

Appeal 2004



MALAWI

Appeal no. 01.14/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

Programme title	2004 in CHF
Strengthening the National Society	
Health and Care	1,709,375
Disaster Management	645,616
Organizational Development.	578,353
Total	2,933,344²

Please note that objectives, expected results, and activities associated with the Coordination, Cooperation and Strategic Partnerships programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [Click here to go to the text](#)

¹ Identified by blue in the text.

² USD 2,203,037 or EUR 1,888,216.

National Context

Malawi is one of the poorest countries in Southern Africa, with a GDP of USD 570 per capita per year; it is ranked 162 out of 175 countries in the world (UNDP 2003). The country has also a relatively high population density in the region.

Malawi was dominated by at least four issues in its political, social and economic life in 2003.

First, there were continuous and sustained coordinated efforts by the government and the local and international community to assist in easing the effects of the drought and food insecurity situation that the country and much of Southern Africa had experienced since late 2001.

Second, the continuous adverse effects of the spread of the HIV/AIDS virus have in various ways devastated the social and economic life, further exacerbating the drought and food insecurity situation in the country. The spread of the HIV/AIDS virus the prevailing food insecurity situation, combined, accounted for both a rapid increase in the death rate and an overall increase in poverty (approximately 25% of total population by late 2002). The effort to address the food insecurity situation in the country was rewarded; there was a marked improvement in the food harvest situation by mid-2003. Despite this, it is premature to assume that the food insecurity problems were over. HIV/AIDS awareness also increased in many parts of the country, as a result of the efforts of the government, UN agencies, international and local NGOs, and the Red Cross implementing combined food security and HIV/AIDS-related activities.

Third, the local currency (Malawi Kwacha-MWK) weakened by as much as 20% in value between July and September 2003. This affected the lives of most Malawians; with no government subsidies, and no increases in salaries, the cost of basic amenities increased to levels that became unaffordable to middle- and low-income groups.

Fourth, with parliamentary and presidential elections expected to be held in 2004, the country witnessed a lengthy attempt by the head of state to amend the constitution, thus allowing him to seek a currently-unconstitutional third term in office. Lacking the necessary parliamentary support for the amendment, the head of state nonetheless succeeded in securing a candidate of his choice for the coming election. These political manoeuvres were denounced by the international community. The IMF³ and some foreign countries and institutions withheld non-humanitarian assistance until these issues were withdrawn or solved. Nevertheless, the country is peaceful in general; most people expect that the 2004 elections will be conducted in a relatively peaceful manner.



³ IMF – International Monetary Fund

Human development indicators for Malawi:

Indicators	2001	2000
Population (millions)	11.6	5.2 (1975)
Life expectancy at birth (years)	38.5	41 (1975)
GDP per capita (PPP USD)	570	615
Population living below USD 1.00 per day (%)	41.7	-
Population living below USD 2.00 per day (%)	76.1	-
Adult literacy rate (% age 15 and above)	61.0	60.1
People living with HIV/AIDS, adults (%)	15	-
Access to affordable essential drugs (%)	-	0-49 (1999)
Access to water and sanitation (%)	-	57-76
Malaria cases (per 100,000)	-	25,948
TB cases (per 100,000)	242	229 (1999)
Under-five mortality rate (per 1,000 live births)	183	330 (1970)

Source: UNDP Human Development Reports 2002 and 2003
PPP in this context refers to Purchasing Power Parity

Red Cross and Red Crescent Priorities

Movement⁴ Context:

Throughout 2003, **Malawi Red Cross Society** continued to play a significant role in humanitarian assistance in Malawi. As an implementing partner of the WFP, and with the support of American Red Cross, it provided food distribution and food security assistance to over 120,000 beneficiaries in five districts of the country. With Spanish Red Cross and ECHO support, it also provided supplementary food to 11,000 beneficiaries in seven districts, and seeds and fertilizers packages (agricultural starter packs) to 45,000 farming families in three districts of the country. The national society also provided agricultural inputs to 40,000 farming families in three other districts with support from the German Red Cross. With logistics, personnel, goods, and financial support from the Federation, Malawi Red Cross also successfully carried out supplementary feeding in three more districts and assisted with trucks and other logistics in other activities carried out by the national society. With further financial assistance from the Federation, Malawi Red Cross purchased 400 irrigation pumps to assist the poor rural farmers and constructed a divisional office in Lilongwe.

