

# 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**

13 December, 2001

*This Programme Update is intended for reporting on Annual Appeals.*

*Appeal No. 01.20/2001*

*Appeal Target: CHF 7,497,280*

*Programme Update No. 2; Period covered: July - September 31, 2001; Programme Update no. 1 issued October 2001*

### “At a Glance”

*Appeal coverage: 70.4%*

*Related Appeals: 10/2001; Mozambique: Floods*

*Outstanding needs: CHF 2,216,880*

### **Operational Developments**

The reporting period was dominated by the preparations for the annual regional disaster response team (RDRT) training. The preparation for the two-week RDRT exercise in Chimoio, Mozambique, kept the regional office busy, organising the theoretical as well as the practical part of the exercise. Regional delegates participated as facilitators, training the team in each their area of expertise. The period covered was also dominated by the preparation of the year 2002-2003 appeal for the southern Africa region. It was a successful process that saw the regional office effectively working together as a team.

In August, a team of seven from the regional office participated in an evaluation of the Lesotho Red Cross. The team spent one week with the national society to identify potential key programme areas and prepare action plans. It is expected that these action plans will be shared with both local and external donors for possible funding. The idea is to create partnerships with the donors to allow programme sustainability. In addition, a review was conducted on financial resource generation activities, financial management, human resource management, and information technology utilisation.

Also in Lesotho, the regional office responded to a tornado induced disaster. A request for assistance was received from Lesotho Red Cross Society (LRCS) to aid their response to tornado affected victims totaling an estimate of 185 families. The regional DP/DR department provided 75 family tents and 200 tarpaulins to the LRCS for onward distribution to affected regions. The situation seems at this stage to have returned to normal.

The flood operations in Malawi, Mozambique, South Africa and Zimbabwe are all in the process of winding up. The activities and programmes of the regional office have been implemented against a regional socio-economic background characterized by an economic decline in Zimbabwe at a rate of 7% (source: Zimbabwe government) and an official inflation rate of 86% in addition to a projected food deficit for the national societies in the region (except South Africa) averaging 20-30%.

The southern Africa region has an estimated population of 110 million people, 90% of whom live under the poverty datum line. This situation is worsened by the political instability in the region and the region's proneness

to natural disasters such as floods and droughts. It is therefore essential that the capacity of the national societies in the region is increased to be prepared for recurring disasters.

The region is also characterized by a poor general health situation and diseases such as malaria, cholera, TB and waterborne diseases are major causes of morbidity. Additionally, the region has the highest number of people infected with HIV/AIDS; an estimate of more than 25% of the adult population is infected with HIV in the Botswana, Malawi, Swaziland and Zimbabwe. Efforts are being made from all regional programmes and delegates to support the HIV/AIDS programme to fight the further spreading of the disease.

### ***Disaster Preparedness and Disaster Response***

This year has seen the merging of the DP and DR areas in the acknowledgment of the clear and inseparable link between the two and to allow for greater flexibility in the planning and implementation of DP and DR activities. This is a major milestone in integrating these functions and it is envisaged that the national society and vulnerable communities will benefit from more integrated and focussed support and team work. The merging will be reflected in this report as well as in next year's appeal.

A disaster preparedness officer and a relief officer have been recruited to assist the implementation of DP/DR programmes.

The DP/DR programme's thrust is to assist the national societies in the region to prepare adequately in face of disasters. For the reporting period, the programme has worked principally with the national societies of Lesotho, Namibia, Swaziland and Zimbabwe in accordance with the appeal document 2001/2001.

The programme is partly monitored through reports from the national societies as well as through field visits. For the output currently under review, this has proven adequate. Additional features of the DP/DR monitoring system includes the RDRT data base. It is important, however, to standardise the monitoring efforts in the region so as to improve the whole system.

**Objective 1** Increase the capacity, both in terms of operating systems and the human resource base, of national societies to respond to natural or manmade disasters within their own countries and for use in other parts of the region by improving systems of response and the establishment of Regional Disaster Response Teams (RDRT).

The major highlight in efforts towards improving response capacity was the preparations of the Regional Disaster Response Training scheduled for September 29th to October 14th, 2001. The RDRT aim is to improve disaster response capacity in the national societies and at regional level. As mentioned in the previous report, the capacity created through the training is captured in RDRT database for the purpose of monitoring status and availability of RDRT members.

During the initial planning, the training exercise was to be held in northern Zambia in a refugee camp in Mporokoso. However, due to logistical constraints especially in relation to potential customs complications of moving ERU equipment (to be used for practical exercises) from its location in Mozambique across two borders this option was abandoned. Mozambique was chosen as the next best option. An assessment team was dispatched to Mozambique to establish the exact venues for the theoretical and the practical training. Using an agreed upon broad based criteria, six potential sites were pre-selected. The final recommendations were that the first week training be held in the town of Chimoio (Manica Province) while the second week practical application exercises were to be conducted in Mademunhane, which is 184 km south of Chimoio.

