

# Appeal 2005



International Federation  
of Red Cross and Red Crescent Societies

## SOUTHERN AFRICA REGIONAL PROGRAMMES

### Appeal no. 05AA018

*The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.*

*This document reflects a range of programmes, objectives, and related activities to be implemented in 2005, and the corresponding funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text, or can be requested through the respective regional department.*

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*Click on the title below to go to the relevant text; click on the figure to go to the programme budget*

Programme title	2005 in CHF
<b>Strengthening the National Society</b>	
Health and care	1,949,215
Disaster management	434,591
Organizational development	477,215
<b>Coordination and implementation</b>	692,920
<b>Total</b>	<b>3,553,941<sup>1</sup></b>

*The following programme is included in this Appeal narrative; however, its associated budget is integrated within other programme budgets. Click the title to go to the text: [Humanitarian Values](#)*

<sup>1</sup> USD 2,822,800 or EUR 2,289,200.

## **Regional Context**

The Southern Africa region has an estimated population of 119 million people, nearly 80% of who are living below the poverty datum line. The region has experienced severe natural disasters since the year 2000. The cyclone Eline flood in 2000 caused massive destruction and was followed by the worst drought to hit the region in ten years in 2002-2003. Intervention programmes were implemented to avoid a humanitarian catastrophe from developing. The residual effects the food crisis coupled with HIV/AIDS worsened the situation especially for PLWHA.

### **Food security situation in Southern Africa**

After the drought in the last two years which left nearly half the population qualifying for food assistance, the region still grapples with its effects. Many families remain vulnerable to food insecurity owing to both drought and HIV/AIDS. In response to this, the Red Cross has begun to implement livelihood-support initiatives to enable the households to regain their capacities to produce their own food. In some countries, the Federation has supported these initiatives with its HIV/AIDS programme through the provision of seeds and agricultural support packages. Although the programme is still small scale, it has proved to be viable as many households made more of these inputs than expected. The results on ground have indicated that with more support, the communities have demonstrated their willingness to deal with the food security issues.

### **HIV/AIDS situation in Southern Africa**

The prime long-term challenge in the region remains the scaling-up of HIV/AIDS, nutrition and food security activities. The Southern Africa region is disproportionately affected by HIV/AIDS: more than 25% of the adult population in the region is HIV-positive<sup>2</sup> which principally include the most productive group. Life expectancy has significantly dropped to alarmingly low levels; the number of OVC and dependents continues to rise as the disease takes its toll on the productive age group. 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 also nutritious diet for their survival as lack of food weakens their immune system.

### **Human Development Indicators at a Glance**

<b>Country</b>	<b>Population (millions)</b>	<b>GDP In USD</b>	<b>HIV/AIDS Prevalence (% , ages 15-49) 2003</b>	<b>Life expectancy at birth (years) Female – Male</b>	<b>Access (%) to sustainable water sources</b>	<b>Adult literacy rate % Female - Male</b>
Angola	13.2	857	3.9	41.5 – 38.8	38	n.a
Botswana	1.8	3,080	37.3	42.3 – 40.4	95	81.5 – 76.1
Lesotho	1.8	402	28.9	39.0 – 33.3	78	90.3 – 73.7
Malawi	11.9	177	14.2	38.2 – 37.5	57	48.7 – 75.5
Mozambique	18.5	195	12.2	40.0 – 36.9	57	31.4 – 62.3
Namibia	2.0	1,463	21.3	46.8 – 43.8	77	82.8 – 83.8
South Africa	44.8	2,299	24.3	51.9 – 46.0	86	85.3 – 86.7
Swaziland	1.1	1,091	38.8	36.9 – 34.4	38.8	80.0 – 82.0
Zambia	10.7	361	16.5	32.5 – 32.9	64	73.8 – 86.3
Zimbabwe	12.8	639	24.6	33.5 – 34.3	83	86.3 – 93.8

Source: UNDP Human Development Report, July 2004: Human Development Index (pages 139-250). Refer to [http://hdr.undp.org/reports/global/2004/pdf/hdr04\\_HDI.pdf](http://hdr.undp.org/reports/global/2004/pdf/hdr04_HDI.pdf) Note: Data is 2002 unless noted above.

<sup>2</sup> UNAIDS Regional Situation Report No. 6 issued to SADC countries in April 2003, Gabarone, Botswana.

