

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

South Africa

Executive summary

South Africa Red Cross Society (SARCS) plan is drawn from its long-term Five-Year Strategic Development Plan 2006-2010¹ focusing on capacity building for the implementation of core programme areas. The National Society has significantly achieved in local resource mobilization and through the International Federation of Red Cross and Red Crescent Societies (IFRC), is only seeking support for its organisational development initiatives. IFRC technical support will be directed at organisational development (OD) process at branch level aimed at improving service delivery to the expanded vulnerable community. The Strategic Development Plan will be revised taking into account priorities of the [Johannesburg Commitment](#) adopted by Red Cross and Red Crescent Leaders in the 7th Pan African Conference (PAC).



To accomplish its goal of providing support to the National Society, the IFRC has reviewed its strategic direction by developing the new global strategy – [Strategy 2020](#): developed through an extensive consultation process with active participation of all National Societies, including meetings in all Zones. Strategy 2020 is based on three mutually-reinforcing strategic aims for 2020;

1. Save lives, protect livelihoods, and prepare for and recover from disasters and crises;
2. Enable healthy and safer living;
3. Promote social inclusion and a culture of non-violence;

and three enabling actions to deliver Strategic Aims

1. Build strong National Red Cross Red Crescent Societies;
2. Pursue humanitarian diplomacy to prevent and reduce vulnerability;
3. Function effectively as the International Federation.

The Secretariat is developing a supportive implementation framework that translates Strategy 2010 into commitments i.e. how the Secretariat will support National Societies on its implementation.

This plan for 2010-2011 is seeking a total of CHF 0.4m (EUR 0.3m or USD 0.4m)

[Click here to go directly to the attached summary budget of the plan](#)

¹ <http://www.redcross.org.za>

Country context

Table 1: Statistics from the Human Development Report 2007/2008² for South Africa

Population, total (million), 2005	47.9
Life expectancy at birth, annual estimates (years), 2005	50.8
Adult literacy rate (% aged 15 and older), 1995-2005	82.4
Under-five mortality rate (per 1000 live births), 2005	68
One-year olds fully immunized against tuberculosis (%), 2005	97
One-year olds fully immunized against measles (%), 2005	82
HIV prevalence (% aged 15-49), 2005	18.8
Human Development Index value, 2005	0.674
Human Development Index rank, 2005	121
Human Poverty Index (HPI-1) value (%)	23.5
Human Poverty Index (HPI-1) rank	55
Population living below \$2 a day (%), 1990-2005	34.1
Population using improved water source (%) 2004	88
Population using improved sanitation (%) 2004	65

South Africa held its fourth democratic election in April 2009, and elected a new President. The new administration has tabled creation of new job opportunities through the expanded Public Works' Programme, whilst the government ministers are accountable through the creation of four new ministries namely National Planning Commission and Performance (both ministries in the Presidency); Higher Education and Training, Human Settlement, and Rural Development and Land Reform. The new administration has also promised to keep interest rates at a minimum in order to combat the global recession, which the government has acknowledged is affecting the economy and vulnerable communities who dependant on social grants.

South Africa has had sound macro-economic principles and fiscal monetary policies in place that has facilitated steady economic growth leading to improved business confidence and increased foreign investment. However, recently the government had to lower its interest rates in response to the global economic turndown. At the same time, the country is faced with significant challenges including high crime rates, income inequality, poverty, HIV and AIDS pandemic, which is one of the most significant problems facing South Africa today. Two thirds of the total income of South Africa is concentrated among 20 percent of the population and the poorest have only two percent, making South Africa the third most unequal country in the world.³

In 2008, South Africa experienced urban violence which displaced foreign nationals due to employment competition and access to other services. One of the new administration's priorities is to address the issue of population movement particularly from Zimbabwe, which has seen many Zimbabweans illegally crossing into the country in large numbers. The government of South Africa has so far responded by granting temporary work permits and removing the visa restriction to enable 90 days' travel.

² UNDP, Human Development Report 2007 - 2008

³ SA-EC Country Strategy Paper 2003-2005

HIV and AIDS have also affected many facets of society in South Africa through the knock-on effects on poverty, crime, health care and economic growth. Job losses are expected to increase in 2009 in both the white and blue collar sectors as the economy responds to the global economic challenges. However, this is likely to change later in 2010 as the country hosts the FIFA World Cup soccer matches, which should boom the economy.