A leading positive consideration in selecting Mademunhane in particular for the field exercises was that it consisted of families affected by recent floods. This would prove fruitful for the practical simulations as the participants will be exposed to real life situations.

The budget for this exercise was pegged at CHF 142,000. Although initial indications were that it would not be fully funded, the latest position was that funds would be available to cover the total costs.

**Objective 2** Provide disaster and relief response advice to ongoing refugee operations of Mporokoso and Kala camps in Zambia and Osire camp in Namibia and to country offices of the region.

The regional office continued to support the Zambia Red Cross Society in their endeavour to assist Congolese refugees in Mwangi Camp, Mporokoso district, Zambia. The male ward in the clinic is up and running but there is still some need for extra equipment like additional beds and sheets. The logistics officer from the Mwangi operation attended the Regional Disaster Response Training in Chimoio, Mozambique.

The Federation programme co-ordinator for Osire camp in Namibia finished his contract in September and was not scheduled to be replaced. The technical support is now given directly from Harare for the remainder of the year. Namibia Red Cross has informed the authorities in Namibia and the UNHCR of their intention of pulling out as an implementing partner by the end of the year. The Federation will assist in planning and formulating the exit strategy.

**Objective 3** Increase capacity in the national societies and the regional office to use information technology (IT) to prepare for disasters.

The purpose of the ISM project is to improve the ability of the Red Cross national societies to respond to disasters more effectively and rapidly and to develop their capacity to collect and access all types of relevant disaster-related information, as well to improve disaster relief communications with the national societies in the region and to participate in a global disaster information exchange.

A regional website has been created and the testing phase began at the beginning of October. A regional website co-ordinator was hired in August for a 16 month period. His goals are to complete the site, mobilise and motivate national societies and Federation offices to share knowledge through the website and to market the site to users.

As part of the Federation's directive that all projects and programmes include an HIV/AIDS component, the ISM project brought on a consultant in the second quarter to develop an HIV/AIDS section in the regional website. The HIV/AIDS section contains country plans for HIV/AIDS projects, baseline surveys as well as a database of websites, on-line resources and organisations categorised by country that deal with HIV/AIDS. The consultant also facilitated the installation of e-mail for three of the national society HIV/AIDS co-ordinators and organised and ran a two day basic introduction to computers and the internet for them.

This quarter also saw the advancement of the IT strategic planning in the 4 pilot countries and awareness-raising around the concept of knowledge sharing in national societies. These results all lead to the achievement of 2001 ISM project objectives as outlined in the ISM 2001 plan. The ISM project ultimately results in organisational development at the level of the national society, and has its home firmly in the OD department, within the knowledge sharing division in Geneva Secretariat.

The ISM project is a unique pilot in the Red Cross in that it gives the opportunity to learn how to address knowledge sharing at a practical level in national societies and delegations and how to use IT to help meet national society strategic objectives in the four core areas (DP, DR, Health and Care and Fundamental Principles & Humanitarian Values). In the long term, the lessons of the ISM project can guide the priorities of national societies and the Secretariat to be responsive and focussed. Through the OD department, the lessons of the ISM project will be used to launch ISM projects in other national societies in other regions of the Red Cross.

Finally, the ISM project manager volunteered to organise and co-ordinate a regional workshop; Counterparts in Relief and Development. The workshop will have participants from the region and from other parts of the world where the Federation works. Its goal is to help improve the way in which the Federation and national societies work together. There were ongoing activities this quarter related to course organisation.

**Objective 4** Develop disaster preparedness plans/policies and contingency plans for countries in the region in co-ordination with governments and other actors, and to use previous experience in disaster response to develop these plans.

DP policies are complete for Swaziland, Namibia and Zimbabwe, as reported in the previous quarter. The documents are at various stages of approval within the national societies' structures. The development of these policies is not an end in itself, rather it forms a platform upon which disaster preparedness and response can be regulated and measured. As such the policies are subject to continuous review for relevance and effectiveness.

**Objective 5** Develop food security projects identified by the 4 pilot national societies of Swaziland, Lesotho, Botswana and Zambia based on guidance by a food security consultancy report.

During the reporting period, the DP officer visited Swaziland to have an appreciation of one of the proposed sites for the food security project. The visit included discussions with the national society on potential funding. During that period no concrete interest from donors to fund the proposed four year pilot project had been established. However, at the time of writing this report, the Finnish Red Cross expressed interest and efforts are underway to update the proposal developed early this year to reflect current realities. The project may be implemented in 2002 if current discussions with the Finnish Red Cross prove positive.

