

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

MOZAMBIQUE

Appeal no. 01.17/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	377,199	355,000
2. Disaster Management	162,339	50,000
3. Organizational Development	266,496	100,000
Total	806,034¹	505,000

Introduction

National Context

The total population of Mozambique is estimated to be over 17.2 million people, of whom 52% are women. Population growth rate is about 1.3% and the country's population is expected to reach 19.7 million by 2010, including adjustment for the impact of HIV/AIDS. The population is predominantly rural, with only 23% of the population living in urban areas (provincial capitals), and almost half the entire urban population of the country living in Maputo city. The population is also very young: in 2000, it was estimated that 44.6% of the population was younger than 15 years and the median age 17.5 years.

Following 16 years of civil war, peace was restored in Mozambique in 1992 and the country has since been struggling with reconstruction and development. The political situation is stable, inflation has been brought under control and the annual GNP growth rate is among the highest in Africa, but the country is heavily dependent upon external aid and has to cope with a growing debt burden. The rapid introduction of structural adjustment has resulted in growing socio-economic polarisation and almost 70% of the population lives in absolute poverty. Mozambique is a disaster-prone country affected by droughts, floods, cyclones and epidemics, and the capacity of communities and the government to respond is limited. Estimates indicate that there remain 2 million antipersonnel mines in the country.

Human Development Indicators at a Glance

	Mozambique	Sub-Saharan Africa	World
Life expectancy at birth (years)	39.3	48.7	66.9
Adult literacy rate (% age 15 and above), 2000	44	61.5	~

¹ USD 552,375 or EUR 547,916.

² These are preliminary budget figures for 2004, and are subject to revision.

Adult literacy rate (female as % of male), 2000	48	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	23	42	65
GDP per capita (PPP\$), 2000	854	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	13	9	1.2
Refugees (thousands), in/out, 2000	~	~	~

Source: UNDP HDR 2002

Like other Southern African countries, Mozambique is suffering from the onslaught of the HIV/AIDS epidemic, although to a lesser extent than some of its neighbours. While the precise level of infection is hard to gauge, recent figures from the health ministry suggest that the spread of the disease is less than initially feared - 12.2% in 2001. The new, lower estimate reflects the inclusion of more accurate data from the north, where the spread of the disease appears to have been much slower than initially feared. This makes sense, given the region's relative isolation-infection rates in the north are less than one-half the level of the south and centre. The new data also confirm the link between infection and mobility, the highest levels appearing at locations with heavy cross border traffic, or where there have been large numbers of returning refugees (such as Manica and Tete). Plans to extend the transport infrastructure and end the north's isolation thus risk raising the prevalence of HIV in the region.

National Society Priorities

The Mozambique Red Cross (MzRC) has been responding to the needs of the most vulnerable communities within the country since 1989. In recent years, the National Society has had to respond to numerous natural disasters, most prominent being the massive floods in 2000 and 2001. As a result of these interventions, the National Society is recognised as an important humanitarian player within the country by both the population and government. The National Society has, over the years, been able to train an impressive number of volunteers both to respond to disasters as well as to implement ongoing health activities, which are primarily focused on community-based first aid and HIV projects. All programmes are carried out by volunteers. The majority of volunteers live in rural areas and often belong to vulnerable groups themselves.

The MzRC has a clear vision and mission for the next years, as outlined in the Strategic Plan, to meet the needs of the most vulnerable, which is to strengthen the capacity of the most vulnerable members of the population by supporting their development, particularly in protecting their health and improving their social conditions.

The National Society covers all provinces of the country with 11 chapters and 98 branches. Due to emergency operations during the war, subsequent drought and floods, the number of MzRC staff increased considerably. The National Society has an estimated 70,000 members, 3,450 of whom are active volunteers. All programmes are carried out by volunteers.

The National Society's priorities that will enable it to respond effectively and efficiently to the humanitarian needs in the country are in line with the Strategy 2010, ARCHI 2010 and Ouagadougou Declaration with emphasis and focus on the following:

- In order to achieve its objectives, the MzRC must first strengthen its capacity, to become a National Association that is capable, strong and independent.
- The resources and efforts of the MzRC will be centred on those areas that are the priorities defined by the Government programme for rebuilding the country and relieving poverty.
- To improve and strengthen MzRC Financial Resource Development; to enable the National Society to become a strong National Association, based on the will and hard work of its members, and capable of covering at least its basic costs with its own resources.

