

## National Society Programme Support Plan 2008-2009

<b>National Society:</b>	Zambia Red Cross Society (ZRCS)
<b>Programme name and duration:</b>	Appeal 2008 - 2009
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### Executive summary

Through an integrated approach, Zambia Red Cross Society (ZRCS) currently implements programmes, which combine activities that simultaneously address emergency and long-term development needs in the country. For more than 20 years, ZRCS has been constantly and successfully involved in providing humanitarian assistance in response to influx of refugees, natural disasters and health emergencies. In 2008 and 2009 ZRCS will continue implementing programmes that seek to reduce the impact from disasters, by providing humanitarian assistance to more than 24,500 refugees in the Northern, Luapula and Lusaka provinces, and to 50,000 people (8,300 households) affected by food insecurity in 15 districts. ZRCS will contribute to strengthening community early warning mechanisms, disaster risk reduction activities, and enhance contingency planning processes and training of district disaster management committees.

The health and care programme aims to improve access to clean water and adequate sanitation, enhance mother and child health through supporting national immunisation programmes and response to HIV and AIDS. Visibility and publicity has been increased through information and communication activities, and dissemination of the Red Cross and Red Crescent Movement Fundamental Principles and Humanitarian Values.

ZRCS is planning to scale up its contribution to the government efforts on improving household food security, reducing the impact of malaria, improving road safety and mitigating an outbreak of avian influenza. In addition, ZRCS is planning to increase its role in community-based programming, disaster management and institutional capacity building for humanitarian organisations, thus fostering the humanitarian agenda in the country.

### Context

Although Zambia's annual Gross Domestic Programme (GDP) growth rate increased from 2.4 percent in 1998-2001 to 4.6 percent in 2002-2005 due to implementation of the 2002-2005 Poverty Reduction Strategic Paper (PRSP) and the Transitional National Development Plan (TNDP), improved economic performance over the last few years has not translated into significant decline in the country's poverty. According to the 2004 Living Conditions Monitoring Survey, 68 percent of the population falls below the national poverty line. Furthermore, the incidence of extreme poverty is very high in rural areas where two thirds of the population is extremely poor compared to a third in the urban areas. The vulnerability is further increased by low adult literacy rate (68.3 percent), prevalence of HIV and AIDS (16 percent), high proportion of the population without access to clean and safe water (42 percent), high under-five mortality rate (168 deaths for 1,000 births), high maternal mortality rate (729 deaths for 100,000 births) and frequent devastating natural disasters and health emergencies (drought spells, flash floods and cholera outbreaks among others). According

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to the 2006 Human Development Report, Zambia's 2004 human development index (HDI) is 0.407, which ranks it at 165 out of 177.

In order to address the socio-economic challenges in Zambia, the government launched Vision 2030 in 2006, which articulates the country's development agenda for the next 25 years. From the humanitarian perspective, the most important components of Vision 2030 are:

- Reduction of national poverty to less than 20 percent of the population from the current 68 percent;
- Provision of secure access to safe water and improved sanitation facilities to 100 percent of the population and;
- Provision of equitable access to quality health care to all.

The government also launched the Fifth National Development Plan (FNDP) 2006 – 2010 and provides the operational framework for implementation of Vision 2030 and for achieving the Millennium Development Goals (MDGs)<sup>1</sup>. ZRCS programmes have been developed in line with the priorities of the FNDP and the Federation Global Agenda. The government contracted ZRCS to develop a short, understandable and user-friendly version of the FNDP on the basis that the NS is the largest and most experienced community-based organization in the country.

Zambia has inadequate mechanisms for efficient preparedness and timely response to disasters and health emergencies. This was highlighted as lessons learnt from the coordinated response to the 2006/2007 floods, prompting the government to request for technical and financial support from its partners, such as ZRCS. Consequently, a nationwide plan of action is being developed coordinated by the United Nations Development Programme (UNDP) and the office of the Vice-President, with technical contribution from ZRCS and the Federation country representation.

