

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Botswana

Appeal No. MAABW002

31 August 2009

This report covers the period  
01/01/09 to 30/06/09



Botswana Red Cross volunteers post ToT tool kit test training at Mogoditshane, Gaborone

## In brief

**Programme purpose:** Botswana Red Cross Society's (BRCS) programmes are responsive to the humanitarian challenges in the country, thus seek to alleviate the suffering of the most vulnerable people through contributing to the decline in deaths, injuries and impact from disasters, diseases and public health emergencies. At institutional level, the aim is to enable effectiveness and efficiency in programme implementation in order to meet the planned goals in humanitarian action.

**Programme(s) summary:** Due to the lack of funding response to the BRCS plan for 2009, the National Society concentrated its efforts on the integrated HIV and AIDS programme, which is funded through another appeal ([MAA63003](#)). Regardless of the low funding, the country was not spared from the flooding disasters that occurred in March and June 2009. BRCS responded to the needs of shelter through funding support from the International Federation of Red Cross and Red Crescent (IFRC)'s Disaster Relief Emergency Fund, and technical support of the disaster management unit.

BRCS continued to work with vulnerable communities on various developmental and relief activities. Generally, achievements were made, however with some challenges especially at the branch level, an area which the National Society will direct its capacity building drive. The results from an organisational development baseline study conducted in January informed the National Society on how best to revive its branches and develop capacity in programme implementation, performance tracking and measurement. Twelve branches were revived and supported in recruitment of diverse membership. This entailed office campaigns, schools visits and addressing the traditional gatherings organized by chiefs to inform communities about the Red Cross.

**Financial situation:** The budget for 2009 is CHF 500,645, which has not yet received any funding support, despite the increasing humanitarian needs in the country. However, some of the BRCS programmes are being supported through bilateral arrangements, whilst the emergency operation received funding and technical support from the IFRC.

[Click here to go directly to the attached financial report.](#)

**No. of people we help:** BRCS is targeting 1,000 people in disaster preparedness and 2,800 refugees in Dukwi Camp. In capacity development, 4,000 volunteers will be trained, over 8,000 members, 13 governing board members and 64 staff will receive induction on the Fundamental Principles and Humanitarian Values, roles and responsibilities. Through its health and care programme, BRCS targets 6,000 people to train in community-based First Aid, 10,000 people to be provided with mosquito nets, rehabilitation of 240 youth with disabilities and reaching 500 youth with life skills development projects.

**Our partners:**

Red Cross Red Crescent Movement partners include the IFRC, ICRC, Belgian, Danish, Norwegian and Swedish Red Cross Societies. Movement partners support BRCS as follows: Belgian Red Cross in health and care, Danish, Norwegian and Swedish Red Cross in capacity development and ICRC in promotion of Fundamental Principles and Humanitarian Values. The IFRC technically supports in governance and management development, institutional development and programme management. While the partnership agreements are due to end by 2010, it is envisaged that the exit strategies will take into cognisance the continued programmes of the National Society particularly putting in place sustainability measures.

## Context

Botswana is one of the countries in southern Africa prone to flooding and droughts. Flash floods experienced in the north-west provinces in March 2009 affected approximately 3,800 people in the flood-ravaged Ngamiland district. In June, localised flooding due to heavy rains in the central provinces' affected an estimated 620 families in Serowe/Palapye, Kweneng, Tutume, Boteti, North West, Mahalapye and Bobirwa districts. The Southern African Development Community (SADC) Regional Remote Sensing Unit confirmed that the Department of Meteorology registered rainfall figures of more than 100mm in 24 hours in this area, whereas the average annual rainfall for most parts of Botswana is less than 50mm.

In its programming, BRCS remained gender sensitive and ensured the incorporation of anti-stigma and discrimination elements during implementation. The National Society ensures that the vulnerable people it serves live with dignity and services are compliant to the [Sphere minimum standards](#), at the same time contributing to the [Millennium Development Goals](#). The activities enlist the participation of women and children as they are key actors in family health, water supply and hygiene-related issues. BRCS programmes contributed to the Global Agenda by empowering people living with disability as a special group, and emphasising the involvement of people living with HIV. Gender mainstreaming is incorporated in all programmes, to ensure that the vulnerable people live with dignity.

