

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

ZAMBIA

9 March 2004

In Brief

Appeal No.: 01.22/2003 ([Click here to access the 2003 Appeal](#))

Appeal target: CHF 1,072,143 (USD 735,653 or EUR 728,947)

Appeal coverage: 157.3% ([Click here to access the Final Financial Report](#))

Appeal 2004: Zambia no. 01.19/2004 ([Click here to access the 2004 Appeal](#))

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning.

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Overall analysis of the programme

During 2003, food relief interventions increased in southern province following the 2002-2003 drought in the rainy seasons. More than 12,000 beneficiaries, mainly those affected and infected by HIV/AIDS under the home based care (HBC) programme, were assisted with basic food and hygiene materials. Despite funding constraints experienced at the beginning of the year, [Zambia Red Cross Society](#) continued to implement integrated health and food security projects in the districts of Livingstone, Maamba, Sesheke and Kapiri Mposhi with support from the Federation. The food security programme did not only help avert the hunger that would have killed hundreds of thousands in southern province, but also helped build the capacity of Zambia Red Cross. After the Federation-supported food security operation ended in December 2003, the bulk of the caseload was absorbed under the Netherlands Red Cross/ECHO¹ supported intervention. The ECHO-funded food security programme in southern province targeting 17,048 individuals is expected to run up to April 2004. The food security operation has enhanced integration of programmes within the Zambia Red Cross through harmonization and better planning. A common approach has been applied in the field during implementation.

¹ ECHO – European Commission Humanitarian Aid Office

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Despite the peace agreement signed by the warring factions in the Democratic Republic of the Congo (DRC) early this year, and the withdrawal of foreign troops from eastern Congo, there has been increased hostility spearheaded by the Mai Mai rebels. Increased rebel incursions in eastern Congo have caused havoc and misery resulting into increased population movement in northern Zambia. In 2003, a total of 2,145 Congolese refugees were received and settled in the transit centres of Kaputa, Mpulungu, Chiengi and Mwense in northern Zambia. This new development deterred repatriation efforts by UNHCR, governments of DRC and Zambia in 2003. Zambia Red Cross supported by the Federation continued to provide care and maintenance service to 26,000 Congolese refugees in northern Zambia.

Over 97,000 Angolan refugees were repatriated from the Zambian camps; however the repatriation exercise was discontinued in the third quarter of 2003 due to persistent heavy rains that made roads impassable, leaving 189,000 refugees in western and north-western refugee camps in Zambia. Following the assessments carried out by regional disaster response teams (RDRT), Zambia Red Cross with support from the Federation recognized the need to assist the local population which is hosting the refugees. A programme was prepared to improve the quality of life and further prevent loss of life and support efforts to address the underlying causes of imbalance between the refugee population and the host community. An Appeal has been launched to support high-impact programme activities for a 12 month period in western and north-west Zambia.

A team of experts constituted by the Federation Secretariat in Geneva visited Zambia and the national society in particular to look at the possibility of becoming a partner in assisting in providing antiretroviral drugs to HIV/AIDS affected population. The President of the Zambia Red Cross led the team which visited stakeholders, the government and NGO. Further to this, Zambia Red Cross has been nominated as lead agency for HIV/AIDS network in Zambia, a responsibility which will position Zambia Red Cross as a global player in the fight against HIV/AIDS pandemic enhancing image and profile of the national society. Zambia Red Cross will take advantage of this leverage to improve on advocacy and scaling-up of HBC projects.

Sporadic cholera outbreaks in Zambia during the fourth quarter has claimed 75 lives and affected some 2,750 people in the townships of Lusaka and Mporokoso. A disaster relief fund (DREF) allocation of CHF 50,000 was granted to Zambia Red Cross to provide curative and preventive services to victims in high-risk areas. Zambia Red Cross with assistance from the Federation deployed health information teams to work with the local community in hygiene promotion and public health education campaigns. Preparedness measures were stepped up in the refugee camps following the outbreak.²

The Federation has had no permanent presence in Zambia over the last three years save for limited presence of Federation Delegates working on the refugee operation in the northern province, food security relief operation in southern province and some partner national societies (PNS) in-country representation. During the reporting period, the Federation re-opened the country delegation by assigning a full-time Head of Delegation to take lead in the coordination of international disaster response, effective coordination of bilateral PNS and in the organisational development of the Zambia Red Cross.

