



Belgian
Red Cross
Flanders

MANAGEMENT RESPONSE

INTERNATIONAL COOPERATION

20/06/2022

EXTERNAL EVALUATION - END OF PROJECT EVALUATION SOUTH AFRICA – FIRST AID

PROJECT CODE: 2017-17-ZA-DGD

DATE OF EVALUATION: JANUARY-MAY 2022

EVALUATOR(S): KEY AID CONSULTING (INFO@KEYAIDCONSULTING.COM)

EVALUATION MANAGEMENT TEAM (EMT):

- BELGIUM RED CROSS-FLANDERS: EMMA ACHTEN (COUNTRY REPRESENTATIVE), JOOST SOMMEN (FA PROJECT MANAGER) ELKE WEYENBERGH (FIRST AID FOCAL POINT), DIDIER VAN AERT (HEAD OF INTERNATIONAL OPERATIONS), YOUSRI EL ADAK (EVALUATION MANAGER)
- SOUTH AFRICA RED CROSS SOCIETY: CHESTER SHABA (TRAINING MANAGER), FERNEL CAMPHER (AD INTERIM SECRETARY GENERAL)

BACKGROUND INFORMATION

The evaluation is part of the programme 2017-2021 of the BRC-FL International Cooperation department financed by the Belgian Development Cooperation (DGD). The evaluation is focusing on the relevance, effectiveness, contribution, efficacy and sustainability of the First Aid (FA) program in South Africa.

SUMMARY OF MANAGEMENT RESPONSE

The evaluation is comprehensive and raises a few pertinent issues about the planning processes as well as in terms of the implementation strategies that were employed during this project. Several issues that could easily be overlooked have been highlighted in this evaluation report and this will serve as lessons learnt in carrying out the overall project. The recommendations are spot on all the issues raised and will serve as a spring board for planning the next steps for a similar endeavor. The steps to be undertaken by SARCS management to meet these recommendations are outlined below and an effort will be made to make these changes within the stipulated deadlines.

MANAGEMENT RESPONSE TABLE

Recommendation 1: Develop a volunteer retention policy used to identify and harnesses opportunities for volunteers to grow within the organization.				
Management response:		Response rationale:		
<input type="checkbox"/> Accepted		It will be important to implement this recommendation to ensure sustainability in how we manage our volunteers in the field of First Aid in the future.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
1.1 Engage the National Technical Training Committee to develop a volunteer policy, including a retention strategy	Q4 2022	SARCS		
1.2 Produce final version of the policy, signed by governing body	Q1 2023	SARCS		
1.3 Ensure dissemination of volunteer policy	Q2 2023	SARCS		

Recommendation 2: Formation of Peer Exchange groups.				
Management response:		Response rationale:		
<input type="checkbox"/> Accepted		It is important for smooth and effective operations that different people and parts of the organisation exchange information properly and are aware of the overall operations of the organisation. In the coming years it would be good to actively set up a structure to accommodate the formation of peer exchange groups countrywide.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
2.1 Develop guidelines for the formation of peer exchange groups	Q4 2022	SARCS		
2.2 Recruit members of the peer exchange groups	Q1 2023	SARCS		

Recommendation 3: Management and optimization of volunteer databases.				
Management response:		Response rationale:		
<input type="checkbox"/> Accepted		A database was introduced during the project. It is important to continue registering volunteers who have been trained in First Aid. It will give easy access to readily available information on human resources, skills especially in emergency situations and for purposes of cross provincial/branch support.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments

3.1 Ensure all branches and provinces have access to the training database	Q3 2022	SARCS		
3.2 Inform and train all provincial managers about the existing training database	Q3 2022	SARCS		
3.3 Ensure regular updating of the database so it remains up to date	Continuous	SARCS		
3.4 Add in future project agreement a clause to advise our implementing partner to follow the General Data Protection Regulation directive	Q2 2022	BRC-FI		

Recommendation 4: Strike a balance between enough trainers and not too many trainers to reach training quotas.				
Management response: <input type="checkbox"/> Accepted		Response rationale: There is a need to have enough trainers, but also make sure that the volunteers that are trained as First Aid trainers get enough opportunities to conduct First Aid trainings. This will increase their confidence and skills, which will positively impact on the quality of training offered.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
4.1 Guidance from BRC-FI to be developed on optimal ratio of trainers/trainees	Q2 2022	BRC-FI		
4.2 To solicit help from training managers at all levels in properly utilising human resources (prioritising the most needy skills)	Ongoing	SARCS		
4.3 Develop a training plan for the existing First Aid trainers	Q4 2022	SARCS		

Recommendation 5: Develop a strategic approach to engage with government departments.				
Management response: <input type="checkbox"/> Accepted		Response rationale: SARCS needs to re-establish itself as one of the preferred First Aid training partners with government departments.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
5.1 Engage National Technical Training Committee to draw up a strategic approach	Q3 2022	SARCS		
5.2 Get senior management to review and endorse	Q4 2022	SARCS		

5.3 Implement the strategy with the identified government bodies	Q1 2023	SARCS		
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Recommendation 6: Scaling FABL to volunteer training.				
Management response: <input type="checkbox"/> Accepted		Response rationale: This is critical especially after what we have experienced during the Covid 19 pandemic when giving face-to-face education became exceedingly difficult. Also, SARCS is lagging behind compared to other service providers who are ahead in utilizing FABL thereby making more gains in providing services.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
6.1. Conduct academic research on the effectiveness of the first aid blended learning approach	Q1 2023	BRC-FI		
6.2 Set up a training team to coordinate this initiative	Q3 2022	SARCS		
6.3 Draft a FABL strategy for SARCS	Q3 2022	SARCS		
6.4 Cascade the training to provincial and branch levels	Q4 2022	SARCS		

Recommendation 7: Integrate explicit efforts to encourage the participation of women in FA training as volunteers and trainers.				
Management response: <input type="checkbox"/> Accepted		Response rationale: A better gender balance will improve delivery of services at all levels.		
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
7.1 Set up a quota system and inform all training teams	Q3 2022	SARCS		
7.2 Monitor implementation at all levels (check recruitment)	Q4 2022	SARCS		
7.3 Ongoing sensitisation on gender balance to managers	Q4 2022	SARCS + BRC-FI		

Recommendation 8: Synergize the ToT and volunteer training calendar.				
Management response:		Response rationale:		

<input type="checkbox"/> Accepted	It is important that trainers can start implementing the newly acquired skills straight after the ToT, so it is important to organize sufficient volunteer trainings just after the ToT was organized.			
Key action(s)	Deadline	Responsible	Tracking	
			Status	Comments
8.1 Engage all training managers on ensuring synergy when drawing up yearly training calendar	Q4 2022	SARCS		
8.2 Review the training plans/calendars at provincial & branch levels for 2023	Q1 2023	SARCS		