

# 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

## **SOUTHERN AFRICA**

*May, 2001*

*This Annual Report is intended for reporting on the Federation's Annual Appeals only.*

*Appeal No. 01.43/2000*

*Appeal Target: CHF 8,012,700*

### ***The Context***

The beginning of the year was marked by the worst flooding in the region in living memory and the mobilization of humanitarian relief at an unprecedented level, especially in Mozambique. The impact of the floods had major consequences for those directly affected, some of whom are struggling to rebuild their lives at the end of the year. Damage to infrastructure in Mozambique and Zimbabwe will take years to repair. In Mozambique, donors contributed large sums of money for the country's rehabilitation programme.

Population movements within the region increased over the year with refugees from the Democratic Republic of Congo (DRC) continuing to enter Zambia which already hosts a large refugee population. There was an influx of at least 10,000 people at the end of the year with the fall of the DRC town of Pweto.

Large numbers of Angolan refugees entered both Zambia and Namibia during the year, creating instability on the respective borders. By the end of the year, the Red Cross was taking care of over 40,000 refugees in Zambia and Namibia and facing serious difficulties along with the UN High Commissioner for Refugees (UNHCR) to secure funding to finance the high cost of refugee care on such a large scale.

HIV/AIDS remains one of the greatest problems to affect the region with several countries topping the list of those with the worst infection rates in the world. With so many of the productive members of the community becoming infected, the economic future for many countries is seriously affected. The exact impact is yet to be fully determined but skill loss, manpower depletion in labour intensive sectors and a drop in household food production have to be added to the social costs of widowed families, high numbers of orphans and over committed extended families. Health facilities in many countries are already unable to cope with the extra demands created in an already under-resourced sector.

The political events in Zimbabwe were widely publicized during the year with the defeat of the government in a referendum on the constitution and then a very violent run up to general elections in the middle of the year. Issues around land ownership threw the economy of the country into turmoil, created instability and had an adverse impact on trade in the region.

Elections at the end of 1999 in Mozambique saw the Frelimo Party return to power but ongoing allegations by the opposition party concerning election fraud were not satisfied and this spilled over into violent confrontation at the end of 2000. Across the border in Swaziland, the forces for multi-party democracy contested the power of the monarchy and single party government. The electoral commission in Lesotho was still unable to resolve the impasse that resulted from the post election civil unrest in 1998 and the planned election timetable for 2001 looks unlikely to be met.

The Southern African Development Community had a difficult year with the continuing split over support for Kabila's Government in DRC diverting a great deal of energy. Attempts to demonstrate unity with President Mugabe over the land issue was seen by many in the region, as well as outsiders, as inappropriate and lacking in commitment to the application of basic principles of law and order.

For the International Federation's regional delegation in Harare, the year was marked by the enormous challenge of responding adequately to floods in each of the countries most affected: Mozambique, Botswana, Swaziland and Zimbabwe. The needed expansion of the capacity at the delegation made possible the consolidation and development of both relief related and permanent programmes during the second half of the year which included: disaster preparedness; information systems management; health; water/sanitation; relief coordination; institutional/resource development (including finance development and branch development); management/coordination; programme coordination; finance and administration; logistics; and reporting.

An addition to this capacity was achieved through the multidisciplinary training for 50 participants, endeavouring to create the basis for a regional Field Assessment and Coordination Team (FACT), which was successfully completed in the last quarter of the year. This is one component of the delegation's continuous efforts to build capacities in national societies and to strengthen the possibilities of regional resource sharing in disaster response.

As the regional delegation was one of three pilot regions selected as part of the change process at the Federation's Secretariat, preparations within the delegation and with national societies were made to rethink working methods, structures for partnerships as well as the regional coordination and support set-up at the delegation. A major renewal of the administration capacity was also carried out.

## ***Objectives, Achievements and Constraints***

### ***Disaster Response***

**Objectives:** The regional delegation will continue to support the national societies in strengthening their response capacities and in mobilizing resources both locally and externally for responding to natural disasters. Efforts will be made to design this capacity building, as far as possible, in a sustainable way and to try to make for smoother and more rapid reorientation of the national societies following major disasters.

#### **Achievements and Constraints**

The disaster response capacity of the regional delegation was considerably strengthened with the recruitment of a regional relief co-ordinator in March and the support also made possible to this area with a logistics delegate and subsequent restructuring of the logistics service.

The relief department renders technical support to relief operations in the region and furthermore works with national societies to structurally prepare for relief interventions. This year, involvement in the floods and refugee operations took up the majority of the work.

The nature of technical support obviously varies according to the needs of the particular operation or national society. This year, expertise was made available to national societies involved in refugee

operations to conduct negotiations with UN organizations or authorities, for instance regarding: possible involvement in assistance to refugees (Botswana); budgets; subagreement/tripartite agreement with UNHCR/government (Namibia); and concerning camp provisions and funding (Zambia).

As regards support to floods relief and rehabilitation, the national societies and operations were supported in organizing the distribution of relief items and other logistics issues (Zimbabwe), the setting up of a relief office and establishing national society counterpart relationships and distribution systems (Mozambique). When required, input with regard to finding solutions to recurring problems (e.g. repeated displacement due to floods in the same areas each year in Malawi) was also provided.

One of the most serious problems this year was the low level of funding for refugee operations.

### ***DRC Refugees in Zambia***

From January 2000, Mwange refugee camp for DRC refugees continued receiving people through Kaputa, Chienge, Nsumbu and Mpulungu transit centres at an average of 100-150 refugees per week, until mid-August when, with 25,407 residents, it was declared closed for new arrivals who were sent to the new Kala camp in Kawambwa.

The Zambia Red Cross Society (ZRCS)/Federation area of responsibility includes general management at the Kaputa Mpulungu, Nsumbu and Chienge transit centres in the Northern and Luapula provinces. At Mwange camp, ZRCS/Federation cover reception/registration, distribution, health and water and sanitation, while in Lusaka the Federation assists the national society with institutional development.