The year 2003 marked the first year of implementing the Zambia Red Cross recovery plan³, a process which was initiated to facilitate realignment and refocusing of the direction of the Zambia Red Cross with a view to turn it around to a well functioning national society. The structure and programming of the national society were redefined to comply with the strategic development plan (SDP) which defines the strategic visions and directions in line with the [Strategy 2010](#) whose mission is: 'To improve the lives of the vulnerable people by mobilizing the power of humanity.' The objective of the SDP is to facilitate timely and quick response to local vulnerability and strengthening service delivery by consolidating health and care, disaster management, youth and social welfare,

² For additional detail, click on the following links to access the two Information Bulletins issued for Zambia: Cholera Outbreak, [no. 1/2003 dated 10 October 2003](#) and [no. 2/2004 dated 13 January 2004](#).

³ Recovery Plan – Programme developed and supported by donors to assist the Zambia Red Cross to become a well functioning and credible organization that can deliver services to the vulnerable in society. The 'Road-Map' to recovery is largely supported by the Federation's Capacity Building Fund (CBF).

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brand development and information dissemination and tracing activities. The governance and the NEC⁴ approved the appointment of a new Secretary General and a new organization structure developed under the guidance of an external human resources consultant. NEC also approved the national society's revised constitution presented by KPMG consultants. Zambia Red Cross benefited from the Federation's capacity building fund (CBF) allocation of CHF168,000 earmarked for the implementation of Zambia Red Cross recovery plan. A CBF visitation - tripartite advisory group comprising CBF donor, national societies and governments will visit the Zambia Red Cross in 2004 to evaluate and monitor implementation of capacity building and recovery plan activities.

During the year under review, there was a drastic increase in funded programmes which contributed to the national society's objectives of improving the lives of the most vulnerable in the community. Implementation of the activities during the period under review were made possible by funding from the British Red Cross, Swedish Red Cross, Norwegian Red Cross, German Red Cross, Netherlands Red Cross, Japanese Red Cross, Swiss Red Cross, Icelandic Red Cross, Finnish Red Cross, Canadian Red Cross, American Red Cross, the Red Crescent Society of Saudi Arabia and the Red Crescent Society of Iran, ICRC and the Federation. Additional funding was received from DFID, USAID, CIDA, Irish Aid, ECHO, Vernamo Freds, SCOPE-OVC, UNICEF, WFP, UNHCR and WHO, governments of Sweden, Netherlands and Ireland. The national society received financial support through the UNHCR, with support from the government through the disaster management and mitigation unit (DMMU⁵). Many other donations were received from service organizations, companies and individual's thereby helping the national society to make notable activity achievements. Partnerships with these donors have been very useful and new agreements have been negotiated to support activities in 2004-2005.

Zambia Red Cross NEC approved the appointment of a new Secretary General and a new organizational structure developed under the guidance of an external human resources consultant. The appointment of the new Secretary General has come at a time when Zambia Red Cross is rebuilding its lost image, which led to the loss of donor confidence. NEC also approved the national society's revised constitution presented by KPMG consultants.

Health and care

Goal: A sustainable improvement in the general health and reduction in HIV/AIDS transmission of the targeted vulnerable communities through the provision of community-based health and care interventions

Objective: The Federation supports Zambia Red Cross capacity to implement community-based health care programme, including HIV/AIDS and water and sanitation programming, thereby improving the general health situation in targeted communities and increasing the community's coping capacity in disaster situations

Community Health Care

Objective: The capacity of Zambia Red Cross to design and implement health projects that contribute to the reduction of morbidity and mortality from common health problems is strengthened

Achievements

Improved immunization coverage in targeted areas to 100%

A successful measles campaign was concluded with a record coverage of over 92.5% as part of a measles initiative, an alliance of international public health organizations including American Red Cross and the Federation. Over 1,800 Zambia Red Cross volunteers were mobilized during the campaign to vaccinate five million children against measles.

⁴ NEC – National Executive Council

⁵ DMMU – National Disaster Management and Mitigation Unit, of which the Zambia Red Cross is a member; Zambia Red Cross also chairs the Social Welfare Sub-Committee of DMUU.

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During the measles immunization campaign, a total of 75,000 insecticide treated nets (ITN) were distributed to beneficiaries in highly vulnerable areas to prevent malaria, a major cause of morbidity and mortality children in Zambia. In partnership with UNICEF, a pilot community malaria prevention project has been established in Sinazongwe where malaria prevention activities⁶ will be implemented by the communities in high-risk areas. Zambia Red Cross branches in project areas have witnessed increased membership recruitment and volunteer engagement as a result. Similar pilot project will be replicated in other areas of southern and northern provinces, highly endemic malaria areas.

