

# PROGRAMME UPDATE



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

## SOUTHERN AFRICA REGIONAL PROGRAMMES

30 December 2004

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

### In Brief

**Appeal No.01.21/2004; Programme Update no. 2; Period covered: July to November 2004;**  
**Appeal coverage: 58.6%; Outstanding needs: CHF 2,146,843 (USD 1,896,500 or EUR 1,391,300).**  
[Click here to go directly to the attached Contributions List, also available on the website.](#)

**Appeal target: CHF 5,184,993 (USD 3,894,098 or EUR 3,337,619)**

**Related Emergency or Annual Appeals:** Southern Africa regional programmes 2005 Annual Appeal no. 05AA018 – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA018.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA018.pdf). (See also the country-by-country list on page 21.)

**Programme summary:** The Southern Africa Regional Delegation assists ten national societies with technical support in HIV/AIDS, disaster management and organizational development. The regional disaster management programme focused its support on building capacities of the national societies to be able to prepare and respond to disasters with timely and appropriate relief packages. Capacity building includes training of national society staff and volunteers in customized disaster management modules and regional disaster response team (RDRT). The regional disaster management programme manages and coordinates RDRT deployments within the region, ensuring adherence to the standard operating procedures and principles agreed with national societies. This includes coordinating a Federation response at a regional level to local disasters where national society capacities are overwhelmed.

The regional disaster management programme also plays an important role in mobilizing and co-ordinating responses and the provision of resources from external sources. The work of the department is hampered by the fact that there is no guaranteed funding at the beginning of each year which delays implementing programme activities to the detriment of national societies support.

In preparation for 6<sup>th</sup> Pan African Conference which was held in Algiers, the regional information officer compiled fact sheets for all the ten national societies, Federation, Southern African Partnership of Red Cross Societies (SAPRCS), Southern Africa Management Team (SAMT) and RDRT which were as reference material.

The regional organizational development programme strategy focuses on supporting strategic development planning and Cooperation Agreement Strategy (CAS) reviews, governance and leadership support, volunteer and branch development, resource and finance development activities. The organizational development programme appointed a regional finance development delegate to profile the finance development in national societies where the capacity needs improvement. Also focus was on governance, management reviews, and national society re-

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organization support. It is important to note that national societies in the region have already taken positive steps towards volunteer management and branch development, through assessment, reviews and the development of respective policies and capacity building activities.

### ***For further information specifically related to this operation please contact:***

- *In Zimbabwe: Françoise Le Goff, Federation Head of Southern Africa Regional Delegation, Harare; Email [ifrczw02@ifrc.org](mailto:ifrczw02@ifrc.org); Phone 263.4.70.61.55; Fax 263.4.70.87.84*
- *In Geneva: Terry Carney, Federation Regional Officer for Southern Africa, Africa Dept.; Email [terry.carney@ifrc.org](mailto:terry.carney@ifrc.org); Phone 41.22.730.42.98; Fax 41.22.733.03.95*

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

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

## **Operational developments**

The HIV/AIDS remains a major concern in southern Africa with more than 25% estimated to be infected with the virus (the lowest rate being 12 % and the highest 39% which means 10.790.000 adults for the 10 countries). The residual effects of the food crisis coupled with HIV/AIDS worsened the situation especially for people living with HIV/AIDS (PLWHA). Life expectancy has significantly dropped to alarmingly low levels; the number of orphans and other vulnerable children (OVC) made vulnerable by HIV/AIDS continues to rise (4,132.000 orphans). This has had a negative impact on the socio-economic performance which continues to deteriorate as the work force diminishes. Compounding the problem, PLWHA require not only treatment for opportunistic infections but nutritious diet to be able to be productive and work for their families and reduce the number of dependents. The prevalence rates of HIV/AIDS are high, and their linkages with food security so distinct, and are posing a new challenge to the humanitarian field. There is a decrease in the area planted, crop yields, changes in cropping patterns, and loss of agricultural knowledge due to HIV/AIDS. This has resulted in poor economic performance as household labour quality and quantity decline.

The impact of the HIV/AIDS epidemic is growing with negative effects on mortality, household food security and further spread of HIV infection. The Red Cross continues to address the crisis through home-based care (Home Based Care), prevention and advocacy strategies and approximately 38,000 PLWHA and 70,000 OVC receive care and support. The National Red Cross Societies of Zambia, Zimbabwe and Namibia will pilot access to anti-retroviral treatment (ART); they have developed proposals that will be sent to the Global Fund<sup>1</sup>. It is hoped that availability of ART to PLWHA will ease the HIV/AIDS crisis.

After the drought in the last two years which left nearly half the population qualifying for food assistance in some countries, many families remain vulnerable to food insecurity owing to poor rains and HIV/AIDS. The Federation has ventured into livelihoods support initiatives to enable the household to regain capacity to produce their own food. The Federation through national societies has identified and developed new approaches to address the issue of food security integration with HIV/AIDS Home Based Care (HBC) programme. Pilot projects within support groups created within the HBC programme have already been started in most countries.

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<sup>1</sup> Global Fund to Fight AIDS, Tuberculosis and Malaria

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In some countries such as Zimbabwe, the Federation has supported the livelihoods of those affected within its HIV/AIDS programme through the provision of seeds and agricultural support packages. The programme has however proved to be viable as many households made more of these inputs than expected although it is still at a smaller scale. The results on ground have indicated that with more support, the communities have demonstrated their willingness to deal with the food security issues.

The regional disaster management focused its attention on capacity building of national society staff and regional staff in managing complex disasters, coordination and harmonization with other stakeholders. This included technical assistance provided to national societies during disasters, e.g. the Namibia floods relief operation, during workshops such as the RDRT training and in-country trainings. Over the last four months, the regional disaster management department has provided technical support to Namibia Red Cross, after the RDRT handed over the Caprivi floods relief operation to the national society. The operation was extended from an initial operation of three months to six months due to the delays in procurement and delivery of relief items. These delays were due to the late confirmation of funding, re-tendering of some of the items for procurement as specifications or delivery times could not be met in the initial tenders. Local logistical issues such as limited stocks of required items in Katima Mulilo caused delays because procurement had to be carried out in Windhoek, with goods then transported to the disaster area. Technical support was also provided by the logistics department through a request to the national society, to ensure the smooth running of the warehouse and distribution of goods, which took place throughout the operation.

National elections were held in Malawi in May and in Botswana in November. The regional disaster management team in collaboration with the ICRC supported the national societies with the preparations. Mozambique will hold elections in December. The passage of the NGO Act in Zimbabwe is proving to be a stumbling block to many humanitarian organizations in the country; many NGOs have adopted a “wait and see approach” anticipating the situation to be relaxed after the elections in 2005.

The regional delegation maintained its visibility through issuing news release to the regional and international media. The regional information officer was also involved in the coordination of the media for southern Africa at the 6<sup>th</sup> Pan African Conference held in Algiers in September. In an effort to promote humanitarian values, the regional delegation and all the ten national societies commemorated the World Refugees day, World First Aid day, International Disaster Risk Reduction, World HIV/AIDS day and the World Day for Volunteering. The World Disaster Report was also launched in South Africa during this reporting and a lot of media interest was generated from the launch of the report. A press release and story were issued for the International Olympic Committee meeting with Red Cross and Red Crescent societies and UNAIDS on how to forge good working relationship in spreading HIV/AIDS messages through sport. These were posted on the Federation website. They were also shared with local and regional media through the regional office and national societies in the region.

### **Health and Care: HIV/AIDS**

**Goal: The vulnerability of OVC and their families is reduced in southern African countries.**

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

#### **Progress /Achievements**

**The capacity of ten national societies to provide quality care and support to PLWHA through community home-based care (CHBC) projects is increased and strengthened**

The regional HIV/AIDS programme provides support to national societies in consolidating HBC projects. The national societies have increased their capacity to manage HBC projects and are now reaching to approximately 38,000 clients in the region. Monitoring visits were conducted with the National Red Cross Societies of Namibia, Mozambique, Malawi, Zambia and Zimbabwe. Some of the visits coincided with national society training, such as

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the Namibia training of regional managers on ART and the support group training in Mozambique. The support visit to Malawi Red Cross Society coincided with the training on memory project approaches.