Food and non-food items based on the standard rations were distributed through the year, although on a few occasions there were disruptions in the food pipe line necessitating a reduction in rations. In total, rations of 450 grams of maize grain, 120g beans, 20g cooking oil and 10g salt were provided per day. In total, 24 general food distributions were conducted benefiting 506,815 people. In total, 7,427 new arrivals received food and non-food items upon their arrival.

Generally, all the planned non-food items (blankets, jerry cans, plastic sheeting, and for new arrivals, shoes and soap) were made available except second-hand clothes for men which were in short supply. In total, 10,976 blankets, 2,286 kitchen sets, 3,013 jerry cans, 2,981, plastic mats, 2,908 pieces of plastic sheeting, and 176,446 bars of soap were distributed, 11,612 refugees received second hand clothes and 23,428 refugees received shoes. Also, two waiting shelters were constructed at the distribution centre.

The health situation remained stable throughout the period with no disease outbreaks reported. Special efforts were directed towards preventive measures by ensuring proper training and effective utilization of the health information teams. Specific achievements included:

- mortality rate of 0.19 per 10,000 people per day (within normal range);
- crude (overall) mortality rate 0.09 per 10,000 people per day;
- total number receiving out patient department care: 43,945;
- total number receiving in patient department care: 48,005;
- opening of in patient department in July with a 30-bed capacity;
- identifying 82 patients with different chronic diseases and providing them with home based care;
- registering 67 leprosy cases for home based care.

Throughout the reporting period the water sector provided adequate supplies of safe water to the beneficiaries in Mwange camp. An average of 18.4 litres per person per day was distributed - well above the minimum standard of 15 litres. The treatment of water was done as required and there was

no outbreak of waterborne diseases during the period. Specific effort was also directed towards empowering the beneficiaries in the management of water facilities by forming 19 water committees in the camp. Specific achievements included:

- installation of three T-95 water distributions;
- new sections provided with water pipes;
- ten man holes made at the gate valves;
- about 1,375,600,000 litres of water were produced;
- 14 hand pumps made operational, yielding 0.35 litres per second;
- average of 18.4 litres of water distributed to each beneficiary;
- distribution network with tap stands erected within walking distance of 350 metres;
- drainage system installed at each point;
- 19 water committees formed, one per water facility (bore hole) to empower the beneficiaries in the management of water supply.

With respect to sanitation, performance was reasonable despite the financial constraints experienced towards the end of the year. There was a positive improvement in the number and quality of family latrines constructed. Hygiene promoters conducted a number of talks on general hygiene including proper use of latrines.

In total, 3,302 latrines were constructed, a coverage of 73 per cent; an additional 1,234 are needed to reach 100 per cent coverage for communal latrines. Vector control surpassed targets (102,790 rodents eliminated against a target of 85,000) and spraying was carried out at all strategic points. Over 1,800 refuse pits were dug as well.

Three branch development workshops were organized and held with Zambia Red Cross.

### ***Disaster Preparedness***

**Objective:** To strengthen capacity building of national societies for effective disaster management in the region, the disaster preparedness (DP) programme provides technical assistance supporting implementation of national societies' disaster preparedness activities in the context of *Strategy 2010*.

#### **Achievements and Constraints**

This year, programme implementation was marked by the involvement of the national societies as well as the DP delegate, employed in February, in the floods relief operations. The DP acted in the absence of a relief delegate during the first quarter of the year resulting in regular DP-related activities being scaled down heavily. In the second half of the year, however, efforts to build DP capacity bore fruit.

As mentioned above, a regional FACT was established and guidelines for activating response were produced. Thus the regional wat/san disaster response team and the regional FACT, which is multi-disciplinary, are now merged. The first training took place in October 2000, adding 29 people to the register. The aim for next year is to increase the number of new regional FACT members by at least 20.

The DP programme also focused on human resource development in individual national societies and operations. One means in this regard was the promotion of SPHERE standards to enable staff to measure their daily work with minimum standards for humanitarian assistance. SPHERE training was carried out for refugee camp staff in Osire, at the regional delegation and for Zimbabwe Red Cross, for church organizations and others.

Other tools in DP work included policies/plans, contingency planning and prepositioning of stocks. Zimbabwe, Namibia and Swaziland were working on DP policies and plans during the past year. The aim of such policies is for the national societies to obtain clear direction and guidance for their various structures and improve their ability to deal with commonly occurring disasters.

Contingency planning in collaboration with the International Committee of the Red Cross (ICRC) and UNHCR took place when relevant, such as regarding Zimbabwe, Zambia and Namibia in readiness for election related violence and refugee influxes from the DRC and Angola, respectively. Late in the year, a regional contingency plan for population movement was produced and regional emergency preparedness and response plans for floods were also in place.

In order to be prepared for disasters, the prepositioning of certain items in strategic places is essential. The regional delegation also needs to have available stocks to offer to national societies in the event of a disaster. This year, the following non-food items were purchased and prepositioned at the regional delegation: 995 pieces of tarpaulins; 3,600 blankets; 20 first aid kits; 2,500 collapsible jerrycans; and 386 rolls of plastic sheeting. The usefulness of these measures was seen in Zimbabwe and Malawi where the national societies received part of this stock for their immediate response to flood victims' needs. The stocks are used on a rotational basis and will thus be replenished with funds raised from the specific country appeals. It is difficult, however, to obtain support for such preparedness stocks although it is evident that they can help save time and lives in an emergency.

A component of the DP programme affected by funding problems is the food security project. The aim was to identify community based food security projects and implement related activities in partnership with civil society organizations, non-governmental organizations and local governmental authorities. However, little happened during the year to this effect. The Southern Africa Partnership of Red Cross Societies (SARPCS) countries decided to proceed with the project's four pilot countries and with the recruitment of an intern, who will ensure that research and dialogue with national societies and other organizations form the basis for developing the project.