A project proposal developed by the Zambia Red Cross and submitted to GFATM⁷

Zambia Red Cross was identified by the national tuberculosis programme as a partner for the implementation of the community tuberculosis DOTS⁸. The implementation will start after signing of the memorandum of understanding with the Ministry of Health, which has already been drafted. The two districts that have been identified to start the programme are Kapiri Mposhi and Mansa.

80 Red Cross volunteers in four districts are involved in prevention and response to cholera outbreaks, benefiting 4,000 families

Zambia Red Cross with support from the Federation responded to cholera outbreaks by deploying health information teams to work with the local communities in Mwanze refugee camp, Kasongole community and in the Lusaka suburbs in hygiene promotion and public health education campaigns. 121 volunteers were mobilized to carry out public health education and distribution of preventive and curative items after an outbreak of cholera in Lusaka and in the Northern Province. Zambia Red Cross intervention in the preparedness and response to the cholera outbreak has helped mitigate effects in high-risk areas. A DREF allocation of CHF 50,000 enabled Zambia Red Cross to provide curative and preventive services to victims hospitalized in major health centres and the surrounding areas.

The Zambia Red Cross has created new partnerships with other organizations.

Zambia Red Cross is an active member of the interagency coordination committee and the national social mobilization committee. Partnership with UNICEF and WHO have been negotiated and memorandum of understanding agreed.

Impact

The malaria project in Sinazongwe district has increased knowledge on malaria to a wider population including Zambia Red Cross HBC facilitators and Red Cross volunteers in Maamba branch. This has enabled the volunteers and HBC facilitators to provide accurate information on how to prevent and respond to malaria infection at community level. Zambia Red Cross volunteers were trained to assist the community when taking chloroquine especially on adherence to the chloroquine course prescription, thus improving the accessibility of anti-malarial drugs to high-risk communities.

The social mobilization for mass measles and malaria campaigns has enhanced visibility and profile of Zambia Red Cross. With a record coverage of over 92.5%, Zambia Red Cross was able to re-establish contact with a wider population base. This will reduce morbidity and mortality among children aged below five years. The measles immunization campaign, being the first of its kind in the region, has been largely applauded by all partners and has helped restore the image and profile of Zambia Red Cross as a credible organization that can be relied upon to deliver services to the most vulnerable in the community

Constraints

Despite the successful mass measles and malaria campaigns, implementation of routine project activities was derailed due to a shortfall in funding and high staff turnover at the Zambia Red Cross. With the appointment of a new Health Coordinator for the Zambia Red Cross, it is anticipated that monitoring and supervision of project activities will be carried out effectively and timely.

⁶ Malaria Prevention activities include public health education, utilisation of ITN, distribution of ITN

⁷ GFATM - Global Fund to fight AIDS, Tuberculosis and Malaria

⁸ DOTS – Directly Observed Treatment Short course

Coordination

Zambia Red Cross had a successful measles immunization campaign. This was achieved with the support of UNICEF, American Red Cross, Canadian Red Cross and the Federation Regional Delegation with support from Geneva.

HIV/AIDS

Objective: By the end of 2003, the Zambia Red Cross has increased the impact of its HIV/AIDS programme through increasing the quantity and quality of its interventions

Achievements

The Zambia Red Cross HBC project for persons living with HIV/AIDS (PLWHA) is expanded to reach a total of 5,000 clients.

Zambia Red Cross HIV/AIDS home based care (HBC) coaches and care facilitators increased to 3,165 clients through activities such as counselling, health education, and inspection of water sources, hygiene education and training of primary health care givers on home care. Strict adherence to treatment protocols was observed. Nutrition supplements and hygiene material were distributed to clients in Kapiri Mposhi, Maamba and Livingstone. A declining number of deaths was reported in this period. A total of 95 Zambia Red Cross care facilitators were trained in the formation and management of support groups.

As a way of rolling-out and scaling up, additional HBC project were set up in Mporokoso district in northern Zambia following a successful baseline survey carried out in the year. Refugee leadership committees in Mporokoso were also included in the training programme. As a result, Zambia Red Cross has noticed an increased awareness of HIV/AIDS in the refugee camps.

The Zambia Red Cross youth peer education project is expanded to reach a total of 5,000 youths in safer sex skills.

Youth peer-education activities were established in Livingstone and Kapiri Mposhi after a training that targeted 50 youths from each district. The target established at the onset of the project was partially achieved due to inadequate absorption capacity.

The Zambia Red Cross HIV/AIDS programme is expanded to reach a total of 5,000 OVC (orphans and vulnerable children) supported materially and psychologically.

Zambia Red Cross supported the OVC in accordance with the guidelines and assistance from the Regional OVC Delegate. The target established at the onset of the project was partially achieved due to inadequate absorption capacity.