**Objective 6** Establish an emergency stock of goods for 5,000 persons, sourced and pre-positioned at the regional office.

Our last report indicated a positive development in pre-positioning DP stocks ahead of the disaster period in the form of the ERU equipment. Additional positive developments included efforts being made to restock the Harare warehouse with some DP materials sent to Mozambique. This process is however ongoing and as the third quarter is critical to prepare for the disaster period, efforts will emphasise on adequate preparations. It is important to note that the RDRT database referred to above forms part and parcel disaster preparations.

A new strategic thinking is on the drawing board that moves away from "total" stockpiling towards a supplier based approach. In other words, efforts will be employed in conjunction with the logistics department to come with a supplier database in the region that will supply needed response materials at short notice. This is currently being worked on.

**Objective 7** Assure that Sphere principles are adopted in all new national societies' policies and plans and applied in all federation assisted relief operations.

The DP policies and plans develop under objective 4 above reflect some inclination towards standardising response packages according to minimum standards spelt out under SPHERE. This achievement is however not an end in itself. It is important that the policy reflecting the standards are implemented on the ground. To date, the Mporokoso and Osire refugee operations in Zambia and Namibia respectively stems as one example of a relief operation that has practically adhered to the standards.

## ***Health and Care***

The regional health programme strategy for implementation focusses on ARCHI 2010 and the Ouagadougou declaration. The aim is to build technical capacities in national societies in order to address priority health problems in a more focussed and effective manner to make a difference in the lives of vulnerable people.

The performance of the Regional Health Programme has been limited due to poor funding throughout the year 2001. Sourcing of funds has been ongoing, but with limited success. As a result, most of the planned activities were not implemented and have been postponed to year 2002.

The Head of Health at the Secretariat visited the regional office and discussions took place regarding the poor funding situation of the health programme. The general feeling was that currently all donor interest is in funding HIV/AIDS programmes. It was agreed that efforts will be made to strengthen ARCHI through the promotion of Community Based First Aid (CBFA).

The HIV/AIDS programme has developed into a separate programme linked to the regional health programme with focus on home based care and OVCs, youth peer education, prevention and advocacy. HIV/AIDS activities are being integrated into all other regional programmes to ensure that maximum focus and attention is given to combating the disease. The scaling-up of HIV/AIDS activities is reflected in next year's appeal document.

**Objective 1** Support the building of national ownership (of the regional health and care programme) and of programme development.

Following discussions with six national societies (Malawi, Mozambique, Lesotho, Swaziland, Zambia and Zimbabwe), the health programmes in these societies are undertaking preparations to strengthen and to build community based first aid and psychological support into their programme for 2002-2003. This process will enhance programme ownership and will be finalised during the regional health planning meeting at the end of November, 2001.

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

The HIV/AIDS programme in the region covers all ten countries. The stages of implementation varies from country to country. Some countries such as Namibia, South Africa, Swaziland and Zimbabwe are seriously scaling up their activities, whereas other national societies are still in their initial stages.

In the period covered, the total number of HIV/AIDS co-ordinators recruited in the national societies is 9 and Angola Red Cross has since advertised for one and is expected to have one in place before the end of the year. All ten societies have developed their country plans, six of which have been accepted by Geneva and four still need some improvements.

Two home based care pilot projects were successfully implemented in Zambia and Swaziland. The next pilot project will be established in Malawi Red Cross in October, 2001. The team from Zimbabwe Red Cross and the regional office will be working with Malawi Red Cross in October to assist the national society to establish home based care and community based OVA care programmes. It is expected that once a national society has established a successful project, it should be replicated in another district. This will hopefully lead to scaling up of HIV/AIDS activities.

Regarding the advocacy component and the development of HIV/AIDS policies, Malawi, Swaziland and Zimbabwe have started working on their policies. The IFRC has already prepared a draft policy which will be sent to Geneva for the purpose of standardisation to suit all IFRC delegations.

The objective regarding partnerships remains unexplored. This is however a very important issue as the Red Cross movement cannot fight HIV/AIDS alone. There is a need to work in partnership with other organisations and governments. This area needs to be further pursued by both IFRC at regional and international levels as well as by national societies at national level. A few national societies such as Mozambique, Namibia and Zimbabwe are working with partners such as UNICEF, M.o.H, Soul City and UNAIDS.

**Objective 3** Improve national societies capacity through the development of staff and volunteers and provide regional technical support missions to the national societies requiring assistance to strengthen their capacity to develop and implement development/relief health programmes.