The ongoing regional Information Management System (ISM) programme was fully integrated into the DP programme. Improving the use of Internet technology in national societies and particularly general use of early warning systems in the region, also in cooperation with other organizations, will improve information flow prior to and during emergencies.

In addition to the funding deficit for the central programme, inadequate funding for national societies' programmes and the absence of identified DP/DR counterparts in the societies, made progress appear quite slow. It meant that DP activities at the community level were not sufficiently followed through or lacked supervision. This year saw constant reminders of the need for DP structures and tools at all levels, but with inadequate support for providing the human and material resources, this area, which is so crucial for a region regularly struck by disasters, needs more support. This is a situation which, if left unattended, is bound to have consequences in the future. Nevertheless, with structures established through the well-supported floods appeals this year and thanks to the assistance rendered for core activities of the programme, performance was good and a foundation was laid.

## *Health and Care*

**Objectives:** The capacity of national societies will be reinforced to enable them to better tackle the needs related to the health and well being of the most vulnerable. Activities will focus on community based approaches and the Federation will support prevention and education and a strengthening of national societies' health delivery systems.

## **Achievements and Constraints**

### ***Health programmes***

The major initiative during the year was the launching of an appeal for HIV/AIDS intervention in the region. This was based on a process of planning for interventions at a national level conducted with Federation assistance in each national society. Given the capacities of national societies to meet the demands of a programme that was needed to make a real impact, the Appeal was built around the need to first establish extra capacity in the national societies. This was subsequently reinforced by the commitment made in Ouagadougou to massively scale up Red Cross interventions. The Appeal sought over CHF 4.1 million and received good support towards the end of the year, making it difficult to start implementing most of the plan of action until 2001.

The regional health task force met twice during the year, setting regional priorities and strategies for the national societies in the area of health. Lessons were learned from cholera interventions, health measures during flood emergencies and community based health care, for example.

While help was given in a number of cholera interventions, the health department assumed special responsibilities when cholera broke out in Kwa Zulu Natal province in South Africa where previous experience was extremely limited.

Assistance to the two refugee operations in Namibia and Zambia was given both at the technical and monitoring levels. Planning for facilities in both camps was supported. A reproductive health programme was introduced in Namibia's Osire camp. Training of refugee staff and volunteers in community based first aid was encouraged and supported.

The health officer in the regional delegation received training and was appointed as a focal point for the establishment of a psychological support capacity in the region. Services will be extended through the health programme as part of ongoing support. Special relevance was attached to the needs of those workers and volunteers who undertake demanding tasks often related to working with people living with HIV/AIDS.

### ***Water and Sanitation***

This year, the water and sanitation programme benefited approximately 195,000 people through developmental initiatives and relief interventions. Water and sanitation, a key aspect of both regional health and DP strategies, is an essential programme which has an immediate and measurable impact upon the health and quality of life of the most vulnerable populations. Funding for the programme this year, especially in the relief context, was exceptional, thanks to donors from within the Red Cross and Red Crescent Movement especially.

The wat/san development projects provide mid- to long-term benefits in establishment of water supplies, sanitation facilities and the raising of health awareness. The emphasis is on self-reliance among recipient communities who are given training and encouragement to operate and maintain the wat/san facilities provided and to encourage behavioural change in hygiene practices.

Unfortunately, most of the year saw a situation where planned developmental activities in several countries were severely hampered by relief interventions which required a significant wat/san component. In particular, this concerned the regional floods, continued interventions in refugee assistance (Namibia and Zambia) and support to cholera epidemics (Zimbabwe and South Africa) where support was rendered both from the regional delegation and the regional wat/san disaster response team. Although suspending regular activities at the same time, relief interventions strengthened the disaster response capacity of both national societies and the regional delegation.

The Harare wat/san team carried out 12 technical planning/implementation support missions, seven disaster response missions and facilitated four intra-regional technical support missions. Formal technical training in wat/san related disaster response, hygiene and health education, community development, logframe, computer training, vector control and other areas was provided to a total of 28

national society staff and volunteers from the region. In addition, 15 wat/san people participated in the regional FACT exercise, which had a major wat/san component. In terms of providing equipment, the wat/san emergency package, established for rapid deployment, was used extensively and then replaced to maintain regional stocks.

The human resource development efforts continued with deployment of regional wat/san disaster response team members in Mozambique (two), Namibia (five), South Africa (three), Zambia (one) and Zimbabwe (two). Two former members of the team were deployed as delegates and two additional team members attended a Basic Training Course in Nairobi. The wat/san capacity in the region was increased with two new wat/san delegates in the region and a wat/san co-ordinator for Mozambique. The programme also facilitated the mission of a wat/san trainee delegate who was deployed from the very beginning of the Mozambique floods.

The regional wat/san planning meeting and the establishing of a standardized wat/san reporting system were important achievements in preparing for the coming year.

National societies still show some weaknesses in technical capacities, although definite improvements were seen during the year. A more integrated approach from the regional level, continuing experiences with the ID/RD, DP, information technology and logistics fields, were identified as ways of addressing this problem.

Another area which will be receiving more attention in the coming year is the further integration of health and wat/san. Although the health education element in both relief and developmental projects was strengthened, it still requires further focus so as to avoid approaches to wat/san which are driven by the construction components.

### ***Institutional and Resource Development***

**Objectives:** To strengthen national societies' governance and management, both at headquarters and branch levels, and development and adaptation of institutional structures, systems and procedures.

#### **Achievements and Constraints**

The regional institutional and resource development programme supported national societies in strategic planning, programme management and design, cooperation between staff and governance, financial resource development and branch development.