The capacity of the Zambia Red Cross to manage, implement, monitor, and evaluate its HIV/AIDS programme is strengthened.

Zambia Red Cross national and project HIV/AIDS Officers learnt how to implement HBC projects and are now well oriented with the monitoring of the programme. Branches were strengthened through the establishment of HIV/AIDS projects. Support was also provided from the Regional Delegation in Harare.

The Zambia Red Cross has created new partnerships with other organizations.

Partnerships were established with local UNAIDS and UNICEF offices national AIDS council, embassies and other government departments. During the reporting period, Zambia Red Cross was nominated by the government of Zambia to be lead agency for the national network alliance for HIV/AIDS. This is no mean achievement and recognition of the role of Zambia Red Cross in the fight against the pandemic.

The Zambia Red Cross is recognized both nationally and internationally as a key actor in the fight against HIV/AIDS, through advocacy and communications strategies directed at media and authorities.

The Zambia Red Cross increased its visibility since the implementation of the recovery plan. Most of the national society activities were publicized to the media through the office of the information officer. In addition, Zambia Red Cross was chosen to be amongst the first national societies in Africa to pilot free access to ARV for PLWHA.

Impact

There is increased awareness about HIV/AIDS in the communities where HBC projects have been implemented. Stigma and discrimination have been addressed through the establishment of income generating activities and support groups. More people are talking openly about their status and the number of people going for the voluntary counselling and testing (VCT) has increased. There is increased membership recruitment, volunteer engagement and development of Red Cross branches due to increased presence of Zambia Red Cross in the HBC project areas.

Constraints

Scaling-up efforts were hampered by unstable and inconsistent funding, and inadequate absorption capacity of Zambia Red Cross. Mobility to project areas and project monitoring was also deterred due to unavailability of field vehicles.

Coordination

Collaboration with other organizations such as the UNAIDS, UNICEF, UNFPA, PNS and the government has improved. The national society has been recognized by the government and other stakeholders and has been given responsibilities such as being the lead agency in the national network alliance for HIV/AIDS.

Water and Sanitation (WatSan)

Objective: The Zambia Red Cross Society capacity in the provision of sustainable water and sanitation services is increased.

The project aimed at:

- Rehabilitating out of order water boreholes
- Drilling new boreholes fitted with hand pumps where required
- Constructing ventilated improved pit latrines (VIP) for institutions
- Distributing of sanitation platforms (SanPlats)⁹ for family latrines
- Training of volunteers in construction of VIP latrine and the use of PHAST¹⁰ tool kits for hygiene promotion
- Undertaking refresher courses for pump mechanics and V-Washes¹¹.

The project was funded by the Swedish Red Cross through the Federation.

Achievements

Reduce water related disease outbreaks (Cholera and Dysentery) amongst 18,000 people in Choma and Kalomo districts.

The WatSan department rehabilitated 30 boreholes in Choma and ten in Kalomo and handed them over to the established V-Washe. The 30 VIP latrines were completed at six institutions in Choma and Kalomo with each institution receiving five multi-compartment latrines. All the sites targeted for WatSan interventions benefited from hygiene promotion conducted by the trained volunteers. The 400 sanitation platforms planned for distribution were cast and given out to beneficiaries who have since completed their superstructures.

Improved water access to 3,000 people affected by HIV/AIDS in Livingstone district of Southern Province

In Livingstone, six new boreholes were drilled and the works were inspected, the water tested and the handpump handover to the community. Six village water committees were established and are fully functional. Construction of fifteen VIP and distribution of 100 sanitation platforms was not undertaken mainly due to inadequate absorption capacity and unexpected staff changes. Materials for these activities were procured, and implementation was rescheduled for 2004.

⁹ SanPlat (sanitation platform) is a concrete latrine slab that can be integrated into any existing traditional latrine system.

¹⁰ PHAST – Participatory Hygiene and Sanitation Transformation

¹¹ V-WASHE – Village Water and Sanitation Health Education

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The HBC Project Officer carried out the community management-training workshop with assistance from the WatSan office in Choma. The workshop included hygiene promotion techniques, operation and maintenance, and roles and responsibilities of the V-Washes.

Impact

WatSan and hygiene promotion projects led to improved health, and saved beneficiaries' time and energy, thus enhanced their livelihoods. The long term impact can only be measured after the project end and if there has been an initial baseline survey. In 2004, projects will start with a baseline survey and will be evaluated one year after project completion. Evaluations will measure, for example, are latrines being used and maintained hygienically, and are hand pumps still functioning.

