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Southern Africa Regional Office Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAA63001

30 April 2014

**This report covers the
period 1 January – 31
December 2013**

An abandoned flooded village,
Eastern Caprivi Namibia where
20,000 people have been affected
and 12,000 displaced in March 2013.
Photo: Alexandra Peard/IFRC



Overview

During the first half of 2013, the focus has been on enhancing both the leadership and operational aspects of National Societies in the region. In 2013, southern Africa still presented with its unique humanitarian challenges. Hundreds of thousands of its most vulnerable communities continued to have their lives and livelihoods destroyed by annual floods and droughts.

National Red Cross Societies, as auxiliaries to their state, continued to support their governments in dealing with the humanitarian challenges. In 2013, Southern Africa Regional Office (SARO) supported the National Societies (NS) in the region in eight emergency operations (either Disaster Relief Emergency Funding (DREF) or Emergency Appeals). However, the potential impact of the NS to address small and medium scale disasters without international support is being compromised by weak governance and a tendency to be over-reliant on project funds from international donors or IFRC emergency funds. SARO addressed some of the challenges facing the leadership of NS in the region through a series of governance and management induction courses.

In 2013, SARO focused on the following in supporting NS in the region:

1. To support Organizational Development (OD) interventions with an aim to strengthen governance of the NS
2. To enhance coordination and disaster management capacities of National Societies in southern Africa and thereby enhance disaster preparedness in the southern Africa region
3. To support health and care initiatives, especially linked to health in emergencies
4. To support National Societies to prepare for, and respond to, continuous food insecurity situations in southern Africa

In 2013, the governing boards of Lesotho, Malawi, Swaziland, Zambia and Zimbabwe were inducted for the first time. New Secretary Generals were appointed in South Africa, Swaziland and Zimbabwe. Recovery strategies were supported in Lesotho, Malawi, South Africa, Swaziland and Zambia. Domestic income generation work was supported in Botswana, Malawi, Zambia and Zimbabwe.

By the end of 2013, Malawi, Swaziland, Zambia, and Zimbabwe Red Cross were all moving out of critical conditions. Botswana, Lesotho and Namibia Red Cross Societies were functioning reasonably well, whilst Angola, Mozambique and South Africa Red Cross Societies remained very fragile.

Despite the institutional challenges, NS remain the best-positioned organizations to be regional leaders in flood and sudden onset disaster response in southern Africa. Yet evaluations revealed a weakness in disaster response teams. As a result, Namibia, Malawi, Zambia, Swaziland and Botswana had IFRC-led (OFDA and DFID-funded) national disaster response team training in 2013, and Zimbabwe hosted a regional disaster response team training. Regional logistics were strengthened with funding from British Red Cross for repositioning of stocks for over 2,000 families.

In 2013, IFRC supported eight emergency operations in the region – mostly responding to droughts and floods. Six of these operations underwent evaluations. The region also conducted a review on the state of NS preparedness. The review and evaluations were further strengthened by a Disaster Management workshop in November 2013. Data collected during the evaluations, review and workshop will inform the Disaster Management Framework for southern Africa.

Despite the southern Africa region still being the world’s epicentre for HIV, funding for HIV-related work has reduced over the past few years. Over-dependence on Movement funding and a lack of efforts by NS to integrate with the Global Fund and the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) has gradually reduced the Red Cross involvement in HIV work to a few, isolated projects. Some National Societies in the region, such as Namibia, Malawi and Lesotho are accessing Global Funds as sub-recipients - a situation which is encouraging. The funding situation for AIDS worldwide is shrinking and competition has become stiff. The call for quality and wise investment is being demanded by the few remaining donors. Site visit monitoring by IFRC, Japanese and Netherlands Red Cross confirmed that these initiatives continue to be managed well, but the scale is inappropriately small.

Under the health and care programme, SARO continued to provide support for activities within the framework of community-based health and first aid (CBHFA), including TB, malaria, emergency health, and water and sanitation. In 2013, SARO focused on strengthening the health in emergencies component of our emergency operations.