In order to support national societies in establishing and strengthening branches, a regional branch development officer was recruited in May who carried out familiarization visits and held two workshops with national society representatives. The main outcome of this dialogue was the idea of compiling new branch development materials which is now being developed by national societies themselves with special support by the regional delegation in using participatory methods.

Improved financial management and mutual understanding within governance and management regarding responsibilities, work distribution and cooperation were areas of high interest in the ten national societies, several of which are using the updating of their constitutions as a tool in this regard. This is now also being addressed by a finance development delegate who started work in October.

Logframe is increasingly being used as the main tool for planning, monitoring and reporting both for national societies and the regional delegation. Workshops and feedback on project proposals were

furnished directly to national societies at regional workshops and within the delegation itself where there was close cooperation with the regional reporting delegate.

As part of the ongoing efforts of encouraging national societies to embark upon more serious change processes, at the same time enabling the level of delivery of services anticipated in *Strategy 2010*, the experiences, since 1998, of Zimbabwe Red Cross Society are now being documented, analyzed and shared with the other societies in the region. This is a way of addressing the reluctance in some national societies to conduct self-assessments and subsequent changes.

The links between disaster response, preparedness and capacity building were clearly demonstrated during the year when the region faced several emergencies. In the national societies concerned, as well as within the delegation, the traditional way of working, which allows a strong emphasis on disaster relief (e.g. during and after the regional floods) seriously hampered the long term developmental work. It remains a major challenge to establish the necessary links in reality and this can only happen with increased capacity at headquarters level and the involvement of local branch committees and volunteers. The ID/RD programme is now more able to support these efforts with the two new resource people at the regional delegation and with many national societies already in the process of identifying solutions to address the weaknesses encountered.

During the latter part of the year, the regional delegation began testing new working methods in the partnerships between national societies in the region, donor societies and the Federation's Secretariat. The ID/RD programme is at the core of the process, particularly given the new role of the ID/RD delegate as programme co-ordinator for the delegation. Country Assistance Strategies, Memoranda of Understanding and other agreements were and will be given higher priority in this regard and are an opportunity for national societies to manifest their priorities and ambitions by updating their strategic plans. During the year, seven societies were working on updates or new strategic plans and the region, therefore, is well on the way of rethinking cooperation. Equally, new models for cooperation and integrating programmes are being developed for within the regional delegation where the sensitive balance between national society ownership and support offered by the delegation is under continuous review.

#### ***Information systems management (ISM) programme***

As an important part of the efforts to improve the ability of the national societies to respond to disasters more effectively and rapidly, key elements in the ISM programme are to develop human resources and provide communications equipment and technical support within information technology (IT). The programme at the same time seeks to provide the framework for national societies to give real priority to IT and increase their use of the opportunities it offers. In this regard, a process of introducing ISM strategic planning in four national societies was prepared together with those concerned and in other regional delegation programmes. In addition, the regional delegation developed a project proposal for a regional website to improve information sharing, both in developmental work and during emergencies, between national societies and between them and the Federation. Discussed and approved by the national societies and the regional delegation, the project is now in progress with a co-ordinator facilitating the process.

The single most critical factor in building IT capacity in the region is the development of human resources. The ISM project organized computer literacy and advanced computer courses in Swaziland, Namibia and Zimbabwe, helped organize training for regional wat/san officers and various informal training sessions in national societies. A records management workshop was held with the Zambia Red Cross and the programme also substantially supported the regional FACT exercise.

Equally, the regional ISM internship programme develops human resource capacity in national societies. By working one-on-one with staff from the societies, interns build confidence in the use of IT. This year there were internships in Swaziland, Zimbabwe, Botswana, Zambia and Namibia. This component of ISM also provides IT-related projects e.g. installation of a networks, webpage creation or database development.

Based on the lessons learned so far in the region, the ISM programme facilitated knowledge sharing, e.g., by assisting the east Africa region in developing an ISM proposal, contributing to the Federation's new *Guide for Communicators* and participating in the Pan-African Conference.

The two refugee operations in the region as well as the mine awareness and education programme in Angola were also assisted.

Initiatives of the programme which relate directly to increasing capacity within disaster preparedness and response include facilitation of two telecoms missions to the region (upgrading, repairing or installing HF, VHF and satellite communications in Mozambique, Zimbabwe and Zambia) and purchasing geographic information systems (GIS) software and digital maps. This was used by the relief department for developing maps of Red Cross relief assets in the region at the branch level and during the recent cholera outbreak in South Africa. With the installation of e-mail and networks (including branches in some cases) in the Swaziland, Namibia and Mozambique Red Cross Societies and for the regional wat/san team, the infrastructure for accessing disaster-related information and for reporting, communicating and coordinating directly from the field is now available.

The communication systems at the regional delegation constituted a major concern this year with the increased need for easy and reliable systems especially during emergencies. Despite improved access through a wireless link, the delegation still faces numerous e-mail communication problems necessitating the set up of a satellite phone enabling e-mail communication in emergencies. Unfortunately, many national societies and delegations also find their IT activities hampered by poor local resources where phone lines, Internet service providers and computer support often fail to meet increasing expectations.

For the ISM programme these problems meant, all together, that much time was taken away from the programme work itself. With the employment of a regional ISM officer since September, who will support both the regional/country delegations and national societies, this problem should be sufficiently addressed.

The year was also marked by the fact that some of the expressed commitment by national societies to the ISM project could not materialize because of the regional floods and ongoing relief projects. This is at the same time connected to the lack of human resources in national societies to act as IT focal persons. With the ISM strategic planning process in progress and ongoing discussions about the sustainability of improvements achieved through the ISM programme, light will be thrown upon these challenges in 2001 to enable successful continuation of IT development in the region.

## ***Regional Cooperation***

### **Achievements**

The regional delegation receives very many participating national society visitors to the region and tries to assure support for their information and practical needs. The SAPRCS forum is another opportunity for co-ordinated partnership consultations.