South Africa faces environmental disasters such as drought, severe fires and floods. Rapid and uncontrolled rural to urban migration is resulting in high population densities on the outskirts of cities. The new areas have limited health facilities, poor roads, inadequate drainage systems, and tend to have communal sanitary facilities. Institutional arrangements and capacities to deal with these disasters have been extremely limited in the past, and are still minimal in some parts of the country. A number of disused mines have also tended to attract illegal miners who have risked their lives in search of a better life (over 60 people in 2009). The new communities are at high risk of floods and fires. The nature and positioning of these settlements poses a health risk as the risk of communicable diseases breaking out is extremely high. The attempt to provide new services is resulting in existing services being neglected and therefore the Government and its partners' efforts need to increase to address the existing and growing needs in the humanitarian sector.

SARCS has also gone through a long and complex period of transformation reflecting the general development process in the country. It has become more relevant to the needs of the country by establishing structures within vulnerable communities and focusing on programmes that are based on community needs. This capacity building process is ongoing in a systematic way as described below.

National Society priorities and current work with partners

With the support of the IFRC Secretariat and partners, SARCS has made significant progress in the past few years towards becoming a well-functioning organisation, able to effectively serve vulnerable communities. The leadership of the National Society has also changed; new President of the governing board, Secretary General and at programme level, recruited finance manager, programmes director, relief and preparedness officer. The National Office was relocated from Cape Town to Pretoria in mid 2008 and is now strategically positioned to meet and interact with the Government and international humanitarian organisations, which are mostly based in Pretoria and Johannesburg.

Organisational Development Priorities

With the support from the IFRC Country Representation and other Movement components, the organisational development/institutional capacity building has in the past six years been focussing on six projects namely development of governance and management; administration and finance management; human resources management; resource development and marketing; branch development and volunteer management; and youth development. The focus has been on streamlining the strategic direction, stabilising the legal framework, developing partnerships as well as on Red Cross Policy formulation and implementation. Special emphasis has been placed on assisting SARCS through its complex transition and change process towards a more diverse and better functioning NS.

The priorities for 2010/2011 will be the continued development of governance and management, especially at the provincial and branch levels, finance management and resource development. Greater emphasis is being placed on branch development, volunteer management including youth development in order to facilitate improved service delivery at the community level. Therefore, technical advice and support in training, coaching and mentoring from the IFRC is still crucial, to ensure sustainable local capacities.

Ascribed to its success in local fundraising is SARCS' bottom-up approach in planning, which revolves around an intensive consultative process. Areas for improvement remain that of performance tracking and accountability at branch level. Technical advice is needed to further develop and roll-out the new developed reporting system.

Resource mobilisation initiative will be supported directly from IFRC Sub-Zone to ensure policy and guidelines development. SARCS has however initiated a process on developing a comprehensive plan on resource mobilisation with support from the British Red Cross.

The Governing Board elected in March 2006 was the first to function under the revised Constitution. The term of office of the general members is now three years, as compared to the previous one year mandate. In the next two years, governance and management development focus is on capacity building and orientation of the members.

SARCS' branches had previously been operating at different capacity levels, however with the technical support of IFRC since March 2007 there has been a more focused approach in compliance and accountability. Nevertheless, strengthening of branch structures and volunteer management still remains a high priority in order to support implementation of activities and resource mobilisation.

The table below show SARCS' current and potential partners in organisational development:

Programme Component	Current/Anticipated Partners
Governance and management development	Finnish Red Cross, Norwegian Red Cross, British Red Cross (bilateral). IFRC technical support
Financial management development	Finnish and Norwegian Red Cross (bilateral). IFRC technical support
Human resource development	British and Norwegian Red Cross (bilateral). IFRC technical support
External relations and resource mobilisation/fundraising development	British Red Cross, Spanish Red Cross (Soweto IG), Danish Red Cross.
Branch development and Volunteer management	IFRC, Finnish Red Cross, Norwegian Red Cross, Swedish Red Cross / Danish Red Cross (negotiation process ongoing with Icelandic Red Cross). Spanish Red Cross (Soweto Branch only). Corporate sector.
Empowerment of youth, focus on young women in development	IFRC with the support of the Finnish Red Cross, Corporate sector.

Actions are guided at all times by the Fundamental Principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality. The purpose of promoting the Movement's Fundamental Principles and Humanitarian Values (P&V) is not simply to ensure that people – staff, volunteers, public and private authorities, or the community in general know of these P&V, but to influence their behaviour through developing an understanding and raising awareness.