- To strengthen the MzRC structures from top to bottom, in particular the elected bodies, so that the National Association has a quicker response in supporting the victims of any disaster.
- To improve capacity in disaster management by supporting the development of the communities in reducing their vulnerabilities and create a better capacity to cope with disasters through an integrated policy of prevention and preparation for disasters.
- To contribute to a reduction in transmission of HIV/STD and to mitigate the spread of the disease in the country by consolidating and strengthening the community-based health programme, with particular emphasis on involvement of the community in health education, education on AIDS and other sexually transmitted diseases, as well as water and sanitation.
- To consolidate and strengthen the Social and Youth Area programme, promoting local initiative and the involvement of an increasing number of young people in activities that enable them to improve the living conditions of the people most at risk.
- To proceed with the institutional development of the MzRC, with emphasis on continuing the improvement of the National Association's financial position, greater participation of the elected bodies and more training in management of Provincial Offices.
- To disseminate information on the Red Cross Movement to improve the image of the MzRC at national and international level, as well as knowledge of the principles and doctrine of the Red Cross, through a programme and methods of Information and Publication that are suitable for the new situation.
- To improve MzRC volunteer management.

Red Cross and Red Crescent Priorities

The CAS for Mozambique was developed during 2001 and the final draft was published on the Federation-based CAS website in early 2002. While this draft will continue to be amended to take into account such changes in the structure of in-country representation of Participating National Societies (PNS) (for example, the closures of the Canadian and American Red Cross representative office in Maputo during the year), the strategies outlined in it remain the same. It is expected that, even with the closures of these two PNS offices, there should not be any major effect on the long-term agreements between these partners and the MzRC. The Austrian Red Cross, who signed a MOU with the MzRC and Canadian Red Cross, has added one short-term finance delegate to the existing structure in its office in Beira.

The MzRC Strategic Plan was revised by its management and approved by its governance in December 2000. The 2001-2003 MzRC Strategic Plan outlines three core programmatic objectives:

- To strengthen the capacity of the most vulnerable populations in **disaster prevention and disaster response**.
- To play a major role in the campaign against the **HIV/AIDS** pandemic through prevention and provision of basic health care to people infected with HIV.
- To improve the health conditions and social welfare of the population through promotion of **community-based health and care**.

Taking into account the economic and social changes found in the country, and considering the different studies that have had to be made on the poverty situation in the country, the MzRC will seek to work with the **following target groups**:

- rural population of the poorest districts in the country, particularly in areas where there is a likelihood of natural disasters, such as successive droughts or floods;
- poor population of areas around cities; and
- also within these groups, priority will be given to women who are single parents, children and adolescents in difficult situations, and elderly people who are frail and have no partners.

To successfully achieve the objectives outlined in the Strategic Plan, MzRC recognised the need to strengthen its organisational capacities with three specific reinforcement initiatives:

- To develop a stronger membership-based National Society able to cover the organisation's basic costs. Strengthen the organisation's structure in order to improve the impact of its social and relief interventions in the communities, especially in disaster preparedness, prevention and response.
- Mobilise massive participation of young people in Red Cross activities as a common strategy for all programmes, strengthen their role in the organisation's statutory bodies and involve them as much as possible as both participants and beneficiaries of its programmes.
- Improve volunteer recruitment and management.

MzRC management pinpointed that the new programmatic focus and the aim to reach more people required an expansion of the core operational structure. At its headquarters, changes were made to the existing organigram, including the formation of two new departments (HIV/AIDS and Logistics) and the expansion of the Disaster Preparedness department. Staff working on institutional development were refocused to prioritise branch development, volunteer management, and revenue generation. A new structure for each of MRCS's 11 provinces was established, with staff positions earmarked in every province for each of the core sectors of DP/DR, Health and HIV/AIDS/social welfare. In addition, a new regional zone technical support structure will be established to support more effectively the northern provinces of Niassa, Cabo Delgado, Nampula and Zambezia.