Close relations are enjoyed with the two regional delegations of the ICRC in Harare and Pretoria. ICRC is invited to all quarterly meetings and when plans for the coming year are being formulated. Frequent contacts are maintained with the heads of delegation and the two cooperation delegates of

the ICRC. Both delegations look to the Federation to provide leadership on national society development issues.

Contacts with diplomatic missions and the UN system are mostly focused in Harare, though contacts with several diplomatic missions in Namibia were established in the process of fundraising for the Angola refugee programme. Special efforts were made this year to work closely with the regional delegation of the World Health Organization in implementing the African Red Cross/Red Crescent Societies' Health Initiative (ARCHI) process.

The individual programmes also ensured networking with relevant organizations, institutions, consultancy companies and individual experts within relevant areas such as institutional development, participation, IT, contingency planning and disaster warning systems.

## ***Coordination and Management***

### **Achievements and Constraints**

As mentioned earlier, the delegation in Harare assumed a special responsibility in being selected as one of three regional delegations to test new ways of working as part of the change process in the Federation's Secretariat. Special emphasis is to be given on developing high quality Country Assistance Strategies as frameworks for all stakeholder assistance, developing knowledge sharing mechanisms to assure access by national societies to best practices, building flexible and appropriate Federation structures in the region and assessing appropriate mechanisms for the Federation to play its coordinating role, especially in times of major disasters. This would also require a formalization of relations between participating national societies, the regional delegation and the Secretariat.

Plans were evolved, in consultation with the SAPRCS by the last quarter of the year and work already began on refocusing the Federation's assistance to national societies. The change of the regional delegation's role with the pilot project places emphasis on cooperation where the national societies accept fundamental responsibility for their development, the Federation acting more as a co-ordinator and facilitator for providing the required resources.

In order to focus all programmes towards this aim, the integrated approach to programming was intensified by introducing a new position at the delegation, notably that of regional programme coordinator (which will be held by the ID/RD delegate).

### ***Regional delegation capacity and development***

The devastating floods early in the year shifted many priorities for the regional delegation and highlighted some needs. Due to the experiences encountered during the regional floods and also in order to prepare for the regional delegation pilot project, many areas of capacity were reviewed in an ongoing process throughout the year. Improvements were effected and the framework for testing new working methods and partnerships in the region are in place. These areas concern mainly programme coordination, relief coordination, logistics, reporting, communications and administration.

Increasing logistics capacity both at the regional delegation and in national societies is seen as a way of supporting ongoing programmes as well as disaster relief operations. This area was significantly improved through the regional logistics delegate who ensured that the functions of and systems for transport, warehousing and procurement were well established at the regional delegation by the end of the year and with assistance to delegations in Zambia and Angola in improving standards as well.

A regional reporting delegate was recruited and in place for most of the year, making a major difference to the delegation's ability to meet reporting obligations during a year when the regional floods and the refugee operations increased the need for reporting to and informing of stakeholders.

Additional information production was not granted sufficient attention, given other priorities, but the need for intensifying this area to create better visibility for the regional delegation was taken into account for the beginning of next year. This also concerns better promotion of the humanitarian values of the Red Cross as part of ongoing programmes and within national societies. With regards to the latter, a “From Principles to Action” workshop for all SAPRCS presidents and secretaries general, as well as orientation sessions for new national society leaders and boards supported the process this year.

Communications (i.e. phones, fax, email), which are affected by a rather weak and overloaded telephone system in Zimbabwe, improved from a technological perspective during the latter part of the year.

The rapidly weakening economy in Zimbabwe created some operational difficulties, including shortages of cash to fund regional activities and of fuel for transport as well as increasing crime rates.

Sufficient office space became more of a problem as the number of staff grew with additional involvement in relief operations. The problem was not permanently solved, due to difficulties with finding the right location and obtaining various approvals. Unfortunately, as the staff are currently accommodated in two buildings, the quality of communications is affected.

A major review of staff requirements and job descriptions took place and by the end of the year, staff changes were in process in order to better match skills and competencies to the needs of the delegation.

Plans for establishing a regional finance unit (RFU) did not materialize as the global plan is for Harare to be serviced from the RFU in Nairobi.

### ***Regional cooperation development***

Again this past year, SAPRCS, consisting of the ten national societies of the region, proved to be a dynamic forum for exchanging experience and setting priorities for the regional work. Two meetings were held resulting in an expressed commitment to increase intervention against the HIV/AIDS pandemic as well as an informed rethinking of disaster response capacity in the region. The launch of a regional HIV/AIDS appeal and the regional FACT exercise were important steps taken to follow up on these concerns.

The current country delegations in Mozambique, Zambia, Angola and the Federation-supported operation in Namibia, were provided technical support on an individual basis and according to requirements throughout the year. Overall, the coordination of the Federation’s country-based activities within the region is maintained through the regional delegation. The holding of quarterly meetings to review priorities, planning perspectives and to keep quality information exchange is an important instrument in this regard.

The South African Red Cross Society was supported in its efforts to transform itself to an organization that is more representative of, and responsive to, the country’s needs. A senior representative of the Federation paid two visits in order to advise and guide the society and soft loan facilities were established and were partly covered through participating national society support by the end of the year. The regional delegation also assisted with orientation and governance and management workshops at the national and regional levels.

Efforts to build capacity through regional recruitment and training were equally successful. By the end of the year, seven delegates from the region were working for the Federation around the world, many more had been employed for operations within the region and an additional six people attended the Basic Training Course qualifying them further. The regional resource data base will be expanded with people such as those qualified through the regional FACT exercise.