## Southern Africa regional programmes; Annual Appeal no. 05AA018

### General linkages between HIV/AIDS and food security

It is now widely accepted that household food insecurity in rural and urban Southern Africa cannot be properly understood unless HIV/AIDS is factored into the equation. Livelihood-based analysis of linkages between food security and HIV/AIDS show that the impact is symbiotic; it is affecting all aspects of rural livelihoods, and thus effective analysis of causes and outcomes of HIV/AIDS requires a contextual understanding of livelihoods unique to a given area and social groups.

It is against this background that the Federation has identified and developed new approaches that will address the issue of integration with HIV/AIDS at a programmatic level during implementation of food security activities. Pilot projects have already started in some countries, hoping that if they succeed, the models will be documented and replicated in other countries to improve sustainability of food production to vulnerable communities in the region.

*<Refer to the document “Southern Africa: Not Business as Usual”>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA018SA.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA018SA.pdf)

### Socio-economic overview for Southern Africa countries, 2003-2004 indicators

	HDI rank	Population(%) below 1 USD/day	Share of consumption	
			Poorest 10%	Richest 10%
<b>Angola</b>	166	n.a	n.a	n.a
<b>Botswana</b>	128	23.5	0.7	56.6
<b>Lesotho</b>	145	36.4	0.5	48.3
<b>Namibia</b>	126	34.9	0.5	64.5
<b>Malawi</b>	165	41.7	1.9	42.2
<b>Mozambique</b>	171	37.9	2.5	31.7
<b>South Africa</b>	119	7.1	0.7	46.9
<b>Swaziland</b>	137	n.a	1.0	50.2
<b>Zambia</b>	164	63.7	1.1	41.0
<b>Zimbabwe</b>	147	36.0	1.8	40.3

For ease of reference, the table below lists the standard abbreviations and references used in this Appeal.

AGM – Annual General Meeting	PLWHA - Persons living with HIV/AIDS
ART – Anti-retroviral treatment	PNS - Partner National Society(ies)
CAS – Cooperation Agreement Strategies	RDRT – Regional Disaster Response Team(s)
DREF – Disaster Relief Emergency Fund	SAMT – Southern Africa Management Team
DMIS – Disaster Management Information System	SAPRCS – Southern African Partnership of Red Cross Societies
IDP – Internally-displaced person(s)	STI / STD - Sexually-transmitted infections / diseases
Movement - International Red Cross and Red Crescent Movement.	TB – Tuberculosis
NDRT – National Disaster Response Team(s)	VCA - Vulnerability and capacity assessment
OVC – Orphans and other vulnerable children	VCT – Voluntary counselling and testing
ARCHI 2010 – refer to <a href="http://www.ifrc.org/what/health/archi/">http://www.ifrc.org/what/health/archi/</a>	
ERU – Emergency Response Unit(s) Refer to <a href="http://www.ifrc.org/what/disasters/eru/">http://www.ifrc.org/what/disasters/eru/</a>	
FACT – Field Assessment and Coordination Team(s). Refer to <a href="http://www.ifrc.org/what/disasters/fact/">http://www.ifrc.org/what/disasters/fact/</a>	
Strategy 2010 – refer to <a href="http://www.ifrc.org/who/strategy.asp">http://www.ifrc.org/who/strategy.asp</a>	
Ouagadougou Declaration – refer to <a href="http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp">http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp</a>	
Seville Agreement – refer to <a href="http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp">http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp</a>	

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

### **Red Cross and Red Crescent Priorities**

#### **National Society Strategy/Programme Priorities**

The task of the Movement in assisting the vulnerable populations is addressed by the national societies in different ways with the support of the regional delegation located in Harare. The main goal of the Secretariat is to act as a coordinating and facilitating body. The Federation has worked in the region for over 20 years and with different levels of representation, depending on national societies' needs and capacities.

The priorities of national societies are derived from their own strategic plans and reflected in CAS documents negotiated and developed in collaboration with the Federation country and regional delegation, ICRC, participating national societies and other partners. The various national societies' development plans and other related national societies' institutional documents are discussed at the SAMT and SAPRCS meetings with partners.

#### **Movement Context**

The regional delegation of Southern Africa aims to work as a coordinated Federation team with all members of the International Red Cross and Red Crescent Movement and external stakeholders to facilitate better use of regional resources, mutual learning and support between national societies and other partners in delivering relevant programmes in disaster preparedness and response, health and care in the community, and the promotion of humanitarian values.