Malawi Red Cross is increasingly appreciated by many communities across the country. This has set the stage for more effort towards further strengthening of the capacities of its existing 21 divisions. In addition, through the food security operation, Malawi Red Cross has gained competence to carry out its development programmes.

The government also strongly advocates for such support from Malawi Red Cross at every possible opportunity to meet the basic humanitarian needs of its citizens. Malawi Red Cross, as the only known statutory humanitarian auxiliary organization to the government, is thus expected to alleviate the suffering of the most vulnerable in the country.

Even before and during the food security operation, the national society has already initiated and implemented a number of long-term programmes such as HIV/AIDS, irrigation, water and sanitation, disaster preparedness, and community-based health. Support for the national society to continue and complete these programmes would be crucial to maximize the programme impact.

American Red Cross is currently working jointly with Malawi Red Cross on restructuring of food security activities, and shifting of focus from drought relief to longer-term development programming. Objectives jointly set for the future include: 1) forming a more collaborative project planning mechanism, 2) strengthening the leadership of Malawi Red Cross branch offices, 3) supporting the development of a dynamic volunteer base through the development of a volunteer database, 4) enhancing the disaster preparedness plan of action, and 5) strengthening the capacity of project finance staff.

⁴ 'Movement' refers to the International Red Cross and Red Crescent Movement

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In addition to the bilateral cooperation between Malawi Red Cross and Spanish Red Cross (through ECHO funding) on food security initiatives as mentioned above, Spanish Red Cross provided funding for construction of income-generation maize mills in three districts. It also had plans for construction of Malawi Red Cross divisional offices in three districts. For 2004, Spanish Red Cross has plans for supporting Malawi Red Cross water-sanitation activities in six districts, and agricultural development in three districts if funding is secured.

The Netherlands Red Cross is supporting Malawi Red Cross community-based health activities; the American, Danish and Icelandic Red Cross Societies have been funding Malawi Red Cross HIV/AIDS projects.

The ICRC has been supporting Malawi Red Cross in the areas of communication, dissemination of the Movement and fundamental principles, and tracing. In 2004, the ICRC will continue:

- To support salary costs for Malawi Red Cross information personnel;
- To support their capacity for dissemination to internal staff, members and volunteers;
- To produce publications (brochure, newsletter, calendars); and,
- To celebrate World Red Cross day (8 May).

Technical advice and material support shall be given to enforce the network of volunteer disseminators at branch level. The ICRC will also support the national society to carry out planned tracing activities in the refugee camps and strengthen the national society's tracing capacity. In addition, the ICRC will maintain the Malawi Red Cross radio communication network and support the national society in establishing adequate preparedness to respond during emergency situations, through providing the Malawi Red Cross action teams with training and working tools.

Primary support from the Movement in 2003-2004:

Partner	Health and Care	Relief	Disaster Management	Humanitarian Values	OD
ICRC		X	X	X	X
Federation	X	X	X		X
American Red Cross	X	X			X
Icelandic Red Cross	X				
Danish Red Cross	X				
Netherlands Red Cross	X				
Spanish Red Cross	X	X	X		X

National Society Strategy/Programme Priorities:

Over the past few years, especially 2002-2003, Malawi Red Cross and its partner national societies have placed much emphasis on relief-related activities in response to the given food insecurity situation in the country. The priorities are now changing with increasing emphasis on longer-term capacity-building of communities on food production and distribution.

The Malawi Red Cross Society has developed a strategic plan for 2002-2006; however, it has not been implemented substantially. There is a plan to develop a Cooperation Agreement Strategy (CAS) in 2004 to refine the cooperation framework for its partners. Based on lessons learned from previous relief operations and programme implementation, the Malawi Red Cross has identified the following priorities for development in the coming years:

1. Health and care, especially on HIV/AIDS and water and sanitation.
2. Capacity building, especially financial management, and development of systems and procedures for programming and better management of the national society.
3. Volunteer and branch development, including development of a volunteer database and construction of branch offices.
4. Strengthening all levels of Malawi Red Cross governance: setting up of systems, rules and regulations, relations with management.