2013 was a year of many NS in the region again regaining trust and support from traditional and non-traditional partners. Malawi’s partners increased from six in 2012 to eleven (nine confirmed partners as well as two other movement partners who have indicated their interest and discussions are at a very advanced stage at the end of 2013 and support from Partner National Societies was particularly increased. Furthermore, while Malawi was blacklisted by certain non-traditional donors (DFID) in 2012, by mid-2013 it had again regained the confidence of most partners, including DFID. Zambia recovered from having no partners in 2012 to having a five-year MoU signed with the Netherlands Red Cross in 2013. Lesotho also signed a long-term partnership, with Norwegian Red Cross, and negotiations are ongoing with Swiss Red Cross. Furthermore, Lesotho solidified its relationship with World Food Programme in 2013. Unfortunately, not all NS recorded this growth in partnerships. Due to the ongoing leadership crises in Angola, Mozambique and South Africa, many partners withdrew from these National Societies. SARO is actively working with the leadership of the three NS, their governments and the partners in the region to resolve the issues.

Working in partnership

Operational Partners	Agreement
Department for International Development UK (DFID)	MoU
Eli Lilly pharmaceutical company	Global MoU Tuberculosis projects in Namibia, Malawi and South Africa

European Union – ECHO	MoU
Food and Agriculture Organization	MoU for Namibia and Zambia
International Organization for Migration (IOM)	MoU
Network of People Living with HIV+ (NAPSAR)	MoU
Regional Psychosocial Support Initiative REPSSI	MoU Psychosocial support
UNAIDS	MoU HIV/AIDS in South Africa
UNICEF	Global MoU
United States Agency for International Development (USAID)	Global MoU
World Food Programme (WFP)	MoU in Lesotho and Zimbabwe
World Health Organization (WHO)	Global MoU

Progress towards outcomes

Business Line 1: To raise humanitarian standards

Measurement			
Outcome/Output/Indicators	BL	Annual Target ^[1]	Year to Date Actual
Outcome 1: A regional trend report on key humanitarian and development issues is developed and kept updated.			
Output 1.1: Southern Africa regional representation provides analysis on regional context and trends every quarter			
Quarterly regional context and analysis provided quarterly	0%	100%	100%
Output 1.2: Context analysis informs all programming and dialogue with stakeholders and is part of the SMT agenda.			
% of regional analysis forming part of SMT agenda	50%	100%	100%
Outcome 2: A databank of objectively analysed National Society capacities is established that creates greater self-awareness of their profiles at all levels: services, strengths, gaps, and their future potential for boosting their own development			
Output 2.1: The Federation-wide Reporting System and Databank is established in NSs progressively: uptake by 3 NS in southern Africa			
Number of Federation reporting Systems and Databank established	0	3	10
Outcome 3: An independently validated regional peer review mechanism is facilitated to benchmark National Societies and the Secretariat itself			
Output 3.1: NSs in southern Africa participate in the validated peer review mechanism, such as the Organizational Capacity Assessment and Certification (OCAC) process			
Number of NSs that have been targeted and agreed to participate in the OCAC process	NA	3	2
Outcome 4: The professional qualifications and competencies of staff and volunteers at all levels are strengthened through an international academic network			
Output 4.1: Staff and volunteers of NS in southern Africa participate in accredited learning systems established by the Secretariat			
Number of NS staff that have staff or volunteers registered/accredited in recognized learning systems established by the Secretariat	0	10	1

Comments on progress towards outcomes

In 2013, the regional office strengthened its relationship with the Southern African Development Community (SADC) and other regional/global bodies, such as the UN and ECHO. The regional office contributed to regional analysis and encouraged NS to be part of country lead assessments in emergencies. Joint assessments between NS and other stakeholders in the country were done in Malawi, Mozambique, Namibia, Swaziland and Zambia. Monthly humanitarian analyses were sent to all partners to ensure that the regional situation influenced their humanitarian response and activities. In terms of emergencies, weekly analyses were sent to movement partners and the NS in the region.

More NS are developing their information sharing system with the government's meteorological service which provides verified data. This was evident during the 2013 Mozambique floods where the NS was able to activate its early warning systems and move community members to higher grounds. SARO continues to promote better use of existing information services and data banks to enhance collaboration within the humanitarian field.

Context analysis on aid effectiveness was done in 2013 with the regional movement partners in southern Africa, as well as with the heads of most European NS. Collectively, Movement partners invested over 32 million CHF in the region in 2013. This was fragmented into small, project-based contributions and (current) emergency responses. The premise of effective aid is that unless efforts are made to align these investments behind some common objectives, an opportunity will be lost to use these resources to address the barriers holding back NS development, and thereby their potential to deliver humanitarian services. A lot of dissemination on better aid effectiveness was done, however, this has not yet seen the desired change in the way funding is used to support NS initiatives.

The region was able to ensure through the SAPRCS platform, the regional NS network, that all NS contributed to collecting the baseline data for the Pan African Conference indicators. This will be monitored on a yearly basis.

