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Southern Africa Regional Office Annual Report

 International Federation
of Red Cross and Red Crescent Societies

SP163

10 May 2013

**This report covers the
period 01/01/12 to
31/12/12**



IFRC

Overview

In line with the International Federation of Red Cross and Red Crescent Societies' (IFRC's) *Strategy 2020*, the role of the Southern Africa Regional Office (SARO) is to strengthen the capacity of the National Societies (NSs) to better enable them to deliver services that increase community resilience to disasters and public health emergencies, protect livelihoods and strengthen capacity to recover from disasters and crises, and promote healthy and safe living, social inclusion and a culture of non-violence and peace.

SARO directly assists nine countries in the region: Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, and Zambia, while also supporting the Zimbabwe Country Office.

SARO faced a year of upheaval and change during 2012. At the beginning of the year, the regional representation was down-sized to 20 per cent of its former Johannesburg-based office, and relocated to Gaborone, Botswana. This geographic shift in office location was done for cost-efficiency purposes, but meant that during 2012, much effort was spent on building up the new office's staff and resources. By the end of 2012, with the appointment of a Regional Representative in May and an established team and network of NS contacts, the operational capacity of the SARO was in a position to focus on the external factors that were forcing an adjustment to the priorities for the office and its relationship with funding partners.

Donors that had sustained the Federation's work for over a decade had opted to channel support bilaterally through NSs and no longer use the multilateral mechanisms of IFRC. Meanwhile, some NSs also saw a drastic down-sizing of staff, especially the **South Africa** and **Zambia** RCS. The year was further marred by institutional crises occurring within a number of NSs, with common themes of unsustainable structures, financial liabilities with the resultant slowdown of service delivery and threat to asset bases, and poor and inadequate donor reporting. Incidents of mismanagement of funds understandably shook donor confidence. As a result, partners withdrew or withheld funds,

which impacted on morale of staff and volunteers and the long-standing good reputation of the Movement. Many services simply ground to a halt.

As the year progressed, internal NS management factors were creating uncertainty and concern about capacity to deliver. SARO began to focus on strategies that would promote NS recovery.

The Southern Africa region is prone to natural and human-caused disasters, exacerbated by the effects of climate change. In recent years, the region has suffered recurring devastation from floods, mostly along the Zambezi River. The socio-economic imbalances and shortages of social services and high unemployment has led to urban-based violence, migration and an escalation in the demand for inadequate water and sanitation services.

IFRC continued to respond to a number of disasters across the region, as detailed in the map contained within this document.

Working in partnership

SARO maintained and fostered a significant number of partnerships in the region, with formal agreements now in place. With the growing pressure and competition for funding, the global events of 2012 and the forced austerity measures being put in place by governments, donor interest began to wane and funding levels continued to dwindle across the southern Africa region. NSs have been encouraged to be proactive in securing funding from non-traditional funding sources, in particular private enterprises and individual governments.

Operational partners	Agreement
Food and Agriculture Organization	MoU for Namibia and Zambia
Red Cross Movement Partners	MoU with all movement partners working tin the region
Southern Africa Development Community SADC	MoU
World Health Organization	Global MoU
World Food Programme	MoU
International Organization for Migration	MoU in progress
United States Agency for International Development (USAID)	Global MoU
European Union –ECHO	MoU
Department for International Development UK (DFID)	MoU
Malaria No More MNM UK	MoU for Malaria in Namibia
UNICEF	Global MoU
REPSSI	MoU Psychosocial support
UNAIDS	MoU HIV/AIDS in South Africa
Eli Lilly pharmaceutical company	Global MoU Tuberculosis projects in Namibia, Malawi and South Africa

Progress towards outcomes

The institutional challenges described above were addressed with a three prong approach – firstly, direct investment into change processes, secondly, creating a policy and peer environment in which good governance is the accepted norm, and thirdly, aligning Movement partners behind an agenda of backing institutional reform where the internal drive is there.

As this change in approach started to take shape, the region continued to experience disasters that required Red Cross interventions, in accordance with the 5 key business areas identified within Long-term Planning Framework of the SARO.

