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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 Jan– 31 Dec 2014**

*A Red Cross Vehicle journeys into  
the mountains in Lesotho to reach  
a community benefiting from a  
programme targeted at orphaned  
and vulnerable children – Erin Law  
IFRC 2014*



## Overview

During the reporting period, the Southern Africa Regional Office (SARO) provided support for disaster management, health and care and National Society development/capacity building for all the 10 southern Africa National Societies. The disaster management programme continued to support the Disaster Risk Reduction (DRR). Support was also provided in disaster preparedness, including prepositioning of relief items in seven of the ten NS in the region, warehouse development and management as well as working together with SADC on Disaster Law issues

Under the health and care programme, SARO continued to provide support for the health activities within the framework of community based health and first aid, including TB, emergency health, water and sanitation, as well as HIV and AIDS.

Furthermore, in the reporting period, SARO continued to support the national societies on National Society development. Peer support was carried out in Swaziland and Lesotho by the Secretary General of Botswana RC. More collaborative and networking activities, leadership and management development as well as branch development to ensure more effective service delivery to the vulnerable communities was prioritized in the second half of the year. Movement coordination meetings were held regularly in Malawi and Mozambique. South Africa Red Cross emerged out of its crises and held its Annual general Meeting in November 2014 after completing its audit of accounts, clearing off the bank over-draft and paying its staff all outstanding amounts.

Finally, although it has been three years since the regional office moved to Botswana, it still remains a challenge in terms of networking with other humanitarian stakeholders. Most meetings are held in South Africa where the Red Cross external stakeholders are, consequently leading to SARO missing out on a lot of the virtual interactions. Nonetheless, SARO has endeavoured to make the best of the

situation, this being evident by the active participation during the World humanitarian Summit consultative process.

## Working in partnership

Operational Partners	Agreement
World Health Organization	Global MoU
International Organization on Migration	MoU in progress
United States Agency for International Development (USAID)	Global MoU
European Union –ECHO	MoU
Department for International Development UK (DFID)	MoU
UNICEF	Global MoU
UNAIDS	MoU HIV/AIDS in South Africa
Eli Lilly pharmaceutical company	Global MoU

## Progress towards outcomes

**Business Line 2: To grow Red Cross Red Crescent services for vulnerable people**

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1: Southern Africa Regional Office is able to significantly contribute to the humanitarian preparedness and response in the region in active collaboration with regional stakeholders, including NS, governments and international organizations</b>			
<b>Output 1.1: NS are effective first responders with an accessible capacity able to manage and mobilize resources to react to small, medium or large scale disasters</b>			
No. of NS that are able to respond to disasters within 24 hours	2	3	4
No. of NS that have relief assistance provided to affected areas within 72 hours	2	3	4
<b>Output 1.2: The secretariat and National Societies engage with government agencies, as well as regional and intergovernmental organizations tackling major disasters and crises (e.g. SADC, UN Agencies)</b>			
No. of NS that have signed MoUs with other organizations	3	5	4
No of NS providing first hand disaster analysis/ assessment reports to government ministries and agencies	3	3	4
Proportion of disasters that NS respond to in a coordinated manner with other agencies	3	3	5
<b>Output 1.3: Human vulnerabilities of disaster affected communities are reduced by advocating for the implementation of disaster law</b>			
No. of countries in which IFRC and National Societies have supported authorities to review national legal frameworks for disaster management	2	4	
No. of countries to have adopted disaster law			

### Comments on progress towards outcomes

In 2014, for the first time in the region, 7 NS were supported with pre-positioned stocks. Due to a lack of adequate funding, Angola, South Africa and Zambia did not receive stocks. Botswana, Malawi, Mozambique and Zimbabwe have stock prepositioned warehouses and available volunteers. This pre-positioned stock and relief systems have enabled the Red Cross to be the first responders for the small scale disasters. Through their volunteers, NSs were able to respond to disasters within 24 to 48 hours.