While the promotion of P&V is a core area in its own right, their integration into all activities of disaster management and health and care in the community is also seen as an essential part of what makes a well-designed Red Cross Red Crescent (RC/RC) intervention. Promoting and respecting our P&V is indispensable if the RC/RC is to be perceived as an impartial, neutral and independent actor, and furthermore to facilitate the RC/RC to carry out its mandate. SARCS operational programming based on, and in conformity with, our P&V is key to demonstrating the comparative advantage of the RC/RC versus other humanitarian actors.

Disaster Management Priorities

The Disaster Management (DM) programme will focus on increasing preparedness and response national capacity by ensuring that systems, structures, human resources and equipment are made available to all 35 branches. The focal points will include: performing DM audits on an annual basis to ensure effective disaster response (DR) teams at grassroots level, monitoring and addressing issues on migration, disseminating DM policies and plans, and cooperation through a MoU with the local DM line ministry.

SARCS as a valuable First Aid training service provider will increase focus achieving nationwide accreditation. First Aid is a Red Cross core function and a significant income generating activity at the provincial and branch level, hence is equally important that remains viable and sustainable.



SARCS has a successful programme for orphans and vulnerable children, providing assistance in terms of resources, education and health services

In 2010, SARCS will be in its final year of implementing the five-year integrated HIV and AIDS programme (MAA63003ZA)⁴, which is part of the Southern Africa Regional HIV and AIDS programme (MAA63003) and a component of the IFRC Global Alliance on HIV. The ambition to scale-up has not necessarily translated into capacity for increased resource mobilization and implementation. It is unlikely in the current economic context that SARCS will be able to raise additional funding foreseen to scale-up HIV interventions by the end of 2010. Most of the funding from the IFRC and PNS existing agreements is coming to an end in 2010. In addition, the annual income either through the IFRC or direct to National Societies is expected to decrease (perhaps by 30 percent if not more), primarily due to the financial crisis that has engulfed all sectors (government, private sector, foundations and Movement partners).

SARCS leadership progressively discussed the future of the HIV programme at the Southern Africa Partnership of Red Cross Societies (SAPRCS) meeting held in June 2009. The leaders agreed on the urgent need to integrate HIV and AIDS activities with other community-based health and care activities, while ensuring alignment with government priorities. SAPRCS also commissioned a rapid assessment to determine the implications of doing so; develop a detailed plan and budget that will take into consideration the transition of the programme management and activities. Therefore, in 2010, the HIV and AIDS programme continues supporting the current level of beneficiaries with more integrated and holistic activities in prevention and care for OVC, while ensuring positive living and ART adherence support for people living with HIV (PLHIV). The programme plan for 2011 will be reviewed based on the results of the rapid assessment, no later than December 31, 2009.

⁴ For more information please refer to the Southern African Regional HIV and AIDS Appeal (MAA63003) and country plan (MAA63003ZA) or follow the link <http://www.ifrc.org/appeals/annual06/MAA63003ZA.pdf>. The original budget figures are adjusted annually based on NS implementation rate and result of the resource mobilisation efforts.

In June 2009 the WHO announced a global influenza pandemic by raising the alert level to Level 6: the first global pandemic in 40 years. An influenza pandemic will have a very significant effect on South Africa, especially because of high HIV prevalence. In 2010, the IFRC will continue, through USAID funding, to support targeted National Societies including South Africa Red Cross in their Human Pandemic Preparedness (H2P) programmes as well as lending technical assistance in the area of pandemic preparedness and response.

Secretariat-supported programmes in 2010-2011

The IFRC Country Representation closed at the end of July 2009. In order to facilitate a smooth transition process, the branch development delegate, reporting to the IFRC Southern Africa Sub-Zone Office will continue with SARCS until June 2010. This is at the backdrop of the continued need to address the OD process especially at the provincial and branch level. After phasing out in June 2010, IFRC Sub-Zone will directly support SARCS through the OD Unit. SARCS has therefore developed this plan focused on the IFRC support in OD process as SARCS' programmes (disaster management, health and care, promotion of Principles and Values) are already funded bilaterally and multilaterally. The overall annual budget for SARCS programme is approximately CHF 5 million.

Organisational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose

The South African Red Cross Society meets the basic requirements of the characteristics of a well-functioning National Society and is a recognised player in the humanitarian sector in South Africa.

The organisational development/capacity building programme budget for 2010 is CHF 0.2m (EUR 1.1m or USD 1.2m)

Programme component: Leadership and Management Development

Outcome 1 South African Red Cross Society (SARCS) leadership (governance and management) has increased capacity in developing and implementing policies and strategies for optimal organisational performance and accountability.