Business Line 1: TO RAISE HUMANITARIAN STANDARDS

Measurement			
Outcome/Output/Indicators	BL	Annual Target	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 profile 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 are established in National Societies progressively as follows: 2012 : Uptake by 3 NS in Southern Africa			
Number of Federation reporting Systems and Databank established	0	3	0
Outcome 3: An independently-validated regional peer review mechanism is facilitated to benchmark National Societies and the Secretariat itself			
Output 3.1: NS in Southern Africa participate in the validated peer review mechanism such as the Organisational Capacity Assessment and Certification (OCAC) process			
Number of NS that have been targeted and agreed to participate in the OCAC process	NA	3	1
Outcome 4: The professional qualifications and competences 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 that have staff or volunteers registered/participate in the accredited learning systems established by the Secretariat	0	10	1

During 2012, the region collaborated with SADC and the regional humanitarian UN organizations to get regular up-dates on humanitarian trends and analyses. In the first half of the year, monthly analyses were sent to all partners to ensure that the regional situation influenced their humanitarian response and activities.

Some NSs, such as the Namibian Red Cross, have well-established information sharing system in place with the government's meteorological service which provides verified data. There is a role for the SARO to promote better use of existing information services and data banks to enhance collaboration within the humanitarian field.

Business Line 2: TO GROW RED CROSS RED CRESCENT SERVICES FOR VULNERABLE PEOPLE

Measurement			
Outcome/Output/Indicators	BL	Annual Target	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%
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Output 4.1: Staff and volunteers of NS in Southern Africa participate in accredited learning systems established by the Secretariat			
Number of NS that have staff or volunteers registered/participate in the accredited learning systems established by the Secretariat	0	10	1

NSs have been continuing to respond - with varying degrees of success - to the region's humanitarian and development challenges. The region faced worsening food insecurity due to the effects of climate change. Some countries experienced simultaneous floods and drought in different areas within their borders. The region faced sudden as well as slow onset disasters during 2012 patterns. Some NSs were amongst the first agencies at the scene of the disasters, providing immediate assistance to those most in need.

The regional partnership of NSs (SAPRCS - The Southern Africa Partnership of Red Cross Societies) met for the first time in over a year, with frank dialogue of the challenges facing the NSs, and resulted in a vision statement that was tabled during the Pan-African Conference in Addis Ababa, Ethiopia

Limited financial and human resources constrained what could be achieved through direct investment in National Societies' institutional capacity, but nevertheless, strategic planning was supported in Lesotho, governance training in Malawi and recovery planning in South Africa and Zambia. These resulted in recovery plans for South Africa, Zambia and Malawi and a 5-year strategic plan for Lesotho. Zambia was supported to introduce the governing board to the provinces to better understand regional issues and it in turn volunteered to be the first NS in the region to undergo the OCAC process. Malawi and Mozambique also registered for OCAC in 2013.

IFRC-supported activities through the Southern Africa Regional Office 2012

Regional initiatives

Zambezi Basin River Initiative
Phase 1, in conjunction with FAO

Collaboration with regional
organisations, including SADC, to
monitor and analyse humanitarian
trends

Collaboration with FAO to provide
training to vulnerable communities
on preparing for seasonal
agricultural losses, drought-tolerant
and early-maturing seed varieties,
vegetable management, climate
change adaptation, disaster risk
reduction and pre- and post-disaster
preparedness and mitigation, and
conservation tillage

Organisational Capacity Assessment
and Training (OCAC)

Community-based health
interventions
Tuberculosis, Malaria, emergency
health, water and sanitation, first aid

Rapid disaster response teams
deployed to Mozambique, Lesotho,
SARO, and Swaziland

Development of National Society
Strategic Plans (for 5 Societies)

First *Southern Africa Strategic
Health Plan* developed, with
HIV/AIDS fully integrated into
planning, and regional HIV/AIDS plan
focusing on the Zambezi River Basin
refined

International Disaster Law workshop
aimed at senior level representatives
of civil society and National Societies

Angola

Drought = food insecurity
12,000 households targeted, with
acute malnutrition in children < 5
years.