The regional health delegate visited Lesotho Red Cross from July 21 - 31 to provide technical support to revive the health programme and to refocus their first aid programme to address the needs of the vulnerable communities. With support from the regional health programme and the ICRC, they planned to review their first aid curriculum to accommodate community based first aid and to conduct a training of trainers course during the last quarter of 2001.

While there, the various stakeholders and organisations such as the MoH, WHO, UNICEF and CHAL were visited and areas of collaboration and partnership were identified. Last but not least, the purpose of the visit was to assist in the development of a project proposal for a TB programme which will be integrated into the existing HIV/AIDS programme.

The regional health officer participated in the Malawi Red Cross' Community Based Health Development Programme steering committee meeting during the month of July and the evaluation of the programme in September for two weeks. The programme is funded by the Danish Red Cross and the regional health officer participates in all steering committee meetings and field trips to provide technical advice and support to both the national society and the donor society. The outcome was generally very positive, except for the area of financial management which was found very weak both at headquarters and at branch levels.

**Objective 4** Building partnerships; to create a continuing dialogue and support between the national societies in the region with the Federation country and regional offices, the Secretariat, donor societies, ministries of health and other partners in health such as UN agencies, WHO and others.

The regional health delegate supported the Nairobi delegation in the training of their regional disaster response team for two weeks during the first month of August. Support was given because the regional health delegate there had finished her mission and had not yet been replaced. The exercise was a very good example of knowledge and experience sharing.

**Objective 5** Implement water and sanitation programmes based on the expressed need of national societies, provide training and to build a database of appropriate available resources.

The regional watsan programme, phase 2, launched in January this year, provides funding, technical and programming support to long-term development watsan projects in six countries in the region; Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe. In addition to the long-term watsan project under P63905, there is also a sub-project in Masvingo, Zimbabwe. A further two projects are under the watsan programme, namely the Cross Border, Cyclone Eline rehabilitation project (Zimbabwe/Mozambique).

During the third quarter, the country projects started to get the required momentum. Mozambique, Malawi and Zimbabwe who had a late start due to the floods now have projects on the ground. All the countries completed their planned activities for the third quarter successfully.

The emergency watsan components in Malawi, Mozambique, South Africa and Zimbabwe are all in the process of winding up:

- in the Malawi floods operation, all the emergency watsan activities were successfully completed. The operation benefited a lot from the attachment of Christopher Zulu, watsan technician and member of the RDRT. Malawi Red Cross proposed for a watsan rehabilitation phase, which will be implemented towards the coming quarter.
- In Zimbabwe, major watsan emergency activities have been completed and a final report for the major part of the funding was issued. The whole project is expected to close by October.

The South Africa cholera operation is also finalised. The borehole drilling was satisfactory, but hand pumps still need to be installed and the latrine construction component has over 40% outstanding rate. Unfortunately, no funds are available for the provision of back-up sanitary facilities at the moment.

The appeal for year 2002-3 was finalised maintaining the concept for phase two of the watsan plan with an additional expectation of reviving the Lesotho watsan project. Efforts are still being made to launch a watsan medium term project for South Africa - Kwazulu Natal. The Namibia project awaits a review which will determine the direction for the coming year.

The new regional watsan delegate arrived at the end of the third quarter, filling the gap there has been since the former watsan delegate left in July.

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

The Regional Organisational Development (OD) programme started in 1997 as the Regional ID/RD programme. The overall justification for the programme arises from the shortcomings in the implementation of technical programmes due to low capacity in areas such as financial reporting, programme management and overall management capacity. This in turn links into operational, and management and governance systems and structures.

Six national societies in the region now have strategic plans either in draft or completed form and four have worked on reforming the constitutions. These steps are essential for the development of Co-operation Agreement Strategies (CAS), which will in turn allow strategic plans to be operationalised under a broad framework of support. Current expectations are that five national societies will complete CAS this year. All inputs from the OD programme will be monitored to ensure consistency with the contents and direction of country and regional CAS.

The major activity this quarter was an evaluation mission to Lesotho Red Cross Society. A Team of seven from the regional office (led by OD) spent one week with the national society to identify potential key programme areas. In addition, a review was conducted on financial resource generation activities, financial management, human resource management, and information technology utilisation. The result of this mission is the identification of HIV/AIDS and watsan activities as key programme areas. The national society has also drawn up a new organisational structure and is preparing to make the necessary redundancies and new appointments.

The OD programme was also responsible for arranging and participating in a “Local capacity building” workshop held in Harare that focussed on how to practically scale-up the impact of Red Cross work in HIV/AIDS. This workshop was organised through the OD department in Geneva and included Federation and national society participants from throughout Africa.

Integrity issues are still impacting negatively on the development of several national societies in the region, specifically in Angola, South Africa and Zambia, but these are receiving proactive attention from the regional head of delegation with support from the Secretariat in Geneva.