For over four decades, Zambia has offered refuge to thousands of refugees from East and Southern Africa. The recent statistics show that in 2001, the country was hosting 280,000 refugees from Angola, Burundi, Democratic Republic of Congo (DRC) and Rwanda. After positive developments in peace building in the region, there was successful voluntary repatriation of 74,000 Angolan refugees between 2003-2006. The country is currently hosting more than 120,000 refugees, most of whom are Congolese. More than 61,000 refugees currently receive international protection, care and maintenance assistance in four camps in Luapula, North, Northern-Western, and Western provinces and in urban caseload in Lusaka.

As peace prevails in the DRC, the voluntary repatriation of Congolese refugees started in May 2007 supported by the governments of DRC and Zambia, United Nations High Commissioner for Refugees (UNHCR), local and international non-governmental organisation (NGOs). Discussions also started on the feasibility of local integration of Angolan refugees (40,000) into Zambian communities. In addition, the government and

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### <sup>1</sup> Millennium Development Goals

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promoted gender equality and women empowerment
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV and AIDS, Malaria and other diseases
7. Ensure environmental sustainability and
8. Develop a global partnership for development

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UNHCR started discussions on the revision of the main domestic legislation, which governs refugee affairs in Zambia (the 1970 Refugees Control Act) to reflect the current realities in line with international standards for refugee protection (the 1951 UN Convention and the 1967 Protocol as well as the 1969 Organisation of African Unity (OAU) Convention on refugees in Africa).

### Programme purpose and outcomes

#### Organizational Development (OD)

##### **Capacity development**

ZRCS has successfully implemented a recovery plan between 2002 and 2004. The main outcome has been enhanced leadership and management as well as strengthened volunteer structures in the operational districts. In order to build on past successes and overcome current challenges, institutional capacity building activities will be developed and rolled out to all branches.

ZRCS is developing a strategic development plan (SDP) for 2008-2010, which forms the basis for the negotiation of operational alliances and coordination with ICRC, partner national societies (PNS) such as Swedish, British, Canadian, Finnish, Norwegian and Netherlands Red Cross Societies, government institutions, NGOs and the corporate sector. In view of this, ZRCS has identified priority areas for institutional capacity building at governance, management and volunteer levels as follows:

- Enhancing the NS's legal base as well as its governance and management control functions through the revision of the Red Cross Act; dissemination of the revised Constitution and the financial and administration manual; development of a Code of Conduct for board members, implementation of a performance management framework for the senior management team.
- Branch development through planned decentralisation process aimed at building branch structures, joint programme planning, implementation, reporting, monitoring and coordination, promoting community involvement and local partnerships.
- Improving the NS financial resource base through enhanced fundraising strategies and the development of operational alliances, building on the Corporation Agreement Strategy (CAS) process.

To support its programmes, ZRCS will scale up local resource mobilization, starting with the development of a strategy. The NS is a credible humanitarian agency, which has given it a favourable position for the development of strategic partnerships. Corporate governance has improved and leadership is taking roles and responsibilities proficiently, with technical support from the Federation Country Representation.

#### Disaster Management

Since 1999, ZRCS supported by the Federation country representation, has been closely involved in the refugee programme and have provided the following services;

- Care, maintenance and camp management for over 22,000 Congolese refugees in Luapula and Northern provinces and to 5,500 urban refugees in Lusaka;
- Health and hygiene services including referrals to health centres;
- Management of transit centres and way stations during the repatriation of Congolese refugees from Luapula and Northern provinces;
- Contributing to the revision of the refugee Control Act and on the possible local integration of refugees into Zambian communities.

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ZRCS is planning to develop the disaster risk reduction activities and introduce the climate change project. This is aimed at increasing community resilience and mitigates the impact of disasters on the already vulnerable communities. Community early warning mechanisms will be rolled out and vulnerability capacity assessments conducted. Livelihoods projects will be strengthened targeting communities in the food insecure provinces such as in the southern and western parts of the country. The Federation Country Representation will provide support in contingency planning processes and training of district disaster management committees.