Through the strong network of volunteers, Red Cross Societies can provide detailed assessments and information reporting to the government ministries. National Societies are involved in coordination forums, especially with the government at regional and national levels. Through these structures NS are able to coordinate freely and rely on these relationships in order for the objectives to be met. Alongside governments, PNS and local agencies are also used – i.e. Ministry of Agriculture for training of farmers in Namibia for best practice and the Ministry of Water is used amongst many NS to develop community based water management systems.

Madagascar, Malawi and Botswana have been engaged by their national authorities in the setup of legislative review of the DM system. Zimbabwe, one of the countries anticipated to be involved in legislative review, still has not opened discussions about the draft DM law which is lying dormant in parliament. South Africa is the only country that has adopted a reviewed DM Act in 2014 while the other countries are still in the drafting phase.

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1: National Societies are governed with integrity, evidenced by audits, increased number of partnerships, increased income and increased number of volunteers recruited</b>			
<b>Output 1.1: NS have strong organizational development systems and governance structures in place</b>			
No. of NS that are certified through the Organizational Capacity Assessment or completed the System for Transformation and Results (STAR) process	3	5	3
No. of NS that have implemented strategies developed as a result of capacity assessment			
No. of NS reporting against the Addis Ababa PoA			
<b>Output 1.2: NS have strengthened their volunteer base</b>			
No. of NS with an increase in volunteer numbers in the current year	3	4	4
No. of NS with a percentage of youth volunteers of over 30%			
<b>Outcome 2: Linkages between NS and their Ministries of Health are strengthened through scaled up activities in HIV/TB and malaria and WATSAN, using IFRC tools and resources</b>			
<b>Output 2.1: NS meet gaps in the provision of healthcare by working with their Ministries of Health</b>			
No. of NS who are able to scale up HIV/TB and Malaria work with support from Global Fund and other donors	3	5	7
No. of NS that have developed plans to address gaps in the provision of healthcare			0
<b>Output 2.2: SARO supports the implementation of IFRC tools in health and development programmes by NS in the region</b>			
No. of NS using the CBHFA approach in health, WATSAN and development programmes in the current year	4	6	7
<b>Outcome 3: The resilience of disaster affected and vulnerable communities is strengthened through the</b>			

<i>establishment of long term, sustainable and appropriate disaster risk reduction initiatives</i>			
<b>Output 3.1: NS are integrated into national and regional government DRR plans</b>			
No. of NS that are integrated in national and or regional DRR plans	0	3	
No. of NS actively working with government on DRR plans			9
<b>Output 3.2: NS are able to access multi-year investments to support community led risk reduction and resilience in urban and rural settings</b>			
No. of NS accessing multi-year support for DRR programming at community level	0	2	2
No. of NS that are implementing urban risk reduction components in their programming			2
<b>Output 3.3: NS are able to support volunteer action to support DRR and resilience independent of international aid</b>			
No. of communities implementing own initiatives supported by local Red Cross units	0	1	18
<b>Comments on progress towards outcomes</b>			
<p>Outcome 2</p> <p>National societies that have gone through the OCAC process are Namibia, Malawi and Zambia. Mozambique was targeted but unfortunately, this did not take place due to a change of leadership two weeks before the OCAC should have taken place, It was agreed that this will be done in 2015.</p> <p>Nine out of the ten NS are reporting every six months on the Addis Ababa PoA with Angola failing to do this. The NS up until now has not been reporting or responding to the indicators. A high level delegation has been put in place to visit Angola in the first quarter of 2015.</p> <p>National societies have reported to have strengthened their volunteer base. These are mainly NS that have increased their intervention portfolios for developmental or emergency work in the last year e.g. Malawi, Zimbabwe, Mozambique and Zambia.</p> <p>In 2014 IFRC supported health programmes through National Societies in seven countries (Lesotho, Malawi, Botswana, Swaziland, Namibia, South Africa and Zambia). Funding predominantly comes from USAID, Japanese Red Cross Society, and Lars Amundsen Foundation. The health programme in Zambia forms part of a larger water and sanitation project funded by the OPEC Fund for International Development and co-funded by Netherlands Red Cross Society, it includes the Community Based Health and First Aid (CBHFA) approach and HIV prevention activities.</p> <p>In 2014 NS Strategic Plans for HIV/AIDS came to an end. Moving into this next phase, 2015 will see a regional health plan made in consultation with NS and in partnership with other regional actors (IOM, and UNFPA). NS also continue to work on their Strategic Plans with support from the IFRC office into which, health strategic direction is built.</p> <p>In 2014 National Societies reported on their use of the CBHFA approach as part of a Global Health Mapping exercise. Seven National Societies including Botswana, Lesotho, Malawi, Namibia, South Africa, Zimbabwe and Zambia reported to be using the CBHFA approach. Three of these National Societies (Malawi, Zambia and Zimbabwe) attended the 2014 Africa Annual CBHFA workshop to share their experiences, while Lesotho conducted training of their staff in the approach to incorporate into their programmes.</p> <p>Outcome 3</p> <p>The implementation of Zambezi River Basin Initiative (ZRBI), an initiative focused on strengthening resilience to disasters at community level covered the four countries of Botswana, Namibia, Malawi and Zambia. The main focus was on strengthening 18 community based disaster risk management structures that have been established in all targeted communities. The NS also focused on strengthening community preparedness and mitigation through interventions such as Vulnerability Capacity Assessments and development of community and contingency plans. These initiatives review hazards, develop action plans and implement these activities. SARO is currently working to strengthen the linkage between other agencies and build the capacities of communities in order for them to manage other issues outside of these action plans.</p>			