**Objective 1** National societies have in place and are able to sustain systems and structures for branch development with a concentration on the production of relevant training material, guidelines and manuals with a participatory approach.

The branch development training manual is now nearing completion following the third regional branch development workshop in July. In November, the final branch development workshop will concentrate on providing training to the national staff members in the application of the training manual. This workshop will be facilitated in collaboration with the regional HIV/AIDS programme.

The branch development officer has continued to support the regional HIV/AIDS programme during the quarter with a visit to Botswana Red Cross Society concentrating on youth peer education training.

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

This area of work of the OD programme is proving the most challenging in terms of showing concrete results. The business plan for the Malawi Red Cross Society borehole drilling venture is still to be completed, but initial impressions suggest this to be potentially a very profitable venture subject to financing.

Swaziland Red Cross Society is in the process of winding up their resource development project and little has been achieved in terms of expanding their domestic financial resource base. However, benefits have accrued to the Society as described in the evaluation. Zimbabwe Red Cross Society has yet to complete their resource development strategy and proposal.

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

With the exception of Lesotho, there have been no visit to national societies under the finance development component of the OD programme during the reporting period covered. However, the finance development delegate has been busy initiating potential regional partnerships with two volunteer organisations. It is hoped that volunteer financial professionals will be placed in the national societies for a 6-12 month period to help them implement improvements to their financial management systems.

**Objective 4** Further clarify and strengthen relationship between governance-management in the region's national societies.

In Swaziland, 125 board members received orientation and training on election procedures and the constitution, resulting in the appointment of higher calibre board members in recent elections. In Malawi, after the governance and staff orientation workshop in April 2001, the national society drafted a divisional development orientation plan. It embarked and financed the training of board members in 10 divisions reaching 250 members. The second part of this plan to reach the remaining 17 divisions will be partly financed by the OD programme.

**Objective 5** All national societies will have strategic plans linked to strategy 2010. These plans will form the basis for the Federation's Country Assistance Strategies and Memoranda of Understanding that will be drawn up with the societies as required.

Malawi Red Cross Society, with the assistance of their focal delegate, completed updating their strategic plan during the quarter and are now well-placed to finalise their CAS document. Namibia Red Cross Society has produced a final draft of their strategic plan for comments from the regional Federation office. Again this will act as the foundation for the CAS, which will be produced before the end of the year. Lesotho Red Cross Society has prioritised their reorganisation following the Federation assessment mission and as a result have lost their earlier momentum to produce a strategic plan. The national societies of Mozambique, Swaziland and Zimbabwe already have reasonably up-to-date strategic plans.

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

The OD programme continues to encourage the use of LFA in project design. The only opportunity in this quarter to do this was with Lesotho Red Cross Society during the assessment mission when assisting the drawing up of project proposals for their key programmes.

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

The OD programme is seen as the capacity building champion constantly ensuring other regional programmes do not ignore this essential component. This was most recently witnessed during the Lesotho Red Cross assessment mission. The principle direct link to programmes continues to be between branch development and the volunteer management issues central to the regional HIV/AIDS programme. However, the finance development component of the regional OD programme has started to forge close links with the regional information systems management (ISM) programme. This co-operation will mainly be in the area of computerising financial management systems.

In terms of human resource development, Zimbabwe Red Cross Society are still delaying to appoint consultants to produce a performance management system, due to insufficient funding available from the OD programme. In Malawi, the OD programme funded the appointment of a consultant to review the performance appraisal system and analyse the sufficiency of current remuneration packages in the national society. The draft report is now complete and the recommendations are to be reviewed by the senior management of the Malawi Red Cross Society in conjunction with the regional office. The principle findings are that management is hampered by poor performance appraisal system and lack of a consistent remuneration policy.

**Objective 8** Country Assistance Strategies and Memoranda of Understanding will be drawn up with, at least, the national societies of Malawi, Mozambique, Swaziland, Zimbabwe and Namibia based on their strategic plans.

The overall responsibility for co-ordinating CAS has been moved within the delegation to the programme co-ordinator. However, the finance development delegate and the branch development officer have been actively involved in producing the Zimbabwe Red Cross CAS and the Swaziland Red Cross CAS respectively. It is expected that by the end of the year these two plus Namibia, Mozambique and Malawi will all have a CAS in place. The memoranda of understanding will directly follow at the beginning of next year subject to negotiation.

### ***Regional Cooperation***

**Objective 1** Strengthen regional co-operation and priority setting through the SAPRCS forum and thereby to build national society capacity for S2010 core programme areas tailored for southern Africa and to harmonise this development support with ICRC co-operation programmes.