The inclusion of the WatSan component into the food security operation facilitated the introduction of the highly effective and efficient 60cm x 60cm square SanPlats. Mass production of these platforms made them ideal for promoting improved sanitation coverage.

A positive aspect of the integration with food security was the scaling up of WatSan interventions. In addition to the achievements detailed here in the Appeal, the food security operation funded a project implemented by the same team in the project area. The outputs of this project were:

- The rehabilitation of 75 hand pumps and the drilling of 29 new boreholes fitted with hand pumps
- Community management training on V-Washes
- The construction and distribution of 400 SanPlats
- The construction of 100 VIP latrines at schools and health centres with inadequate sanitation facilities
- Hygiene promotion to the 50,000 beneficiaries of these outputs.

Constraints

Initially, community participation was low in the food insecure areas of Choma and Kalomo but improved with the start of the food distribution activities. Some 'software'¹² aspects of the project fell short of expectations due to too much workload on the Water, Sanitation and Health Officer. To reduce this overload the Zambia Red Cross plans to recruit 'software' officer as soon as funding is secured.

Fuel and cement shortages were experienced; this slowed down progress but the impact was not significant. All the sites identified for the latrine construction project in Livingstone were situated in sandy areas making it difficult for the communities to mould bricks. The solution is to cast cement blocks, however there was not enough money budgeted for this.

A drawback was experienced at the introduction of food security operation was the lack of clarity on roles and responsibilities of different key players, that is, that of Zambia Red Cross, the Federation and PNS. This hampered smooth project implementation as time was devoted to developing structures as opposed to delivering services to vulnerable communities

Coordination

The operational areas of Choma and Kalomo in southern province were selected through the local district councils and the D-Washe¹³. The Red Cross branches were responsible for volunteer mobilization and engagement. Both the Federation and the Zambia Red Cross monitored progress.

The whole operation was made successful by inclusion of stakeholders such as D-Washe who have already established an information gateway system for water supply and sanitation coverage, and to some extent, hygiene situations, through clinical records from health centres.

¹² Software (watsan) – refers to the planning stage of a project where needs of a community are identified, defined and capacities build in order to promote self-sustainability, ownership.

¹³ D-WASHE – District Water and Sanitation Health Education

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The cooperation and partnership with the D-Washe in the identification of the project areas and participation in training of community-based management structures such as the V-Washes, area community organizers and pump mechanics has been very successful.

DISASTER MANAGEMENT

Zambia like other Southern Africa countries is prone to disasters such as floods, droughts, epidemics, and HIV/AIDS and the influx of refugees from neighbouring countries of DRC, Rwanda and Angola. The national society has also assisted Congolese refugees in Luapula and Northern Province and has built strong capacity in provision social services and refugee camp management. Lessons learnt from various disaster responses have assisted in the development and identification of priorities of the 2003 plan, which sought to strengthen the capacity of Zambia Red Cross in disaster management.

Zambia Red Cross had its fair share of emergencies in 2003. In January 2003, the national society responded to a situation of farm ownership dispute, which left 701 families displaced in Ngombe, Lusaka district. Zambia Red Cross responded by providing plastic sheet to assist affected families erect temporary shelters. The plastic sheets were procured locally in Zambia with financial support from the Federation Regional Delegation.

Zambia experienced incessant heavy rains, which caused extensive damage and disruptions to life in Gwembe, Kabwe, and Luangwa districts. National society RDRT¹⁴ members conducted assessments in the affected areas to identify needs and make appropriate recommendations. People were left homeless, crops, personal belongings and bridges were destroyed, and water sources contaminated. There were fears of cholera outbreak. Identified needs included relief supplies such as food, tents, blankets and clothing. The government responded by providing food and airlifting supplies to in accessible areas. The Federation Regional Delegation immediately responded by providing funding for the assessments and later made available, cholera prevention volunteer kits, chlorinating powder, three bales of blankets, and 100 jerry cans.

In September 2003 there was a cholera outbreak in northern Zambia. Zambia Red Cross supported by the Federation with a DREF allocation of CHF 50,000 deployed health information teams to work with the local community in hygiene promotion and public health education campaign. Preparedness measures were stepped up in the refugee camps following the outbreak. In December 2003 there was another cholera outbreak in the slum areas of Lusaka and several stakeholders are still grappling with the outbreak, which is going on unabated despite all response efforts. The Federation Regional Delegation dispatched cholera kits for distribution to assist those affected.