Together with strengthening the capacity of the national societies in order to empower them to reach more vulnerable people, the regional delegation works according to the expressed and identified needs of the national societies in the region. The SAPRCS brings the ten national societies together with the Federation and ICRC every six months. This forum is an effective mechanism to guarantee that the Federation remains responsive to the national society membership of the region. The regional delegation enables and facilitates knowledge sharing and lessons learned between the national societies and seek to replicate successful initiatives and programmes.

Also of high priority is the Federation's role as coordinator of the CAS process, which facilitates the harmonization of internal and external Movement partnerships in support of national societies' priority areas as described in their strategic plans.

The regional delegation coordinates its activities closely with the ICRC regional delegations in Harare and Pretoria in order to harmonize support to national societies. The Movement has identified Southern Africa for the implementation of its strategy in accordance with Council of Delegates resolution adopted in November 2002.

For the Federation, there are still many challenges in helping to strengthen the national societies' capacities and supporting the scaling up of activities to alleviate the suffering of the most vulnerable. In response to the challenge, the regional delegation will support the Southern Africa national societies in:

- Scaling up integrated programming through stronger volunteer management;
- Supporting national societies in the fight against stigma and discrimination of PLWHA among vulnerable communities.
- Building and strengthening capacity and promoting accountability in programme management and implementation in national societies;
- Strengthening the national societies capacity to respond to rapid and slow onset disasters and building effective link with international disaster response;
- Regional cooperation, strategic partnerships and knowledge-sharing.

## **Strengthening the National Society**

### **Health and Care**

#### **Background and Achievements**

The health and socio-economic emergency in the region is HIV and AIDS. Prevalence rates in the region are far much higher than in any other region in the world with the region having over 25% of the global total of infected individuals. In addition to having a devastating affect on individuals and families it is having a significant negative impact on development, for example by reducing life expectancy from an average of 65 years in 1996 to 45 years in 2004.

All the other major causes of death and disease in the region – malaria, TB, vaccine preventable diseases (diphtheria, measles and polio) and water and sanitation related diseases have a greater impact on people and communities affected by HIV/AIDS than in other populations.

The target group of the Federation globally are the most vulnerable. In this region the most vulnerable are poor people affected by HIV/AIDS. HIV and AIDS programming will remain the platform upon which other national society health and care interventions build. Building on existing interventions has the additional advantage of effective end efficient use of resources. The Federation supports national society programming to promote health and enable volunteers to provide care to people affected by HIV and AIDS and the communities where they live, in addition to its role coordinating national societies response to disasters and epidemics.

During the past two years, the Federation endeavoured to support national societies in a holistic health and care programme that comprises HIV and AIDS activities including improvement of nutrition status, water supply and health promotion. To make a significant impact on health and well being, interventions need to target all the major causes of poor health. National societies in the region aim to be part of a programme that addresses all the major health problems in the community. The national societies collaborated with their governments and other partners in order to achieve this goal.

In 2005, the Federation will support national societies to continue and expand present essential activities and to scale up their health and care interventions in areas not adequately covered in previous years. These include; support for OVC, access to ART, STI, HIV and AIDS prevention, TB prevention and control, malaria prevention and control, improvement of nutritional status and immunisation promotion. Though their work the national societies are making an important contribution to the achievement of the Millennium development goals.

The regional health and care support team builds capacity by providing support and training throughout the project management cycle for national societies' health and care projects in the region. This support is provided at a distance from the regional delegation, through workshops, training and monitoring missions to projects. The team resources and administrates funding and enables national societies to ensure that expenditure is made efficiently and effectively. Additionally the team coordinates support from other agencies to the national societies.

The national societies of Malawi, Mozambique, Zambia and Zimbabwe have established water supply, sanitation and hygiene promotion project implementation strategy and capacity over the past two years. In 2004, the health and care team will strive to improve the national societies resource mobilization "software" and monitoring and evaluation competencies. The "software" aspects include the training of the benefiting communities in the management of their improved services and hygiene/sanitation promotion. A major project with one national society under the Federation Global Water and Sanitation Initiative will be started in 2005 and standard project management tools and guidelines developed to allow for more effective and efficient project implementation. The health and care team will be restructured in terms of human resources to better provide these support requirements.

With the support of the Federation Africa malaria advisor in the Southern Africa delegation, the team will facilitate national societies scale up of malaria prevention and control to include all the beneficiaries of the national societies' home based care and OVC activities. Planned activities include the distribution of impregnated bed nets and dissemination of malaria prevention and control messages to HBC clients, OVC and their communities.