The Executive Council approved the new structure in May 2001. This marks an important commitment to accomplish the goals of the Ouagadougou Declaration (September 2000). However, this also represents a significant increase in the core costs of MzRC. External funding will sustain the activities in the short-term. MzRC intends to diversify its income portfolio in order to sustain its initiatives in the long-term. This can be achieved through government contracts and income generation activities by the National Society. Some of the MzRC initiatives within strengthening its income generation potential, have already been successful. However, for the National Society to make further strides into becoming more self sufficient, more has to be done.

The Secretariat's delegation in Mozambique as well as PNS operating in the country continue to support the MzRC's senior management through this change process, providing guidance and advice at every stage of the assessment, analysis and formation of the plan. Support has been provided to the MzRC in the compilation and presentation of its core costs budget and it is expected that in 2003 the MzRC will be able to return to the planning and budgeting process that was developed prior to the floods, that will enable potential partners to identify areas of cooperation. The Federation continues to assist in the consolidation and development of policies, training modules, organisational systems and procedures in each of the core areas and organisational development strategies required to effectively manage these programmes.

Primary Support from the Movement in 2002

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organisational Development	Other
ICRC				xx	xx	
Federation*	xx	xx	xx	xx	xx	
_____ RC	xx					
_____ RC	xx			xx	xx	
_____ RC	xx					
_____ RC	xx					

Priority Programmes for Secretariat Assistance

The Secretariat's Country Delegation in Mozambique was rapidly expanded in March 2000, to assist the Mozambique Red Cross in helping the victims of the devastating floods which ravaged the country. Following the completion of the Floods operations at the end of 2001, and with no new major disaster in 2003, the Country Delegation has started the process of downsizing its presence in the country in such a way as to ensure that the needs of the MzRC, especially in terms of technical advice

in the core programmes. This has been a process which has been coordinated with the senior management of the MzRC and HoD, to refocus the implicit needs of the MzRC, following a period of development within the structures of the National Society over the past years. It is clear that the MzRC is now in a far better position to manage and implement the majority of its programmes without the need of specific technical delegates.

During the past year the Country Delegation has provide technical support in the key areas of:

- Health
- HIV
- DPP/DR
- Logistics
- OD - Finance Development
- WatSan
- Program Coordination
- General Coordination (PNS)
- Representation

With the gradual planned reduction in delegates, who have ended their missions during 2002 (Program Coordinator, Logistics, DPP/DR, Watsan, Health/HIV, Finance and Administration) more emphasis has been placed on the MzRC to cover the gaps that have been left. Additionally, some PNS have agreed to take more initiative in assisting the MzRC in specific technical areas.

Given the need to now phase out the Country Delegation, the senior management within the MzRC have identified the following key areas in which they recognise the added value of assistance from the Federation.

- Logistics
- OD - (including Finance Development)
- Disaster Response
- Coordination and International Representation

The MzRC recognises that the support from the Country Delegation is time-limited, given the difficulties that the Country Delegation has had in accessing funding, as well as the wealth of support it is receiving bilaterally, both through those PNS working in-country as well as through other partner sister societies. The changes that are taking place through the Change Process in developing the Federation's Regional as opposed to Country-specific approaches also will play a major role in the decisions on phasing out the Federation's presence in Mozambique.

The areas in which the Regional Delegation have and will to continue to play an increased role as the technical delegate support in-country phases out include:

- Health /HIV
- IT Development
- OD - Capacity building - including support in strengthening the Reporting/Monitoring capacity of the National Society.
- Logistical Training - To include supporting provincial training initiatives.
- Watsan - To maintain existing and potentially new program support.

1. Health and Care W *<Click here to return to the title page>*

Background and achievements/lessons to date

CBHC

Most of the rural population in Mozambique does not have adequate access to health facilities and integrated community health is extremely limited. Most of the vulnerable people live in rural areas and are defined as women of child bearing age and children under the age of five. Less than 40% of

the population has access to health service within a 20-km. radius of their residence. Current government policy aims at increasing access to basic primary health care, with an emphasis on preventative and community care.

Over the past 20 years, the MzRC has been involved in the implementation of community-based health projects aimed at supporting vulnerable communities, to reduce morbidity and mortality associated with common health problems. The National Society has gained valuable experience in the area of community-based health programming and implementation and, through its programmes, has earned respect and visibility throughout the country as being a well-known provider of health care services. The MzRC is committed to implement its health programme in line with ARCHI 2010 and the Ouagadougou Declaration.