Goal: National society capacity enhanced so as to enable it to be prepared and able to respond to disasters with appropriate interventions through building capacity of vulnerable communities and Red Cross volunteers

Objectives: Zambia Red Cross disaster management capacity is strengthened in order to benefit the vulnerable communities and cushion them against impact of hazards

Achievements

The quality of life and health of the refugee population in Mwanze refugee camp is improved

The Zambia Red Cross, supported by the Federation are responsible for providing comprehensive support to 26,000 Congolese refugees in health and nutrition, WatSan, relief distribution, logistics and overall camp management and administration according to a tripartite agreement with the UNHCR and the Zambia government. The Zambia Red Cross and the Federation will remain the primary implementing partners in 2004.

DM policy and plan developed and operational by end of 2003

The NEC adopted the disaster management policy for Zambia Red Cross which has helped in ensuring that roles and responsibilities of different stakeholders in Zambia Red Cross are clearly defined. As a result, all Zambia Red

¹⁴ RDRT – Regional Disaster Response Team

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Cross branches understood their role in disaster management. With the policy in place, emergency responses will be carried out in a more coordinated, efficient and effective manner. However, more needs to be done to enhance policy interpretation and application by sensitizing board members, volunteers, branch officials, management and field staff particularly those that are new to the International Red Cross and Red Crescent Movement.

Zambia Red Cross contributed towards the drafting of the government national disaster management policy document. The DMMU in the Vice President's office is the government secretariat responsible for disaster management in the country. The role of the Zambia Red Cross clearly defined in the government's disaster management policy and plan.

Customized disaster management training conducted for 200 staff and volunteers by end of 2003

Three national society staff members benefited from the VCA¹⁵ training of trainers (TOT) workshop facilitated by the Federation Regional Delegation in Harare and three from the RDRT training in Malawi. Currently, Zambia Red Cross RDRT database has nine high-impact trained personnel who can be deployed easily at short notice in the country and within the region. Basic disaster management (DM) training courses were carried out in five regions targeting branch volunteers, members, governing board and senior management. To date, 110 staff and volunteers have been trained in the various training sessions equipping them with DM skills and knowledge on appropriate disaster response.

Following a regional DM meeting in Harare, a VCA exercise planned for Zambia was approved and carried out as planned in Sinazongwe district. Supported by the Federation Regional Delegation, the outcome of the VCA exercise enabled the Zambia Red Cross to design appropriate community focused programmes. It is for this reason that the national society has adopted VCA as a tool for designing and evaluating programmes and projects including the performance of the national society itself in its DM activities. A VCA steering committee was established to ensure that lessons learnt from this exercise cascade to other branches in the country.

Improved disaster preparedness and response capacity and emergency funds and stocks available by end of 2004

Trained RDRT members monitored potential hazards, conducted assessments and provided situational reports to the national society and the Federation Regional Delegation. The Zambia Red Cross promptly reported any potential hazards and prepared timely and quality assessment reports. This is an indication that capacity for disaster management has improved.

In terms of emergency stocks the Federation Regional Delegation provided 50 family tents, chlorinating powder, 100 collapsible jerry cans, three bales of blankets and 25 large kitchen sets for replacement of emergency stocks used in emergencies, to be better equipped to respond to cholera outbreaks

Zambia Red Cross has identified sustainable food security initiatives integrated into other sector programme in vulnerable districts by end of 2004

A total of 110,000 persons facing food insecurity in southern province received food aid from Zambia Red Cross food security operation largely funded by the Federation. Bilateral partnerships between Zambia Red Cross and the German Red Cross and Netherlands Red Cross in response to the drought Appeal ensured geographical coverage of areas left out in the initial Appeal. The HIV/AIDS HBC programme was used as a conduit to target households affected and infected by HIV/AIDS.

The Federation supported food security operation was phased out with bulk of caseload absorbed under the ECHO/Netherlands Red Cross supported programme. In order not to abandon the food security beneficiaries at the end of the projected operation, efforts were also made to include support to the HIV/AIDS HBC clients in the 2004 Appeal.

¹⁵ VCA – Vulnerability Capacity Assessment

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Sustainable food security initiatives were discussed with various stakeholders involved in the current emergency food operations. Initiatives, which include provision of vegetable seeds and tools, rain fed crop seeds and tools, fertilizers, income generating initiatives and training of the farmers, have already begun dependent on community needs.

Better refugee interventions/operations achieved by end of 2003

A total of 26,000 Congolese refugees received care and maintenance support in Mwange refugee camp administered by UNHCR under a tripartite agreement with Zambia Red Cross, the Federation and the government of Zambia. Despite peace efforts in the DRC, fighting between rebel factions and government troops continued resulting into a new wave of influx of refugees into Zambia. A new transit centre was opened in Mwense in northern province under the management of Zambia Red Cross to accommodate this fresh influx of refugees. During the period under review, 2,145 Congolese refugees new arrivals were registered and relocated northern province camps. These developments have deterred repatriation efforts by UNHCR and preparations for repatriation were put on hold.