### **Improved quality of life for PLWHA**

A rapid assessment conducted by the Federation in Malawi has shown that many HBC clients who were bedridden are now mobile. Community members confirmed the added value of home care services by saying that clients are now living longer than before and the family members are much more confident to care for their sick at home. This is due to the hygiene education the Red Cross care facilitators provide to the family members.

The regional HIV/AIDS officer assisted Mozambique Red Cross Society in training 25 clients, care facilitators and project officers from Maputo City, Maputo, Gaza, Manica, Tete, Nampula and Zambezi province in the establishment of support groups and income generating projects.

### **Improved access to Home Based Care medical and hygiene care, psychological and material support**

The regional HIV/AIDS support service assisted national societies in procurement of home-based care kits and contents including blankets in several countries of the region.

### **Capacity of ten national societies to address stigma and discrimination through appropriate, affordable and acceptable strategies established.**

The Federation has promoted the establishment of 223 support groups in eight national societies except for Lesotho and Angola. Support groups have contributed greatly in addressing stigma and discrimination of PLWHA and the affected. Members meet regularly with community support to discuss issues on HIV/AIDS openly. This has led to increased numbers of people going for voluntary counselling and testing (VCT) so that they know their HIV status. Worlds AIDS day messages already developed will strengthen the fight against stigma.

### **The national societies' capacity to improve knowledge, attitude, practices and behaviours of various target groups is strengthened**

National societies received technical support in development of an HIV/AIDS prevention strategy. The strategy address HIV/AIDS prevention integrated with tuberculosis, malaria and diarrhoea disease prevention. The issue of empowering women and girls to negotiate for safer sex has been explored. An HIV/AIDS prevention task force to follow up on this has been established, with, Malawi, Swaziland and Zambia Red Cross Societies being members of the task force.

### **Care and support for OVC is improved through the establishment of community based OVC projects:**

The regional OVC working group met for the second time in October and started working on a draft regional OVC strategy, which will be shared with all national societies in the region and approved at the next meeting of the Southern Africa Partnership for Red Cross Societies between March and May 2005.

The series of joint workshops with the Regional Psychosocial Initiative (REPSSI) partners continued. The training of trainers' workshops focusing on psychological support through memory approaches has been extended to eight national societies. Collaboration in this area is now being extended to other parts of Africa – the HIV/AIDS coordinator from Togolese Red Cross participated in the training held in Zimbabwe. In November the regional HIV/AIDS delegate and regional HIV/AIDS officer facilitated at the training of trainers workshop on Memory project approaches in Nairobi, Kenya. Participants who attended this workshop were from national societies in East Africa and REPSSI partners from Tanzania and Uganda.

The HIV/AIDS delegate for OVC, a REPSSI consultant and the HIV/AIDS programme officer facilitated a Memory project approaches workshop in Victoria Falls in September 2004; this workshop was attended by the Zambia Red Cross Society (6), Zimbabwe Red Cross Society (2), and Namibia Red Cross (4). The two orphans from Malawi and Zambia shared their Hero Books during the training. It is hoped that further collaboration with other regions of Africa on OVC issues will take place in 2005

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### **Ten national societies have established and strengthened their capacity and skill to produce and provide food for PLWHA and OVC.**

Nutrition and food security remains a challenge and the Federation continues supporting the setting up of nutrition gardens within HBC projects. Communal, individual, school and clinic gardens have been established in most national societies. National societies are being encouraged to collaborate with their local WWFP offices. At regional level the Federation is still discussing with WFP on the possibilities of supplying food to HBC clients.

### **Sharing of best practices among the ten national societies promoted through exchange visits.**

The HIV/AIDS delegate for OVC and the HIV/AIDS programme officer visited clients and child-headed families in the Zimbabwe Red Cross Society's HBC project in Victoria Falls. They also went to a food distribution site in Chinotimba, Victoria Falls where food parcels (Maize meal, beans and cooking oil) were being distributed through the ECHO Programme. The Namibia Red Cross HIV/AIDS project manager for Caprivi and other stakeholders from the Ministry of Health and NGOs visited neighbouring the Zambia Red Cross HBC project in Sesheke to share experiences and information on ART programme. The Namibians had a lot to share with their Zambian counterparts regarding ART roll-out plans since they are already providing ART drugs through an initiative being funded by the pharmaceutical firm of Bristol Myers Squibb.

The regional delegation organised an ART workshop for HIV/AIDS Coordinators. The two care facilitators who attended the workshop gave their input in the "Care for Carers" and monitoring and evaluation working groups.

The Botswana Red Cross Society HIV/AIDS project officer for Chobe district visited Lesotho Red Cross Society on an exchange visit. The officer visited the OVC project to find out how the project could be replicated in Botswana. This is to strengthen the Botswana Red Cross Society OVC project where the national society is providing psychological support to orphans in the Chobe district. Botswana Red Cross Society is currently engaged in mentoring activities for OVC although the OVC project needs to be strengthened.

### **Partnerships at local, regional, national and international level established**

The regional HIV/AIDS delegate for OVC met with the HIV/AIDS manager of the Southern Africa Development Community (SADC) to discuss OVC respective approaches and programmes. The SADC manager expressed interested particularly in Red Cross work on OVC and the Federation OVC guidelines, as SADC is planning to develop an OVC policy.

The HIV/AIDS programme officer participated in the 15<sup>th</sup> International AIDS conference that was held in Bangkok, Thailand in July 2004. The theme was 'Access for All' and meant that the focus was now on 'Access to Treatment' and 'Access to Information' on HIV/AIDS issues for all in the communities (children, youth, women and men).

A meeting of the Consortium of embassies was held to discuss progress on the regional programme. The issues discussed were financial matters focusing on reporting, prevention and OVC activities. The regional HIV/AIDS coordinator attended the meeting organized by OCHA in South Africa, Johannesburg where HIV/AIDS in emergencies was discussed.

The regional HBC officer participated at the Development Cooperation Ireland (DCI) partnership review meeting in Pretoria to discuss the findings of the review exercise conducted to assess the relevance and added value of the region HIV/AIDS programme for East and Southern Africa. The DCI confirmed continuity of support to partners during the meeting.

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### **Impact**

A study <sup>2</sup>, conducted in Malawi in August 2004 and facilitated by Federation, showed that there has been improvement in the quality of life for many HBC clients. With the availability of food within the project, the nutritional status of clients has improved and those bedridden have become mobile. Some clients are now able to fend for their families and dignity has been restored. There is more openness on HIV status due to the education and counselling given to clients, family members and the community.

Nutrition support has helped to reduce isolation of clients within families; hence stigma and discrimination have been addressed to some extent. There is evidence of reduced mortality rates in areas where HBC and food security projects have been established. The study also confirms that support groups play an important role in providing emotional and psychological support to PLWHA. Openness and positive living are encouraged and this empowers clients and has contributed to reduction in the fears and misconceptions that surround HIV/AIDS.

The study reported that household hygiene had improved and that the community believes this has resulted in improved quality of life for the clients. Thus fewer clients were reportedly being referred to the health centre. Furthermore, involvement of the community in support of PLWHA has improved with traditional leaders taking a leading role. Awareness on HIV/AIDS has increased in the community. Some risky cultural practices such as wife inheritance, surrogate husbanding, and sexual initiation of young girls by elderly men are on the decline.

Community-based child care services in Malawi are providing safety nets for OVC and have relieved OVC carers to do other duties for example agriculture. Furthermore, drop out rates from school have also declined with the girl child with increased access to education more than in the past. The project has also resulted in very high levels of community involvement and commitment. For example chiefs in Mchinji have formed Chiefs AIDS Campaign Teams that support Red Cross activities.

Reports from national societies confirm that increased numbers of people are going for voluntary, counselling and testing as a result of HBC, and social mobilization done by care facilitators. The Malawi study conducted confirmed that there was improved knowledge on HIV/AIDS among youths and the communities in the districts with the projects.

### **Constraints**

The funds received through the appeal were not adequate and has hampered implementation of activities for example the funds for food packs and HBC kits. There has been increased numbers of PLWHA and OVC. The HBC projects are established in various districts, while the national society may have just lack of transport has negatively affected implementation of activities e.g. HBC kits supplies had been delayed.