The Health and Care programme will, as its main strategy, complement the Ministry of Health efforts in the provision of basic health care and disease prevention in rural and suburban areas. The Programme emphasises the community development approach and in the context of the African Red Cross/Crescent Health Initiative (ARCHI 2010).

The main target groups are children under five years of age (under-fives), pregnant and lactating women, people at risk of contracting HIV and those who are infected with or affected by HIV/AIDS. The Programme has a network of more than 3,000 active volunteers who work in First Aid, Primary Health Care and HIV/AIDS in certain priority districts in the provinces.

In October 2002 the Country Delegation Health Coordinator finished his contract. Further technical support beyond MzRC's own capacity for Health and HIV/AIDS programmes will come from the Southern Africa Regional Delegation and some resident PNS.

HIV/AIDS

New regional Federation funding initiatives, that will come on line in 2003 along with the diversity of medium-term funding from the resident PNS (including a consortia application to the EU by the Finnish, Italian and Netherlands Red Cross Societies), have meant that the MzRC has not requested assistance from the County Delegation within this appeal for its HIV/AIDS activities during 2003-4. The wide range of technical expertise currently being provided to the MzRC by bilateral sister societies, coupled with the technical support from the Regional Delegation, will provide the assistance the MzRC needs to implement countrywide HIV/AIDS programming, aimed at reducing the impact of the current pandemic.

Water and Sanitation

As with many other countries in Southern Africa, the water and sanitation coverage is poor, which further aggravates the high incidence of disease, malnutrition rates and child mortality within the country. Under the umbrella of the Federation Regional Water and Sanitation programme, the MzRC has, since 1998, been running a developmental Water and Sanitation programme in the Northern Zone. It is presently in its second phase and, for 2003, targets 12,000 beneficiaries with the projection to reach at least the same number of people for year 2004.

The activities listed below reflect year 2003 activities and are projected to expand into 2004 but will be revised based on the findings from an evaluation of 2003 activities.

Overall Goal

A sustainable improvement in the general health of the targeted vulnerable communities through the provision of community-based health and care interventions in line with ARCHI.

Programme Objective

The Secretariat supports the MRCS capacity to implement community-based health care programmes, including water and sanitation programming, thereby improving the general health situation in targeted communities and increasing the communities' coping capacity in disaster situations.

Expected Results

1. The capacity of the MzRC to design and implement community-based health care projects in one Province (not supported by any PNS) will be strengthened.
 - 60 volunteers will be trained on ARCHI health activities and tools thereby improving the ability of the Provincial branch to implement its health related activities.
 - The health awareness among the population of the target province is increased through Health promotion, disease prevention and First Aid activities in line with ARCHI 2010.
 - Information, education, communication and case finding on Tuberculosis in the community will be intensified, leading to a decrease prevalence of this disease within the target province.
 - IEC materials will be produce and disseminate on priority health topics such as malaria, cholera, tuberculosis and malnutrition, contributing to the ability of the population to warding of these diseases.
 - 2 Participatory Rural Appraisal (PRA) training sessions will be conducted together with 2 Health technicians.
 - 40 medical kits, 60 First Aid bags and 20 balances for children will be purchase and distributed to improve the Provincial Red Cross branches ability to provide immediate first aid.
 - Monitoring of the nutritional status in children less than 5 years at First Aid posts will be conducted.

2. Provision of sustainable water and sanitation services at national society and beneficiary community levels with the extra capacity to respond to emergencies.
 - Beneficiaries trained in planning and implementation of water and sanitation activities with linkages to health and HIV/AIDS programme.
 - Red Cross branches become catalysts for water and sanitation activities in the national societies.
 - Increased technical and managerial capacity of the National Society in water and sanitation.
 - Sustainable and appropriate water and sanitation infrastructure and systems in accordance with SPHERE and country standards.
 - Increased ability of National Society to implement emergency water and sanitation interventions.

2. Disaster Management W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Mozambique is highly susceptible to natural disasters, particularly cyclones, flooding, drought, epidemics, pest infestations, as well as lower risk emergencies such as bush fires, storms, landslides and earth tremors. Since 1980, over a million people have died in Mozambique due to the effects of war and natural disasters; a further six million were affected.