# Progress towards outcomes

## Disaster Management

### Expected results

- BRCS capacity is improved in skilled human, and financial and material resources for effective disaster management.
- Self-reliance of individuals and communities is improved to reduce their own vulnerability against to public health emergencies and disasters.
- Nutritional condition within vulnerable communities is improved with special attention on women and child-headed households.
- Vulnerability of communities in disaster prone areas is reduced through timely information, capacity and resilience building interventions.
- Quality of disaster response and humanitarian interventions is enhanced to meet the needs of refugees and communities affected by displacement.

### Achievements

The March 2009 flash floods experienced in the North West provinces affected 3,789 people in Ngamiland, located at the mouth of the Okavango Delta close to Namibia and Angola. After a damage assessment, BRCS assisted ten villages with approximately 200 families through the distribution of relief items from its pre-positioned stock. The regional disaster response team (RDRT) demonstrated to the affected community, the building of shelters using the tarpaulins and wooden poles supplied by the government.

The effects of the unseasonal June rains were compounded by the unavailability of relief stocks, which were exhausted in response to the flash floods experienced in March 2009, as explained above. With DREF funding support, BRCS procured and distributed the required relief items in the form of jerry cans, soap, cooking sets, blankets and food items (5kg flour, maize meal, sorghum meal and 750ml cooking oil). Rapid assessments undertaken by BRCS and social welfare officers to determine the extent of the damage and vulnerability of those affected, confirmed that 600 families were in need of help.

The effectiveness of the disaster management programme attracted the attention of the government and it is envisaged that contribution from the local authorities will continue. BRCS is working towards building community resilience and capacity to manage common disasters through the active involvement of the youth. As a result, the National Society has identified the need to empower youth in disaster risk reduction (DRR) activities. The youth were very active during emergency operations, where they helped with relief efforts. Communities and their leaders have acknowledged their lack of techniques, knowledge in risk reduction, prevention, and response and are willing to be empowered.

BRCS has also been engaged in finalizing its Disaster Management Master Plan (DMMP). In addition, focus remained on building capacity in disaster preparedness for natural disasters particularly floods and droughts. The activities included training of volunteers at local levels and ensuring the pre-positioning of relief items in disaster prone areas.

In response to the disaster proneness of the northern parts of the country along the Zambezi River, BRCS became part of the Zambezi River Basin Initiative being developed by the IFRC Southern Africa Zone office. The Zambezi River crosses seven countries in southern Africa among which is Botswana. In the past eight years, flooding in the basin has resulted in mass displacements, caused outbreaks of water-borne and vector-borne diseases, and has devastated crops and livestock, as well as damaging the environment. So far, BRCS has participated in the rapid assessment to investigate the form of vulnerability and the capacity of the Red Cross Branches in the Zambezi River Basin. Plans are in place to launch the ZRBI in the third quarter of 2009.

## **Constraints**

The recurrent floods and droughts posed a risk of diverting attention from the development and long-term programming to emergency operations. Another potential risk is human resource management and high turnover of volunteers. Volunteer support is needed particularly during relief operations.

## **Health and Care**

### **Expected results**

- The level of community health knowledge is increased through the development and distribution of health related information, education and communication (IEC) material.
- Mother and child health is improved through immunization services to children and mothers in areas of BRCS operations.
- Access to safe water and sanitation facilities is improved in identified vulnerable communities.
- Communities have access to curative, preventive and promotional health services during emergency and/or disaster situations.
- The number of communities which are able to cope with health risks and hazards in their environment is increased through integrated NS community based health and first aid activities.

### **Achievements**

The focus on health and care programme has over the years been on HIV and AIDS, which had pushed the country beyond limitations. Nevertheless, BRCS health and care programme has not attracted any funding over the past few years. While this is not the case with HIV and AIDS which takes up the bulk of the National Society's budget, there are other health related challenges that require attention. This includes inter alia, the control of communicable diseases such as influenza, cholera, typhoid fever, diarrhoea, polio; measles control and other general public health education activities.

BRCS has been a long time partner of the government in addressing health issues and discussions are underway to enter into a long-term memorandum of understanding to formalize the partnership. However, this support does not cover all National Society requirements, therefore resources and assistance from other partners are much welcome.