The amount for food in the budget is not adequate and the Federation encourages each household to engage in nutrition gardens or poultry to ensure sustainable food security at household level. Availability of food is essential and it has been a challenge to provide nursing care to hungry clients. Clients are also unable to take tuberculosis medication or ART if they do not have adequate and appropriate food. Several initiatives on nutrition projects have been implemented but there is a need for more funding to extend such projects to other areas.

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<sup>2</sup> “Assessment of perceived Impact of the Malawi Red Cross Society’s HIV/AIDS Project in Mchinji District”, Exnevia Gomo, PhD, University of Zimbabwe

## **Disaster Management**

**Goal: The vulnerability of communities is reduced in southern Africa region with respect to threat and impact of disasters**

**Objective: Well prepared national societies engage in mitigation/rehabilitation activities that facilitates long-term development/sustainability and respond appropriately to disasters with the participation of empowered 'at risk' communities.**

### **Progress/Achievements**

#### **National society's capacities in disaster management are strengthened and exhibiting minimum standards of well prepared national society**

National societies in the region have made strides in strengthening disaster management and are all exhibiting different levels of the minimum standards of a well-prepared national society. Given that Botswana Red Cross Society recently recruited a disaster management officer, all of the national societies have officers to oversee the implementation of programme activities. The logistical and warehouse management capacities of the Namibia Red Cross Society were increased after the regional warehouse officer conducted a logistics training, which included quality and quantity control systems and warehouse management systems, while on mission during the Caprivi floods relief operation.

In recognition of the need to empower staff and volunteers on disaster management initiatives, the Angola Red Cross Society began preparations to conduct basic disaster management training later in the year. With assistance from the Federation, the national society is in the process of translating all facilitation material and handouts from English into Portuguese.

There is a noticeable preparedness change in all the ten national societies with some better than others. Programme implementation, however, has been delayed due to insufficient or lack of funding almost at all national societies.

#### **Considerations of better planning initiatives (BPI) and gender diversity are integrated into all training and programme activities:**

During the recently held RDRT training, facilitated by the Federation, ICRC, Danish Red Cross Society and various other stakeholders, all considerations of BPI were integrated into the training. An attempt to integrate gender diversity was made, however, due to a lack of suitably trained female applicants; there was a gender imbalance in the number of participants.

#### **Community-based disaster management (CBDM) initiatives are in place national society:**

The regional disaster management department supported Zimbabwe Red Cross Society in the preparations and conducting of vulnerability capacity assessments (VCA) in the Chimanimani and Chipinge, districts of Manicaland, and two districts of Masvingo, Mwenezi and Chiredzi. This included meeting with various stakeholders and the set up of the VCA task force committee. CBDM initiatives will be designed from the findings of these assessments. The department supported the Mozambique Red Cross Society with funding to conduct community-based initiatives in the Gaza province. All the other national societies have plans to initiate CBDM projects as soon as funding becomes available.

In June, the regional disaster management department, in conjunction with the Finnish Red Cross and Swedish Red Cross, assisted the Baphalali Swaziland Red Cross Society in carrying out an assessment of the food security pilot project. The assessment analyzed the existing farming methods and crops produced with respect to the existent resources, needs and sustainability. It also looked at the level of technology, use of chemicals and access to water for the project. A financial review and project appraisal was later conducted to assess whether the activities are being implemented according to plan. Lessons learnt, practical solutions proposed and recommendations have been

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documented and the national society and Federation are looking at best ways of implementation, thereby improving the operation of this project.

### **Comprehensive contingency plans developed for likely emergencies/ key sites**

Mozambique Red Cross Society is in the process of updating its contingency plan, with assistance from the ICRC, for safer access and conflict management during the general elections to be held in December 2004. Zimbabwe Red Cross Society is also being supported, by the Federation and ICRC, in updating its contingency plan for safer access and conflict management during the upcoming councils and parliamentary elections in March 2005.

### **National societies working in partnerships with other stakeholders within local communities through integrated, multi-sectoral and multi-disciplinary approach Teams and fora**

During the RDRT training, the issue of national societies working in partnership with other stakeholders and participating in an integrated multi-sectoral approach was re-emphasised. The facilitation of the training was a clear example of this as it included facilitators from Zambia and Danish Red Cross Societies, Zambia delegation, Federation, ICRC, Zambia government departments such as commissioner of refugees and disaster management and mitigation unit (DMMU), UNHCR, OCHA and the local community leaders.

National societies are participating in their national disaster management units, national VCA committees and health services boards, national AIDS councils and are cooperating with other relevant stakeholders.

### **Regional disaster response capacity is improved**

Disasters in the region are responded to timely and effectively as shown by the various small and medium scale disasters that have occurred in the region. At the regional delegation a taskforce of all other sectors is available and coordinates all the disaster responses and support for the national societies.

The annual RDRT workshop held in Zambia with the theme 'Managing Complex Emergencies' was attended by 21 RDRT trained participants from eight of the national societies and one from the government. The objectives for the training were obtained from the national societies training requests, which were to refresh their understanding complex emergencies, enhance leadership and team work in disaster response and increase capacity in coordinating and harmonisation with other stakeholders during emergencies. The aim of the workshop was to build the capacities of the participants in these areas, with a special focus on population movement and disease outbreak.

As part of the regions preparedness planning, the disaster management department has stocks of non-food emergency items for 5,000 people to support national society responses to disasters before an appeal can be raised. These stocks, however, has been slowly depleting after assisting several national societies in operations over the last year. Through funding from the Caprivi floods relief operation and ECHO the department was able to replenish 450 of the 755 tents used in Namibia. Additional funding is required to replenish the remaining outstanding stocks.

### **Roster of trained RDRT personnel established in the region and respond effectively when needed**

Following the RDRT refresher workshop, the RDRT roster has been updated and it is expected that members will be deployed more frequently within their own countries. Review of current RDRT members and updating of the database is continuously done to ensure that appropriate disaster response teams can be deployed at short notice.

### **Disaster management agreements exists with national societies/governments/partners**

A programme agreement exist with all the ten national societies but they cannot be fully fulfilled as only six disaster management programmes have been partly funded. Agreements with governments are yet to be devised although countries such as Mozambique South Africa, Zambia and Zimbabwe are in discussions with their governments.

### **Ensure national societies have smooth handovers, both in planning and at the end of emergency response**

Technical and financial support was extended to Botswana Red Cross Society during the outbreak of a veldt fire in Kasane, Chobe district, during the month of September. An in-country RDRT, comprising of three staff, carried out an assessment and assisted in the disaster response in coordination with local authorities.

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### **Federation and all national societies are participating in disaster management information systems (DMIS) and promoting use of SPHERE standards**

Many of the national societies are not able to fully utilise DMIS due to limited access to computers and internet. However, the use of SPHERE has become part of good practice in all the societies. All disaster management training and planning includes emphasis on the use of SPHERE minimum standards during emergency operations.

### **Increased capacity to deliver quality services for refugees, internally displaced persons (IDP) and returnees within the region**

The National Red Cross Societies of Botswana, Malawi and Zambia continue to provide refugee services in their countries which include relief distribution, community-based health and care, HIV/AIDS prevention and water and sanitation. Capacity of the national societies was increased through the RDRT refresher training which focused on provision of services to refugees and internally displaced persons.

### **Impact**

All activities carried out during this reporting period have been in line with the alleviation of human suffering during emergencies. The technical support provided to the Namibia floods relief operation promoted the smooth distribution of relief items thereby providing timely assistance to the most vulnerable. It has also increased knowledge on disaster management and mitigation measures among the newly recruited volunteers in the Caprivi area.

The impact of the RDRT workshop is two-fold; firstly, it has build capacities in the region which will ensure timely and efficient response to disasters, both regionally and in-country, by these trained personnel; secondly it increased the knowledge base in national societies which can be used for further training of staff and volunteers thereby reducing costs of always using external facilitators/consultants.