The opportunity was taken of having five of the region's secretaries general in Harare for a workshop to allocate time for a briefing in preparation for the forthcoming General Assembly and Council of Delegates. All other SAPRCS secretaries general were briefed separately through a briefing pack. This provided a common basis for dialogue in the build up to the statutory meetings.

Preparations were made for a meeting in October of the SAPRCS Co-ordinating Committee, plus interested donors.

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

A Zambian water and sanitation delegate was recruited from the region for Tadjikistan. A health delegate from Malawi returned during the period, having worked in Afghanistan. His experience is proving valuable as he resumes his post in the national society as national programme manager.

Exchanges between national societies in the region continue to be fostered. Several exchanges took place in "rolling" out experience in HIV/AIDS activities, especially home based care.

The Chairperson of the SAPRCS (the President of Mozambique Red Cross) participated in a Federation assessment of Angola Red Cross, sharing his experience in the area of governance and offering to leverage further technical support to Angola Red Cross from his own society.

### ***Coordination and Management***

**Objective 1** Effect an "added value" change in the work of the regional offices through implementation of an Action Research project passing greater programme co-ordination at the regional office.

Job descriptions of all programme delegates were changed to strengthen coordination roles. This included delegates being appointed as focal points for individual National Societies to coordinate all Federation assistance and lead the CAS process. Further, delegates are required to work in a different way, being knowledge sharers and facilitating access to best practice through the matching of needs with resources.

The CAS process was given special emphasis under Action Research and the development of knowledge sharing strategies and skills, as separately reported.

The Southern Africa Management Team was formed and met for the first time in August. This team comprises senior Federation staff from Harare, Heads of Delegations and the Desk Officer. This team reviewed regional developments impacting humanitarian work and significant trends with the objective of agreeing on an overall strategy for the Federation in the region and setting priorities. This produced the context for the individual programme planning that took place in August in the preparation of Appeal 2002 - 2003.

A full quarterly delegate/programme staff meeting followed the Management Team meeting to coordinate planning and activities for the coming period.

**Objective 2** Strengthen the profile of the Red Cross and foster support and partnership with international organisations and the donor aid community.

Ongoing networking continued but intentions to take new initiatives were frustrated as the Regional Information Delegate could only be deployed to Harare late in the quarter.

At the end of August, the Regional Delegation participated in the Federation delegation to the World Conference Against Racism, Intolerance and Xenophobia. This afforded an opportunity to network with governments and with NGOs.

**Objective 3** Increase accountability and visibility of the achievements and values of the operations and programmes supported by the regional office, through reports and information production.

The third quarter saw the arrival of a regional reporting delegate and a regional information delegate. In the reporting period, the reporting delegate was involved in the 2002-3 appeal process, which was a time consuming but successful process. Unfortunately, the reporting position has been empty for quite a while and pending reports have consequently not been followed-up on. Hopefully, by the end of the year all overdue reports from the regional operations should have been submitted to Geneva. The regional office's six-months-report was also written and submitted to Geneva in this quarter.

Standardized reporting guidelines and procedures have been established at the regional office for quarterly reporting and the result has been positive, with a noticeable quality improvement of quarterly report submitted from the programme managers.

The reporting/information team prepared for and participated as facilitators at the RDRT exercise in Chimoio, Mozambique. The team trained the participants in standard Federation reporting requirements, appeal writing, operation updates and basic LFA methodology, as well contacting the media in an emergency situation, writing press releases and news stories, and handling of information equipment.

The information delegate arrived in September, but was deployed in October to Geneva for two weeks and then sent on a short mission to Pakistan to support the operation on Humanitarian Crisis. While in Harare, the information delegate managed to assist the Zimbabwe Red Cross with the formulation of a press statement as a counter-action to a critical new-paper article as well as producing an article on HIV/AIDS - "after the Ouagadougou declaration" for the Federation website, which was sent to donors. Furthermore, a media strategy was formed regarding the destruction of a consignment of Irish beef, which had been deemed unfit for consumption by health authorities in Zimbabwe. Finally, a video was made to be shown at the General Assembly in November, portraying a Zimbabwe Red Cross homebased care facilitator, who had been with the programme from the very beginning and who herself was infected with HIV/AIDS.

**Objective 4** Operate a Regional Finance Unit for processing of all financial information for federation activities within the region.

A decision has been made to have the Regional Finance Unit in Nairobi service the southern Africa region. Up to the end of September, no service had started. There was a meeting at the end of September with all the FAD's and Federation finance officers in the region together with the project accountant from Geneva and the Head of the RFU, Nairobi, where the future plans were discussed.

The implementation will start with Angola reporting to the RFU from October 1, Zambia from November 1, Mozambique December 1 and Harare regional office from January 1st, 2002.