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

In addition to supporting national societies to make a valuable contribution to national immunization campaigns using their network of volunteers to mobilize communities, support will be provided to promote routine immunization programmes in the communities in which they work.

The team will provide technical support for national societies to achieve their objectives in the various HIV and AIDS programme areas:

**Home based care:** the emphasis will be on consolidation of the existing HBC programmes to ensure that national societies provide a quality service to PLWHA and OVC.

**Prevention:** the team will facilitate the formation of a prevention task force that will be responsible for guiding the prevention work in the region. The focus will be on an integrated prevention programme that includes not only HIV and AIDS but also other important health issues including TB, malaria and hygiene.

**OVC:** support will enable national societies to collaborate with government and other agencies in order to provide quality support to meet the children's needs – material, education, social and psychological. OVC support will be a priority in 2005 and national societies will be encouraged to scale up their work with the children including work on promotion of protection and child rights

**Food and nutrition:** the team, in collaboration with WFP, will ensure that a regional food strategy is developed and will support national societies to strengthen their capacity to provide food for PLWHA and OVC through the establishment of nutrition gardens.

Fighting stigma and discrimination: the development of a regional anti-stigma strategy will be facilitated

The Federation has regionally mobilized long term support from a consortium of donors (Swedish, Dutch and Irish governments) for some aspects of the health and care programme – HBC, OVC and Prevention (CHF 540,000 for regional support and CHF 3,000,000 for all the 10 country HIV/AIDS project). However, the national societies have been scaling up at a very fast pace and additional resources are required to support the expansion in the projects. Additionally, resources are required to strengthen health prevention, community mobilization for immunization, malaria prevention and control, nutritional support to HBC clients and OVC, and to support water supply, sanitation and hygiene promotion.

**Goal: Sustainable improvement in health and well being for poor people affected by HIV and AIDS**

**Objective: Capacity of national societies to resource and deliver quality health and care programmes to poor people affected by HIV and AIDS is increased.**

### **Expected Results:**

- Capacity of national societies to improve the quality of life for PLWHA and OVC through HBC and psychological and material support.
- Capacity of national societies to address stigma and discrimination is strengthened
- Capacity of national societies to improve knowledge, attitudes and practices regarding HIV and AIDS prevention is strengthened.
- Capacity of national societies to provide care and support for OVC is improved
- Capacity of national societies to enable PLWHA and OVC to access improved nutrition
- Capacity of national societies in programme management including volunteer management and financial management is increased
- Capacity of five national societies to resource and deliver quality water supply, sanitation and hygiene promotion projects to the vulnerable in coordinated health and care programmes is increased.
- Capacity of national societies to implement malaria prevention and control projects increased
- Capacity of national societies to implement immunization promotion activities increased

*<Refer to the Logical Framework Planning Matrix: Southern Africa region-Health and Care>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA018HC.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA018HC.pdf)

## **Disaster Management**

### **Background and Achievements**

The regional disaster management support team continues to make progress in the way it provide support to national societies in the region. While building on lessons learnt and adopting new approaches, the regional delegation provided practical leadership, international representation and coordination of operational assistance in order to ensure coherence within the Movement. The regional team will continue to focus on building capacity to ensure that the national societies in the region become well prepared and able to respond to disasters effectively with the participation of empowered communities.

In strengthening capacities in disaster management, capacity building has included training of national society staff and volunteers in customized disaster management modules and RDRT. National societies have been supported in conducting VCA, disaster awareness workshops and hazard and risk analysis, empowering communities to mitigate disasters. In certain disaster prone areas, communities have identified their priorities and set up community-based disaster preparedness initiatives.

In terms of disaster response, the region has developed a competent RDRT that has contributed to coherent effective disaster responses in the region. The regional disaster management team manages and coordinates RDRT deployments within the region, ensuring adherence to the standard operating procedures and principles of the Movement. This includes coordinating a Federation response at a regional level to local disasters where national societies' capacities are overwhelmed.

In April 2004, a RDRT was deployed to assist in the Namibia Caprivi region floods relief operation where at least 20,000 people were affected. The RDRT assisted the Namibia Red Cross to manage the relief operation in the distribution of non-food items and provision of clean water and sanitation for one month as well as in the evacuation of 6,000 people to safe areas. The team deployed handed over the operation to the Namibia Red Cross team on 30 April 2004 who continued the relief operation until end of July 2004.