Population Movement Appeal – Angolan Refugees

An assessment was done by RDRT to determine the effects of hosting Angolan refugees in western and north western Zambia. An Appeal was then launched for Red Cross intervention targeting 50,000 beneficiaries was launched. Activities planned in the Appeal include:

- Rehabilitation of WatSan points
- Public health and hygiene
- HIV/AIDS prevention and counselling
- Agro-environmental rehabilitation programmes.

Constraints

The emergencies caused by excessive rains and ensuing floods earlier in the year had a negative impact on the implementation of planned activities as human resources were diverted to responding to emergency situations. Staff changes at management and programme levels affected the implementation of the DM activities. The demand of the food security programme meant that the Zambia Red Cross was overstretched to the detriment of other planned routine activities. Furthermore, programme activities were hampered by lack of a programme vehicle to oversee planned activities. A vehicle will be purchased to assist in programme implementation

Coordination

Zambia Red Cross is going through a change process and is anxious to rebuild its image and is putting all efforts to building good working relationships with all stakeholders. The national society and it enjoys good cooperation and collaboration with government departments. Close collaboration is also being maintained with the other partners involved in the food relief operations, which include UN agencies, Care International, World Vision and Catholic Relief Services(CRS). Within the refugee programme strained relations between the Zambia Red Cross and UNHCR have been improved with the support of the Federation's Country Delegation.

Organizational development

The organizational development support for Zambia Red Cross for the year 2003 was guided by the national society's recovery plan and budget. Funding the implementation of the recovery plan was obtained through the Federation's CBF.

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

Objective: Through Secretariat-supported technical guidance, the National Society has addressed many issues from financial and administrative to separation between governance and management and is clearly heading towards becoming a well-functioning National Society.

Achievements

The Zambia Red Cross has increased its capacity to design and implement their strategic direction.

The Zambia Red Cross reviewed their strategic development plan thereby increased its capacity to design and implement their strategic directions. The objective of strategic development plan which captures a five-year period is to facilitate timely and quick response to local vulnerability and strengthen service delivery by consolidating five core programme areas namely:

- Disaster preparedness and response
- Health
- Youth and social welfare
- Branch development
- Information dissemination and tracing

The strategic plan is a major platform for the development of cooperation agreement strategy (CAS). A one-day CAS development workshop was organized and attended by the Federation, Zambia Red Cross governance, and management, ICRC, Netherlands Red Cross and the Federation. The purpose of the meeting was to explain the meaning and understand the process leading to the development of CAS and to develop a plan of action or a road map for CAS development involving all relevant stakeholders. The meeting was successful and the CAS task force is now charged with the responsibility of guiding the Zambia Red Cross CAS formulation. A task force comprising Zambia Red Cross, ICRC, Netherlands Red Cross and the Federation was established to monitor the development of CAS ensuring completion points¹⁶ are reached in the first quarter of 2004. CAS will ensure effective partnership, cooperation and coordination of programmatic activities in line with agreed partners priorities and objectives.

Zambia Red Cross establish and has a legal foundation that supports the effective implementation of programme

Zambia Red Cross finalized constitution review of while the act will be finalized during the first quarter of 2004 and will be tabled before Zambian parliament for adoption. This will finalize the establishing of a legal foundation that supports the effective implementation of programmes. The constitution has been approved by ICRC and the Federation.

Following the development of Zambia Red Cross recovery plan, the national society has received CBF funds for two consecutive years. CHF 168,000 was disbursed in October 2003 to the national society to support the implementation of its recovery plan. The recovery plan initiated in 2002 and supported by donors, seeks to turn around the national society's management and governance to ensure Zambia Red Cross continues to work as a credible and reliable organization.

Zambia Red Cross put in place effective leadership and management

There is general stability in management at the Zambia Red Cross after the appointment of the new Secretary General. The establishment of special management sub-committee under NEC to support and monitor management actions has enhanced supervision of Zambia Red Cross at all levels. The long outstanding severance package for former Secretary General was paid in full, and with support from the CBF.

Zambia Red Cross implements a provincial structure to support branch development

Zambia Red Cross human resource policy was reviewed and a new organization structure developed and duly approved by the NEC. Key performance indicators for staff was developed and shared with staff at the national headquarters and field. Zambia Red Cross NEC approved a new provincial structure to support branch development and appointed provincial managers. A new position of organizational and resource development was created to support the national society's recovery plan and to facilitate fundraising activities.

