and South Africa Red Cross Society have not completed their global audits. The revision of Baphalali Swaziland Red Cross Society financial manual is in progress and was to be completed in November 2005. The first draft of Zimbabwe Red Cross Society financial manual is ready and has been handed over to the national society for comments. Zambia Red Cross Society has also advertised for a consultant to draw up the financial manual. Guidelines and samples related to the financial manual have been provided by the RFDD.

National societies have been effectively supported to recruit, train, retain, motivate, support, reward and manage volunteers and volunteer coordinators and in particular youth in the overall development of the NS programmes at local, regional and national levels

- Efforts have been made to support national societies in volunteer promotion through integration with regional information department to support national societies' information officers in disseminating volunteer information and social mobilisation. Through the regional HIV/AIDS financial support, assistance has been given to Zambia to finalise its volunteer policy, enabling the national society to implement a coherent volunteer support system. Zimbabwe Red Cross Society is also currently reviewing its volunteer code of conduct with a view to assist its 250 branches on how best to manage volunteers. Lesotho Red Cross Society is in the process of carrying out a volunteer baseline and branch development training so as to establish the volunteer database.
- The regional volunteer review workshop that was earmarked for September to October 2005 was delayed due to a number of regional commitments for both the national society and regional delegation. However, the preparations have already been done and three national society staff and an independent consultant have been identified. The tools for this review are almost ready for testing in one of the national society. This review was earmarked to coincide with the Federation Volunteer Plan 2005 on what the national societies have achieved and the gaps the national societies should address.

Impact

- The automated accounting system will assist the national societies to be proficient in reporting. In addition, the system will be able to extract accurate trial balances to meet the requirement of the auditors.
- The revision and updated financial manual and its effective compliance will improve the efficiency within all levels of the national societies, establish accounting controls and comply with established regulations.
- The completion of external audits will increase the reliability of the financial statements of the national societies and the auditors may be able to provide management with important information relating to the national societies activities and finances for the necessary corrective measures to be taken.
- Effective utilization of the supervision guide will safeguard the assets of the national societies and also ensure that the financial reporting is accurate, timely and reliable.

- The branch development training manual has added value in the development of new and old branches in national societies, for example in Botswana, during recent training on revival of the branches. The emphasis on linkages between branch/volunteer development and project activities continued to be strengthened during the last three quarters of 2005 through the inclusion of relevant topics, facilitation and financial support to the RDRT training.
- Governance and management training in Swaziland and Lesotho has also managed to help the lower structures to understand their roles and responsibilities as members of governing structures. The change process in Angola, Botswana and Malawi have been well supported and followed up by the regional delegation that positive developments such as good governance structures, are now visible in these national societies.

Constraints

- Governance and management relationship issues are still impacting negatively in such national societies as Angola, Botswana, Namibia, South Africa and Zambia with a few integrity issues surfacing in Angola, South Africa and Zambia. Such developments impact negatively on the development of these national societies. It has been a very slow process, but there are positive signs in all three of these national societies, with Botswana having elected new board, while Angola is in an advanced stage of preparing its annual general meeting where new board members will be elected possibly and the appointment of a new secretary general. Zambia held its General Assembly early December and a new governing board was voted into office.
- There is also a clear evidence that the Constitutions (Statutes) in most national societies need to be reviewed in order to conform with the socio-political environments changes taking place in southern African where democratic participation by local community structures is encouraged, examples are in Angola, Botswana, Malawi, Mozambique, Namibia, Swaziland, Lesotho and Zimbabwe. While in some of these national societies its just a few amendments that need to be done while in others it is a whole review of the statutes. The regional organizational development programme is now actively engaged in these national societies to push the process forward. However, this has highlighted a resource issue as there were no plans (in the appeal) to work with all these national societies during 2005 but only with Angola and Namibia.

New Developments

- The food security situation in southern Africa is likely to lead to large scale interventions from both national societies and the Federation. This is going to present a great challenge to the regional organizational development programme as attention is diverted from development to relief in supporting the capacities of the national societies involved. However, it is also an opportunity that can be exploited if handled properly. Nevertheless, the preparation of this intervention has lead to delays and disruption to planned activities such as the holding of the leadership negotiating workshop, senior leadership attachment to the regional delegation for their orientation (new secretary generals of Lesotho, Swaziland and Zambia).
- In order to address volunteer management issues in the region, a volunteer review to cover all the national societies has been planned to start in 2005 with five national societies and the remaining five in 2006. The planning of these three important activities will commence this year and will be finalised in the first quarter of 2006.

Coordination, cooperation and strategic partnerships

Coordination, cooperation, and strategic partnerships

The work of the Federation Regional delegation inherently relies on co-operation within and outside the delegation. Internally, there are strong links among regional programmes, and externally cooperation has also been created with partner national societies such as the Danish Red Cross supporting the change processes in Malawi and Botswana. These are useful linkages as they help to foster a coordinated Federation capacity building approach.