In-country deployments of RDRT members took place in Swaziland to lead the cholera intervention in January, and in Zambia and Zimbabwe in February and March to assess the flood situation. The use of RDRT members in national societies has improved disaster response in terms of quality credible needs assessment and appropriate interventions.

In line with the Federation thinking the regional disaster management emphasis is shifting from disaster response to a more pro-active disaster preparedness and mitigation approach. It focuses on disaster reduction initiatives, which improve community awareness in disaster risk reduction management, thereby saving lives and protecting livelihoods.

The RDRT is supporting ongoing food security project linked with HBC projects. The regional disaster management support team, in cooperation with the organizational development and health and care regional teams will support national societies to address causes of vulnerability. This is aimed at building resilient communities that have capacities to cope with disasters in light of all the economic, social, political and environmental issues that confront them on a daily basis.

The regional disaster management support team also acts as a communication link between the Federation, national societies, PNS and key regional stakeholders in the area of food security monitoring, through early warning mechanisms, DMIS and in ensuring the promotion and application of Code of Conduct and SPHERE minimum standards. It also plays an important role in mobilizing and coordinating responses and the provision of resources from external sources. Considerations of Better Programming Initiative (BPI) and gender diversity are integrated into all training and programme activities.

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

**Objective: The national societies' capacity in disaster management is strengthened through development of human resource to design and implement disaster risk reduction programmes.**

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

### **Expected Results: Disaster Preparedness**

- National societies supported to become well prepared societies through regular use of “well prepared national society” checklist.
- Strengthen capacity of three national societies’ in disaster management through basic training and establishment of NDRT.
- Three national societies supported in conducting VCA.
- National societies supported in developing comprehensive contingency plans for likely emergencies in key sites.
- Community-based disaster management programmes that develop more resilient communities are promoted within the national societies.
- National societies working in partnerships with other stakeholders within local communities through integrated, multi-sectoral/ multi-disciplinary team approaches adopted.

### **Expected Results: Disaster Response**

- Disaster response capacity for the region is improved.
- Ensure national societies are knowledgeable about international disaster response tools and procedures – ERU, FACT, RDRT, DMIS, FedNet - and how to access them.
- RDRT personnel roster is regularly updated and can respond effectively when needed.
- Disaster management agreements exist with national societies, government and partners and there are smooth handovers, both in planning and at the end of emergency response.
- Refugees, IDP and returnees within the region receive quality service.

*<Refer to the Logical Framework Planning Matrix: Southern Africa region-Disaster Management>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA018DM.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA018DM.pdf)

## **Humanitarian values**

### **Background and Achievements**

The Federation has actively been building and strengthening the information capacity in the southern Africa region for the past three years. Its approach in communications has centred on:

- promoting the role, principles and activities of the southern Africa national societies, and the Federation and,
- providing technical support, advice and training to develop the communications capacity of individual national societies in line with the direction set by Strategy 2010.

Together with strengthening information capacity of national societies, the information department of the regional delegation advocate on behalf of the vulnerable people in the region facing disasters such as HIV/AIDS, food insecurity etc, and at the same time promote the programmes of southern Africa national societies aiming to alleviate the sufferings of the marginal groups.

After experiencing the worst drought in ten years affecting 14 million people in the southern Africa region, the humanitarian values work largely focussed on food security and community care – considering the serious impact of HIV/AIDS on the lives of the people in the region. The information department of the regional delegation was involved from the very beginning in promoting the Red Cross intervention across the region. In the communication strategy laid out by the regional delegation, the Federation stressed the underlying factors of the food crisis from the very beginning of the operation, drought and the prevalence of HIV/AIDS in the region being the main contributors to the disaster.

The Red Cross adopted an approach where all programmes in the region are coordinated to provide a more holistic way of addressing livelihood issues. The Federation and the southern Africa national societies have in the past year achieved global recognition for their approach in addressing some of the causes of problems affecting people at the same time as alleviating the immediate results with general and targeted food distribution.

Although a marked progress has been made in raising the profile of the Movement in the region, the communication capacity of the national societies needs to be strengthened further. Most of the national societies

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

maintain only one information officer at national headquarters, whose role is to serve all communication needs at a national level. There is a need to capacitate some of the volunteers at grassroots level in information dissemination to complement the efforts of the information officers. Some national societies have improved their visibility, by creating good relations with their local media. This has enabled them to highlight problems faced by vulnerable communities Red Cross activities.