### ***Logistics***

Before logistics services can be more elaborately expanded to the country delegations and national societies in the region, Federation standards and procedures had to be consolidated at the regional delegation where capacity in this area was lacking. Midway through the year, the regional logistics delegate took up his assignment and initiated an all-round review and improvement of systems for warehousing, transport and procurement. A bigger warehouse was acquired, vehicles were changed and standards within all three areas are now in place. These major improvements within the regional delegation's logistics capacity constitutes a readiness for an expanded role in the future.

Technical logistics support was also provided to Mporokoso refugee camp in Zambia, to projects under the DP and wat/san programmes and in relation to the regional FACT exercise.

### ***Reporting***

When a reporting position was created at the regional delegation from mid-February, focus was placed on improving the timeliness and quality of reports from Federation supported operations and programmes for accountability, programme management and marketing purposes.

The first months were dominated by the need for information from the floods operations in the region. Only gradually was a structure for 'reporting development' then established. In the process it became clear that technical support could not stand alone. An awareness of and respect for the role reporting can play had to be built at the same time, both at the Federation's delegations and in national societies. Through promotional efforts, continuous offers of assistance, and perhaps also by the mere presence of a reporting capacity at the regional delegation as such, a focus was placed on reporting and on the various roles reporting can play.

Regular technical support focused on building both awareness of requirements and the skills to meet them. The main target groups were national societies and/or country delegations involved in Federation-supported emergency appeals. In addition to the continuous communication on the contents of reports, training sessions on reporting were carried out in Zimbabwe, Namibia, Zambia and as part of regional meetings for national societies' representatives arranged by other programmes. The year saw results within reporting in terms of production of the numerous emergency and development documents such as appeals, situation reports, information bulletins, programme reports, and specific donor reports from local and regional operations. These reports formed the basis for ongoing discussions and knowledge transfer concerning how to improve and make better use of reports.

Although reporting from operations and programmes was given priority, the existence of a reporting delegate also allowed more attention to other information production from the regional delegation such as minutes from regional meetings, branch information on *Strategy 2010* and input for the Pan-African Conference. Programmes at the regional delegation were continuously given support (editing, marketing, logframe input) in producing various documents and the role of reporting was emphasized through input to ad hoc planning groups and task forces (for emergencies).

Reports were not always given the required efforts and time by those around the region who had to provide them. Reporting seemed to remain a rather low priority amid the many commitments. There is still a need to boost reporting and especially to create awareness of the internal usefulness of reporting such as with reviewing, measuring and contextualizing activities. The connection which was made to the use of logframe was useful here in that it enabled further promotion of reporting as a tool to use in all phases of the project cycle and as an integral part of programme development as such. Further training on reporting is needed to ensure that perceptions are changed and in order to promote the reporting position at the regional delegation as involving development and advisory oriented tasks, not one of taking over responsibilities for contents, appearance and deadlines of reports.

All in all, during the year, reporting became well consolidated at the regional delegation and with those national societies and operations which benefited from the technical support rendered. One of the obvious lessons learned, which needs to be followed up more thoroughly, is that reporting is so much more than the paper work *per se*, related as it is to the quality of the work itself.

## ***Conclusions***

A year of great challenge for the Southern Africa regional delegation ended on a note of optimism. The emergencies which the region faced this past year were not only devastating, they also benefited the Red Cross Societies in the region and abroad by exposing the need for more support to build disaster response capacities within the region.

With huge involvement of national societies in the region and the regional delegation's programmes in responding to emergencies without causing long-term development programmes to fail, achievements did not come in the planned order. Great results were however achieved in emergencies as well as in the ongoing programmes, as shown in the above accounts given from the respective programmes. Where needs for improvement became apparent, solutions were sought and for the majority of cases are comprised in the platform from which the regional delegation will take off in 2001: a platform of opportunity for testing new methods and approaches through the pilot project, now also known as action research. It is hoped that lessons learned and innovative efforts will be positively assessed and felt by those who are, ultimately, the reason for all the efforts - the communities in need.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

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## *Annual Financial Reports 2000*

### *- Explanatory Note -*

#### **1. Consolidated Response to the Appeal**

- This report provides a global picture on the funding situation of a specific appeal at a specific time.
- The cash column indicates all cash contributions channelled through the Federation, together with the balance carried forward from the previous year. Financial statements in support of the reported income are available upon request.
- The in-kind contributions (goods and services provided in response to the appeal objectives) are registered in a stand-alone system, based on the information provided by the respective donor. The values of these donations are based on information received from donors, and will be reported as such in the income and expenditure part of the consolidated report.
- Direct cash or in kind contributions made to Operating National Societies or in kind donations made to the Federation Delegations in response to the appeal are recorded as in-kind contributions in the report.

#### **2. Balance of Funds - Cash Only**

This report is a summary cash statement, providing the information on the balance carried forward from the previous year, cash income (including reallocations), cash expenditure (including reallocations - ref. part III of the consolidated report), and the closing balance at the end of the year.

#### **3. Budget Analysis / Breakdown of Expenditures**

This section of the report provides a comparative analysis of the total expenditures (cash and in-kind) versus the last approved budget of the appeal.

- The cash column reports on all expenditures booked against the Federation projects and cost centres . It relates only to the use of cash contributions received by the Secretariat for the specific appeal. Financial statements in support of the reported expenditure are available upon request.
- The in-kind columns (goods/services and personnel) report on the in-kind contributions donated in response to appeals, as per the information received from donors. This information is shown both as contribution and as expenditure against the specific appeal, and is consolidated, together with the cash expenses, against the appeal budget. As financial information is not always available from PNS, and for consistency reasons, a flat rate is applied for the calculation of personnel costs.
- The consumption rate represents the level of total expenditures (cash and in-kind) compared to the total income available (opening balance, cash and in-kind contributions),

#### **4. Pledges vs. Contributions**

Attached to this financial report is the list of pledges against the respective appeal.