### **Health and Care**

The HIV and AIDS home-based programme is implemented in all provinces through a wide network of Red Cross volunteers. The HIV and AIDS programme is part of the Southern Africa Regional HIV and AIDS Appeal ([MAA63003](#)) launched in 2006, under the HIV and AIDS Global Alliance of the International Federation. The programme contributes to reducing the impact of HIV and AIDS by targeting 10 percent out of the 20 percent of people living with HIV and AIDS (PLWHIV) in need of care, support and treatments, 10 percent of orphans and other vulnerable children (OVC) with care, material, education and psychological support, 10 percent of the general population targeted with HIV prevention activities. Through its HIV and AIDS programme, ZRCS is looking for CHF 2,436,000 for 2008 and CHF 2,870,000 for 2009; to cover the implementation of the activities, needs of the national society and the Federation Secretariat support cost. By 2010 ZRCS aims to have achieved the following through the country HIV and AIDS programme;

- Prevent HIV and AIDS infection among five million people;
- Provide care, treatment and support to 22,600 PLWHIV and 71,000 OVC;
- Reduce stigma and discrimination associated with HIV and AIDS;
- Strengthen the NS's capacity for more effective, expanded and direct outreach to served communities.

Health and care programme also covers water and sanitation projects, thus provision of safe and clean water, improving sanitation facilities ensuring adequacy, and promoting health and hygiene practices. The WatSan programme was launched in 2006/2007 and implemented in the Eastern, Northern and Southern Provinces. The programme is sustained by consistently building community ownership of the water and sanitation facilities, at the same time empowering communities on management and maintenance. The WatSan projects are also implemented among the refugee community in Mwange and the host communities. ZRCS WatSan actions will ensure equity and sustainability in water supply, sanitation and behaviour change.

### **Principles and Values**

ZRCS has been actively involved in the promotion of Humanitarian Values and the Fundamental Principles supported by ICRC and the Federation. Public awareness campaigns and sensitization of volunteers, staff, schools, local government authorities and the general public have reached many people with information, communication and education materials. ZRCS will expand the scope of these activities in order to increase visibility, publicity and the impact of the programme.

### **Target population:**

ZRCS plans to reach 625,000 people in 2008 and 853,500 people in 2009, as compared to 259,000 in 2006 and 400,000 in 2007. This represents more than 10 percent of the total population in need of assistance. Disaggregating-the targeted population by sex and programme component is as follows:

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**Table 1: 2008-2009 target population by programme component**

Programme component	Location	Number of Benefi.	Gender		Vulnerability characteristics
			Male	Female	
Assistance to Refugees	Northern, Luapula and Lusaka Provinces	24,500	10,500	14,000	Rural and urban refugees.
Food security Improvement	Southern, Western and North-western	50,000	24,500	25,500	HIV and AIDS affected and food insecure households.
Community-Based Disaster Preparedness	Southern, Northern, Eastern, Western, North-western, Lusaka, Eastern, Luapula and Central Provinces	100,000	49,000	51,000	Rural and peri-urban populations living in high disaster risk areas.
Malaria and tuberculosis (TB)	Southern, Northern, Eastern, Western, North-western, Lusaka, Eastern, Luapula and Central Provinces	70,000	34,300	35,700	People Living with HIV and orphans and other children vulnerable (OVC) and surrounding population.
Immunisation	Southern, Northern, Eastern, Western, North-western, Lusaka, Eastern, Luapula and Central Provinces	70,000	34,300	35,700	Rural and peri-urban populations with limited access to information.

### Capacity and experience

ZRCS has developed its capacity over the years and has grown to be the leading humanitarian agent in Zambia. The NS has come out stronger from the governance and management challenges it faced a few years ago, facilitated by the implementation of a comprehensive recovery plan. ZRCS has good governance, experienced leadership and a well structured programme team at the headquarters. Currently, the NS is undergoing a decentralization process, which aims to strengthen branches by bringing more roles and responsibilities to district levels. At provincial level, trained field workers are responsible for the daily management of the projects and volunteer management. ZRCS thrives on its strong volunteer network of more than 3,000, which has allowed the NS to mobilize volunteers during emergency situations, immunization programmes and community social sensitizations. The volunteers form volunteer aid groups (VAD) at community level and are given daily key task, mainly in support visits to HBC clients as well as health and hygiene promotion.

### Quality, accountability and learning

Federation capacity building efforts will be directed at supporting the implementation of Société Générale de Surveillance SA (SGS) and other related audit recommendations including peer support from New Partnerships of African Red Cross Societies (NEPARC). The Federation Country Representation will endeavour to represent, promote and give visibility to the work of the Federation membership service delivery and advocacy.