Cyclones in early 2000 precipitated the worst flooding in over 50 years, but these are only the most devastating of an annual natural threat between January and April to those living on Mozambique's 2,500 km-long coastline. Earlier cyclones in 1984 (Nadia), 1978 (Angela) and 1976 (Claudette) battered the country causing considerable loss of human life and damaging infrastructure. The flooding precipitated by the 2000 cyclones deluged 130,000 square kilometres, killing 700 people, affecting 4.5 million and displacing 544,000 of them from their homes.

The **floods** of 2001 were caused by persistent rains in Southern African countries: the Zambezi, Save, Limpopo and other regional rivers flow from Central and Southern Africa eastwards through Mozambique to the sea. According to the Government and the United Nations, over 200,000 square kilometres of land was destroyed in 2001. This included 71,900 hectares of cultivated land and directly affected more than 500,000 people.

Although the management of river flows is improving due to increased cooperation between Mozambique and its western neighbours, environmental factors are creating much more regular flooding in Mozambique. Flooding was most recently recorded in 2001, 2000, 1999, 1997 and 1996. Despite government attempts to move at risk communities away from flood and coastal plains, land fertility and reluctance to leave traditional homes mean that millions of people remain acutely vulnerable to flood-related disasters.

Droughts traditionally have affected Mozambique in a seven- to eight-year cycle. The latest drought currently affecting certain provinces support this cycle of incidence, with the last incidence of drought occurring in 1994-5. Inhambane, Gaza and Tete are the most at risk provinces.

- **Disaster Preparedness**

Supported by the Federation, MzRC finalised its Disaster Preparedness and Response Policy in September 2001. The policy defines the overarching objectives for programming in this sector. The relief operations of 2000 and 2001 pinpointed the National Society's potential for excellence in DP/DR through the development of a well-trained network of staff and volunteers. This is an unrivalled opportunity to mitigate and to lower vulnerabilities associated with disasters.

The main obstacle facing MzRC today is the unrealistic performance expectations of the government and other bodies. Ironically, this is a direct result of MzRC's successful mobilisation and response to the flood operations. It is important to note that MRCS's disaster preparedness and response role within the national plans are limited not by competition nor government policies, but by its own limitations, including its almost complete dependence from external funding.

MzRC has placed disaster preparedness at the heart of its strategic activities, and expanded the number of personnel at all levels working in this area. Preparedness strategies focus both on natural disasters and potential internal disturbances. However, until a fundamental shift takes place with regard to its organisational development, MzRC will have to deal with the problem of training and maintaining a thinly spread volunteer structure that stretches across vast geographic distances.

- **Disaster Response**

MzRC is only 20 years old, but in the last ten years alone it accumulated major disaster response experiences to include a civil war, drought, refugee return and two catastrophic floods. Coupled with its highly motivated staff and volunteers, the National Society has a solid base in this sector. Institutionally, MzRC has had the unfortunate experience of having to phase down in the aftermath of relief operations. But the 2000 flood operations tested MzRC in important ways. They confirmed that MzRC can rely on spontaneous volunteerism at times of disaster and can count on the return of its former volunteers. MRCS's quality relief services surprised and impressed the government and placed it into the limelight, offering it new opportunities.

However, the relief operations also highlighted the National Society's limitations, particularly in the area of logistics which was sharply reduced in the late 1990s. The relief operations also demonstrated the difficulties in response management, especially when international generosity translates into the arrival of multiple bilateral and unilateral teams wishing to carry out large-scale emergency operations.

New floods in 2001 quickly tested whether MzRC and its partners had learned lessons during the previous year's disaster. The 2001 flood relief operation was evaluated by the government and the

United Nations as a major success. It reflected the growing public confidence in and professionalism of MzRC and the working partnerships among the Movement's components present in Mozambique.

MzRC is now developing disaster management policies and guidelines. These will include activities that can offer greatest value and impact. The inclusion of supplementary feeding, early warning and advocacy into the National Society's relief services is a welcomed expansion. The Federation Secretariat will support this initiative through coordinating both PNS and ICRC/Federation participation in building MzRC information and communication, relief and logistics, disaster preparedness and response management systems in the most at-risk provinces. Recent PNS initiatives have provided the MzRC with some support in developing further its capacities in the field of CDBP (Danish Red Cross) as well as filling gaps in response management and training of technicians (British Red Cross). The American Red Cross finalised an agreement in late 2002 to support the MRCS's Logistics Department to further expand on the work of the Federation's Logistics Delegates training during the year.