Fighting Malaria campaign targeting
21,000 households, radio
programmes, information material

Malawi

Floods (2011-12) = food insecurity –
7,000 people assisted with non-food
items, cholera kits, hygiene items
HIV/AIDS prevention and education,
particularly targeting OVCs –11,500

Zambia

HIV/AIDS prevention and education,
particularly targeting orphans and other
vulnerable children – 1,200

Botswana

HIV/AIDS prevention and
education, particularly
targeting OVCs – 900

Zimbabwe

HIV/AIDS prevention and
education, particularly targeting
OVCs – 7,400

Namibia

Volunteer training on HIV,
gender and reproductive
health
HIV/AIDS prevention and
education targeting OVCs –
25,000

Fighting malaria campaign
targeting 11,000
households radio
programmes, information
material

Mozambique

Cyclone (Feb) – 14,000
households assisted, storms
and floods

Swaziland

HIV/AIDS prevention and
education, particularly
targeting OVCs – 2,000

Lesotho

Drought = food insecurity – 1,600
households assisted
Floods in early 2012 - 800 households
assisted
HIV/AIDS prevention and education,
particularly targeting OVCs –34,500

South Africa

USAID-funded Tuberculosis project
HIV/AIDS
Shelter and food for 300 people following xenophobic attack
HIV/AIDS prevention and education, particularly targeting OVCs –320,000

Business Line 3: TO STRENGTHEN THE SPECIFIC RED CROSS RED CRESCENT CONTRIBUTION TO DEVELOPMENT

Measurement			
Outcome/Output/Indicators	BL	Annual Target	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 aims 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 mobilisation 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	9
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 year			
Number of NS with a 10% increment in volunteer base	NA	10	No data available
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	5
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 (3) sub regional groupings to address priority areas for sustainable development			
Number of functional sub regional groupings	4	4	0

Development interventions were constantly backed up by one-to-one engagement between IFRC and NS leadership, always pushing for an agenda of good governance with an eye on future sustainability. The Regional Representative and Programme Coordinator travelled extensively around the region, meeting senior management and governance of all ten countries, often several times, to support the recovery from internal crises or organisational development generally.

Despite this intensive effort, change has not been apparent. At the beginning of the year, there was still denial amongst some NSs of any institutional problems at senior management levels. Yet by the end of the year, particular NSs had acknowledged the size of their debt and had produced a strategy to downsize it, and discussions with some governments to assist the NS financially had progressed. Other NSs, Malawi in particular, made much progress in charting a path to recovery and reassuring partners. Sole attribution to IFRC for any of these changes is not possible: change is driven internally and only prompted externally, and other Movement partners were also involved in the actions taken by Malawi NS.

As part of the leadership development, SARO convened induction meetings for Board members of 3 National Societies, namely, Botswana, Lesotho and Malawi. In addition, there has been mentoring by the senior management of the region to the Secretary Generals and NS program coordinators. Also, in terms of closer working relationships between and within Movement Partners, cross fertilisation of ideas and initiatives was encouraged. This also has the potential to generate greater feeling of ownership and belonging to the larger family of the Red Cross and Red Crescent Movement.

Over the past few years, the IFRC has worked with partners to develop an innovative approach to designing health surveys and improving the timeliness of the data collection cycle. This approach has been named Rapid Mobile Phone-based (or RAMP) survey. A RAMP survey in Namibia helped to provide a survey methodology and operations protocol that enabled Namibia Red Cross in collaboration with the Namibian MoH to conduct malaria surveys at reduced costs, in a timely fashion and with limited external technical assistance.

Business Line 4: TO HEIGHTEN RED CROSS RED CRESCENT INFLUENCE AND SUPPORT FOR OUR WORK

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
<i>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.</i>			
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 in-cooperated IDRL into their respective country DP/DRR policies	0	2	1
<i>Outcome 2: Resource mobilisation capacities of NS are scaled up, diversifying income sources and expanding partnerships</i>			
Output 2.1: Innovative programmes and new partnerships have resulted into an increase of about 25% in domestically generated funds			
Number of NS with increased funding	0	3	1
<i>Outcome 3: National Societies are supported to develop competences and skills in promoting humanitarian diplomacy</i>			
Output 3.1: The HD Working Group of the Southern African network (SAPRCS) becomes a vehicle for skills development, constructive engagement and resource mobilisation			
Number of NS with effective competencies and skills in Humanitarian diplomacy	1	10	5
<i>Outcome 4: Information and communication strategies support advocacy on behalf of the vulnerable, RC visibility and resource mobilisation</i>			
Output 4.1: All National Societies have Communications Policies			
Number of NS with communication policies in place	2	10	2