The regional website which used to be a good platform for information dissemination in the region remains underutilised. This is largely attributed to poor funding for the promotion of humanitarian values at both regional and national society level. Information/communication are essential Red Cross activities as it improves visibility, accountability, awareness raising in case of disasters in a region that has experienced several emergencies since the beginning of the new millennium, hence the need to have more funds for these activities.

In the year 2005, together with continuous high media visibility of the Red Cross, the primary focus for the humanitarian values work in the Southern Africa region will be to improve the technical skills of national society information officers through training and planning. This will be done in close cooperation with the ICRC.

More emphasis will also be put on producing print and video material from the region for advocacy and promotional purposes highlighting the problems faced by vulnerable communities and the work of the Red Cross in the region. The regional programmes have received high profiling in international media through the launching of series of video news releases and that method will be continued in order to ensure visibility and also highlight the magnitude of the humanitarian situation in the region. This method has proven to be the most effective means of raising awareness on the humanitarian situation in the region.

**Goal: The Movement Fundamental Principles and humanitarian values are known and respected across the region.**

**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.**

### **Expected Results:**

- The national societies have a strong and well developed communication capacity.
- Strengthen links with the local and international media to ensure high profile of the Red Cross.
- Increased awareness of Movement Principles and humanitarian values amongst key external stakeholders and ensure high media coverage at times of disasters or major events
- Highlight the plight of vulnerable people (i.e. PLWHA) and reduce stigma and discrimination among affected communities
- Coordination of information activities with all programmes to promote humanitarian values and respect for humanity

*<Refer to the Logical Framework Planning Matrix: Southern Africa region-Humanitarian Values>*

*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA018HV.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA018HV.pdf)>*

## **Organizational Development**

### **Background and Achievements**

The global organizational development and capacity building framework programme seeks to contribute towards the achievement of the Federation Strategy 2010 through the three strategic directions. Within the ongoing work of supporting national societies to realize measurable progress towards the characteristic of a ‘well functioning national societies’ as well as on the basis of the report ‘learning from the 90s’, the regional organizational development support team has identified the following organizational development and capacity building related areas for strengthening national societies during 2005.

- Establishing new ways of protecting national society integrity and strengthening leadership,
- Strengthening national societies’ legal base and foundation to guarantee the functioning in the changing environments.
- Strengthening national society capacity building approaches in developing responsive and focused programmes that meets the needs of the most vulnerable at local branch levels.

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

- Strengthening national societies' capacity building approaches in diversifying and sustaining their financial resource base through finance development.
- Strengthening national societies finance management capacities.
- Supporting national societies in adjusting to new forms of volunteering and youth work.

In the past, the regional organizational development support team focused on programme management, namely planning, finance and reporting areas of support identified by national societies and following the recommendations of past evaluations of 1998 and consultancies.

In Angola, an assessment of the national society progress and a review of the Federation support were carried out in May 2004. The review team highlighted the need to intensify organizational development and finance management. The national society plans to carry out all the provincial assemblies during the last quarter of 2004 and will hold a general assembly in March 2005.

The Botswana Red Cross took a proactive approach for the revival of its district branches. The constitution was revised and adopted at the AGM in August. Donor support has been difficult to identify for Botswana Red Cross to carry out its mandate with full impact.

Other national societies; Baphalali Swaziland Red Cross, Lesotho Red Cross and Zambia Red Cross experienced change of leadership at the Secretaries' General level. The need for supporting leadership guidance from the regional organizational development support team will be one of the main focuses in 2005.

The Malawi Red Cross with financial support from the Danish Red Cross and technical support from the Federation carried out a complete management review. The review will facilitate a workshop for the national society to identify priority areas for their change process. The Federation is committed to support the society in the change implementation.

A proposal for rolling out the pilot finance development achievements in Mozambique within selected national societies in the region has been developed to enhance finance development in the region. In the current context of increasing competition between humanitarian organizations to access funding, the national societies have identified the need for a sound financial management system, strategic financial planning, good budgeting system and an effective resource mobilization as their strategy. The implementation of good finance management practice will help build the image of the national society within its own country as well as promote donor or partner confidence. A regional finance development delegate will support national societies in the region to strengthen their financial management capabilities.