### **Constraints**

Implementation of planned activities has been hampered by lack of funding for disaster management programmes to national societies. Lack of funding for the Namibia Red Cross Society disaster management programme has hampered the capacity building of the newly recruited volunteers in the Caprivi region in aspects of early warning systems, community-based disaster management and other Red Cross Movement activities.

## **Humanitarian Values**

**Goal: The Movement Fundamental Principles and humanitarian values are known and respected across the region and discrimination against vulnerable groups is reduced.**

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

### **Progress/Achievement**

**The national societies in the region have a strong and well developed communication capacity (planned in cooperation with the ICRC), and a regional communication network is in place.**

The planned information workshop for national societies could not be conducted in the second half of the year owing to lack of funding. However, to ensure visibility the regional information officer has been drafting media reports for national societies to share with their local media. This was done to ensure consistency of messages and also promoting Humanitarian Values of the Movement. A communications workshop planned in cooperation with ICRC has been deferred to 2005. During the reporting period meetings were held with ICRC to improve on coordination on the programme implementation. It is hoped that this will culminated into a communications forum composed of national society information officers, ICRC and the Federation.

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### **Links with the local and international media are further strengthened to ensure high profile of the Red Cross and secure continuous media coverage of Federation and national society's activities in the region.**

Relation with local, regional and international media in the region has improved through issuing of press release, news stories and interviews. All articles written for the Federation website relating to the National Red Cross Societies of southern Africa have been published on international website such as Relief Web, Alert Net and IRIN. Although national societies have not fully utilised the agreement between Reuters Alert Net, it has helped in raising awareness and the profile of the Red Cross in southern Africa. The Federation has continued to be a corporate member of a South Africa based Foreign Correspondents Association (FCA) to improve on the dissemination of information especially news stories on Red Cross activities. This is a source of information for many news agencies in southern Africa. The regional information office also joined Future Events Network Services (FENS) another news association based in Europe which performs the same functions as FCA. The Pan African Conference held in Algiers presented a good opportunity to profile the activities of national societies in the region through the international media. Several media interviews were done with presidents and secretaries general of national societies.

### **Increased awareness of Movement Principles and humanitarian values amongst key external stakeholders such as governments, authorities, embassies, the corporate sector, NGOs and the general public**

Awareness on Humanitarian Values among stakeholders has generally improved in the region. Advocacy and media visibility of national societies' and the regional delegation operations and programmes has made this possible. The regional office and the national society information officers have taken advantage of the Red Cross commemorated days and events to advocate for approaches that promote observance of Humanitarian Values. Some of these days include World Refugees Day and the World Risk Reduction Day. The regional information office continues to advocate, in consultation with the HIV/AIDS team, for support of ART in the region through web-stories and other media activities. The Red Cross has earned a good reputation in its approach on linking the impact of HIV/AIDS on food insecurity in the region, and is seen as an authority on advocating for the need for additional nutrition for HIV/AIDS infected and affected families.

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

The Namibia flood relief operation continued to enjoy enormous media coverage even after the floods in the Caprivi region. The southern Africa Red Cross national societies have generally enjoyed an impressive media visibility in their respective countries for their operations and special events such as World Refugee Day, International Youth Day, and World First Aid Day and World Risk Reduction day.

### **Integration of communication component in all regional programmes**

All regional support teams are now aware of the importance of incorporating information component in their activities. Information activities largely rely on resources of the programmes, and most travels and advocacy campaigns are funded by the respective programmes, as there is little as none funding for the Humanitarian Values programme. A component of managing the media was included in the RDRT refresher training and it is hoped that more of these session will be included in other workshop.

### **Impact**

The national societies in southern Africa and the regional delegation have enjoyed continuous media attention and visibility. The attention always increases at the time of disasters, such as the Namibia floods. The impact of this visibility is clear, as more stakeholders and partners know the work of the Red Cross in the region and are willing to support the national societies' programmes. This is important for the operations of the Red Cross and alleviating the plight of the vulnerable people. The Red Cross in the region played an important advocacy role in the fight against the HIV/AIDS pandemic, health emergencies, food insecurity, increasing poverty and growing vulnerability of people affected by consecutive disasters.

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### **Constraints:**

Lack of funding has always been a major constraint on the activities of the information department, despite the fact that programmes have been generous enough to accommodate travels and costs of publicity of the Federation. The information office remains unfunded and most of the activities that require funding and are not inclined towards any programme suffer greatly due to this problem.

### **Organizational Development**

**Goal: Strong and dedicated national societies are making an effective and positive difference in the lives of vulnerable people.**

**Objective: National societies manage vulnerability-focussed programmes and lead their organizational development processes.**

### **Progress/Achievements**

**The regional organizational development team has defined and addressed areas of capacity building in national societies' programmes contributing to greater programme impact.**

Capacity building is still an issue that needs addressing in the region. There is clear evidence of lack of capacity in report writing as well as computer skills within most national societies indicated by the poor response on the first programme update. A meeting with the ICRC has given clear indication that there is need for more coordination with the Federation organizational development department towards issues of national societies identity and knowledge transfer to branches.

Botswana Red Cross Society worked on its revival plan of which the delegation is still waiting to receive. Lesotho Red Cross and Zimbabwe Red Cross conducted their governance training supported by the Federation. Lesotho Red Cross Society is strengthening the skills of its human resources in SPHERE minimum standard and Project Planning Process (PPP). The issue of integrity which has negatively impacted on Angola Red Cross Society performance and development is currently being addressed with financial support from the Capacity Building Fund, Swedish Red Cross and Norwegian Red Cross. The funding has enabled the national society to hold six provincial elections during this last quarter, with the last 12 going to be held during this last quarter and the first quarter of 2005, this will then lead to the holding of the general assembly in 2005.

**National societies have increased their financial resource base and have effective financial management systems**

The National Red Cross Societies of Botswana, Lesotho, Namibia, Swaziland, Zambia, Zimbabwe have responded to the finance development internal control questionnaire sent out at the beginning of June as a baseline survey of the finance development. The questionnaire based on the lessons learnt from Mozambique Red Cross Society's success story in finance development over the last three years. The results of the questionnaire have been shared with the head of regional delegation and will soon be shared with the respective national societies.

Discussions were held with Zimbabwe Red Cross Society on drawing-up of financial manual focusing on guidelines related to budgeting and expenditures, management of fixed assets, travel procedures, procurement of goods and services, reporting requirements and payroll systems. The Malawi Red Cross Society finance development officer visited the delegation for regional finance development support. Discussions were held on specification of computerized accounting system, evaluation of system-wide requirement computerized accounting system and briefings on knowledge and skills transfer. The result of the meeting was shared with the head of regional delegation, the Danish Red Cross Society and other interested partners.

Zambia Red Cross Society started capturing data onto the newly acquired NAVISION accounting system from Pastel accounting package. A joint monitoring of the food security project for Swaziland Red Cross was done with disaster management. Organizational development focused on financial management of the project, while the

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disaster management focused on project implementation. A comprehensive report was produced highlighting, the strengths, weaknesses and recommendations that need to be done to improve the performance of the pilot project.

### **Integrated capacity building teams providing relevant programme support to national societies.**

A joint workshop on SPHERE minimum standard was facilitated by the regional disaster management and organizational development for Lesotho Red Cross Society in October 2004. A consultancy support services was also offered to GOAL Zimbabwe in SPHERE training as capacity building to agencies that the Federation and its members collaborate with in implementation of the humanitarian work.

### **National societies have legal foundation well defined and relevant strategic plans that effectively support the implementation of programmes targeting local vulnerabilities.**

Botswana Red Cross Society has revised its constitution as a first step towards its revival strategy. The annual general assembly was held, where the constitution was adopted with amendments. South African Red Cross Society has also had its constitution adopted by its governing board. The Malawi Red Cross Society carried out a management review; this was done by a local consultant, Management Services International. The consultant firm has already conducted a meeting with the national executive board and management on the report. Some of the recommendations made focused on statutes, policy and implementation issues such as governance and management structure, human resource development for staff and volunteers and creation of focused programmes.