Mapping of NS governance and management was completed in all NS and four National Societies were identified to attend governance workshops facilitated by SARO: Zimbabwe, Lesotho, Malawi and Swaziland. Election of new board members at annual General Meetings provided an opportunity to start the induction with a new team of governance members.

The Organizational Capacity Assessment and Certification (OCAC) process was started by two NS in the region, namely Malawi and Zambia. This process was supported by the Organizational Development department in Geneva. The two NS have since developed their priorities based on the OCAC and are supported by the IFRC OD Advisor in implementing their self-help plan.

Business Line 2: To grow Red Cross and Red Crescent service for vulnerable people

Measurement

Outcome/Output/Indicators	BL	Annual Target ^[1]	Year to Date Actual
Outcome 1: Timely quality disaster relief assistance is delivered to people affected and to National Societies, mobilizing fully operational regional disaster response teams where required			
Output 1.1: At least 7 out of the ten NSs in the region are able to respond to disasters within 24 hours of occurrence through pre-positioned stocks, NDRT and RDRT and partnership collaboration			
Number of NSs that are able to respond to disasters within 24 hours	3	7	5
Output 1.2: At least 3 NSs in the region have established a nation-wide psychosocial support service for victims of disasters			
Percentage of NSs that have established a nationwide psychosocial support service to victims of disasters	0	3	2
Output 1.3: Effective and trained national and regional disaster response teams are on stand-by in the southern Africa region			
Number of NSs with trained national and regional disaster response teams in place	5	10	5
Outcome 2: Comprehensive technical assistance is provided to National Societies on community-level disaster management programming, incorporating disaster risk reduction			
Output 2.1: Community-level disaster risk reduction programmes are established in at least 7 NSs implementing the Zambezi River Basin Initiative (ZRBI)			
Number of DDR programs established	3	7	5
Outcome 3: Comprehensive disaster management database is developed and continuously updated			
Output 3.1: Inputs from all the NSs in southern Africa are incorporated into the Africa-wide disaster management database			
Number of NSs that have input into the Africa-wide disaster management database	0	10	10
Outcome 4: A southern Africa Plan of Action is developed for strategic engagement with regional and intergovernmental organisations in tackling major disasters and crises			
Output 4.1: Southern Africa regional representation engages with regional bodies and humanitarian agencies (e.g. SADC, UN Agencies) in tackling major disasters and crises			
Number of agencies that SARO has effectively engaged with on tackling major disasters	4	6	6
Output 4.2: An efficient and effective logistics support is in place both within the secretariat and in National Societies			
Number of NS with effective logistics support	3	10	6

Comments on progress towards outcomes

Given the recurrent emergencies in southern Africa, there was a need to increase the capacity of NS staff and volunteers to respond to disasters. Four NDRT trainings were held, namely in Malawi, Namibia, Swaziland and Zambia. The aim of the trainings was to increase the number of NS staff and volunteers trained in disaster response, increase technical capacity of NDRT to address various sectors of disaster response, as well as promote response leadership opportunities and learning exchange among staff and volunteers of National Societies in the region. Subsequently, in November 2013, SARO conducted an RDRT training in Zimbabwe. The RDRT training contributed to building stronger and more robust regional disaster