Programme component: Well-functioning Organisation

Outcome 1 SARCS has in place well defined policies in programming, human resource management, financial management and coordination.

Outcome 2 Financial management systems, procedures and tools are in place, effectively and systematically used.

Outcome 3 SARCS has in place well defined policy and guidelines on human resource development by December 2010.

Programme Component: Branch Development and Volunteer Management

Outcome 1 Structures, systems and procedures developed, approved and disseminated at the branch level to enable effective functioning of branches and service delivery among vulnerable people.

Outcome 2 Volunteer management system defined, approved and disseminated throughout the South African Red Cross structures.

Programme component: Youth Development - Focus on Young Women in Development (YWID)

Outcome 1 South African Red Cross Society youth development programme is developed and is strong on leadership, life-skills, self-development and gender mainstreaming.

Programme component: Resource Development

Outcome 1 SARCS resource base is improved and ensures sustainability of programmes.

The organisational development and capacity building programme is geared towards enhancing the skills and performance of management, staff and volunteers to ensure that SARCS meets the basic requirements of the characteristics of a well-functioning National Society. As stated above, the priority areas in terms of this plan are the continued strengthening of governance and management, administration and financial management, branch development, volunteer management, and youth. It is anticipated that local and external bilateral partners will continue supporting the other programmes in the foreseeable future.

b) Profile of target beneficiaries

The capacity development programme targets governance and management, staff, volunteers and youth – particularly young women – throughout its 35 branches and 100 local committees by providing training and skills development. Human resource management support will enhance performance of staff at all levels, resulting in better programme implementation, monitoring, and evaluation, reporting and greater benefits to the most vulnerable communities.

c) Potential risks and challenges

The main institutional challenges are implementing programmes relating to capacity-building at all levels, monitoring and evaluation of impact and reporting back to partners and donors. The main risk is that the National Society is unable to raise the resources required to improve its institutional capacity.

Health and Care

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The Health and Care programme budget for 2010 only is for humanitarian pandemic preparedness (H2P): CHF 0.2m (EUR 0.1m or USD 0.2m)

Programme component: Avian and Human Influenza Pandemic Preparedness	
Outcome 1	SARCS develops and uses Humanitarian Pandemic Preparedness (H2P) and response mechanism.
Outcome 2	SARCS has the capacity to respond to an influenza pandemic.
Outcome 3	SARCS with support of the IFRC Sub-Zone office is prepared to respond to an influenza pandemic by having influenza pandemic business continuity, contingency plan and a stockpile of antiviral and personal protective equipment.

b) Potential risks and challenges

The H2P is a new project for SARCS that it demands technical support in developing the programme and ensuring that the National Society is well prepared.

Role of the secretariat

a) Technical programme support

The IFRC Country Representation was phased out in July 2009 after achieving stability in the National Society leadership. The newly recruited OD counterpart will continue under the coaching by the IFRC technical branch development/volunteer management delegate until July 2010, when SARCS OD counterpart is expected to take full responsibility of the programme.

In the future, technical support will be directly from IFRC Sub-Zone programmes. The aim is that technical advice for each core area will be brought closer to the implementers in order to avoid gaps in performance tracking and measurement.

b) Partnership development and coordination

SARCS will continue to integrate the relevant international strategies into its programme components, as well as continuing its commitment to the Millennium Development Goals (MDGs). The National Society values enhanced networking and partnership development, hence will enhance its operational alliances.

The Movement partners supporting SARCS include IFRC, ICRC and the British, Danish, Finnish, Icelandic, Norwegian, Spanish and Swedish Red Cross Societies. Capacity-building support is provided on request, including skills transfer, training and development of key SARCS staff/volunteers and short-term PNS staff-on-loan or consultants are provided for specific tasks. The Cooperation Agreement Strategy (CAS) has been through a consultative process and a number of partner national societies (PNS) have already signed. The new Secretary General is determined to ensure that all partners are formally on board through the CAS and operational alliance processes. CAS is crucial for SARCS because most of the seven PNS involved are on bilateral basis.

Other partners include the South African government at all levels (national, provincial, district), the Belgian Embassy, the Canadian International Development Agency, European Union in cooperation with the Finnish Red Cross and the Royal Netherlands Embassy and Swedish International Development Agency on HIV and AIDS programme. Coordination of roles and cooperation occurs within stakeholder forums at local, provincial and national levels, and with government mostly at district level, and is included in the national disaster management planning forums. The New Disaster Management Act is gradually being implemented throughout the country and SARCS is the primary implementing partner.