Strengthening the National Society

Health and Care

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Background and achievements/lessons to date

HIV/AIDS

HIV/AIDS prevalence continues to be on the rise in Malawi with infection rate reaching 15% among adults between 15–49 years. The national AIDS commission developed a national strategic framework to respond to the effects of HIV/AIDS in Malawi. Malawi Red Cross began working on HIV/AIDS initiatives in 2001, during which an overall strategic plan for preventing and mitigating the effects of HIV/AIDS was developed; this was funded by American Red Cross, Icelandic Red Cross, Danish Red Cross, and national AIDS commission. The strategic plan was developed following a situation analysis done by consultants. Prior to that, HIV/AIDS related activities, primarily in the field of prevention, had been carried out in some districts on a smaller scale. Currently the HIV/AIDS project is being implemented in 12 districts. The broad components of the project include prevention, home-based care and advocacy for orphans and other vulnerable children⁵ and persons living with HIV/AIDS⁶. The intervention is in agreement with the Malawi Red Cross mission statement - to alleviate human suffering - and responds to the goals and objectives of the national society's strategic framework. It also collaborates with the Ministry of Health, the Ministry of Youth, the Ministry of Gender and Social Services, the national AIDS commission, UNAIDS and organizations working in the same area that the project is being implemented.

Since the project started (early 2002):

- 420 home-based care volunteers have been trained
- 133 youth peer educators have been trained
- 12 community-based child care centres have been established
- about 1,500 clients have benefited from
 - Care and support from Malawi Red Cross volunteers
 - Integrated water and sanitation project
 - Food security initiatives

Some of the lessons learned are: 1) it's important to start projects only with confirmed funding - the projects funded by American Red Cross and the Federation experienced funding constraints at the initial stage; 2) food interventions be integrated with – not isolated from - ongoing HIV/AIDS project to improve the nutritional status of the chronically ill clients.

Water and Sanitation

The Federation supports the Malawi Red Cross water supply, sanitation and hygiene promotion projects technically through the regional water and sanitation delegate based in Harare and in general management through the Federation Country Delegation in Malawi. The capacity building support provided by the Southern Africa Regional Delegation (Harare) is detailed in Annual Appeal number 01.21/2004. Work in this sector is an integral part of the national society development plan and the Cooperation Agreement Strategy. In this sector Malawi Red Cross coordinates its work with other sector agencies through its participation in monthly national sectoral coordination meetings. Its partners at the implementation level are the local government agencies involved in the sector.

In the last two years, Malawi Red Cross has been implementing water supply, sanitation and hygiene promotion development projects in Chikwawa and Nkhoswezi province. Improving access of the vulnerable people to safe water and adequate sanitation is a vital component of poverty reduction as recognized in the UN millennium development goals.

⁵ OVC – Orphans and other vulnerable children

⁶ PLWHA – Persons living with HIV/AIDS

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There will be a focus on working in small local government administrative units to raise the water supply and sanitation services to defined government minimum service levels then exiting from this area. The sustainability of the project will then be assessed one year after exit from the area. This marks a change from the previous strategy of small interventions in scattered communities throughout the districts. The change in strategy will reduce the cost per beneficiary and allow for improved sanitation/hygiene promotion, community management training, monitoring and evaluation due to reduced time/costs on travelling to the project sites.

The second change in focus is that the projects will be implemented in areas where Malawi Red Cross is providing home-based care services to people affected by HIV/ AIDS. Thus the water supply and sanitation interventions will provide synergy with other Red Cross health interventions.

Malawi Red Cross management capacity in the sector has been built through training facilitated through the Regional Delegation

Goal: The lives and general health conditions of vulnerable communities in Malawi are improved.

Objective 1: HIV/AIDS: The spread of HIV/AIDS is reduced among 100,000 youths and the quality of life of 6,000 people living with HIV/AIDS and 25,000 orphans and vulnerable children is improved by the end of 2007.

Objective 2: Water and Sanitation: Sound, sustainable environmental services are established for 120,000 vulnerable people in 11 districts by 2008 in water supply, sanitation and hygiene promotion.

Expected results and related projects for these objectives:

Project title	Expected results	Activities
HIV/AIDS	<ul style="list-style-type: none">6,000 persons living with HIV/AIDS (PLWHA) have access to Malawi Red Cross home-based care services	<ul style="list-style-type: none">Strengthen existing home-based care (HBC) projectsTrain 600 volunteer care facilitators.Conduct home visitsProvide HBC kitsEstablish and maintain support groupsTrain care facilitators on anti-retroviral treatment, PMTCT (prevention of mother to child transmission) and TB/DOTS (directly observed treatment short-course)Establish and maintain income-generating activitiesProvide basic psychosocial support
	<ul style="list-style-type: none">25,000 orphans and other vulnerable children (OVC) have improved quality of life through community-based orphan care approach by the end of 2007	<ul style="list-style-type: none">Identify children orphaned by HIV/AIDS within communities.Integrate orphans into home-based care projects, and provide basic counselling and psychological support and referral for orphans.Pilot integration of orphan “memory boxes” into each NS home-based care projectAdvocate for government, communities and community-based organizations to provide material (food, school fees, etc.), social, psychological and emotional support to orphans.In the absence of other avenues of assistance, provide material support to orphans.Promote regular visits to orphans homes using youth volunteers.Provide day care centres for OVC.