- The comparative analysis of the list of pledges and the list of actual contributions provides a clear insight into any outstanding pledges in response to the appeal.
- Any differences in values between the two reports are due to fluctuations in exchange rates at the time of booking and the time of reception of the contribution.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES					
				Interim report	
				Annual report	
				Final report	
<b>Appeal No &amp; title: 01.43/2000 Southern Africa</b>					
<b>Period: year 2000</b>					
<b>Project(s): PZA004, PZA510, P63002, P63160, P63900, P63902, P63904, P63905, PZM510</b>					
<b>Currency: CHF</b>					
<b>I - CONSOLIDATED RESPONSE TO APPEAL</b>					
FUNDING	CASH		KIND & SERVICES		TOTAL
	Contributions	Reallocations	Goods/Services	Personnel	INCOME
Appeal budget	8'012'701				
less					
Cash brought forward	448'802				
TOTAL ASSISTANCE SOUGHT	7'563'899				
Contributions from Donors					
American Govt (DGUS)	1'014'900				1'014'900
Australian RC (DNAU)	13'500				13'500
Australian RC (DNAU)	9'610				9'610
Austrian RC (DNAT)	221'347				221'347
British RC (DNGB)	63'950				63'950
British RC (DNGB)	106'737				106'737
Canadian Govt. via RC (DGN)	464'800				464'800
Danish Govt. via RC (DGND)	41'541				41'541
DFID - British Govt (DFID)	795'000				795'000
Finnish Govt. via RC (DGNF)	231'404				231'404
Finnish RC (DNFI)	207'885				207'885
German RC (DNDE)	32'150				32'150
Icelandic RC (DNIS)	111'081				111'081
Norwegian RC (DNNO)	85'257				85'257
Norwegian RC (DNNO)	95'000				95'000
Swedish Govt. via RC (DGN)	272'655				272'655
Swedish RC (DNSE)	30'800				30'800
Swiss Govt. via RC (DGNCH)	50'000				50'000
Swiss RC (DNCH)	50'000				50'000
UNHCR (DH0202)	843'442				843'442
UNHCR (DH02)	77'827				77'827

UAE RC (DNAE)	8'841				8'841
American RC (DNUS)		-39'200			-39'200
Australian RC (DNAU)		13'500			13'500
British Govt. via RC (DGNGB)		50'000			50'000
British RC (DNGB)		5'000			5'000
DFID - British Govt (DFID)		10'000			10'000
DFID - British Govt (DFID)		10'000			10'000
DFID - British Govt (DFID)		15'000			15'000
Icelandic RC (DNIS)		55'032			55'032
Kuwait Red Crescent (DNKW)		60'000			60'000
Norwegian Govt. via RC (DGNNO)		12'623			12'623
Norwegian Govt. via RC (DGNNO)		125'000			125'000
Norwegian RC (DNNO)		11'702			11'702
Norwegian RC (DNNO)		5'200			5'200
Swedish RC (DNSE)		107'156			107'156
GERMANY - RC			17'220		17'220
Denmark				52'402	52'402
Iceland				47'145	47'145
Norway				60'123	60'123
Sweden				105'297	105'297
Switzerland				24'969	24'969
Great Britain				115'482	115'482
<b>TOTAL</b>	<b>4'827'726</b>	<b>441'012</b>	<b>17'220</b>	<b>405'418</b>	<b>5'691'377</b>
<b>Coverage</b>	<b>63.8%</b>	<b>5.8%</b>	<b>0.2%</b>	<b>5.4%</b>	<b>75.2%</b>
<b>II - Balance of funds</b>					
		Opening balance	448'802		
		CASH INCOME Rcv'd	5'268'739		
		CASH EXPENDITURE	-5'542'473		
			-----		
		CASH BALANCE	175'068		

<b>Appeal No &amp; title: 01.43/2000 Southern Africa</b>						
<b>Period: year 2000</b>						
<b>Project(s): PZA004, PZA510, P63002, P63160, P63900, P63902, P63904, P63905, PZM510</b>						
<b>Currency: CHF</b>						
<b>III - Budget analysis / Breakdown of expenditures</b>						
Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL	Variance
			Goods/services	Personnel	Expenditures	
<b>SUPPLIES</b>						
Shelter & Construction	705'837	233'307			233'307	472'530
Clothing & Textiles	13'325	80'825			80'825	-67'500
Food/Seeds	31'600					31'600
Water	49'830	193'558	17'220		210'778	-160'948
Medical & First Aid	342'030	178'652			178'652	163'378
Teaching materials		61			61	-61
Utensils & Tools	3'050	16'011			16'011	-12'961
Other relief supplies	93'347	59'749			59'749	33'598
<b>Sub-Total</b>	<b>1'239'019</b>	<b>762'163</b>	<b>17'220</b>		<b>779'383</b>	<b>459'636</b>
<b>CAPITAL EXPENSES</b>						
Land & Buildings	80'000	2'297			2'297	77'703
Vehicles	132'000					132'000
Computers & Telecom equip.	335'760	263'310			263'310	72'450
Medical equipment	26'750	952			952	25'798
Other capital expenditures	59'000	46'277			46'277	12'723
<b>Sub-Total</b>	<b>633'510</b>	<b>312'836</b>			<b>312'836</b>	<b>320'674</b>
<b>TRANSPORT &amp; STORAGE</b>						
	729'303	684'988			684'988	44'315
<b>Sub-Total</b>	<b>729'303</b>	<b>684'988</b>			<b>684'988</b>	<b>44'315</b>
<b>PERSONNEL</b>						
Personnel (delegates)	1'413'823	1'173'487		405'418	1'578'905	-165'082
Personnel (local staff)	1'754'901	1'046'630			1'046'630	708'271
Training						
<b>Sub-Total</b>	<b>3'168'724</b>	<b>2'220'116</b>		<b>405'418</b>	<b>2'625'534</b>	<b>543'190</b>
<b>GENERAL &amp; ADMINISTRATION</b>						
Assessment/Monitoring/experts		161'556			161'556	-161'556
Travel & related expenses	451'245	362'119			362'119	89'126
Information expenses	164'467	43'871			43'871	120'596
Administrative expenses	703'702	404'643			404'643	299'059
External workshops & Seminars		26'919			26'919	-26'919
<b>Sub-Total</b>	<b>1'319'414</b>	<b>999'108</b>			<b>999'108</b>	<b>320'306</b>
<b>PROGRAMME SUPPORT</b>	<b>922'731</b>	<b>451'847</b>			<b>451'847</b>	<b>470'884</b>
<b>OPERATIONAL PROVISIONS</b>						
Transfer to National Societies		-59'447			-59'447	59'447
		170'861			170'861	-170'861
<b>TOTAL BUDGET</b>	<b>8'012'701</b>	<b>5'542'473</b>	<b>17'220</b>	<b>405'418</b>	<b>5'965'111</b>	<b>2'047'590</b>
<b>Consumption rate:</b>						
	Expenditures versus income		105%			
	Expenditures versus budget		74%			