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With support from the Federation and ICRC, ZRCS hold all statutory meetings i.e. the national board meetings and the General Assembly. The Constitution has been revised and a Performance Management Contract for the Secretary General adopted. Branch Executive Committee (BEC) elections are held under the supervision of the National Board, to ensure consistency and accountability. In 2006, the Volunteer Policy was completed and approved by the governing board. Also a comprehensive branch development strategy was developed aimed at developing capacities and resources of branches. In 2006, the governing board reviewed and adopted the finance and human resource management manual, which will be rolled out to branches in 2008.

### **Partnerships and civil society engagement**

ZRCS' good working relationship with the government on the FNDP offers a sound opportunity for strengthening its strategic partnerships with humanitarian and development agencies in the country. ZRCS works in partnership with the Office of the Vice-President and the Disaster Management and Mitigation Unit (DMMU); the Ministry of Health; the National Epidemics Preparedness, Prevention and Control Management Committee (NEPPCMC) and the National AIDS Council. Other partners are United Nations High Commission for Refugees (UNHCR), World Food Programme (WFP), World Health Organization (WHO), United Nations Children's Fund (UNICEF); International Office for Migration (IOM) and the International Youths Foundation (IYF). In 2008 and 2009, partnership will be extended to the Churches Health Association of Zambia (CHAZ); District Disaster Management Units and other community-based organizations within the National Society's operational areas. In addition, the NS and the Federation Country Representation will maintain an active presence in the national Disaster Management Consultative Forum (DMCF), while participating in the United Nations Development Programme (UNDP) led Inter-Agency Standing Committee's (IASC) activities in the country.

In 2006 and 2007, financial support was received from the American, British, Canadian, Japanese, Monaco, Netherlands and Swedish Red Cross Societies, British government's Department for International Aid (DFID), WFP, UNHCR, United States Agency for International Aid (USAID), International Labour Organization (ILO), Swedish Government, United States bureau of Population, Refugees and Movement (PRM), President's Emergency Plan for AIDS Relief (PEPFAR) and the Czech Republic. ZRCS also launched two WatSan programmes in the Southern province, sponsored by the European Commission, British and Swedish Red Cross Societies and in the Eastern province supported by the Spanish Red Cross. In the Northern province there is an on-going WatSan programme supported by the Federation, the Finnish Red Cross and UNHCR.

ZRCS has strong partnerships with the Inter-Agency Standing Committee (IASC) and the national Disaster Management Consultative Forum (DMCF) members in Zambia. As the volume of the activities implemented in partnership with UNHCR, WFP and IOM on population movement continuously increase, regular working relations have been established with the Ministry of Health, EU, UNICEF, OXFAM and with WATERAID with the inception of the water and sanitation programmes in the Southern and Eastern provinces. Furthermore, working relationships are being strengthened especially with the American, British, Canadian, French and Swedish Embassies.

There is need for more active advocacy and preparations to ensure ZRCS' effective and efficient involvement in the Country Coordination Mechanism (CCM) on HIV and AIDS in order too facilitate access to Global Funds. It is important to note that due to limited financial resources within UNHCR, the level of support to ZRCS from the United Nation (UN) agency has been inadequate to cover activities that are in line with the Humanitarian Charter and meeting the Sphere minimum standards. Another impeding factor, which is yet to be resolved is the absence of annual government grants for ZRCS since 1993.

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### **Red Cross/Red Crescent collaboration**

Technical support is provided by the Federation Operational Zone and the Country Representation. The International Committee of the Red Cross (ICRC) and partner national societies (PNS) through bilateral agreements, and some through the Federation, provide financial and material resources for promotion of Fundamental Principles, Humanitarian Values and International Humanitarian Law in the case of ICRC; and disaster management, health and care and organisational development for the PNS. It is expected that ZRCS long-term partnership with most of its bilateral partners will continue in 2008 and 2009.

Several country and regional meetings, particularly for the Southern Africa Development Community (SADC), European Union (EU) and UN agencies will be used as a platform to advocate for Federation policies and positioning with regards to humanitarian issues. Federation Country Representation will also support ZRCS in planning, monitoring and preparing and sharing impact based reports with all stakeholders.