Project title	Expected results	Activities
	<ul style="list-style-type: none"> • 6,000 most vulnerable people living with HIV/AIDS and 25,000 orphans receive nutritional support through food security initiatives 	<ul style="list-style-type: none"> • Support groups involve OVC as members and in income-generating activities • Provide food packs as supplementary feeding to the most vulnerable. • Assist orphans with food packs • Procure field and garden tools, fertilizer and seeds and establish nutrition gardens for the affected to grow vegetables • Educate families on appropriate diets for people living with HIV/AIDS
	<ul style="list-style-type: none"> • The rights of people living with HIV/AIDS and orphans and other vulnerable children are advocated for 	<ul style="list-style-type: none"> • Identify HIV positive volunteers in the community to speak out on HIV, stigma and discrimination. • Mobilize community leaders to work within community to reduce stigma and discrimination. • Create community forums to discuss stigma and discrimination through workshops, support groups or drama groups. • Create an institutional model (NS policy, awareness building, institutional coping mechanisms, basic support to PLWHA) • Conduct 12 meetings with key stakeholders in Malawi to highlight the need for the development of HIV/AIDS workplace policies (education on workers' rights) • Mobilize political support and commitment • Launch two campaigns or events highlighting stigma and discrimination related to key dates, for example World AIDS Day • Undertake ongoing media campaigns and material distribution related to stigma and discrimination and continuous advocacy for PLWHA • Promote anti-stigma campaigns • Ensure gender sensitivity in all activities
	<ul style="list-style-type: none"> • Knowledge, attitudes, practices and behaviour of 100,000 youths/OVC (10-24 years) are improved through in- and out-of-school youth peer education by the end of 2007 	<ul style="list-style-type: none"> • Identify children orphaned by HIV/AIDS within communities • Select coaches and appropriate number of youth volunteers based on the population served. • Train youth peer volunteers on the knowledge of HIV, transmission, impact and prevention as well as misconceptions and focusing on positive behaviour change. • Coaches open dialogue with community leaders to identify needs and promote acceptance for activities. • Community leaders facilitate HIV prevention education sessions in schools, villages and communities • Establish 200 youth clubs and train 200 teachers (patrons) • Produce and distribute educational materials. • Distribute condoms.

Project title	Expected results	Activities
Water and sanitation	<ul style="list-style-type: none"> Hygiene promotion/ sanitation promotion volunteers effectively cover 120,000 people by the end of 2008 	<ul style="list-style-type: none"> Promote voluntary counselling and testing Strategy, tactics and resources for participatory hygiene promotion/ sanitation promotion developed that have synergy with other sectors interventions
	<ul style="list-style-type: none"> Four sustainable sanitation promotion (hardware) units established in target area which distribute no less than 4,000 SanPlats by 2008 	<ul style="list-style-type: none"> Hygiene promotion/ sanitation promotion staff and volunteers trained and functioning
	<ul style="list-style-type: none"> 440 viable, fully functioning and adequate community-managed water supplies in place in low - income villages by 2008 	<ul style="list-style-type: none"> Community management teams trained Capacity in water supply, sanitation and hygiene promotion built. Build SanPlat construction yards Construct and distribute SanPlat Construct latrines Rehabilitate/construct boreholes/ hand pumps
	<ul style="list-style-type: none"> 440 community-based operation and maintenance and cost recovery systems established and functioning by 2008 	<ul style="list-style-type: none"> develop strategy, tactics and resources for a demand responsive, community managed approach to project implementation that have synergy with other sectors interventions
	<ul style="list-style-type: none"> Water supply, sanitation and hygiene promotion projects efficiently and effectively implemented using demand responsive community managed approaches by 2008. 	<ul style="list-style-type: none"> Complete participative demand assessment Monitor and evaluate the projects
	<ul style="list-style-type: none"> Increased resources for water/ sanitation and hygiene promotion projects, and contribution to sector policies, best practices, coordination and cooperation by 2008. 	<ul style="list-style-type: none"> Advocacy of for sound sustainable water supply, sanitation and hygiene promotion for vulnerable populations Preparation for disasters requiring a water, sanitation and hygiene promotion response Federation support from Regional Delegation

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Disaster Management

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Background and achievements/lessons to date

Like other Southern Africa countries, Malawi is prone to disasters such as floods, droughts, epidemics, HIV/AIDS, and population movement. An example of the latter is the flight of refugees from countries such as the Democratic Republic of Congo (DRC), Mozambique, Rwanda and Somalia.