New funding from PNS (British and American Red Crosses) have enabled the MzRC to further develop its programmes to respond to disasters throughout 2003-4. The Federation Secretariat intends, through this appeal, to reinforce the activities funded by these PNS by further strengthening the National Society. Logistics capacity through the use of training modules to increase the ability of staff and volunteers to manage DPP stock effectively and to be able to handle relief items that are sent during future disasters.

Overall Goal

Implementation of characteristics of a well-prepared national society has improved the MzRC in the three key areas: know-how; capacity and performance.

Programme Objective

Increased capacity of MzRC in disaster management through the strengthening of the National Society's logistics capacity to allow for well-coordinated responses to disasters.

Expected Result

The capacity of MzRC in disaster management is enhanced through capacity building and community empowerment.

- Staff and volunteers trained in appropriate disaster management by end of 2003.
- Improved disaster preparedness and response capacity nationwide.
- Appropriate basic emergency stocks pre-positioned in at risk areas.

3. Organisational Development W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

During the post-war restructuring process of the National Society between 1997-1998, Organisational Development (OD) has been a major concern, to strengthen the foundation and structures of the National Society at all levels and increase its degree of sustainability. Due to the floods in both 2000 and 2001, and the difficulties encountered by the National Society in recruiting an OD/RD Director, the new OD/RC department only began functioning in the middle of 2001.

Precisely due to the floods, which affected vast areas in 8 out of the 11 provinces, great demands were placed on the respective provincial, district and volunteer networks, which resulted in significant growth, which MzRC now needs to capitalise on.

Since 1999 the International Federation has been assisting MzRC with a finance development programme that aims to strengthen the National Society's financial management and institutional accountability. Having concentrated initially on headquarters in Maputo, since 2001 the programme

has expanded its support in all eleven provinces. In early 2000, the first general audit of MzRC was carried out, which showed that although the integrity of the National Society's financial procedures was intact, improvements were needed throughout the country.

Since 2001, all finance and programme staff at headquarters and provincial levels (including provincial secretaries, presidents and treasurers) have received financial management training. Follow-up visits to all provinces were carried out, based on the audit's recommendations, and training has been provided in all provinces. These visits have shown considerable improvements had been achieved in most provinces. In 2002, a supervision guide was developed for these visits. A manual on financial management procedures is likely to be completed and distributed at the end of 2002.

The Federation has also supported the National Society's Information Technology (IT) development through the LISN project, managed through the Southern Africa Regional Delegation. This project has been funding investment in equipment and infrastructures, training and a consultancy survey. Through this project, all provincial branches now have computers and are electronically linked to headquarters in Maputo. In April 2002 a network was installed at the MzRC headquarters, providing e-mail to 28 headquarters staff.

From 2001 onwards, the MzRC has also actively participated in the regional Branch Development project. The regional branch development manual is in the process of being translated and adapted to fit into a Mozambican context. In early 2002, the MzRC carried out its first seminar for district commissions in Sofala province on governance and management issues, through the support it received from the Canadian Red Cross. Similar seminars are planned in several other provinces during 2002-3. All provincial branches have started collecting and organising data on volunteers and district commissions to be entered into a central database. The inclusion of branch development and other ID issues is now becoming a common practice within the various bilateral programs.

At the end of February 2002, a comprehensive participatory Human Resource Review began, with financial support from the British Red Cross. The final report and recommendations are expected to be completed by the end of 2002. A new Human Resource coordinator was recruited to manage the HR sector.

With the support of various external (consultants, who volunteered their services) and internal resource staff, a one-day seminar was held to start the development of an income generation policy, which was subsequently approved by the Central Commission in May 2002.