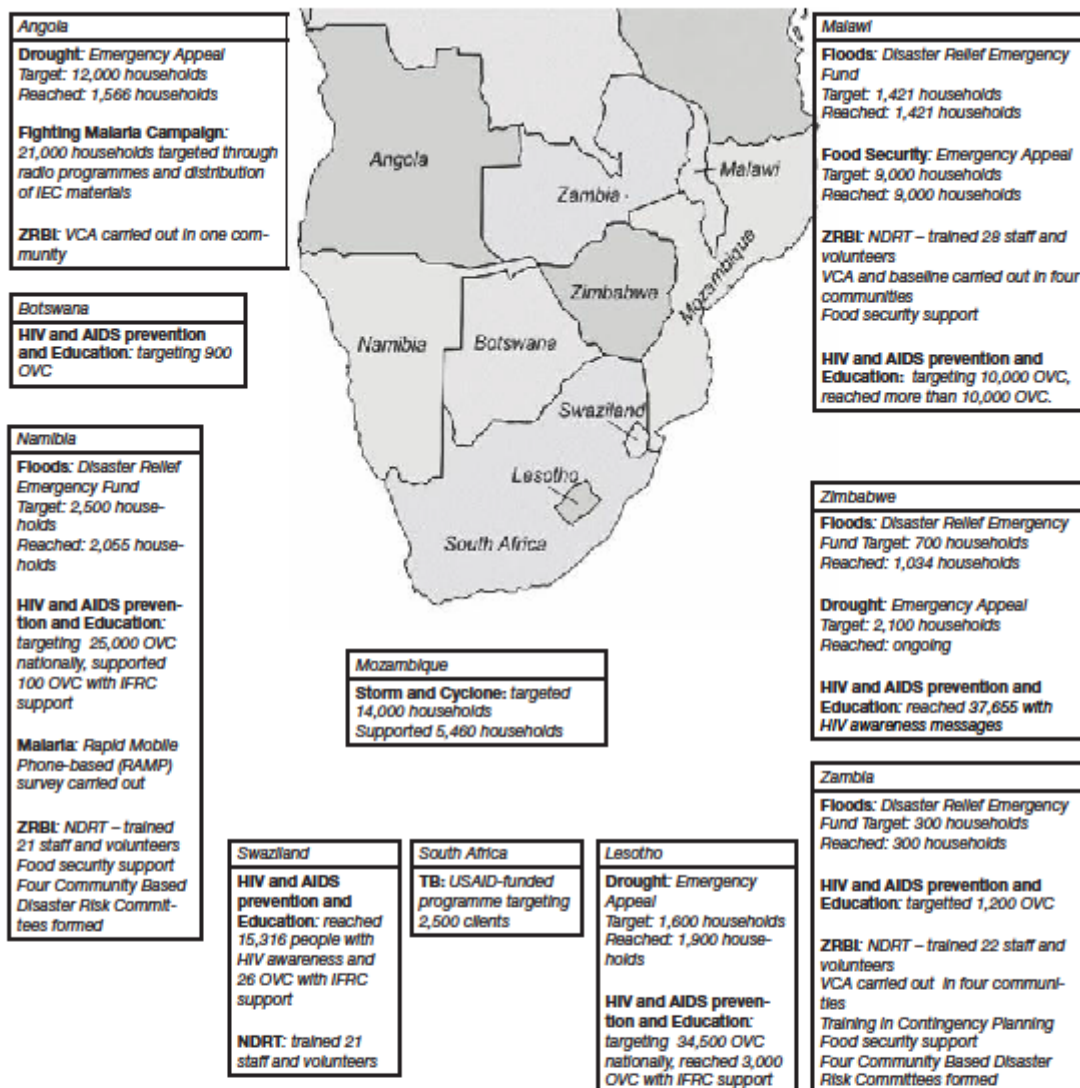
response teams and building the necessary critical skills and competencies needed to respond to disaster within and outside the respective ten National Societies. The training was in line with the IFRC Zone DM strategy, which aims to harmonize and standardize all RDRT Trainings and integrate RDRT deployment within Africa through a centralized database and RDRT deployment alert system.

SARO assisted NS to respond to eight emergencies in 2013. The response and the number of beneficiaries are highlighted in the table below.

Psychosocial support in emergencies took place in the Mozambique floods as well as during the Zimbabwe elections. A regional psychosocial support training was conducted in Malawi in the last quarter of 2013. As a result of this training, more psychosocial support during emergencies will be carried out by NS in 2014.

Donor and Partner National Societies' (PNS) relations are being greatly enhanced through regular communications and field visits, as evidenced by ECHO's visit to Mozambique in May 2013. PNS and donor resources (from Australian Red Cross, DFID, ECHO, OCHA, USAID) are being drawn on to support the work of SARO disaster preparedness and response. Due to the good collaboration and excellent relationship with ECHO, ECHO requested SARO to submit a proposal on NS preparedness and response capacity building. The proposal of €2 million was submitted to ECHO in December 2013. Furthermore, because of the close collaboration with donors, all Emergency Appeals launched in 2013 in the region were at least 75 per cent funded. The range of funding was between 75 and 94 per cent of appeals. This was a great increase from 2012, where appeals were as low as 4 per cent funded in the 2012 Angola Drought Emergency Appeal. This increase in funding to disasters is a result of better coordination with partners before launching appeals, and of improved support to NS to secure more funding.

The British Red Cross seconded a delegate to the region to look at the logistics capacity of NS and to preposition non-food items for over 2,000 families. These regional stocks were ordered in December and will be pre-positioned in Zimbabwe in the first quarter of 2014.