Zimbabwe and Malawi Red Cross Societies have been implementing urban disaster risk reduction programmes in the informal settlements for the past two years and are currently exploring the possibility of scaling up. National Societies enjoy both technical support from the Movement as well as external partners for the implementation of various DRR programmes. To promote the sustainability of implemented intervention, the national societies work closely with their governments in various technical DRR programme areas.

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

<b>Measurement</b>			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
<b>Outcome 1: NS are supported to define their key role and disseminate it</b>			
<b>Output 1.1: Increased familiarity on auxiliary role and mandate of Red Cross among southern African governments and other actors in humanitarian sector</b>			
No. of NS with their auxiliary role being recognised financially and in MoUs	2	4	4
No. of NS with integration into government DM and health plans due to their auxiliary role	2	4	4
<b>Output 1.2: Improved image, reputation and visibility of NS in the region</b>			
No. of NS whose work is covered in media/ social media on a quarterly basis during the current year	4	5	5
<b>Outcome 2: NS are supported through humanitarian diplomacy and linkages are made to potential stakeholders and partners</b>			
<b>Output 2.1: Resource mobilization capacities and efforts are scaled up to inspire more reliable contributions to NS in the region</b>			
No. of National Societies receiving government financial or in-kind support	1	3	8
No. of National Societies able to increase their domestically generated income by at least 20%	1	3	6
<b>Comments on progress towards outcomes</b>			
<p>Throughout NS meetings, discussions were held for various reasons with Government ministries to ensure they had a better understanding of the role of Red Cross. This was evident during disasters where NS used this as an opportunity to further engage with the Government on the auxiliary status of Red Cross roles. RM strategies are in place for Botswana and Zimbabwe. However, more focus will be given in supporting RM strategies in NS in 2015. With a lot of dissemination on humanitarian diplomacy and domestic RM partnership, NS are becoming more confident in strengthening existing partnerships and creating new alliances. This is evident in NS of Botswana, South Africa, Namibia and Zimbabwe. SARO also supported NSs in image building, visibility and communication strategies. The press coverage increased in most NS due to the conscious efforts of the leadership to improve the profile of the Red Cross.</p> <p>The Communications Officer at SARO actively engaged with communication staff at Lesotho Red Cross Society and Baphalali Swaziland Red Cross Society. A new Communication Officer began at Zambia Red Cross Society and work has begun on the strategic plan. A Communications Officer is still to be recruited to the Malawi Red Cross Society. In early 2015 there are plan to work with Mozambique Red Cross Society on a strategy, specifically focusing on communications in emergencies.</p> <p>National Societies have made great strides in domestic resource mobilization. In 2014, there was the Namibia for Namibians initiative where funds were raised domestically for drought victims. In Botswana, 80% of its resources is fundraised domestically. Others with increased locally generated resources include, Zimbabwe, Swaziland, Lesotho and Mozambique</p>			