Organizational development support and capacity building activities will be integrated with all programmes during 2005 to ensure that implementation of national societies activities contribute to the growth and development of branches. National societies in the region are now utilizing the branch development manual to assist them in defining the role of branches, in supporting and implementing programmes, better. There is a plan to revise the manual to include the lessons learnt in the past three years. Six national societies have developed their volunteer policies and are working on implementation modalities. Therefore, there is need to support national societies in adjusting to new forms of volunteering and youth work given the challenges in volunteering decline in most national societies. A priority focus on the youth development programme will be given a priority as well.

All ten national societies in the region now have their own strategic plans either in draft or completed form. Six national societies have completed their second-generation CAS: Malawi Red Cross, Mozambique Red Cross, Namibia Red Cross, Baphalali Swaziland Red Cross, South African Red Cross and Zimbabwe Red Cross. The regional delegation will take the lead in ensuring that the remaining CAS are facilitated and that compliance by all stakeholders to the process is monitored and documented.

Support to national societies will be provided with a capacity-building mindset. It is imperative that all programmes have integrated capacity-building elements and contribute to the strengthening of systems and structures.

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

**Goal: National societies in Southern Africa region have improved their performance and impact on the lives of the vulnerable by operating according to the characteristics of a well functioning national society.**

**Objective: The capacity of national societies in the region to apply the characteristics of a well functioning society to the implementation of all programmes and internal process has increased.**

### **Expected Results:**

- National societies have increased and strengthened their governance and management according to the tenets of characteristics of a well-functioning national society. (Targets: Angola Red Cross, Botswana Red Cross, Namibia Red Cross, Lesotho Red Cross, Baphalali Swaziland Red Cross and Malawi Red Cross)
- National societies have improved the planning , implementation, follow up on projects and reporting through the use of the project planning process (PPP) approach
- National societies have updated their statutes and have in place well defined policies and guidelines.
- National societies have achieved sufficient capabilities in finance management development and resource mobilisation
- National societies programme design and implementation originates from the branches.
- National societies recruit and retain, train and motivate, support, reward and manage volunteers who are actively participating in the development of the national societies' programmes at local, regional and national levels

*<Refer to the Logical Framework Planning Matrix: Southern Africa region-Organizational Development>*  
*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA018OD.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA018OD.pdf)>*

## **Coordination, Cooperation, and Strategic Partnerships**

### **Representation, Implementation and Management**

The Cooperation Agreement Strategy (CAS) has been and will continue to be the key tool in the efforts to coordinate support to national society activities, programmes and strategies. Emphasis will be put on building capacity of national society to lead a CAS process. Support will be provided to national societies on how to initiate a CAS process which ultimately leads to efficient coordination reflected by how the various partners are working toward the achievement of national societies strategic plans.

The southern Africa regional delegation will also promote the overall coordination of bilateral cooperation (programmes outside the Federation appeal planned by the national societies and supported by partner national societies). The regional delegation will document partners' support and participation in the region. Additionally, the regional delegation will aim to act as a knowledge bank for all partners working in the region. Bilateral partners also using a regional delegation or representation model are encouraged to share office space and facilities and work in close cooperation. The regional delegation is also planning to complete a mapping exercise which will contribute to information and knowledge sharing as well as creating the possibility of shared planning, implementing, evaluating and monitoring.

The regional delegation also facilitates and coordinates partnership meetings for the national societies of the region, allowing them to showcase their programmes, invite support to new initiatives and involve partner national societies in discussions around key developments. These meetings are usually timed to coincide with the SAPRCS meetings and allow more detailed discussions at country level.

### **Effective Representation and Advocacy**

The Federation continues to represent, promote and give visibility to the work of national societies in service delivery and advocacy in favour of the most vulnerable. It attempts to influence the humanitarian agenda by identifying critical issues such as stigma and discrimination and developing and advocating ideas and solutions. Advocacy issues on HIV/AIDS treatment and stigma and discrimination need to be further promoted, building on the Federation's global launch of the anti-stigma campaign. In 2005, greater emphasis will be placed on developing strategic links with partner organizations, particularly in the field of HIV/AIDS stigmatization and discrimination in order to support the aims of the global campaign to fight HIV/AIDS.

The regional delegation website was established to promote national society activities in the region and to serve as an information resource base, but due to lack of funds, the website has not been used to its full potential recently.

## **Southern Africa regional programmes; Annual Appeal no. 05AA018**

The region now relies on the Geneva website for posting stories. There is great need to resuscitate the website to profile the activities of the Red Cross and Red Crescent and raise awareness on the plight of the most vulnerable communities.