The attempts by SARO to align the support of Movement partners behind an agenda for NS recovery, while not totally successful, resulted in some notable improvements. The year began with the Movement partners scattered into separate, bilateral projects, with reservations about the value of the multilateral agenda in the region over recent years. By mid-year however, partners were actively involved in IFRC-led coordination in Malawi, Mozambique, Swaziland, South Africa, Zimbabwe, and on regional issues. Swedish, Norwegian and Finnish Red Cross made multilateral contributions and American Red Cross made clear its intention to do so in 2013.

However, strategic and financial commitments to bilateral engagement cannot be reversed overnight. IFRC has made it clear that its aspiration is to work together on a coordinated and coherent agenda to promote NS recovery, especially backing promising new leadership. This does not mean the funding has to be multilateral. Different aid modalities can be used. But coordination is crucial.

As stated throughout this document, the region has faced numerous institutional crises. Supporting NSs in active resource mobilization and promotion of humanitarian diplomacy skills were not realised due to these difficulties. NSs need to work on their image and visibility before embarking on such a task. The SARO is working with NSs to address some of their critical issues. SAROs is working with NS to put robust systems and procedures in place to regain donor confidence and be able to attract funding. In addition, in some of the NS, audits have not been done in years, which make it very difficult to approach new donors. Nonetheless, NS like Botswana RC has over the years made tremendous strides in raising resources locally. In 2012, 90% of their funding was raised locally.

In August 2012, the NS leadership committed to greater engagement in humanitarian diplomacy as well as leveraging their auxiliary status with their respective governments. Lesotho, Malawi, Mozambique, Swaziland and Zambia made efforts in getting subventions from their governments. Lesotho got its debt written off by the government. Subventions are already being given to the RC by their governments in Angola, Botswana and Namibia.

Business Line 5: TO DEEPEN OUR TRADITION OF TOGETHERNESS THROUGH JOINT WORKING AND ACCOUNTABILITY

Measurement			
Outcome/Output/Indicators	BL	Annual Target	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	3
<i>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</i>			
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	1
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	1
<i>Outcome 3: Information sharing is promoted through mapping existing capacity gaps and other</i>			

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 provides quality reports on time to all major donors with assistance of funded PMER officers			
Number of NS providing quality timely reports	4	10	6

No NS received more attention from IFRC in 2012 than South Africa. This level of attention may seem odd, given that South Africa's economy is the strongest in the region, but South Africa Red Cross (SARCS) all but collapsed in 2012. The Board dramatically intervened to address a debt problem by replacing the acting SG with another acting SG, who in turn dismissed most of the staff of the HQ before handing over to a permanent SG, who was appointed to lead the recovery process. SARO was intensely engaged in trying to support this recovery process within SARCS and in particular to support the dynamic new SG. Sadly, resistance to the emergence of a strong Secretariat from the provinces within SARCS severely curtailed attempts at reform.

Regionally, SARO made efforts to drive institutional change from within by creating an environment within each NS in which good governance is considered desirable and normal, with peer pressure holding poorly performing NSs to account. This was promoted through regional reports, maintaining internal communications, and by sharing good practice documentation. Efforts to encourage institutional change was then followed by convening the regional network of NS leaders, SAPRCS, and committing the time together to focus on institutional blockages to good governance and how to overcome them. This was then brought to a higher level, with SARO taking responsibility for designing a concept note, discussion questions and outcome documents for the statutory Pan African Conference that brought together the leadership of IFRC and all African NS in November 2012. This event was dedicated to the institutional issues of such concern to SAPRCS, and resulted in continental commitments to good governance within African NSs, and a means by which these NSs can be motivated and held to account.

The regional representation has been actively involved in linking global organizations with the National Societies. An MoU is being prepared between International Organization for Migration and the IFRC.

The regional Representation with the support of the PMER delegate and all other delegates has been working with NS to ensure that quality and timely narrative reports are produced regularly. The reports have improved somewhat, however, a lot of work still needs to be done in this area. Financial reports continue to be delayed, with irregularities in some cases. The regional Finance officers went on technical support missions to Angola, Botswana, Malawi, Mozambique, Namibia and South Africa

Stakeholder participation and feedback

The regional team continued to work through partnerships, networking and collaboration with relevant organizations in the humanitarian and development sphere, resulting in improved preparedness and response in the region and at the national level. NS and regional teams carried out joint operations and missions with other partners. This reduced costs and made responses more effective and efficient.