The regional delegation is working on the Country Agreement Strategy (CAS) process for national societies that already have strategic plans in place. Emphasis was placed on building capacity of national societies to lead a CAS process with Federation back up, and support will be provided on how to initiate the process. The results are reflected by how the various partners are working toward the achievement of national societies strategic plans. The regional delegation also facilitated and coordinated partnership meetings for the national societies of the region,

allowing them to showcase their programmes, invite support to new initiatives and involve partner national societies in discussions around key developments. These meetings are usually timed to coincide with the SAPRCS meetings and allow more detailed discussions at country level.

The southern Africa regional delegation promotes the overall coordination of bilateral cooperation (programmes outside the Federation appeal planned by the national societies and supported by partner national societies). The regional coordination aims to strengthen Movement coordination, including ICRC, especially at the field level. Bilateral partners using the regional delegation or representation model- such as the Danish Red Cross- are sharing office space, facilities and are working in close cooperation with the Federation regional delegation. A PNS advisory group to the regional office has been suggested as a way to improve understanding, support and relationships in the region. However, there is a need for working out service agreements with all bilateral delegates working in the region. The regional delegation has also initiated a mapping exercise for all national societies' activities which will contribute to information and knowledge sharing as well as creating the possibility of shared planning, implementing, evaluating and monitoring.

Effective representation and advocacy

The Federation regional delegation is developing the concept of regionality and its added value for the region for all stakeholders including Red Cross members, governments, UN agencies and corporate sector. At political, organizational or technical level, it includes influencing agendas, operationalizing global agenda, coordinating stakeholders, working cross border with societies, increasing visibility of Red Cross, strengthening credibility of the Movement, profiling image and activities, sharing knowledge, transferring skills, mobilising resources and lobbying partners, planning jointly and standardizing approaches, reporting and budgeting, accessing global media, developing maintaining systems and promoting compliance, etc. As an example, effective representation and advocacy can serve to influence the humanitarian agenda in the region by identifying critical issues and developing an advocacy plan with ideas and solutions. There are some advocacy issues in southern Africa such as HIV/AIDS treatment, OVC, and stigmatization and discrimination of PLWHA. Others are poverty reduction, climate change and urbanisation that need to be further promoted, building on Federation's global campaigns.

Greater emphasis is placed on developing strategic links with partner organizations, such as participating in regional Inter Agencies Standing Commission (IASC) in order to support the Red Cross priorities. The regional delegation continued to be an active player and participated in the various conferences in the region e.g. regional economic forum, HIV/AIDS, food security conferences, and participated in global events such as World UN days, AIDS day, as well as the launch of the World Disaster Report.

International disaster response

During 2005, few sudden disasters hit the region and challenged the capacities of the regional delegation to cope with them; lessons were learnt and new mechanisms put in place to strengthen the disaster management unit (DMU) and to improve the performance in coordination. In response to regional crisis, the Federation is putting in place a regional mechanism to address cross border disasters such as food insecurity or epidemics. The regional delegation is active in contributing to the analysis linked with climatic changes at the global level, in documenting lessons learned and in sharing of information via DMIS on the Federation Website to keep the Movement informed of ongoing operations. The DMU officers also participate in international disaster management forums enabling sharing of information and best practices.

Governance support

Through the office of the head of regional delegation and/or the programme coordinator, support was provided to Federation board member from the region, to Pan African Coordinating Team (PACT) coordinator for the region, and to the Southern Africa Partnership of Red Cross Societies (SAPRCS) chairperson to conduct their mandate. A SAPRCS meeting was successfully conducted in October 2005 and was attended by all national society presidents and secretary generals, bilateral partners and the Federation regional delegation. The Federation regional delegation also supported national societies' leadership in various services delivery such as self assessment of governance and management operations and functions, training and coaching board members with skills for their functions including negotiation skills. A lot of attention has been put on supporting governing boards of national societies to ensure that constructive dialogue takes place and that national societies' strategies originate from the leadership.

Training and provision of workshops and working sessions were carried out on specific topics such as roles and responsibilities of the governance and management, Federation Strategies, policies, mandate and mission to ensure that national societies' leadership are equipped to lead and guide to better serve the vulnerable. The following are some of the governance support action taken by the Federation regional delegation for specific countries:

- Angola: Statutes revision, Audit and financial reports, Strategic Plan, General Assembly preparation;
- Botswana: Recovery process, conducting the general assembly and election of new president and governing board members;
- Lesotho: New organizational development delegate, governance induction, review process;
- Malawi: Secretary general recruitment, management review;
- Mozambique: General Assembly, Strategic Business Solutions (SGS) non-governmental organization benchmark audit, partnership issues;
- Namibia: Global Funds application, SGS audit, strategic plan review, general assembly preparation
- South Africa: SGS audit, general assembly preparation;
- Swaziland: Governance induction;
- Zambia: SGS audit, general assembly preparation, UNHCR negotiation, debt recovery plan;
- Zimbabwe: General Assembly, advocacy plan for 'clean up; operation support and the emergency appeal

Delegation management

The main objective under delegation management is to strengthen human resources management for the regional delegation and national societies. Technical support was extended to national societies' human resources department for improving performances and addressing critical issues such as human resources policy, rules and procedures, manual, as well as standard job descriptions, salary scale, job classifications, performance appraisals, core costs coverage, etc. Some societies have already requested regional technical assistance in these areas. In terms of finance activities, the regional delegation prioritized;