The issue of high staff turnover at most national societies continues to hamper systematic development. Another departure of a finance officer in Swaziland who had been supported technically from in-country training and coaching by the Skill Share finance advisor affected the national society. Lesotho and Zambia Red Cross Societies have recently recruited new secretaries general. The regional organizational development continues to give technical support to the National Red Cross Societies of Botswana, Lesotho and Swaziland in governance and management issues. Angola Red Cross and Namibia Red Cross applied for and have received CBF funding.

### **Common approach to local capacity building is built and reflected in the impact of the work of national societies focusing at branch and local levels**

A joint national society/Federation/ICRC branch development and volunteer management assessment process was conducted in South African Red Cross Society Soweto branch in September. The aim is to use Soweto branch as a model process to develop a framework for branch development and volunteer management. After the report and recommendations are received, the national society will develop a project proposal for strengthening the branch development and volunteer management. The project will be funded by ICRC now that their funding for HIV an AIDS project in Soweto finished in September. The assessment process builds on self-assessments done by the branch in 2002 and in 2003 and will serve as a model for other branches to conduct a similar process.

The National Red Cross Societies of Zambia, Zimbabwe and South Africa held a joint three day workshop on good governance from the 10 to 12 of December. This very interactive training created new opportunities of exchanges of experience and knowledge sharing and each national societies agreed on implementing some recommendations as a follow up of the workshop outputs: Zambia Red Cross Society wished to develop key performance objectives and key performance indicators for the Board, realign the financial reporting system and develop a comprehensive fundraising policy and strategy by end of 2005. Zimbabwe Red Cross Society wanted to ensure that Governance and Management is developed at local structure, to finalise the development of outstanding policies (volunteer, gender, nutrition/HIV at workplace and to fundraise for the two objectives above at local companies. South Africa Red Cross Society wished to improve financial control by the board, to strengthen its financial sustainability and to strengthen the board efficiency and responsibility. Another recommendation for this exercise is to implement similar workshops for the other national societies which will help them to evaluate themselves through peer learning.

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### **National societies have improved capacity to attract, manage and retain volunteers.**

South African Red Cross Society, the Voluntary Aid Corps (VAC) held their first national workshop in July after years studying at their structures function and relation with the volunteers attached to projects. There is a clear need to further look at an integrated approach for volunteering at the national society. This should be done through the volunteering policy which can be finalised now that the revised constitution has been adopted by the AGM.

The National Red Cross Societies of South Africa, Swaziland and Zambia will have their volunteer policies adopted by the national societies governing boards during the last quarter of 2004. This will facilitate volunteer management in these national societies.

### **Impact**

The regional organization development programme has been affected by the reduced and delays in funding during the reporting period, which has negative impact on timely implementation of planned capacity building support activities to national societies. The branch development concept has gained momentum as South African Red Cross started assessments on its 25 branches. The introduction workshop on how to utilise the branch development manual is planned for the 26 to 28 of November for all the provincial managers. Through support given to Botswana Red Cross Society the national society has managed to review its constitution which was adopted with amendments at its AGM. The financial and technical support given to Angola Red Cross Society has enabled it to implement its change process as recommended by the assessment team in May 2004. There has been so far significant request from national societies for the finance development support, which is encouraging.

### **Constraints**

The major constraints has been the delays in processing the PMNs of the funding that had been pledged for the organizational development programme. The delays is effecting reallocations from the regional organizational development budget to national societies also affected the implementation of activities in national societies and the facilitation process from the regional delegation. The high staff turnover in significant national societies still affects organizational development planned interventions that requires skilled human resources.

## **Coordination, Cooperation, and Strategic Partnership**

**Goal: the Federation is working together effectively and efficiently improving the lives of the vulnerable people in southern Africa**

**Objectives: The southern Africa national societies achieve their humanitarian mandates through efficient framework of cooperation**

### **Progress/Achievements**

**The Federation coordination and facilitation of CAS processes have increased the impact of the Movement support to all nation societies in the region**

No major progress can be reported during the period but it has been agreed at the Southern Africa Partnership of Red Cross Societies (SAPRCS) meeting of November 2004 that this objective will be given focused attention in 2005.

**The CAS process is consolidated and extended to all national societies in the region**

No major progress can be reported during the period but it has been agreed at the SAPRCS meeting of November 2004 that this objective will be given focused attention in 2005.

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### **Regionally managed Federation assistance is coordinated and targets specific needs for support from each national society**

There was no new Federation direct relief assistance during the period. The HIV/AIDS Consortium supported by SIDA/Swedish Red Cross, DCI and Netherlands Embassy was reviewed, the financial situation clarified and reconciled, and the 2005 evaluation of the three-year project prepared with specific terms of reference. At the same time, the Transport Package System (TSP) in place to distribute food during the food security operation is coming to an end and the regional delegation commenced the negotiation of the exist strategy with WFP and Norwegian Red Cross.

### **Improved southern Africa regional delegation coordination of the collective Federation disaster response**

There was no new disaster affecting the region during this reporting period. The regional delegation held its quarterly management meeting on 8 November in Johannesburg just prior to the SAPRCS meeting of 9-10 November. The management team of delegates and the Secretariat Regional Officer went through the new proposed 'Regional Strategy' to implement the Secretariat Strategy for Change, which should ensure among many objectives better coordination capacities in the region, especially in case of disasters. The opened dialogue created ownership and motivation of the staff and a detailed plan was established to ensure active participation of delegates at the SAPRCS meeting

### **Improved harmonisation of activities with the ICRC and the partner national societies including the development of joint ventures, joint planning and sharing of knowledge and best practices**

Several meetings and workshops were held in the region during the period attended or co-facilitated by ICRC colleagues. The new Federation Head of Regional Delegation (HoRD) met with the two ICRC counterparts in Harare and Pretoria regional delegations as well as with the respective cooperation delegates. Among other things they discussed ways of improving cooperation in general as well as administrative assistance if and when establishing the Federation regional satellite office for external relations in Pretoria. ICRC explained the need to work harder on the Emblem Law issue for South African Red Cross since a Red Crescent organization has been registered officially.

### **Stronger ties are made between the regional delegation and partners to ensure adequate flow of resources to support programmes**

The period was very busy with many regional meetings. The major event was the 6<sup>th</sup> Pan African Conference (PAC) in Algiers from 8-13 September attended by all senior leadership of the region. The PAC gave the opportunity to all national societies to share their experiences, to renew their commitment to the Ouagadougou Declaration and to agree on a new Plan of Action which will guide their activities during the next four years. The conference agreed to hold the next conference in South Africa which will give the southern Africa region the opportunity to attract support and focus by 2008.

The next important event during the period was the biannual SAPRCS meeting held in Johannesburg from 8-12 November. All southern Africa national societies' presidents and secretaries general attended the meeting with 11 partners Red Cross Societies, the ICRC and the Federation. The participants took the opportunity to discuss the "Federation of the Future" and gave their inputs and comments through participatory consultations. A new Harare regional delegation strategy was presented and discussed at length and comments will be included in the final version of the document. Further consultations have been agreed to ensure a full ownership of the process in the region. 'Partnership' was the theme of the meeting and few sessions were organised to present some initiatives and to discuss ways of developing new partnerships with WFP, Ericsson, Coca Cola, MTN. The SAPRCS members held elections for the new chairperson for the next two years and the president of South African Red Cross Society has taken over from the president of Malawi Red Cross Society. Several specific country target partnership meetings were organised in parallel to the SAPRCS meeting in view of facilitating the opportunity of dialogue among all participants' interest by a given country. These were the case for Namibia, Botswana, Zambia, Zimbabwe, South Africa and Mozambique Red Cross Societies.

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In addition, several other events should be noted such as the South Africa general assembly organised on 24-26 September in Durban. Zimbabwe Red Cross Society organised a breakfast meeting on 30 November to improve its image with the public, local authorities, United Nations Agencies and corporate sector. The national society's activities were presented as fund raising initiative. The HoRD delivered a speech on the Federation support by giving international guarantee to the national society's leadership. The regional delegation successfully facilitated the organization of the first joint governance training for the governing board members of South Africa, Zambia and Zimbabwe Red Cross Societies in Lusaka from 10-12 December.