The priorities of the MzRC with OD/RD development are as follows:

- Governance
- Volunteer Management and Development, including Youth
- Branch Development
- Financial Management and Financial Resource Development
- Programme management, including planning and reporting

There is an increased interest from PNS to support the MzRC in its OD activities. For example, the Norwegian Red Cross has stated its intention to support programme development and OD/RD in the northern zones (i.e., the provinces of Cabo Delgado, Nampula, Niassa and Zambezia). In addition to this they have expressed an interest in funding in-country delegate cost. The British Red Cross intends to support MzRC institutional and resource development within a long-term framework. The Canadian Red Cross has been supporting OD/RD activities and has stated its interest in continuing support in this field. All bilateral PNSs (Norwegian, Danish, Icelandic, Spanish, Canadian, German, Belgian, Netherlands and British Red Cross) have expressed interest in including OD/RD activities in long-term cooperation agreements.

Overall Goal

Implementation of characteristics of a well-functioning national society has improved the MzRC in the three key areas: foundation, capacity and performance.

Programme Objective

The National Society's institutional capacity and its progress towards operating as a well-functioning National Society is enhanced through Secretariat support.

Expected Result

To strengthen the MRCS's structures at all levels in order to increase its capacity for quality service provision in a sustainable manner.

- MzRC has in place a strong institutional foundation and an improved governance.
- MzRC has in place effective leadership and managerial capacity.
- MzRC has increased its financial resource base in both value and diversity

4. International Representation W

Background and achievements/lessons to date

The Country Delegation has the responsibility of promoting the Federation and its policies within Mozambique.

Following the disasters that hit Mozambique during 2002, the Federation was able to build a solid framework of contacts with diplomatic missions, international organisations and NGOs within Maputo. These contacts will continue to be maintained and strengthened to ensure that the profile of the Federation is promoted at all levels.

The signing of the Status agreement on 10 May between the Federation and the Government of Mozambique, marked a important landmark in the ability of the International Federation to assist not only the victims of natural disasters in Mozambique, but also to support to the Mozambique Red Cross. The new status, that provides the Country Delegation with the same privileges enjoyed by the United Nations and will allow the HoD better and more frequent access to the diplomatic community in Mozambique.

The HoD will continue to represent the Federation at UN coordination meetings as well as meetings involving international NGOs. During 2002, the HoD was involved in the successful launch of the World Disasters Report in Pretoria, providing a useful opportunity to highlight the work of the MzRC, which formed the basis of one chapter within the WDR 2002. A similar press conference was held in Maputo for the press and international community.

Overall Goal

To assist the development of the Mozambique Red Cross through the coordination, facilitation and provision of international support so that the National Society is better able to serve the needs of vulnerable people in Mozambique.

Programme Objective

The Country Delegation will maintain and further strengthen the high profile that the Federation already enjoys within Mozambique.

Expected Result

The Federation is able to advocate the strengths of the MzRC in being the main humanitarian agency that can delivery services at community level.

- More strategic partnerships are established and activities in favour of vulnerable people increased.
- More vulnerable people have been protected and their human dignity respected through wider respect for humanitarian values.

- Prompt and accurate media coverage of news events and advocacy campaigns where the National Society and/or the Federation are involved.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.18/2003

Name: Mozambique

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	139,100	0	0	0	0	139,100
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	15,765	0	0	0	0	15,765
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	154,865	0	0	0	0	154,865
Land & Buildings	0	0	0	0	0	0	0
Vehicles	6,840	11,437	0	0	0	0	18,277
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	6,840	11,437	0	0	0	0	18,277
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	27,060	20,309	26,660	0	0	0	74,029
TRANSPORT & STORAGE	27,060	20,309	26,660	0	0	0	74,029
Programme Support	17,322	24,518	10,552	0	0	0	52,392
PROGRAMME SUPPORT	17,322	24,518	10,552	0	0	0	52,392
Personnel-delegates	72,000	0	24,000	0	0	0	96,000
Personnel-national staff	54,100	103,153	36,400	0	0	0	193,653
Consultants	0	0	0	0	0	0	0
PERSONNEL	126,100	103,153	60,400	0	0	0	289,653
W/shops & Training	0	14,681	24,000	0	0	0	38,681
WORKSHOPS & TRAINING	0	14,681	24,000	0	0	0	38,681
Travel & related expenses	20,000	16,390	14,400	0	0	0	50,790
Information	7,180	20,160	7,405	0	0	0	34,744
Other General costs	61,994	11,686	18,922	0	0	0	92,602
GENERAL EXPENSES	89,174	48,236	40,727	0	0	0	178,136
TOTAL BUDGET:	266,496	377,199	162,339	0	0	0	806,034