- Monitoring of deficits and exchange rate in Zimbabwe (due to hyper-inflation in the country);
- Training of budget holders;
- The closure of some operations (Transport Package System) and programmes in various countries issuing final financial reports;
- Production of various budgets and monitoring reports such as for the Consortium, EU or DFID and Annual Appeals;
- The linkage with finance development department and the introduction of Navision software in several countries as well as developing a new budget architecture for the appeal (moving from 102 budget to 35);
- Development of services agreement for partners national societies;
- Mobilising resources regionally, and support to national societies with better financial management tools and mechanisms to meet the international standards and requirements of transparency and accountability including moving from working advance to cash transfer system.

In the administration, the regional delegation developed and put in place a new archiving and filing system, stationeries review, warehouse review, telephone control system, security review, computer upgrade and protection, housing management (inflation impact), and travel agent implant in regional delegation premises. As part of the Federation of Future and New Operating Model, a study to consider the relocating of the regional delegation office has commenced and the feedback will be given early 2006. The issue was discussed at the SAPRCS meeting in October 2005 and national societies will be involved in the reflection about the Federation structure and ways of work in southern Africa in the next few months.

The Federation Southern Africa regional delegation currently has country presence in Angola, Lesotho, South Africa, Zambia and Zimbabwe. Programme technical teams in health and care, organizational development, disaster management, information and promotion of Humanitarian Values as well as planning and reporting are now well staffed at the delegation office and will be able to better implement the concept of integration of activities. A monitoring and evaluation officer was recruited and will work closely with the planning and reporting officer as well as the information and promotion of Humanitarian Values in ensuring that all programmes develop better indicators for performance region-wide since planning, monitoring and accountability for all programmes in the region are an essential management functions.

[Contributions list below; click here to return to the title page and contact information.](#)

Southern Africa Regional

ANNEX 1

APPEAL No. 05AA018

PLEDGES RECEIVED

28/12/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				3,070,989		TOTAL COVERAGE
						150.4%
OPENING BALANCE				2,205,571		
BOTSWANA - RC		1,984	USD	2,246	10.02.05	SAPRCS
BRITISH - DFID				484,492	01.05.05	DISASTER REDUCTION PHASE II
BRITISH - RC		15,000	GBP	32,715	14.01.05	WATER/SANITATION
BRITISH - RC		23,500	GBP	51,254	01.06.05	WATER SANITATION DELEGATE
BRITISH - RC		25,000	GBP	54,525	07.01.05	OVC
BRITISH - RC		5,000	GBP	11,298	22.08.05	
BRITISH - RC		5,000	GBP	11,370	31.10.05	OVC PROGRAMMING
DANISH - GOVT				21,985	05.01.05	PROCUREMENT DELEGATE
DANISH - RC				8,946	05.10.05	MALAWI NAVISION
FINNISH - GOVT/RC		4,396	EUR	6,803	11.11.05	NS PARTICIPATION FUNDS
ICELANDIC - RC				44,000	01.01.05	REGIONAL FINANCE DELEGATE
ICELANDIC - RC				128,450	16.08.05	REGIONAL DELEGATION
NETHERLANDS - RC		2,674	USD	3,441	08.08.05	COSTS RECRUITMENT
NETHERLANDS - RC		4,287	EUR	6,645	07.09.05	FINANCE DEVELOPMENT MALAWI RC
NORWEGIAN - RC		600,000	NOK	112,200	07.12.04	REGIONAL FINANCE DEVELOPMENT DELEGATE
SPANISH - RC				10,388	04.07.05	FINANCE DEVELOPMENT
SPANISH - RC		6,000	EUR	9,273	27.10.05	MALAWI NAVISION IMPLEMENTATION
SWEDISH - GOVT		900,000	SEK	153,900	01.06.05	WATER SANITATION
SWEDISH - GOVT		2,550,000	SEK	429,165	16.06.05	OVC INITIATIVE
SWEDISH - GOVT		35,000	SEK	5,890	27.07.05	ACP-EU WATER FACILITY BID
SWEDISH - GOVT/RC		1,000,000	SEK	171,000	19.05.05	REGIONAL DISASTER MANAGEMENT
SWEDISH - GOVT/RC		2,000,000	SEK	342,000	19.05.05	FINANCE DEVELOPMENT, ORGANISATIONAL DEVELOPMENT
SWEDISH - RC		620,000	SEK	106,020	02.06.05	HEALTH COORDINATOR
SUB/TOTAL RECEIVED IN CASH				4,413,577	CHF	143.7%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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Southern Africa Regional

ANNEX 1

APPEAL No. 05AA018

PLEDGES RECEIVED

28/12/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATE(S)			60,400		
ICELAND	DELEGATE(S)			73,000		
NORWAY	DELEGATE(S)			73,000		
SUB/TOTAL RECEIVED IN KIND/SERVICES				206,400	CHF	6.7%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	