The Federation made a presentation to WFP country directors from the region on HBC and Red Cross HIV/AIDS programming; this was very well received and will likely lead to more national level partnerships and better access to food for HBC clients and OVCs. Following this presentation, a follow up visit was undertaken by the HoRD to WFP regional office in Johannesburg on 26 October to discuss the possibility of food component in HIV/AIDS programmes for all national societies in the region. The discussions were cordial and encouraging.

### **Impact**

In general, the period brought up many opportunities for dialogue in the region and has increased the relationships between many partners. This was very useful to renew existing commitment of support but also to permit very open debates about the difficulties encountered by some national societies in implementing their humanitarian mandate of Red Cross in the region. In the end, the efforts should affect the beneficiaries positively.

### **Constraints**

Funding delayed until the end of the year obliged the delegation to organise a number of events for the last quarter of the year putting enormous pressure on all stakeholders. The CAS processes will need to be re-advertised to motivate and mobilise the national societies to consolidate their future development thought this process.

The issue of relationships between governance and management are critical in the region. It is observed that eight of the ten national societies are cases of serious concerns ranging from integrity issues to lack of understanding of roles and functions or incompetence. The regional delegation will have to address urgently the matter starting at the next SAPRCS meeting, then with the Africa department and the Africa Board members. Today, problems in Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe strongly jeopardize the humanitarian mandate of the national societies, the image of the Movement and the implementation of programmes.

## **Effective Representation and Advocacy**

**Goal: The Federation coordination is maximized in the Southern Africa region.**

**Objective: The impact of partners' inputs and the outputs from relationships amongst national societies, the Federation, the ICRC, and other global and regional partners is increased.**

### **Progress/Achievements**

The World Disasters Report was launched on 28 October in Johannesburg under the theme 'Community Resilience'. The attendance from the diplomatic corps, the government and the journalists was very encouraging, with several TV and Press interviews conducted and articles published.

The World AIDS Day commemorations went on in Harare on 1 December with a press conference and a presentation of the situation and effects of HIV/AIDS especially on women and girls in the region. The target audience was all embassies of the national societies of the region as well as the embassies of the main donors.

The HoRD was invited to the first Female Heads of Mission lunch held on 26 November organised by the Swedish Ambassador and attended by the German, Kenyan, Zambian ambassadors and two Zimbabwean female leaders, to discuss the challenges of women in leadership positions. It was inspiring and it was agreed to continue meeting on a monthly basis.

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Zambia delegation met with Danish Embassy and DANIDA, USAID and US Embassy. Negotiations with USAID and UNHCR were successfully accomplished following the release of USD 80,000 for HIV/AIDS prevention activities in the refugee camps and agreement with UNHCR to manage the refugee urban caseload. UNHCR will allocate additional funding to the Zambia Red Cross Society/Federation for this new activity expected at USD 270,000 in January 2005. Dialogue with local donors and partners will continue particularly to support Zambia Red Cross Society programs in 2005.

The Federation Status agreement in South Africa is under review with the government to be upgraded to full diplomatic status like for the United Nations Agencies. This opportunity will give the Federation more possibilities to use South Africa as a hub for the region in term of logistics, relief, health, resources mobilisation and advocacy. It is a pre-requisite for opening a regional delegation satellite office for External Relations in Pretoria. The Planning process for the Protocol Training offered by the southern Africa governments for our national societies' leaders has started. The South African Red Cross Society also initiated the first meeting with the government for explaining the PAC 2008 process; the Head of Africa Department will be expected in early 2005 to start the first negotiations.

The HoRD was invited to a working lunch with the French ambassador on 14 December to discuss the situation in Zimbabwe with a senior officer from the French Ministry of Foreign Affairs, the UNDP and the EU resident representatives. This meeting was very informative and gave different understandings and perspectives about the situation in the country.

The HoRD visited South Africa on 26-28 October to discuss with the regional office of WFP in Johannesburg the possibilities of further cooperation between the two organizations, the operationalisation of the Global Agreement Federation/WFP in the region, the partnership for a long term food component in all Red Cross HIV/AIDS programmes in the region and with the perspective for the whole Africa continent.

The HoRD has started visiting ambassadors based in Zimbabwe (68 are registered) and priorities is given on the ten countries of the region and the 15 main donors including EU, DFID, USAID, SIDA and other international governmental agencies. Meanwhile, the HoRD is attending the monthly diplomatic luncheon and take the opportunity to create better awareness about the Federation and the national societies with all ambassadors in Harare. It is a good platform where the Red Cross is the only organization with diplomatic status invited.

On 27 October, the HoRD visited South Africa and met several officials of the government and international organizations (ministry of foreign affairs and of health), a courtesy visit was paid to OCHA representative as well as with EU Ambassador and intended to strengthen the existing strong contact with the health advisor. In preparation of this mission in South Africa, the HoRD visited the South Africa ambassador in Harare.

The HoRD was invited to a Rotary meeting where the guest speaker addressed issues on public sector integrity. It was one of the best presentations on this topic, especially considering the political context in Zimbabwe.

During the period, the water and sanitation delegate attended a conference in Durban (South Africa) on water and sanitation and resource mobilisation and brought back very interesting material on methodologies to access funding. The HIV/AIDS coordinator attended a meeting in Johannesburg organised by OCHA on the HIV/AIDS in emergencies. Attendance to such meetings creates better awareness and opportunities to share the Red Cross position.

### **Impact**

The World Days (AIDS, Volunteers, Water...) gave opportunities to mobilise diplomatic corps, governments and press around the role and activities of the Red Cross. More can be done but it will require better planning at the regional delegation level and some additional resources to produce new materials and publications. There is much interest from the diplomatic corps to work more closely with the Red Cross but events during the period have shown the need for the regional delegation to be more strategic and to be very well prepared.

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United Nations Agencies like UNHCR, WFP, OCHA, UNAIDS but also few embassies, DANIDA, USAID, SIDA, DFID and some others who are already working with the Federation have shown strong interest to move on with larger cooperation in the whole region and in new areas of partnerships.

The discussion to open a satellite office for External Relations in Pretoria is gaining support from the national societies of the region as well as the partners. Time for further reflections is still needed to ensure full ownership of the Federation structure in 2005 but the positive negotiations about the Federation Status agreement with South Africa government give hopes for long term vision and support from all Red Cross stakeholders. The upcoming Pan African Conference in South Africa in 2008 is clearly a step forward in the right direction to strengthen the Federation and national societies' position in the region.

### **Constraints**

The lack of materials for public relations, the press and the diplomats or government officials is seriously jeopardizing a professional approach of the Federation with all these external stakeholders. The objectives and the ambition of developing new partnerships require new approaches, new mindset and new resources, for which the role of a satellite office for external relations in Pretoria could be a key elements for good coordination, coherence and sustainability. It will need consensual support from the Secretariat level in Geneva up to the national societies at country level.

### **Delegation Management**

**Goal: The capacity of national societies in the region is improved and service by the regional delegation to all Federation members supporting the region is highly valued.**

**Objective: The Federation programmes and presence in the region are well managed and contribute to the strengthening of national societies in the region through excellent cooperation, knowledge-sharing, best practice, advocacy, and policy development.**

### **Progress/Achievements**

#### **Human resources**

- There were several *vacancies and appointments* during the period, especially the new HoRD started her mission on 21 September 2004, while the TSP manager for Mozambique arrived in October. The position of regional food security officer is being advertised to specialised channels and the recruitment will be effective in early 2005. The Angola health delegate mission instructions and contract extension have been revised, while the Lesotho finance development delegate ended her mission in early December 2004. The regional health and care coordinator position needed to be re-advertised. Several other delegates' positions were extended (HoD and relief delegate in Zimbabwe, the regional finance delegate, logistics coordinator, two TSP managers, and the HIV/AIDS coordinator. Many changes also intervened among the local staff positions not being renewed in 2005. Danish Red Cross contracted the former Federation procurement delegate to follow up the ECHO 2005 food procurement next year.
- *Compensation and benefits:* PriceWaterhouseCoopers' market salary survey report for 2004/2005 was received and the Federation salaries and benefits compare favourably with those in the market, therefore there was no salary adjustment in that regard. However, the quarterly cost-of-living adjustment (COLA) was implemented during the whole year with an increase of 29% in the third quarter and a recommended 15% increase in the fourth quarter; the PriceWaterhouseCoopers' report will be analysed in line with the delegation's financial situation and final decision taken in March 2005. A comparative review of Harare and Nairobi staff benefits and other related issues has been conducted in October with the exchange visit of the regional human resources manager to Nairobi regional delegation. The main outcomes include the payment of all gratuity accrual to all staff to avoid losses due to inflation, the end of the 13<sup>th</sup> cheque, the implementation of new conditions of service in consultation with the local lawyer and Geneva technical colleagues.