### **Promoting gender equity and diversity**

Gender sensitivity, anti-stigma and discrimination elements are incorporated in programme planning and implementation. The NS ensures that the vulnerable people it serves live in dignity and services that are compliant to Sphere minimum standards, at the same time contributing to the Millennium Development Goals.

### **Risk identification and management**

Inadequate donor response to ZRCS emergency appeals may continue creating difficulties in the implementation of disaster response programmes. The planned disaster risk reduction and mitigation activities are affected by the recurrent environmental hazards such as drought and floods, which increase their vulnerability. In order to mitigate the risks identified above, ZRCS will promote local resource mobilisation and strengthen community resilience to common hazards by actively involving the corporate sector.

Due to scarcity and high competition for qualified health staff in the country, the most challenging element for the health and care programme is recruiting and retaining the required human resource capacity to meet the targets sets, particularly in the area of HIV and AIDS.

Due to the proliferation of NGOs at community level, ZRCS is now faced with competition in volunteer recruitment and promotion, as well as resources. The biggest risk facing the NS is the difficulty of encouraging a shared vision of voluntarism among the general public, especially the youth who are affected by the high level of poverty and unemployment as well as the HIV and AIDS pandemic. It is therefore critical that adequate support is provided towards the implementation of the NS's volunteer management (recruitment and retention) policy framework. It is also important to support the NS's resource mobilization strategies, especially in the area of branch support.

### **Implementation and management arrangements**

Federation capacity building efforts will be directed to supporting the implementation of Société Générale de Surveillance SA (SGS) and other related audit recommendations including peer support from NEPARC. Zambia Country Representation will continue to provide leadership and technical support to the NS on all aspects of its programmes, governance and management. Federation Country Representation team comprises of a country representative, finance development delegate, a WatSan delegate and national support staff. These will assist in maintaining good relations with government, diplomatic missions, regional and international organisations and corporate partners. It is also envisaged that Spanish Red Cross will maintain the presence of a WatSan delegate in Zambia to provide technical support on the WatSan programme in the Eastern province.

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### Monitoring and evaluation

Planning, monitoring and accountability for all programmes have been essential management functions and the need for skills and capacity to cover these functions is a priority. In 2008, ZRCS will establish a PMER unit to facilitate planning and performance management of all its programmes.

### Sustainability

ZRCS's objectives are in line with the priorities of the Fifth National Development Plan, the Millennium Development Goals and the Federation's Global Agenda. Through integrated and community-based programming and capacity building in health and care, ZRCS will continue to play a significant role towards achieving the country's vision of "Malaria Free Zambia by 2011" and securing access to safe water and sanitation facilities to all Zambians by 2030. Also, as one of the few organizations implementing disaster risk reduction programmes in Zambia, ZRCS intends to enhance its contribution towards the government's approach on the Hyogo Framework for Action. In addition, ZRCS and the Federation's contribution to the work of the national Disaster Management Consultative Forum (DMCF) will enhance disaster preparedness and response mechanisms in the country, thus creating adequate conditions for reducing the impact of disasters and health emergencies on the Zambian population. By scaling up HIV and AIDS programming, ZRCS contributes to achieving the regional objectives of the 2003 Maseru Declaration on combating HIV and AIDS and Southern Africa Development Community (SADC) HIV and AIDS Business Plan.

By integrating the Federation gender mainstreaming strategies and Southern Africa Development Community (SADC) policy orientation on gender in all aspects of programming (identification, planning, implementation, monitoring and evaluation and capacity building through training) and by adhering to the Humanitarian Charter and the Sphere minimum standards during its disaster response activities, ZRCS will empower communities to address gender and equity perspectives with sustainable results.

### Programme resources and expenses

The Zambia Appeal 2008 – 2009 seeks CHF 5,358,211 which represents 19 percent increase compared to the 2006 – 2007 appeal budgets. This reflects scaling up on programming in response to increasing vulnerability in the country.

Programmes	2008 Budget in CHF	2009 Budget in CHF	Total Budget in CHF
Disaster Management.	2,439,557	1,652,941	4,092,498
Health and Care.	232,086	228,257	460,343
Capacity Development	237,443	237,443	474,886
Principles & Values and Coordination.	145,992	184,492	330,484
<b>TOTAL</b>	<b>3,055,078</b>	<b>2,303,133</b>	<b>5,358,211</b>