Since the mid-1980s, the Malawi Red Cross Society has been heavily involved in various disaster interventions and has gained a wealth of experience and capacity at both headquarters and branch/divisions levels. During the Mozambique refugee programme (1986–1995), Malawi Red Cross was the government-appointed agency to distribute all food and non-food items to over 1.2 million refugees throughout the country. The Federation participated as an advisory partner at all levels. Through this programme, Malawi Red Cross enhanced its capacity in coordination, distribution, warehousing, reporting and repatriation techniques; these skills substantially benefit current programmes and activities. Based on this expertise and experience, the Malawi Red Cross was appointed by the government and UNHCR to run the Dzaleka refugee camp which hosted a small caseload of refugees from Somalia, Rwanda, Congo DRC and Burundi who fled to Malawi.

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During the 1991 Phalombe landslide where scores of people lost lives, Malawi Red Cross was among the first humanitarian organization to arrive on the scene. Also during the regular floods along the Shire River and along the Lake Malawi shoreline areas in recent years notably in 2001, Malawi Red Cross gained more experience in rapid assessment coordination, distribution and reporting, and gained increased recognition from the Malawi government, UN agencies and embassies as a reliable humanitarian aid organization. This recognition is reflected through the encouraging response to Malawi Red Cross appeals when disasters strike.

As a result of the experience gained from these programmes and the increased donor confidence, Malawi Red Cross has for many years been chosen by the government and UN agencies to carry out countrywide food distribution during recurrent droughts (2000–2002) and farm inputs to vulnerable families (targeted input programmes, 1998–1999, and 2002–2003). With these amassed experiences and lessons learnt, Malawi Red Cross was also able to develop its disaster preparedness policy and plan - a blue print on which activities are drawn.

Despite increased capacity, the national society has also recognized other areas of disaster management which need to be strengthened. In the last five years, Malawi Red Cross has been involved in capacity-building efforts in community-based health (three districts), water and sanitation (three districts), HIV/AIDS prevention and care (seven districts), and more recently food security (Mzuzu, Salima and Machinga) to address the immediate and long-term needs of the vulnerable.

In disaster management, Malawi Red Cross is currently implementing the following:

- A care and maintenance refugee support programme as an implementing partner of UNHCR in Dzaleka refugee camp which is housing some 14,000 refugees. Another camp will open soon.
- Targeted food distribution for the chronically ill and supplementary feeding to malnourished under-five children and lactating/pregnant mothers under the C-SAFE programme in five districts, namely Chitipa, Karonga, Rumphi, Ntchisi and Nkhotakota.

Malawi Red Cross will soon implement food-for-work activities in Chitipa and Karonga districts funded by WFP.

Food insecurity still affects approximately 10% of the Malawi population. In response to this and following successful interventions in 2002 (as part of the Federation supported food security initiatives) assisting vulnerable rural farmers affected acutely by drought and poor access to alternative water sources, Malawi Red Cross intends to continue the irrigation project in 2004-2007. The programme will be implemented in five districts (Mwanza, Karonga, Zomba, Dowa, and Mchinji) in selected farming communities covered by or near to ongoing Malawi Red Cross divisional activities. A total of 1,000 treadle pumps will be distributed to 1,000 households (approximately 5,500 beneficiaries).

Along with the pumps, a complementary pack of improved varieties of maize seed and vegetables for planting, invariably in short supply in the farming communities, is also to be provided to each beneficiary. Production of a total of 4,050 metric tonnes of maize is expected in one growing season. An integrated approach will be undertaken with active involvement of Malawi Red Cross divisions or volunteer groups for beneficiary selection, training on the use and maintenance of the irrigation pumps, distribution of the pumps and follow up on proper utilization.

Goal: The vulnerability of communities in disaster-prone areas is reduced.

Objective: The capacity of Malawi Red Cross in providing appropriate and timely assistance to communities threatened or affected by disasters is increased by 2007.