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- *Restructuring and non renewal of contracts:* A comprehensive restructuring exercise has been completed in October and resulted in 11 staff and three delegates' positions being abolished and in their contracts not being renewed at the end of the contract period. All remaining staff contracts have been updated.
- *Stress management Course:* The human resources manager, the HoRD, the South Africa Federation representative and the Angola health delegate participated at a stress management course organised and funded by Danish Red Cross for one week. A stress survey with all delegates and staff will be processed to look at the stress level at the Harare regional delegation and take appropriate management measures.
- *Zambia and Zimbabwe Delegations:* In line with the regional strategy for change, the Federation country delegations will close by June 2005. The South Africa Federation representation should also phase out by that time. All delegates in Zambia and Zimbabwe whose contract will terminate in 2005 will not seek their renewal. The delegations have prepared transition strategy and exit plan to allow for a smooth hand-over and good time of discussion and preparation with the concerned national societies. In Zambia, a plan of action to support the national society has been developed and shared with all parties. It is expected that substantial organizational development support (especially in recovery plan, finance development and human resources) will be required and adequate back-stopping from the regional delegation. Similar exercise will be done in Zimbabwe and South Africa. However, it has to be noted that the regional delegation's plan is to create the regional Federation structure during the same period to take over the relations with each country and liaise appropriately to respond to national societies' needs.
- *AROnline:* Many performance evaluations are delayed due to technical adjustments to access and use properly the new system for delegates as well as for local staff.

### **Finance**

- Major analysis of needs versus capacities and funding have been undertaken, drastic cost cutting measures were taken to address the risk of CHF 350.000 deficit at the end of the year on the coordination account P63900. All other accounts in the region and in all delegations have been analyzed, deficits cleared up, dormant projects closed (from CHF 2.4 million deficit in August to less than CHF 500.000 end of December), and there were some old and very sensitive cases to address with few national societies, which necessitated dialogue and strong negotiations.
- Budget holders have been encouraged to monitor more closely their budgets, to spend all funds allocated for this year in accordance with the revised plan of actions and budget approvals nearly all completed.
- At the special request of the HoRD, some PNS are making additional pledges for this year assisting to avoid deficits and last minute crisis.
- The regional delegation has started implementing the administration Audit recommendations but it will take time since consultation with the headquarters is required for some of them.
- The best effects of the cost-cutting measures taken in September at the regional delegation were jeopardized by the continuing inflation and price increases (such as for house rent, security and commodities).

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### **Reporting**

- *Annual Appeal Planning Process:* The 2005 annual appeal process ended in September leaving behind some lessons that were shared with colleagues in Geneva and will serve to improve the process next year:
- Dissemination of guidelines is disrupted by poor communication channels between the regional delegation and the national societies. It was later established that some national societies fail to receive the guidelines even after the deadline. Regional support teams were advised to make contacts with their counterparts at national societies to guide and spearhead the appeal process.
- Appeal holder concept needs to be reinstated to facilitate smooth reporting lines. People are not taking seriously enough the process and do not feel accountable.
- There are too many steps before the appeal is finalized that distorts the originality of the appeal.
- Appeal narrative, logframes and budgets should be submitted at the same time to avoid delayed revisions of budget and/or logframe.
- Finalising annual appeal documents and budgets has been a challenge as most national societies and regional programme did not complete their plans as expected and it took time and effort to get the documents into acceptable formats and realistic activities and budgets.
- Critical review of the process needs to be discussed with the Secretariat in Geneva. Years after years, same mistakes are done and same stress felt by all, jeopardizing the real value of the exercise. People do not believe in the tool, it is no more appropriate to the field reality.
- *Programme Updates:* Guidelines for the second programme update were circulated to all appeal holders and eight out of ten national societies have submitted their updates to the regional programmes coordinator on time. The process has been a smoother compared to the first one despite few hick-ups at the end. The regional programme support team enhanced their support with improved interaction with their counterparts at the national societies.
- A lot of effort is being put to clear the Financial Monitoring Reports before the end of the year, and in conjunction with the programme coordinator, follows with regional programme managers are being done. However it has become evident that some of the pledge based reports were done and did not go through the proper channel for them to be removed from the due list.
- Other specific reports have been finalised: Swiss Red Cross human resources project in South Africa, Capacity Building Funds reports in several countries.
- The regional reporting officer supported the South African Red Cross Society through co-facilitating a project planning process (PPP) workshop for the South African Red Cross Society. The national society's programme coordinator was the other co-facilitator for participants drawn from all the provinces. Most of the participants were at senior management level such that it was very easy for them to grasp the PPP ideology.

### **Security**

- There was no major security incidents were reported over the period.
- Security company contract needed revision and renegotiation to ensure that the cost matches the risk covered and this was done in October.
- At the same time, the security system in all delegates' houses was revised and adjusted, this new measures will be monitored on a monthly basis. The security officer is a bit uneasy about the decision.
- There was an attempt of break at the house of HoRD while on mission. Security measures were checked and enhanced but definitely moving closer to the office is the longer term solution.
- A delegate in Zimbabwe was hospitalised for one week. Through the process, we realised that the agreement with the hospital was not respected; the regional delegation will confirm with all medical facilities to ensure that the agreements are enforced

### **Administration/Logistics**

- *Administration:* The delegation has started to review the inventory of all delegate's houses to value the assets and optimise the stock. Discussions with all landlords have started to monitor the increase of rents in Harare; some increases are exorbitant, using inflation as the excuse (30-50% increases every six months).

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- *Audit:* Administration department with few logistics tasks were audited to review the procedures, identify the gaps, the risks and develop corrective measures. It is obvious that the cost cutting measures will affect primarily these cost centres and include telephone, stationery, travels, social events, security, housing and equipments.
- *TSP:* A meeting with WFP was held in Johannesburg on 26 October to discuss the common exit strategy for the TSP in Lesotho, Malawi and Mozambique. The proposal from the Federation is for the WFP to complete the distribution operation by end March 2005, and then the Federation to finalize the disposal/closure process by June 2005. It was also agreed to conduct a review of the TSP in the first quarter of 2005. This meeting was followed by another on 4 November with Norwegian Red Cross and Logistics/Africa Departments in Geneva to discuss the detailed exit strategy. A discussion with the WFP regional director was conducted in Johannesburg on 8 November to agree on this process but moreover to discuss long term cooperation between the Federation and WFP in the region. The operational implementation of the new Federation/WFP worldwide agreement was considered, especially to develop cooperation on food component in all HIV/AIDS Red Cross programmes of Southern Africa. The new country transport manager for Mozambique commenced his mission mid-November.
- *Procurement:* Food items for the Zimbabwe food security programme have finally arrived at the end of the year after much administrative complications and bureaucratic delays. Donors include the Danish Red Cross (ECHO) and the Finnish Red Cross Society. Suppliers faced difficulties to obtain all import permits and the Federation has even tried to use its diplomatic status to ease the process. The risks, especially for Danish Red Cross Society's procurement, was to get the seeds too late in the raining season and to increase the operational costs when refurbishing food supplies borrowed from WFP and Federation stock.
- *Vehicles:* A new vehicles pool system was set up in November decreasing the regional delegation fleet from 20 to ten and finally to five vehicles. The little number of leased vehicles will be supplemented by external airport transfers as part of international travel arrangements, and an agreement with a local taxi company. Some bilateral officers cancelled their leased vehicles in the region (Finland and Japan).
- *Warehousing:* The cancellation of the regional delegation's warehouse contract was notified for 1 December, which effectively reduced the delegation's warehouse charges by at least 50%. Programmes have been informed to dispose their stocks up to a cost effective level.
- *Training:* A logistics training workshop was held in Masvingo (Zimbabwe) from 28 November to 5 December. The 20 participants include personnel from national societies and partner national societies in the region. Facilitators were from the logistics and resource mobilisation department in Geneva and the Danish Red Cross.