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<b>Outcome 1: NS are supported to have well defined systems and procedures in place, including tight financial management, that facilitate efficient and effective service delivery</b>			
<b>Output 1.1: NS have improved their financial capacities and skills</b>			
No. of NS with effective systems and tools in place for improved financial management	2	4	2
<b>Output 1.2: NS show appropriate accountability to donors</b>			
No. of NS reporting in time for and in line with donor requirements	0	3	5
<b>Outcome 2: SARO facilitates effective movement coordination and cooperation in the region</b>			
<b>Output 2.1: NS are supported through movement cooperation and coordination</b>			
No. of NS with at least quarterly in-country coordination meetings	2	5	4
No. of NS with revised/up to date strategic plans to mobilise long term support			
No. of NS that have increased their partnership base by at least 3 new partners in the current year	2	5	5
<b>Comments on progress towards outcomes</b>			
<p>There has been ongoing finance support and collaboration with NS finance counterparts. A significant improvement in terms of adherence to financial procedures, quality of documents and the timeliness of reports has been noted in Malawi with the ECHO and emergency appeal reports. The other national societies, namely Namibia, Lesotho, Zambia, South Africa and Swaziland still show signs of good financial management. Improvements and progress in other NS has been rather slow.</p> <p>Training of finance HQ and field staff was done in Namibia, Zambia and South Africa in the first quarter. The focus was on the new procedure to be implemented on coding all budgets and subsequently all expenses, by activity. The training also focused on overall financial management of the national society as well as coordination with programs departments.</p>			

**Stakeholder participation and feedback**

The main stakeholders of the Regional Office are the ten National Red Cross Societies which SARO office is there to support. In the second quarter of 2014, the IFRC Zimbabwe Country Office was scaled down to a project office and Zimbabwe Red Cross Society, like any of the other NS in southern Africa, is being supported directly by the regional office. Other key stakeholders include the Partner National Societies working in the region, as well as the ICRC, UN agencies, USAID, ECHO, Eli Lilly Funds, 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 and promotes NS to serve as their auxiliaries and fill the humanitarian gap where governments' funds cannot reach.

SARO is also 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). SARO, despite its current location, is becoming an increasingly active member of RIACSO, as evidenced by the inclusion in the

consultative task team for the World Humanitarian Summit. 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 to improve relationships and 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

Key Risks or Positive Factors	Priority High, Medium Low	Recommended Action
Attract long-term donors to support developmental programming and capacity building	High	Ongoing process that might take time to achieve
Stabilise and increase the team at Regional Office to preserve institutional knowledge and relationships and pass skills on to others.	Medium	The team has remained small, but more staff is needed in programs
Increasing donor confidence in the region	High	The regional office continues to dialogue with partners in a transparent manner

## Lessons learned and looking ahead

SARO will continue to encourage National Societies to participate in peer review mechanisms, such as the Organizational Capacity Assessment and Certification (OCAC) process and Cooperation Agreement Strategies (CAS). In order to provide support to the greatest extent possible, while not undermining a National Society’s ownership and responsibility for an operation, SARO has been appointing an IFRC Operations Manager for every disaster. Although this has resulted in better accountability on donor funds, it has also caused a lot of friction between the Operations Manager and the NS. SARO will endeavour to better explain this role to the NS so there is greater acceptance.

SARO and the National Societies will continue to engage in fruitful discussions and cooperation, while SARO should be more mindful of the low (and, in some cases, reducing) capacity of individual National Societies. Domestic resource mobilisation has proven to be effective if completed consistently and has reduced the dependency on foreign aid. This was evident with Botswana Red Cross experience.

## 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.



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](http://www.ifrc.org)

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