BRCS is one of the leading First Aid training agents in Botswana, with a broad objective of providing skills on emergency treatment to injuries and promoting safety at work. The National Society coordinates all First Aid activities including training on traditional and commercial First Aid. Various stakeholders tasked the BRCS to develop a standard national First Aid training manual, which was finalised in December 2006 though the printing and publication is yet to be completed. During the period under review, a basic First Aid training was conducted for five branches – Gweta, Francistown, Mabeleapodi, Paje and Serowe where 104 volunteers were trained (65 females and 39 males). An advanced First Aid training was also conducted and 20 participants (6 males and 14 females) from Gweta, Francistown, Maun, Bobonong, Paje, Molalatau Moshupa and Kumakwane attended. This was followed by a training of trainers (TOT) course jointly with ten participants from Lesotho and Swaziland.

The programmes at the BRCS's Tlamelong Rehabilitation Centre focus on physical therapy, skills training and economic empowerment, promotion of disability awareness, and empowering youth with disability on social skills and HIV and AIDS programmes for people living with disabilities. The Tlamelong Rehabilitation Centre also provides peer counselling and organizes social events including sporting activities such as football, snooker, basketball and chess. Youth were provided with general information aimed at enhancing their understanding of their disabilities at a workshop organized by BRCS youth office. Young adults with disabilities are also trained on life skills through two-year courses covering textiles, horticulture and cookery.

BRCS rehabilitation centre successfully started a catering department as an income-generating project for the National Society. BRCS also helps trained youth with disabilities in securing employment from local companies. However, the programme has limited funding support and BRCS will reinforce fundraising activities to ensure self-sustainability.

BRCS also operates two rehabilitation and stimulation centres in Francistown and Sefhare for children between the ages of two to 12. The children are trained in physical skills such as, sitting positions, feeding positions, standing, walking and holding things with their hands as well as being provided with pre-school education. In 2009 the Ministry of Health and that of Education, Skills and Development co-funded two of the centres and it is envisaged that in 2010 they will take up the third centre.

### **Constraints**

The major limitation is with financial sustainability of the community-based rehabilitation activities and in reaching out to people with disabilities

## **Organisational Development**

### **Expected results**

- BRCS leadership (governance and management) capacity has increased in developing and implementing policies and strategies for optimal organisational performance and accountability.
- BRCS has well defined policies, systems and procedures in place for the effective management of the NS.
- BRCS performance is optimal through a stable staff establishment and a dedicated and competent management and staff officer corps.
- Effective financial management systems, procedure and tools are in place and systematically used.
- BRCS has capacity in planning, monitoring, evaluation and reporting (PMER) and programme design, monitoring, evaluation and reporting meet standards stipulated in the IFRC's "Performance and Accountability Framework".
- BRCS has vibrant branches and local units delivering quality services through their local volunteer and youth networks.
- BRCS has well established systems and procedures for the systematic provision of technical support for branch development and volunteer management by the headquarters.
- Capacity to mobilise resources and its own sustainability is enhanced through the implementation of well designed income generating programmes.

### **Achievements**

The organizational development baseline was conducted in January 2009 to establish the status quo of the branches and to identify gaps which need bridging towards attaining the tenets of a well functioning organisation. BRCS has adopted some of the recommendations, which are being implemented through a change process.

A total of 15 branches held elections with support from headquarters that is Gaborone, Molepolole, Charles Hill, Kasane, Jwaneng, Serowe, Nata, Kanye, Ramokgonami, Mahalapye, Tutume, Mmandunyane, Themashanga and Shashe Station. Youth Committees were also elected in Gaborone, Hukuntsi, Molepolole and Jwaneng. The recruitment drive was followed by establishment of eight divisions namely Kweneng/Kgatleng, East Central, West Central, North East, Ngamiland, Southern, Kgalagadi Ghantsi and Northern.

An induction training was conducted to guide volunteers in realising their roles and responsibilities, and understanding specific tasks they are volunteering to participate. The training covered essential topics such as the characteristics of a well-functioning National Society and branch, dissemination of the Constitution, roles and responsibilities of division/branch governance, communication channels, election procedures, leadership skills, project planning and financial management. A total of 12 schools were visited in Gweta, Tonota, Moshupa, Kanye, Serowe and Kumakwane to strengthen the youth groups and to support the patrons.