### **International disaster response**

The regional delegation supports the Federation's mandate to provide international disaster response to national societies in several ways. The delegation supports disaster response operations managed by national societies and ensures that all disasters are responded to effectively. The regional delegation has a RDRT capable of being deployed to assist in international disaster efforts. Six of them are FACT and ERU trained. The regional disaster management support unit coordinates RDRT deployments including requesting for FACT and ERU in larger disasters. It also supports national societies in the region by appealing for international assistance and mobilizing resources.

The regional delegation ensures that national societies have knowledge about international disaster response tools and procedures such as FACT, ERU, DREF and how to access them as well as work with them to ensure coordinated response.

The regional delegation documents lessons learned in the region and contribute to sharing of information via DMIS to keep the Movement informed of on going operations. The regional delegation officers also participate in international disaster management fora enabling sharing of information and best practices.

### **Governance Support**

The regional delegation supports the national society leadership through a focus on self assessment of governance and management operation and function. A lot of attention has been put on supporting governing board meetings of national societies so as to ensure that a constructive dialogue takes place and that national societies' strategies originate from the leadership.

Training and provision of workshops and working sessions will continue to be carried out on specific topics such as roles and responsibilities of the governance and management, Federation strategies, policies, mandate and mission to ensure that the national societies' leadership are equipped to lead and guide their national society to better serve the vulnerable.

### **Delegation Management**

The regional delegation supports programming and resources in ten national societies in Southern Africa. The Federation also has country presence in Angola, Lesotho, South Africa, Zambia and Zimbabwe. The regional delegation has programme technical teams in health and care, organizational development and disaster management. Additionally, the regional delegation has information, planning, reporting, finance, administration and logistics functions.

Planning, monitoring and accountability for all programmes in the region are an essential management function. Donor identification with individual projects grows and donor reporting is becoming increasingly demanding. In response to this the regional delegation works with programme staff in national societies to move reporting away from activities and towards measuring impact upon beneficiaries. The need for skills and capacity to cover these needs is an essential management function and the demand is now very high in the region.

### ***For further information please contact:***

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[<Appeal budget below - Click here to return to title page>](#)

# BUDGET 2005

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA018

Name: SOUTHERN AFRICA REGIONAL PROGRAMMES

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	576,000	0	0	0	0	0	576,000
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	2,500	0	0	0	0	0	2,500
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	2,000	0	0	0	0	0	2,000
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>580,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>580,500</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	15,000	0	0	15,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
Warehouse & Distribution	3,600	8,000	0	0	0	0	11,600
Transport & Vehicules	87,370	22,580	0	20,480	62,700	0	193,130
<b>TRANSPORT &amp; STORAGE</b>	<b>90,970</b>	<b>30,580</b>	<b>0</b>	<b>20,480</b>	<b>62,700</b>	<b>0</b>	<b>204,730</b>
Programme Support	126,699	28,248	0	31,019	45,040	0	231,006
<b>PROGRAMME SUPPORT</b>	<b>126,699</b>	<b>28,248</b>	<b>0</b>	<b>31,019</b>	<b>45,040</b>	<b>0</b>	<b>231,006</b>
Personnel-delegates	213,890	140,400	0	127,200	461,800	0	943,289
Personnel-national staff	401,395	265,980	0	42,900	408,590	0	1,118,865
Consultants	55,503	0	0	16,750	0	0	72,253
<b>PERSONNEL</b>	<b>670,788</b>	<b>406,380</b>	<b>0</b>	<b>186,850</b>	<b>870,390</b>	<b>0</b>	<b>2,134,407</b>
W/shops & Training	66,560	43,000	0	101,100	35,600	0	246,260
<b>WORKSHOPS &amp; TRAINING</b>	<b>66,560</b>	<b>43,000</b>	<b>0</b>	<b>101,100</b>	<b>35,600</b>	<b>0</b>	<b>246,260</b>
Travel & related expenses	101,356	28,850	0	54,550	37,770	0	222,525
Information	77,400	1,500	0	5,200	8,120	0	92,220
Other General costs	234,943	-103,967	0	63,016	-366,700	0	-172,708
<b>GENERAL EXPENSES</b>	<b>413,699</b>	<b>-73,617</b>	<b>0</b>	<b>122,766</b>	<b>-320,810</b>	<b>0</b>	<b>142,037</b>
<b>TOTAL BUDGET:</b>	<b>1,949,216</b>	<b>434,591</b>	<b>0</b>	<b>477,215</b>	<b>692,920</b>	<b>0</b>	<b>3,553,941</b>