- Regional Initiatives**
- Zambezi River Basin Initiative, Phase II in partnership with FAO and OFDA
 - Collaboration with regional organisations, including SADC to monitor and analyse humanitarian trends
 - Partnership with FAO to promote conservation agriculture as well as best agricultural practices through lead farmer concept
 - Organisational Capacity Assessments and training – Four governance inductions conducted
 - Community based health interventions: Tuberculosis, Malaria, Emergency health, Water and sanitation, First aid
 - RDRT deployments: Namibia, Mozambique
 - RDRT training - 24 staff and volunteers trained
 - Initiated the process of Regional Disaster Management Framework development
 - PMER: reviews and evaluations conducted: Four DREF reviews, one Emergency Appeal review, Disaster Preparedness Review

Business Line 3: To strengthen the specific Red Cross and Red Crescent contribution to development

Measurement			
Outcome/Output/Indicators	BL	Annual Target ^[1]	Year to Date Actual
Outcome 1: Strategy 2020 is rolled out throughout southern Africa, with support provided to National Societies for strategic planning based on S2020			
Output 1.1: By 2014, all NS in Southern Africa have developed Strategic Plans that aim to achieve the objectives of Strategy 2020			
Number of NS that have developed Strategic plans by 2014 to achieve strategy 2020	0%	40%	50%
Outcome 2: Programmes and support mechanisms addressing health and care priorities are developed and improved, enhancing social mobilization and encouraging volunteering and engagement of youth in RC/RC activities			
Output 2.1: By 2012, HIV and AIDS is fully integrated in all NS health programmes			
Number of NS that have fully integrated HIV/AIDS into health	2	10	10
Output 2.2: NS in Southern Africa adopt the CBHFA approach by 2013			
Number of NS that have adopted CBHFA approach	4	10	7
Output 2.3: Each year the total volunteer base in Southern Africa NS is increased by 10 per cent per year			
Number of NS with a 10 per cent increment in volunteer base	NA	10	7
Outcome 3: Social cohesion is promoted and situations of discrimination and exclusion are addressed			
Output 3.1: 5 NS in Southern Africa (SARCS, Swaziland RC, Lesotho RC, Zimbabwe RC and Mozambique RC) are each implementing nationwide anti-xenophobia programmes addressing discrimination and exclusion (Ubuntu)			
Number of NS addressing xenophobia	1	5	1
Outcome 4: NS capacities and internal development are strengthened by alignment of assistance to their self-determined needs			
Output 4.1: NS successfully implement leadership and management development programmes, and have put in place systems and procedures for efficient/effective service delivery and accountability			
Number of NS that have successfully implemented leadership and management development	2	10	7
Outcome 5: National Societies are working together more closely in initiatives aimed at peer coaching and sharing of resources for sustainable development			
Output 5.1: NS in Southern Africa work in three sub regional groupings to address priority areas for sustainable development			
Number of functional sub regional groupings	4	4	0

Comments on progress towards outcomes
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In 2013, the regional health and care team was limited to a health delegate who also covered HIV programming. In the second half of the year, the health team was strengthened by the appointment of a Regional Community/ Emergency Health Officer, a volunteer from the Australian Red Cross international volunteering programme. The team focused on using the CBHFA approach to strengthen health interventions within the NS.

2013 was a year that saw eight emergency operations launched across six National Societies in the region. These emergencies were mainly drought and floods operations. As a region that is at the epicentre of the HIV epidemic, a conscious effort was made to streamline HIV/AIDS activities in the Emergency Appeals and Disaster Relief Emergency Funds (DREFs), which has not always been a priority in the past.

Furthermore, the regional office supported the NS in engaging more with their Ministries of Health. It was agreed by all National Societies that being part of the Country Coordinating Mechanisms (which is usually chaired by the Ministry of Health) was a priority. However, only two NS in the region were part of CCM by the end of 2013, Lesotho and Namibia. SARO will be working with the NS in the region to encourage them to be part of these mechanisms to ensure appropriate coordination of relief efforts in disaster response.

All 10 NS in the region have now fully integrated HIV and AIDS programming into health activities. Although this has been a good achievement, it is difficult to fundraise for integrated programming as there are few donors/ partners with flexible funding. Hence, there is further need to promote the benefits of integrated programming to donors to enable an approach that addresses the holistic needs of the beneficiaries. This is being promoted well in Malawi with the CBHFA approach.

Migration remains a huge challenge in the region, with South Africa being an economic hub. However, the Ubuntu proposal has had very little financing and NS have not been able to set up effective systems to address xenophobia. Further xenophobic attacks in South Africa have increased the need for anti-xenophobic campaigns by the NS.