### **Impact**

The long term impact of the changes within the regional delegation structure during 2004 will be seen around mid year. It will be critical to make good recruitments for the few opened delegates and senior staff members in 2005. The transition from country delegations to regional Federation representatives will require careful preparation and full endorsement at each level. The new performance appraisal system "AROnline" is accepted but the difficulties encountered by all users jeopardised its benefits and created delays.

The close monitoring of finances during the last few months of the year has drastically improved the financial situation of the region and reduced the deficits. Coaching and clear instructions to budget holders should help to maintain the momentum and make 2005 a year of good regional management. Late fundraising efforts in November and December brought up few good results avoiding new deficits in the region.

The Annual Reports 2004 process has given few good lessons to learn and to immediately implement to improve good practices. There is need for reporting and planning capacity building for all national societies in the region.

Security measures have helped to reduce costs and to strengthen the awareness of staff and delegates. Continuous close monitoring of administration, logistics and finances departments has helped clearing up some practices, improve the human resource performance and reduce basic management costs.

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### Constraints

The delegation has implemented without restrictions the recommendations of PriceWaterhouseCoopers' market salary survey report to adjust salaries to the COLA. However the system and the COLA monitoring are highly risky for the Federation according to the global sensitive financial situation and will require very strong analysis and new systems to be put in place to met our obligations and to support our staff to cope with volatile environment. The comprehensive restructuring exercise has been completed later than expected and it will probably request few more months before acceptable solutions find to all.

The concept of budget holder is still not clear enough to see the positive results in the financial statistics every month. Leadership should become role model and few technical training should complete the plan to improve competencies. The risk with the inflation on the regional and country delegations budgets is very high and might directly affect the budgets.

Reports hardly meet the required standards and are only perfected by consistent referral and information search. There is poor understanding of the Federation reporting requirements and standard guidelines. An understanding of PPP is also vital for the national societies and programme staff; a tool assists them in their planning, setting proper reporting framework. Poor planning leads to poor reporting.

Despite efforts to upgrade the security coverage in Zimbabwe, a lot remains to be done to update all local partners; a systematic approach should be developed.

The following list offers the hyperlink to the Federation pages specific to each country.

- Angola** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=18>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA008.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA008.pdf)
- Botswana** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=34>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA009.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA009.pdf)
- Lesotho** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=102>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA010.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA010.pdf)
- Malawi** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=110>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA011.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA011.pdf)
- Mozambique** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=120>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA012.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA012.pdf)
- Namibia** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=122>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA013.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA013.pdf)
- South Africa** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=158>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA014.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA014.pdf)
- Swaziland** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=163>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA015.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA015.pdf)
- Zambia** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=12>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA016.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA016.pdf)
- Zimbabwe** - Country Page – <http://www.ifrc.org/where/country/check.asp?countryid=13>  
- 2005 Appeal – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA017.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA017.pdf)

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# Southern Africa regional programmes

ANNEX 1

APPEAL No. 01.21/2004

## PLEDGES RECEIVED

17/01/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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### CASH

REQUESTED IN APPEAL CHF ----->	5,184,993	TOTAL COVERAGE 58.6%
CASH CARRIED FORWARD	1,309,600	
AMERICAN - RC	10,650 USD	13,488 09.03.04 HIV/AIDS
AMERICAN - GOVT/PRM	120,000 USD	152,820 26.03.04 REFUGEES PROGRAM
ANDORRAN - RC	10,000 EUR	15,290 10.08.04
BRITISH - RC	25,000 GBP	55,400 19.01.04 OVC DELEGATE
BRITISH - RC	5,000 GBP	11,080 26.01.04 HIV/AIDS ASSESSMENT
BRITISH - RC	15,000 GBP	35,382 09.03.04 REGIONAL WATER SANITATION
BRITISH - RC		7,000 25.03.04 SAPRCS
BRITISH - RC	7,000 GBP	16,362 07.04.04 OVC TECHNICAL SUPPORT
BRITISH - RC	5,000 GBP	11,540 16.06.04 REG. DISASTER RESPONSE TRAINING
BRITISH - RC	35,000 GBP	80,010 17.08.04 FOOD SECURITY OFFICER
CANADIAN - RC	15,000 CAD	14,302 26.01.04 HIV/AIDS EVALUATION
CHINA - HONG KONG RC	33,885 HKD	5,371 23.03.04 FOOD SECURITY
DANISH - RC	54,722 USD	68,348 29.01.04 HBC HIV/AIDS
DANISH - RC	15,310 USD	19,359 23.06.04 REGIONAL WATSAN DELEGATE & TECHNICAL OFFICER
FINNISH - RC	30,000 EUR	46,785 17.05.04 WATSAN PROGRAMME
FINNISH - RC	15,000 EUR	23,393 17.05.04 ORGANISATIONAL DEVELOPMENT
FINNISH - RC	40,000 EUR	61,440 02.06.04 DISASTER MANAGEMENT
FINNISH - RC	15,000 EUR	23,040 02.06.04 HEALTH & CARE
GERMAN - RC	4,500 EUR	7,090 18.03.04 SAPRCS
ICELANDIC - RC		37,648 10.12.04 REGIONAL FINANCE DELEGATE IN COUNTRY'S COSTS
ICELANDIC - RC		9,006 10.12.04 VEHICLE'S COSTS
ICRC	1,942 USD	2,473 26.04.04 PARTNERSHIP MEETING
LESOTHO - RC	3,498 USD	4,431 26.02.04
MOZAMBIQUE - RC	2,155 USD	2,440 16.12.04 SAPRCS
NAMIBIAN - RC	1,978 USD	2,502 07.10.04 PARTNERSHIP MEETING
NETHERLANDS - RC	4,463 EUR	6,960 22.03.04
NORWEGIAN - RC	100,000 NOK	18,500 19.01.04 HIV/AIDS EVALUATION
NORWEGIAN - RC		7,000 09.03.04 SAPRCS
NORWEGIAN - GOVT/RC	842,500 NOK	159,233 25.04.04 ORGANISATIONAL DEVELOPMENT, HEALTH, REGIONAL COORDINATION
NORWEGIAN - RC	100,000 NOK	18,800 24.06.04 RD-RT WORKSHOP ZAMBIA
NORWEGIAN RC		46,000 13.07.04 REGIONAL FINANCE DEVELOPMENT DELEGATE
NORWEGIAN - RC		27,273 22.09.04 FINANCE DEVELOPMENT
NORWEGIAN - RC	150,000 NOK	28,125 24.11.04
PRIVATE DONORS		2,292 05.01.04
SOUTH AFRICAN - RC	3,698 USD	4,676 28.10.04 PARTNERSHIP MEETING
SWAZILAND - RC	1,844 USD	2,348 26.04.04 PARTNERSHIP MEETING
SWAZILAND - RC	1,968 USD	2,228 23.12.04 SAPRCS
SWEDISH - GOVT	1,000,000 SEK	169,000 02.06.04 DISASTER MANAGEMENT
SWEDISH - RC	500,000 SEK	84,500 02.06.04 ORGANISATIONAL DEVELOPMENT
SWEDISH - RC	1,000,000 SEK	167,500 09.07.04 REGIONAL HEALTH & CARE
SWEDISH - RC	80,013 SEK	13,402 23.08.04 RDOD
SWISS PRIVATE DONOR		130 05.01.04

# Southern Africa regional programmes

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17/01/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
ZIMBABWE - RC		1,998	USD	2,496	03.02.04	SARPCS
ZIMBABWE - RC		1,493	USD	1,887	30.07.04	SA-SA PARTNERSHIP MEETING
SUB/TOTAL RECEIVED IN CASH				2,797,950	CHF	54.0%

## KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATES			73,200		
DENMARK	DELEGATES			29,400		
ICELAND	DELEGATES			86,200		
NETHERLANDS	DELEGATES			23,800		
NORWAY	DELEGATES			27,600		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				240,200	CHF	4.6%

## ADDITIONAL TO APPEAL BUDGET

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