¹⁶ Completion points – meaning final production of document and development of Memorandum of Understanding with all donors and partners

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A consultant was engaged to work with Zambia Red Cross to develop volunteer management policy. Once approved by Zambia Red Cross NEC, issues pertaining to volunteer identification, recruitment, engagement, motivation, mobilization and retention would be clarified and understood by all parties concerned.

Three branch executive council elections were held in Livingstone, Mwansa and Mabvuku. A similar 'branch executive council-cleaning' exercise will be replicated in two other unstable branches in the next quarter. The number of branches has increased from ten in 2002 to 57 in 2003.

Zambia Red Cross put in place effective management systems

Zambia Red Cross put in place effective financial management systems by appointing Head of Finance. Netherlands Red Cross Finance Development Delegate assisted Zambia Red Cross in the development of finance management systems.

Zambia Red Cross increase is financial resource base in both value and diversity

There has been resource mobilization at local level targeting corporate organizations. As a result there is minimal increment in the value and diversity of the national society's financial resource base.

Impact

The recovery plan in progress and set objectives and targets are on course. A new governance board and staff have been recruited to take up key positions, an indication that Zambia Red Cross is moving towards becoming a well-functioning national society. Planned activities have been carried out as planned albeit operational difficulties as a result of high staff turn-over.

The unprecedented delay in appointing a Secretary General caused uncertainty and anxiety within the national society and from the donor community. The decision-making processes in the programming sector were slower and triggered a ripple effect to other project areas and branches. Donors and Zambia Red Cross partners were reluctant to make long-term commitments pending a formal announcement of the national society's leadership. There is a marked improved donor and partner relations following the appointment of the Secretary General of the Zambia Red Cross.

The review of the Zambia Red Cross constitution took longer than anticipated. The time-frame set in the recovery plan recommendations to deliver a revised constitution was not feasible and practical. Extensive consultations were expected in the country, with the Federation and ICRC in Geneva, it would have been more realistic to allocate more time for constitutional review. This would have eliminated the last-minute rush to pass it through NEC without adequate debate. Measures have been taken to redress this anomaly and lessons have been shared with national societies in the region.

Zambia Red Cross and Federation country delegation has learned that longer term strategic planning with a sustained funding plan is key to a successful implementation of an organization's recovery plan. Zambia Red Cross recovery plan is now in phase two and efforts have been directed towards moving forward with the rest of activities so as to sustain progress.

Constrains

The major obstacle to the national society development process is its' huge debt. The national society is servicing debts amounting to USD 120,000 mainly derived from penalties imposed on non payment of NAPSA, a national social, pension and security fund over the last five years. This has been a major impediment to the national society's development, where gains experienced in the recovery process are largely eroded by the relocation of meagre resources to service the NAPSA debt. The weak financial position of Zambia Red Cross requires urgent attention in the first quarter of 2004.

The delay in cash disbursements has had a little negative impact in the implementation work but shortfalls have been remedied following the CBF long-term commitment to Zambia Red Cross.

Coordination

A coordination committee framework was established as a country coordination and cooperation mechanism for the ICRC the Federation, Zambia Red Cross and bilateral PNS to provide feedback and advice to the Zambia Red Cross on national programmes, governance and issues of common interest and concern. It is hoped that the coordination committee meeting at country level will help strengthen coordination, cooperation and collaboration amongst Red Cross and Red Crescent partners in order to achieve a greater level of humanitarian impact. Harmonization of planning with ICRC and other bilateral PNS is the key to successful integration and implementation of all programmes. The Federation continued to work under the CCM framework, harnessing and coordinating the bilateral roles and initiatives of the PNS ensuring effective and high-impact support is rendered to Zambia Red cross in its programmatic sectors.

Coordination and collaboration with UNHCR, WFP, government of Zambia and other key stakeholders in the refugee affairs have been strengthened through continuous dialogue and engagement at field and national level. The Head of Delegation, and the Secretary General, participated in the inter-agency coordination meetings in Lusaka. At field level, the Federation Programme Coordinator and Zambia Red Cross Project Coordinator actively participated in the camp coordination meetings with all implementing partners.

SAPRCS¹⁷ forum will remain the central regional coordinating body where learning and knowledge sharing takes place; Zambia Red Cross and Federation country delegation will continue to participate in this forum. Following the annual general assembly and international conference meetings in Geneva, it was not possible to convene yet another donor meeting in the last quarter of 2003. This activity has now been re-scheduled for the first quarter of 2004 and donors have been informed.

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¹⁷ SAPRCS – Southern Africa Partnership of Red Cross Societies