The sub-regional networks initiative which was basically clustering NS in smaller groups was abolished in 2012 and replaced by governance workshops that were tailor-made to the needs of the NS. The NS clusters were three and consisted of Angola, Botswana, Namibia in one cluster, Malawi, Zambia, Mozambique and Zimbabwe in the other cluster and finally Lesotho, South Africa and Swaziland in the final cluster. The idea behind the sub-regional groupings was to have smaller groups with similar cultures and challenges supporting each other. However, each sub-regional network was to have an OD coordinator. This approach required HR investment and unfortunately did not get much traction. Instead governance workshops were thought to be a way of creating good governance at the highest level, that should then cascade down to NS grassroots structures. Four governance workshops were conducted in 2013 as discussed previously, in Lesotho, Malawi, Swaziland and Zimbabwe. These workshops were highly participatory and represented only the start of a development process in which concrete actions are identified, and commitments are made by the board. These actions and commitments are to be followed up by a peer National Society and during the SAPRCS meetings. All NS have agreed to report to SAPRCS on the seven indicators from the Pan-African Conference in 2012.

SARO supported all NS in the region, with the exception of Angola and South Africa, with in-country finance visits in 2013. The purpose of these visits were to increase the overall understanding of IFRC regulations and procedures for financial management and reporting, including cash forecasting, budget holder approval, proper coding of expenses, clearance of working advances, and ensuring financial documentation for major procurements. Furthermore, the SARO finance team provided on-the-job training to NS finance teams on monitoring and reporting of funds budget versus expenditure, including doing a variance analysis. This initiative has improved the quality and timeliness of reports. However, more still needs to be done to ensure that this knowledge is cascaded down to the district and branch levels.

In the course of 2013, PMER capacity was built by SARO in most National Societies in the region. The Regional PMER Officer and/ or Programme Coordinator provided in-country support and training to the NS in Botswana, Malawi, Mozambique, Namibia, and Zambia. In November 2013, a joint meeting was held with all programme coordinators and finance managers in the region. This meeting had the objectives of reviewing programme coordination in the NS, strengthening programme coordination by maximizing on available resources in the region, and strengthening effective and efficient programme delivery, including PMER and finances.

Business Line 4: To heighten Red Cross and Red Crescent influence and support for our work

Measurement			
Outcome/Output/Indicators	BL	Annual Target ^[1]	Year to Date Actual
Outcome 1: National Societies are supported to adopt or amend NS legislation and further develop their auxiliary role, as well as promote and advocate for IDRL and risk reduction law.			
Output 1.1: Every two years, at least two NS incorporate IDRL guidelines into their respective country DP/DRR policies			
Number of NS that have incorporated IDRL into their respective country DP/DRR policies	0	2	4
Outcome 2: Resource mobilization capacities of NS are scaled up, diversifying income sources and expanding partnerships			
Output 2.1: Innovative programmes and new partnerships have resulted into an increase of about 25 per cent in domestically generated funds			
Number of NS with increased funding	0	3	3
Outcome 3: National Societies are supported to develop competences and skills in promoting humanitarian diplomacy			
Output 3.1: The HD Working Group of the Southern African network (SAPRCS) becomes a vehicle for skills development, constructive engagement and resource mobilization			
Number of NS with effective competencies and skills in humanitarian diplomacy	1	10	8
Outcome 4: Information and communication strategies support advocacy on behalf of the vulnerable, RC visibility and resource mobilization			
Output 4.1: All National Societies have Communications Policies			
Number of NS with communication policies in place	2	10	3

Comments on progress towards outcomes

For International Disaster Response Law (IDRL), all governments in southern Africa have legal and policy instruments underpinning their institutional framework. However, this legislation is not always implemented, due to funding and staffing challenges, especially at the decentralized level. Furthermore, this legislation typically takes little notice of the auxiliary role of Red Cross NS, and the operational practice of their involvement. The authorities of Malawi, Mozambique, Namibia and Zimbabwe were in the process of revising their legislative framework in 2013, with a view to incorporate all elements of the DM cycle, and in some

cases to streamline their institutional structures. In 2013, the Namibia Red Cross Society was actively involved in this review, although in need of support for its continuation thereof, while Malawi Red Cross Society is being supported by the IFRC's Disaster Law Programme to get involved in the drafting procedure in Malawi. In Botswana the NS hired a consultant to carry out a study on legal preparedness for facilitating and regulating international disaster assistance. The result of this study was disseminated in October 2013 to the government and other stakeholders in Botswana.