**Objective 5** Operate a Logistics Unit to assist national societies and those activities supported by the Federation and PNS. Further, the logistics unit will work to strengthen the logistics capacity of the national societies.

The logistics department continued the establishment of logistics procedures in the national societies in the region using Federation logistics rules and regulations as a model. The logistics delegate and the responsible officers for transport and warehousing, organised logistics seminars with Malawi and Swaziland Red Cross. Fifteen key players from each national society participated in the seminar and it assisted them to understand the rules and regulations of Federation logistics. The training was also used for the national society to create their own rules and regulations for transport, procurement and warehouse management.

As part of the regional disaster preparedness policy, the RDRT exercise was organised in Mozambique and the main objective was to identify potential candidates within the region for further deployment in case of disasters. The logistics department took responsibility for the purchase and transportation of goods. The exercise involved time-consuming customs activities between Zimbabwe and Mozambique.

Due to the constraints in the country, there is commitment for a possible relocation of the regional logistics unit to South Africa. The feasibility study has been completed and presented to Geneva Secretariat for further discussions. The objective of the study was to show the feasibility (advantages and disadvantages) of establishing the regional logistics unit in South Africa, assessing several strategic locations such as Pretoria, Durban and Johannesburg and to compare the various alternatives with regards to accommodation, salaries, offices, storage, housing and others costs involved in such a relocation. Consultation about future strategy is now to take place with those responsible in Geneva.

**Objective 6** Assist the South African Red Cross society in its effort to transform itself to an organisation that is more representative of, and responsive to, the country's needs.

The transformation process received further set backs during the quarter with the President of the Society bringing court action challenging the National Executive's decision to withdraw his membership and suspend him from office. Intentions to hold a strategic planning workshop had to be postponed on legal advice. A meeting was held in Geneva with September with the Acting President, senior management and the ICRC with a view to finding a way forward and to advise on the planning in the preparation of the October General Assembly. Subsequently, a planning session was held with the National Executive Committee and chairpersons of Regional Councils and Advisory Committees.

Notwithstanding the dysfunctional national bodies, the Federation has continued to try to support activities being carried out at branch and regional level, including HIV/AIDS activities, a flood disaster and a cholera programme.

**Objective 7** Provide effective and efficient management of the Zambia and Namibia country offices (and any other that may be established) and to co-ordinate the lending of technical support to the Angola and Mozambique country offices, so long as they report to Geneva.

The Federation's presence in Namibia concluded in September as part of the strategy to withdraw from the Angola refugee operation. Ongoing technical support to Namibia Red Cross continued from the Harare office.

The Head of Delegation post in Zambia closed at the end of August and the remaining two delegates associated with the refugee programme reported directly to Harare. This proved an efficient management and continued to avail the operation of needed technical support from Harare based personnel and through assignment of resource people from National Societies.

The Head of Delegation in Mozambique concluded his assignment at end of August. The search for a new Head continued at the end of the quarter. The new appointee will report directly to Harare, the last country delegation to do so in the region.

An assessment mission was made to Angola Red Cross in September. Led by the Geneva based Director of Monitoring and Evaluation Division, it included the Chairperson of the SAPRCS (President of Mozambique Red Cross), the Head of Regional Delegation and Desk Officer. Following up on the recommendations of the global audit conducted last year, the team met with governance, senior management, government, OCHA and the ICRC.

A set of findings and recommendations were made and need to be reported back on at a donor meeting planned for the first quarter of 2002.

**Objective 8** Co-ordinate the provision of technical support from the regional office to assure programmes and services are mutually reinforcing and build capacity and sustainability.

The regional programme coordination office has been created with the aim of ensuring that technical support from regional office to national societies is well managed and coordinated. All regional programmes will now have a direct reporting line to the regional programme coordinator; i.e. Water and sanitation; health and care; HIV/AIDS; organisational development; information systems management; disaster preparedness and response. While the programme coordination office has a mandate to coordinate the development of CAS, efforts will now be directed into the establishment of a regional strategy - a position paper that will define our roles and responsibilities culminating into the production of regional programmes action plans.

Other areas of focus will include:- identification and provision of tools for programme implementation; ensuring good donor relations; ensuring good communication and effective reporting to partners and donors; giving 'reality check' to programmes; fostering team building; exploring integration opportunities; ensuring cost-effectiveness and exploring opportunities for partnerships with UN bodies, locally accredited missions and other NGOs.

Harmonisation of programmes with ICRC is key to programme coordination. The results of this was witnessed in joint planning processes of both the appeal and CAS documents. This sort of cooperation and agreement on strategies will be encouraged within the region.