BRCS managed to send two youth representatives to participate at the Southern African Youth Network (SAYNET) meeting held in Maseru, together with representatives from other eight National Societies. SAYNET reviewed progress made since the network was established in 2008 and developed a work plan to improve communication in the region.

On capacity development, the branch development coordinator participated at the organisational development working group held in Johannesburg in June, under the auspices of the Southern Africa Partnership of Red Cross Societies (SAPRCS) and coordinated by the IFRC Zone Office. The volunteering and branch development training in Norway attended by the branch development coordinator gave exposure and ensured sharing of best practices with other National Societies.

BRCS ultimate goal for 2009 is to have semi-autonomous branches with own management and governing structures. This has resulted in the design of a volunteer development model and consequently has identified ten branches with potential to develop into a model of excellence.

### **Constraints**

The greatest challenge in organizational development is reaching out to branch structures and building their capacities for implementing programmes, as desirable within Red Cross/Red Crescent *modus operandi*. The organizational development survey revealed an extensive number of challenges that require redress including financial and leadership crisis. There is need to resuscitate the energies and capacities at branch levels for stronger volunteer base, which is a pre-requisite for a functional National Society that has implementation capacity. To achieve this, BRCS needs more financial and human resources, thus focus is drawn to increasing resource mobilisation and external relations capacity.

BRCS has had enormous challenges in programme implementation due to high staff turnover. There has been an extensive organizational structural review and salaries review to improve on staff conditions. A performance management system has also been introduced in 2009. All programme managers and officers have also been trained on project management. It is envisaged that all the above will promote a culture of high performance, which will in turn improve on programme implementation and management.

BRCS is also faced with the risk of losing its trained volunteers to other agencies offering better incentives. Efforts will be made not only to recruit and train more volunteers, but retain them through concurrently developing a database for managing the volunteer network. Discussions are on-going with the government on the possibility of funding and supporting the volunteer management programme.

The need remains to strengthen the information and communication programme to raise its profile as an auxiliary to the government in the provision of humanitarian services. Financial and material resources such as computer equipment and accessories are needed to support the programme covering activities such as production of information, education and communication (IEC) material (brochures, internet, Website, posters, billboards), newsletters, media tours and radio programmes.

# Principles and Values

## Expected results

- BRCS mainstreams gender issues in all its programmes.
- Target population is sensitized to Fundamental Principles and Humanitarian Values and changing behaviour.
- The dissemination of the Fundamental Principles and Humanitarian Values is an integral part of all National Societies programmes and activities.
- Knowledge, understanding and application of the Fundamental Principles and Humanitarian Values are enhanced at all levels of the organisation (including non-discrimination, non-violence, tolerance and respect for diversity).

## Achievements

The international Red Cross Day was commemorated in Palapye and representatives from 35 branches and seven divisions participated at the event. Speeches were based on the theme “Our World Your Move” and also symbolized “150 years of Red Cross Red Crescent actions” since the Battle of Solferino and the founding ideals of the spirit of volunteerism, the 90<sup>th</sup> anniversary of the International Federation and the 60<sup>th</sup> anniversary of the Geneva Conventions, which gives protection to the most vulnerable in times of war. The ‘Our World Your Move’ campaign is a call to action, urging people elsewhere to address the humanitarian challenges facing their communities and beyond, to reach out and make a difference.

## Constraints

The biggest challenge is the lack of a focal manager for the promotion and operationalization of the Humanitarian Values and Fundamental Principles. This entails that BRCS may not meet the demand now from the public and volunteers who require more awareness on International Humanitarian Law (IHL), anti-stigma and discrimination, sexual and gender-based violence.

## Working in partnership

BRCS is partnering with government departments namely Ministries of Health, Education, Department of Social and Community Development; sector agencies namely National Youth Council, Social Community Development; Community-based organisations namely, Village Development Committees; Faith-based organisations; United Nations agencies namely UNHCR, UNICEF and WHO. In 2009, BRCS received a grant from the government of over USD1.2 million for its core costs, which only leaves a gap in funding support in programme development.

BRCS is widely recognised by the government, civil society and developmental partners as a key partner in development and implementation of national policies. At the same time, BRCS is increasing local partnerships and tapping into opportunities to generate revenue such as developing commercial First Aid training services and increasing membership. Strategic partnerships have been established with government, networks of PLHIV, local non-governmental organisations (NGOs), corporate, faith-based and community-based organisations.