Many NS in the region focused on regaining trust and support from partners in 2013. Most of them recorded a significant growth in partnerships during the year, with some National Societies even signing long-term MoUs with partners. Unfortunately, some NS saw partners withdrawing funding due to ongoing leadership crises, particularly in Angola, Mozambique and South Africa. SARO is actively working with the leadership of the three NS, their governments and the partners in the region to resolve the issues.

In 2013, SARO organized two SAPRCS meetings as planned. The first meeting, in February 2013, was also attended by the president of IFRC, as well as the director of Africa Zone. The second meeting took place in South Africa in October 2013. In attendance for both meetings were the presidents and secretary generals of the NS in the region, as well as ICRC and IFRC. Movement partners in the region attended only the February 2013 meeting.

By the end of 2013, in the last SAPRCS meeting, the leadership of the NS in southern Africa committed to the following:

- for the remaining eight NS to complete the OCAC process
- for the remaining six NS to undergo a governance induction
- for all NS to report against the PAC indicators

Furthermore, NS leadership also committed to undergo external, annual audits, develop risk management and anti-corruption policies, and increase income generated domestically compared to 2013. Lastly, they committed to participating in regional exchanges and peer support, as well as supporting the IFRC governing board representative from southern Africa to participate actively in board meetings and represent the interests of the region.

SARO supported four NS to further develop their communications strategy and capacity. This included communications around disasters, particularly in Mozambique, Namibia, Zambia and Zimbabwe. In Zimbabwe, a communications strategy was developed for the country's elections in the second quarter of the year. In other NS, however, the development of new strategies did not take place. As highlighted above, it became apparent early on in the year that due to the critical state of the NS in the region, coordination of partner alignment and support to recovery strategies should be prioritized, rather than focusing on specific policies and strategies.

Business Line 5: To deepen our tradition of togetherness through joint working and accountability

Measurement			
Outcome/Output/Indicators	BL	Annual Target ^[1]	Year to Date Actual
<i>Outcome 1: Assistance is aligned among Movement components: National Societies (including PNS), ICRC and the Federation, to optimise the Movement's work and impact at country level</i>			

Output 1.1: All NS in Southern Africa establish new MoUs with their key Movement partners and work together under the auspices of the country, sub-regional and regional coordination frameworks			
Number of NS that have revised MoUs with partners	0	5	7
Outcome 2: International cooperation and coordination dialogue is enhanced through regular regional National Society leadership meetings, dialogue platform meetings and other National Society groupings and regional networks			
Output 2.1: NS actively participate in the Southern Africa Partnership of RC (SAPRCS) network with support from the Regional representation			
All NS participate in the biannual SAPRCS meeting	2	2	2
Output 2.2: Regional Representation facilitates the participation of NS in continent-wide dialogue, meetings and consultations			
Number of NS involved in continent-wide dialogue	0	3	10
Outcome 3: Information sharing is promoted through mapping existing capacity gaps and other global initiatives including digital divide, NS databank and the Federation-wide Reporting System			
Output 3.1: Regional Representation actively facilitates the implementation by NS of global initiatives			
Number of NS included in global initiatives	2	10	5
Outcome 4: National Societies increase the quality and impact of their programmes through sound programme management, including timely and quality planning, monitoring and reporting			
Output 4.1: All NS in southern Africa provide quality reports on time to all major donors with assistance of funded PMER officers			
Number of NS providing quality timely reports	4	10	7

Comments on progress towards outcomes

NS in the region are increasingly cooperating effectively with their movement partners. MoU's have been signed and regular movement coordination meetings are held at country level. These Movement Coordination Meetings (MCM) took place at least every quarter, and in some instances monthly, in Lesotho, Malawi, Mozambique, Swaziland, and Zimbabwe. Zambia Red Cross held meetings with their partners around their recovery plans. Unfortunately, communications with partners broke down in South Africa. There are no movement partners in Angola, except for the Spanish Red Cross. Botswana is a National Society that raises 85% of its funding locally, hence MCM did not take place.

SARO prepared the NS leadership through the SAPRCS meeting held in October for their participation in the General Assembly in Australia. During the General Assembly, the President of Botswana Red Cross was elected to be on the IFRC governing board. This has led to increased visibility and representation of the region at all meetings.