Southern Africa						ANNEX 1
APPEAL No. 01.43/2000						PLEDGES RECEIVED
						18.06.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF, revised -----				<b>8'012'701</b>		<b>TOTAL COVERAGE 74.4%</b>
<b>Balance carried forward from 1999</b>				<b>422'982</b>		
Reallocation of Income				13'500		
AUSTRALIA - RC				13'500	01.07.2000	DELEGATE DON ATKINSON
AUSTRALIA - RC		10'000	AUD	9'786	30.06.00	REFUGEES IN ZAMBIA
AUSTRIAN - RC		2'350'000	ATS	268'396	17.08.00	ZIMBABWE WATER SUPPORT AND WATSAN TRAINEESHIP
BRITISH - GOVT				795'000	19.01.2000	DFID 1.1.2, 1.1.3, 1.2.1, 1.2.3
BRITISH - RC		42'072	GBP	106'021	19.07.00	REFUGEES IN ZAMBIA
BRITISH - RC		25'000	GBP	64'750	27.09.00	WATER/SANITATION PROGRAMME
BRITISH - RC		15'000	GBP	37'950	01.12.00	DISASTER PREPAREDNESS
BRITISH - RC		7'150	GBP	18'090	12.12.00	
CANADIAN - GOVT/RC		400'000	CAD	447'920	05.05.2000	LISN IMPLEMENTATION
DANISH - GOVT/RC		200'000	DKK	41'720	14.06.00	20% OF DKK 1'000'000 / RD
ECHO (ZMB/254/2000/01005)		125'000	EUR	188'013	19.12.00	ASSISTANCE TO DRC REFUGEES
FINNISH - GOVT/RC		24'891	EUR	38'735	23.05.00	INSTITUTIONAL DEV.
FINNISH - GOVT/RC		148'342	EUR	225'791	23.05.00	WATER & SANITATION PROGR.
FINNISH - RC		64'205	EUR	99'916	29.05.00	HIV/AIDS
FINNISH - RC		50'456	EUR	76'799	25.10.00	RD SUPPORT
GERMAN - RC		17'000	DEM	13'940	15.12.1999	CHOLERA PROJECT, WATSAN
ICELANDIC - RC				100'000	03.12.2000	CAS S. AFRICA
KAZAKHSTAN - PRIVATE				616	27.11.1999	
NETHERLANDS - RC				256'541	27.10.1999	NAMIBIA - CBMC NORTH
NORWEGIAN - PRIVATE/RC		962'100	NOK	183'129	01.04.2000	MITIGATION PROJECT FOR ZAMBIA AND ZIMBABWE
SWEDISH - GOVT/RC		200'000	SEK	37'660	30.05.00	REG. HEALTH
SWEDISH - GOVT/RC		300'000	SEK	56'490	30.05.00	REGIONAL DELEGATION
SWEDISH - GOVT/RC		300'000	SEK	56'490	30.05.00	REG. WATER & SANITATION
SWEDISH - GOVT/RC		200'000	SEK	37'660	30.05.00	INSTITUTIONAL DEVELOPMENT
SWEDISH - GOVT/RC		500'000	SEK	94'150	30.05.00	REFUGEES IN ZAMBIA
SWEDISH - RC		175'000	SEK	31'850	06.11.00	DELEGATE COSTS
SWEDISH - GOVT		200'000	SEK	35'220	19.12.00	HEALTH AND R.D.
SWEDISH - GOVT		1'000'000	SEK	176'100	19.12.00	REFUGEE IN ZAMBIA
SWISS - PRIVATE				3'243	31.10.00	AIDS/HIV VIDEO
SWISS GOVT/RC				100'000	23.11.00	NS INSTITUTIONAL DEVELOPMENT
UNITED ARAB EMIRATES - RC		18'400	AED	8'579	19.08.00	REFUGEES IN ZAMBIA
UNHCR		609'743	USD	1'004'552	14.04.00	REFUGEES IN ZAMBIA
US GOVT. - PRM		300'000	USD	472'200	15.03.2000	REFUGEES IN ZAMBIA
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>5'537'289</b>	<b>CHF</b>	<b>69.1%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GERMANY - RC		21'000	DEM	17'220	15.12.1999	SOLAR PUMPING SYSTEM
Denmark	Delegate(s)			52'402		
Iceland	Delegate(s)			47'145		
Norway	Delegate(s)			60'123		
Sweden	Delegate(s)			105'297		
Switzerland	Delegate(s)			24'969		
Great Britain	Delegate(s)			115'482		
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>422'638</b>	<b>CHF</b>	<b>5.3%</b>
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						
PZA004, PZA510, P63002, P63160, P63900, P63902, P63904, P63905, PZM510						