SARO is a member of the Regional Inter-agency Coordination Support Office (RIACSO) of the UN which is coordinated by OCHA and Southern African Development Community (SADC). Other partnerships at regional level include Famine Early Warning System Information Network

(FEWSNET) of the USAID, World Meteorological Organization (WMO), Witwatersrand School of Forced Migration and School of Public Health in Johannesburg. The regional team also worked with FAO and WFP on food security initiatives.

All ten NSs continued as members of the national disaster committees, and through these fora, information was shared on early warning, preparedness and response coordination between the different agencies.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority - High Medium Low	Recommended Action
Changes in NS leadership present fresh opportunities to support NS recovery.	High	SARO needs to intensify support where dynamic, new leadership is present.
Some NS in the region are unwilling to take the required action to move their NS out of crisis	High	Keep up the peer pressure through SAPRCS and motivate good governance through governance inductions
IFRC is diplomatically disadvantaged after the relocation to Botswana	Medium	Need to make efforts to remain integrated in regional coordination mechanisms, Movement and external
Number of emergency operations distracts from OD agenda	High	Build strong emergency response team

Lessons learned and looking ahead

There is a direct correlation between institutional crises facing many of the NSs in the region and their ability respond to disasters. IFRC needs to focus on addressing institutional blockages as a key strategy to enable quality humanitarian action to match the scale of need in southern Africa.

In the first instance, these institutional blockages need to be addressed internally. Training itself is not enough if the will and commitment is not there. A key strategy will need to generate the internal demand for good governance, primarily through peer accountability. This is a long term approach.

National Societies in southern Africa remain overly dependent on Movement partners and are too insulated from domestic stakeholders. This leaves them potentially side-lined during major disasters in the region. Integration with domestic stakeholders is key to raising the scale and profile of the Red Cross work in southern Africa.

International funding for the region, especially emergency funding, is minimal, and Movement partners need to be strategic about how limited resources are used. As highlighted in this report, Partners have an imperative to address the poor performance of 2012, with an underlying aim of addressing the institutional challenges and building bridges between NS and in-country stakeholders who can contribute to Red Cross work into the future.

In 2013, IFRC work will focus on five key areas:

1. To support NS to be well functioning, through direct interventions such as governance training and OCAC, and through supporting peer accountability and agreed standards.
2. To support NS to prepare for and respond to disasters, through training of response teams, early warning, pre-positioning of stocks and emergency funds.
3. To support and position all NSs to raise a greater proportion of their funding and resources, by making representations to their governments and in country partners/donors and through capacity building in domestic resource mobilisation.

4. To promote coordination and good donor support among Movement partners, through coordination meetings, CAS processes, aligned objectives and active communications.
5. To ensure donor compliance and promote learning and awareness within and about humanitarian crises in southern Africa, through timely financial and narrative reporting, monitoring and evaluation, advocacy and media work.

SARO has a long-term responsibility to support NSs and their volunteers and to provide an exciting and challenging environment to pave the road map of recovery and recapture unique role of the Red Cross and Red Crescent across southern Africa.

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.

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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

Contact information

For further information specifically related to this report, please contact:

In the Southern Africa Regional Office

- **IFRC Regional Representation:** Alexander Matheou Regional Representative for Southern Africa; Gaborone; phone: +267 3712700, +2673712724, mob: +267 71395340, fax: +267 3950090; email: alexander.matheou@ifrc.org

For Resource Mobilization and Pledges:

- **IFRC Africa Zone:** Loïc de Bastier, Resource Mobilization Coordinator for Africa; Addis Ababa; phone: +251-93-003 4013; fax: +251-11-557 0799; email: loic.debastier@ifrc.org

For Performance and Accountability (planning, monitoring, evaluation and reporting):

- **IFRC Africa Zone:** Robert Ondrusek, PMER/QA Delegate for Africa; Nairobi; phone: +254 731 067277; email: robert.ondrusek@ifrc.org