**Objective 9** Foster the core programme area of the promotion of humanitarian values, both through the delivery of regional programmes and through fostering commitment and skills to promote humanitarian values within national societies.

Tangible results in achieving this objective are difficult to define, though continuing efforts are made to integrate into all programming and implementation. During the August planning cycle, programme managers were encouraged to assure components were included in all plans.

**Objective 10** Provide overall management of the regional office and to assure sufficient support staff and resources for effective and efficient work.

The following staff members arrived during the third quarter:

- Regional reporting delegate, August.
- Regional website co-ordinator, August.
- Regional information delegate, September.
- Volunteer for logistics department, September - November.
- Regional disaster preparedness and disaster relief delegate, September.
- Regional watsan delegate, October.
- Regional relief officer, October.

With the arrival of all the new staff members, the regional office almost has a full staff. The only delegate position missing to be filled is that of the ID (OD) delegate, which has been vacant since June this year.

### ***Outstanding needs***

While this appeal remains under-funded with a coverage rate of just over 70%, donors are encouraged to focus their attention and support on the Federation's 2002 Southern Africa Annual Appeal (no. 01.16/2002).

*For further details please contact: Richard Hunlede, Phone: 41 22 730 4314; Fax: 41 22 733 03 95; email: hunlede@ifrc.org*

*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>.*

Peter Rees-Gildea  
Head a.i.  
Relationship Management Department

Bekele Geleta  
Head  
Africa Department

Southern Africa Regional Programmes						ANNEX 1
APPEAL No. 01.20/2001		PLEDGES RECEIVED			12.12.2001	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>7'497'280</b>		<b>TOTAL COVERAGE 70.4%</b>
CASH CARRIED FORWARD				334'969		
AMERICAN - GOVT/PRM		470'000	USD	765'160	08.03.2001	
ANGOLAN - GOVT				1'500	10.05.2001	
ANGOLAN - RC		4'128	USD	7'465	14.06.2001	S. AFRICA PARTNERSHIP
BRITISH - RC		352'572	GBP	878'263	04.01.2001	WATSAN PROGRAMME
BRITISH - GVOT (DFID GRANT)				1'030'000	03.02.2001	PARTNERSHIP IMPLEMENTATION PLAN 2001
BRITISH - GVOT (DFID GRANT)				43'000	03.02.2001	ACTION RESEARCH
BRITISH - RC		5'036	GBP	12'036	11.01.2001	
CANADIAN - GOVT		350'000	CAD	378'875	30.03.2001	LISN PHASE III
CANADIAN - GOVT		350'000	CAD	364'350	26.10.2001	LISN PHASE III
DANISH - RC				30'000	19.04.2001	ID/RD PROGRAMME
FINNISH - RC		55'866	EUR	90'177	29.03.2001	
FINNISH - GOVT/RC		170'711	EUR	259'361	23.05.2001	WATER SANITATION, ID/RD, DP
GERMAN - RC		5'106	EUR	7'718	29.08.2001	REGIONAL DELEGATE WATSAN
ICELANDIC - RC		3'780'000	ISK	61'202	06.11.2001	RESCUE AND RECOVERY PLAN
ICRC				3'286	31.03.2001	S. AFRICA PARTNERSHIP
LESOTHO - RC		1'944	USD	3'500	28.05.2001	S. AFRICA PARTNERSHIP
LESOTHO - RC		1'210	USD	2'000	02.03.2001	S. AFRICA PARTNERSHIP
MOZAMBICAN - RC		1'221	USD	2'000	31.03.2001	S. AFRICA PARTNERSHIP
NAMIBIAN - RC				2'000	29.01.2001	S. AFRICA PARTNERSHIP
NORWEGIAN - RC		1'000'000	NOK	188'299	10.05.2001	WATER AND SANITATION
NORWEGIAN - GOVT		250'000	NOK	46'885	29.08.2001	LESOTHO RECOVERY PLAN
NORWEGIAN - RC				20'000	01.11.2001	
SWEDISH - RC		400'000	SEK	69'480	07.02.2001	
SWEDISH - GOVT		1'800'000	SEK	303'300	31.05.2001	
PRIVATE ON LINE DONATIONS		75	USD	122	06.02.2001	
ZIMBABWE - RC				2'000	06.04.2001	S. AFRICA PARTNERSHIP
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>4'906'948</b>	<b>CHF</b>	<b>65.4%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Austria	Delegate(s)			58'809		
Denmark	Delegate(s)			84'927		
Germany	Delegate(s)			15'113		
Great Britain	Delegate(s)			94'784		
Iceland	Delegate(s)			11'729		
Norway	Delegate(s)			59'959		
Sweden	Delegate(s)			48'131		
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>373'452</b>	<b>CHF</b>	<b>5.0%</b>