The greatest motive for BRCS is on developing effective and efficient means of delivering the greatest impact for vulnerable people through the formation of country-based operational alliances.<sup>1</sup> The purpose of the operational alliance is to most effectively utilise the collective resources of the IFRC members and where appropriate, other partners, to enhance the capacity of the Operating National Society in order to achieve greater impact for vulnerable communities through the delivery of a quality programme. This approach is aimed at strengthening the resource base of the National Society and widening the pool of human resources.

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<sup>1</sup> **Operational Alliance** - An Operational Alliance is a grouping of Federation members (Secretariat and National Societies) who agree to cooperate together. If appropriate, the Alliance will cooperate with external partners (e.g. EU, WHO).

## Contributing to longer-term impact

In performance and accountability, focus is on strengthening the planning, monitoring and evaluation skills of programme managers to ensure proper routine tracking of the key elements of programme performance. National programme managers will assist with systematic monitoring visits to all projects, and ensuring that the reporting system is efficient and effective. Like all National Societies in southern Africa, BRCS requires baseline surveys to provide basic data upon which programmes will be developed. The IFRC Southern Africa Zone office, through its performance and accountability department will provide support in enhancing tracking and measurement of programmes to determine their impact.

## Looking ahead

The technical support to BRCS has greatly helped put in place sound financial and human resource policies and systems, which has further strengthened the capacity of the National Society. There is still a gap in terms of harnessing the full potential of the systems, and it is believed with the continued support from the IFRC, partners and the government, BRCS will reach its full potential and excel in its implementation.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"><li>• Reduce the numbers of deaths, injuries and impact from disasters.</li><li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li><li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li><li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li></ul>
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**International Federation of Red Cross and Red Crescent Societies**

MAABW002 - Botswana

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2009/01-2009/09
Budget Timeframe	2009/01-2009/09
Appeal	MAABW002
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	138,298	196,624	147,273	18,449		500,645
<b>B. Opening Balance</b>	0	0	0	0		0
<b>Income</b>						
<b>C. Total Income = SUM(C1..C5)</b>	0	0	0	0		0
<b>D. Total Funding = B + C</b>	0	0	0	0		0
<b>Appeal Coverage</b>	0%	0%	0%	0%		0%

**II. Balance of Funds**

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	0	0	0	0		0
<b>C. Income</b>	0	0	0	0		0
<b>E. Expenditure</b>						
<b>F. Closing Balance = (B + C + E)</b>	0	0	0	0		0

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### III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination		
A		B					A - B	
<b>BUDGET (C)</b>		<b>138,298</b>	<b>196,624</b>	<b>147,273</b>	<b>18,449</b>		<b>500,645</b>	
<b>Supplies</b>								
Medical & First Aid	50,250							50,250
<b>Total Supplies</b>	<b>50,250</b>							<b>50,250</b>
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom	13,000							13,000
<b>Total Land, vehicles &amp; equipment</b>	<b>13,000</b>							<b>13,000</b>
<b>Transport &amp; Storage</b>								
Storage	8,000							8,000
Transport & Vehicle Costs	33,495							33,495
<b>Total Transport &amp; Storage</b>	<b>41,495</b>							<b>41,495</b>
<b>Personnel</b>								
National Society Staff	137,475							137,475
Consultants	11,250							11,250
<b>Total Personnel</b>	<b>148,725</b>							<b>148,725</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	115,125							115,125
<b>Total Workshops &amp; Training</b>	<b>115,125</b>							<b>115,125</b>
<b>General Expenditure</b>								
Travel	33,425							33,425
Information & Public Relation	14,250							14,250
Communications	8,928							8,928
Other General Expenses	42,905							42,905
<b>Total General Expenditure</b>	<b>99,508</b>							<b>99,508</b>
<b>Programme Support</b>								
Program Support	32,542							32,542
<b>Total Programme Support</b>	<b>32,542</b>							<b>32,542</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>500,645</b>							<b>500,645</b>
<b>VARIANCE (C - D)</b>		<b>138,298</b>	<b>196,624</b>	<b>147,273</b>	<b>18,449</b>		<b>500,645</b>	