The regional office has been facilitating the participation of NS in continental and global-wide dialogue. Efforts were made to have Lesotho learn from Burundi Red Cross on developing a country-wide community volunteer network. The Secretary General of Botswana Red Cross participated in a high-level meeting with the African Governance Group on the issues around South Africa. The Secretary General of Botswana also attended the Secretary Generals' Panel in New Delhi in October 2013. Furthermore, a member of the African Governance Group, Dr. Muktar Jalloh, facilitated all four governance workshops in the region. This gave the leadership of our NS the opportunity to interact and learn from him.

The regional representation with the support of a PMER Officer (from the Australia Red Cross volunteer programme) and all other IFRC regional staff has been working with NS to ensure that quality and timely narrative reports are produced regularly. Reports have improved somewhat, however, a lot of work still needs

to be done in this area. Financial reports are also improving as capacity building of NS staff has taken place through technical support missions of the IFRC Regional Finance Officers.

Stakeholder participation and feedback

The main stakeholders of the Regional Office are the ten National Red Cross Societies supported by the SARO office, including the IFRC Zimbabwe country office. Other important stakeholders include Partner National Societies working in the region, as well as the ICRC, UN agencies, USAID, ECHO, the diplomatic corps, non-governmental organizations, numerous sector-specific coordination committees, and relevant government departments and ministries in the ten countries. SARO continues to harness the relationships between the national societies in the region and their governments. It promotes and encourages NS to serve as auxiliaries to their governments and fill the humanitarian gap where government funds cannot reach, particularly in times of disasters. In 2013, IFRC supported NS in eight operations to respond to the humanitarian challenges of communities.

SARO is a member of the Regional Inter-agency Coordination Support Office (RIACSO) of the UN, which is coordinated by OCHA and the Southern African Development Community (SADC), to coordinate the response to humanitarian issues in southern Africa. The regional team also worked with FAO and WFP on food security initiatives. All ten National Societies continued as members of their national disaster committees, and through these fora information was shared on early warning, preparedness and response coordination between the different agencies.

SARO will continue to build on the strides it has made in 2013 to improve relationships and build trust with stakeholders at all levels – from the branch level of National Societies, to their headquarters, from Partner National Societies, to staff in the Federation’s headquarters, and to other agencies and humanitarian actors.

Key Risks or Positive Factors

Issues	Priority High, Medium, Low	Recommended Follow-Up
Ongoing institutional crises in the region. This is getting better in most NS, but SARO realizes this is still a priority	H	Promoting the auxiliary role of the RC
Ongoing institutional crises in the region	H	Continuing governance induction courses for NS
Humanitarian crises emerging as a result of prolonged drought in the region	H	Continue discussions with all stakeholders
Ongoing need for improved management and reporting of donor-funded operations	H	Training and capacity building for National Societies, both generic and tailored to particular needs, will continue
Building the capacity of NS in the region to be first responders to disasters	H	NDRT and RDRT training and capacity building for National Societies, both generic and tailored to particular needs, will continue

Lessons learned and looking ahead

Lessons learned

- Trust, confidence and relationship building among the National Societies' management and staff is imperative for the successful achievement of targets.
- Capacity building measures among National Societies' management and focal points are critical in improving their internal systems and management.
- It is essential that NS show commitment to drive the change process with harmonized support from Movement and non-Movement partners.
- SARO will continue to encourage National Societies to participate in peer review mechanisms, such as the Organizational Capacity Assessment and Certification (OCAC) process and Country Assistance Strategies (CAS).
- SARO will manage Human Resource needs to reflect its role in supporting NS in the region.
- In order to provide support to the greatest extent possible, while not undermining a National Society's ownership and responsibility for an operation, SARO should endeavour to appoint an in-country operations manager at the commencement of every DREF. This serves the dual purpose of increasing staffing resources at the National Society as well as providing good capacity building opportunities for local staff.
- Two-way communication between SARO and the National Societies will continue and SARO should be more mindful of the low (and, in some cases, reducing) capacity of individual National Societies.

Looking ahead

In 2014, SARO will continue to focus on capacity building, regaining donor confidence and improving NS service delivery. With funding permitting, governance and management workshops will be held to try to steer NS back in the right direction. The regional office will ensure to work with all NS in order to create an enabling environment for movement partners to support the humanitarian needs of communities. Crucial to achieving these goals are the commitment and willingness of NS to drive the change process, and for adequate funding to be availed to SARO to support National Societies in the region on the road to recovery.

Financial situation

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

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGOs) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

www.ifrc.org
Saving lives, changing minds.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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