SARCS is striving to scale-up the programme significantly based on the needs of the country and the funding required will increase for this reason. The success of SARCS' programmes is largely dependent on the integration of specific services with the resources of the government, community- and faith-based organisations, non-governmental organisations and the corporate sector. SARCS often takes the lead in developing the network and obtaining the commitment of other role-players.

c) Representation and Advocacy

The new management and leadership of SARCS place great emphasis on communications and advocacy, as well as on stakeholder management and resource mobilisation. The leadership has demonstrated their ability to advocate for vulnerable communities, profiling the Red Cross as a credible role player in the humanitarian field. National representation and advocacy activities are easier to undertake now that the National Office is in Pretoria, near Johannesburg where the majority of the stakeholders in the humanitarian sector are based.

Through the Kids Africa donor database management system, which is now being rolled out to all the structures, and through the capturing of the numbers of volunteers and members SARCS aims to provide regular information for advocacy purposes to all relevant external partners. As more resources become available to the Society as a result of the transformation process and stabilisation, it is important that representation, communication and advocacy remain high on the agenda for development.

Promoting Gender Equity and Diversity

SARCS takes specific gender issues and particular vulnerable groups into account when developing programmes. Children and women are, for example, more vulnerable in the context of HIV and AIDS and they are a specific target group. The programme includes interventions aimed at reducing these vulnerabilities. Examples include interventions such as the promotion of gender equity and respect, establishing support groups, reducing stigma and discrimination and improving the care of and psychosocial support for children. Programming also strives to redress the gender imbalances of carrying the burden of dealing with the effects of disasters, by promoting the participation of men in activities traditionally carried out by women, such as providing care in the home.

SARCS has specific projects aimed at developing leadership and life-skills in young women, and has also recently developed and adapted policies promoting gender equity and diversity in SARCS and its programmes. SARCS adopted two policies in 2007 in this regard, namely the Gender and Diversity Policy and a Non-Discrimination Policy.

Quality, Accountability and Learning

SARCS' reporting systems include periodic narrative, statistical and financial reports to donors, partners and within NS leadership. Accountability within programme implementation areas is enforced at various levels and is often dependent on the community and authority structures within the area. SARCS participates in local stakeholder forums, made up of communities, government and other stakeholder representation, during which programming issues are discussed.

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 mobilising the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
<p><i>For further information specifically related to this plan, please contact:</i></p> <ul style="list-style-type: none"> • In the South African Red Cross Society: Mandisa Kalako-Williams, Secretary General; email: mandisak@redcross.org.za; phone: + 27 12 431 2000/02/04/05; fax: + 27 12 431 2006. • In IFRC Southern Africa Sub-Zone: Françoise Le Goff, Head of Sub-Zone Office, Johannesburg; Email : francoise.legoff@ifrc.org; Phone: Tel: +27.11.303.9700; +27.11.303.9711; Fax: +27.11.884.3809; +27.11.884.0230 <p>For pledges towards the programmes:</p> <ul style="list-style-type: none"> • In IFRC Southern Africa Sub-Zone: Laurean Rugambwa; Resource Mobilisation Coordinator, Johannesburg; Email: zonerm.southafrica@ifrc.org; Phone: Tel: +27.11.303.9700; Fax: +27.11.884.3809; +27.11.884.0230 <p>For Performance and Accountability (Planning, Monitoring, Evaluation and Reporting) enquiries:</p> <ul style="list-style-type: none"> • In IFRC Southern Africa Sub-Zone: Theresa Takavarasha; PMER Manager, Johannesburg; Email: terrie.takavarasha@ifrc.org; Phone: Tel: +27.11.303.9700; Mobile: +27.83.413.3061; Fax: +27.11.884.3809; +27.11.884.0230 <p>For media enquiries:</p> <ul style="list-style-type: none"> • In IFRC Southern Africa Sub-Zone: Matthew Cochrane; Communication Coordinator, Johannesburg; Email: matthew.cochrane@ifrc.org; Phone: Tel: +27.11.303.9700; Mobile: +27.83.395.5266; Fax: +27.11.884.3809; +27.11.884.0230 	

MAAZA002 - South Africa

Budget 2010 - 2010

Budget 2010

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment						
Transport & Storage		21,600	8,040			29,640
Personnel		103,740	141,290			245,030
Workshops & Training		64,187				64,187
General Expenditure		12,135	18,630			30,765
Depreciation						
Contributions & Transfers						
Programme Support		14,019	11,676			25,696
Services						
Contingency						
Total Budget 2010		215,681	179,636			395,317