Expected results and related projects for this objective :

Expected results	Activities
<ul style="list-style-type: none"> • Malawi Red Cross capacity in disaster management is strengthened and exhibits minimum standards of a well-prepared national society 	<ul style="list-style-type: none"> • Train 12 action teams in 12 districts in readiness for the impending 2004 elections • Establish disaster management infrastructure by the end of 2007 • Improve situation monitoring capacity through the establishment of a functional network of CBEWS (community-based early warning system) by the end of 2007. • Increase disaster management capacity of 2,000 division/branch members and volunteers by the end 2007 • Preposition emergency stocks for 500 people and establish emergency fund of a minimum of US\$500 by the end of 2007 • Conduct annual disaster simulations in disaster-prone areas namely Nsanje, Chikwawa, Karonga and Salima • Conduct VCA (vulnerability and capacity assessment) in four disaster-prone districts of Nsanje, Chikwawa, Karonga and Salima by June 2007 • Integrate food security initiatives in all activities. • Conduct first aid trainings for Red Cross volunteers and industrial workers • Review Malawi Red Cross disaster policy • Network with other disaster-related institutions • Uphold all aspects of refugee assistance at refugee camps with Sphere standards • Conduct monitoring and evaluation of relief activities
<ul style="list-style-type: none"> • The longer-term food security of 5,500 beneficiaries in Mwanza Karonga Zomba Mchinji and Dowa districts is improved through a combined small-scale irrigation and seeds assistance by 2007. 	<ul style="list-style-type: none"> • Identify 1,000 vulnerable farming households • Train 1,000 selected farmers on small-scale irrigation, the use and maintenance of the treadle pumps in collaboration with the ministry of agriculture. • Distribute the treadle pumps to 1,000 beneficiary farmers • Monitor and support proper use, and maintenance of the pumps • Plan related income-generating activities • Promote Malawi Red Cross volunteer recruitment in the beneficiary communities.

[*<Click here to access the Logical Framework Planning Matrix document for Disaster Management>*](#)

Organizational Development

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Background and achievements/lessons to date

Malawi Red Cross Society has recognized the importance of organizational development (OD) and capacity building. A strategic plan, developed since 1999, was approved in 2001. Nevertheless, not much has been achieved or applied in the development of programmes, systems and procedures in the national society. With the support of the Federation, the Malawi Red Cross has benefited from performance management workshop and a number of governance workshops at national and branch level. The Federation has also supported Malawi Red Cross staff to participate in five international workshops aimed at scaling up their skills in resource mobilization, volunteers management as well as organizational development.

During and after the Southern African food security operation of 2002-2003⁷, the national society has experienced many new programmes and expanded programme activities to meet the short-term needs of the most vulnerable. Strengthening of capacities to achieve medium- and long-term gains has

⁷ Emergency Appeals no. 12/2002 and 15/2003 (Southern Africa Food Security)

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inadvertently not received much attention. In particular, headquarters organization, and volunteer and branch development, are areas that need to be addressed urgently.

This notwithstanding, some OD-related issues of immediate concern have been taken up. A financial development action plan is being finalized for implementation, with the support of a Federation delegate. In addition, a review of the management of Malawi Red Cross has been recommended by Danish Red Cross and is being planned to take place early in 2004. OD is a vital component of the review exercise.

Goal: The lives of the most vulnerable people in Malawi are improved as Malawi Red Cross works towards a well-functioning national society.

Objective: Malawi Red Cross capacity to design and implement their strategic directions is improved.

Expected results and related projects for this objective are:

Expected results	Activities
<ul style="list-style-type: none">• Five branches identified and resourced as regional focal point for branch development by early 2005	<ul style="list-style-type: none">• Identify the five branches• conduct a desk study to come up with five branches
<ul style="list-style-type: none">• Resource mobilization plan developed and implemented by 2007	<ul style="list-style-type: none">• Select 150 volunteers from the five selected branches• Organize training for the volunteers on resource mobilization• Develop a resource mobilization plan• Implement the resource mobilization plan
<ul style="list-style-type: none">• Malawi Red Cross capacity to design, implement, monitor and report on programme is strengthened by the end of 2007.	<ul style="list-style-type: none">• Support the development of new branches.• Provide technical support in programmed development, implementation, management, monitoring and reporting and evaluation.• If necessary, restructure NS to better respond to programmatic challenges.• Organize governance and management workshops/seminars• Facilitate regional meetings and trainings to share experiences and address organizational challenges.• Develop and share guidelines related to home-based care, prevention, counselling, food security, etc., to implement effective and consistent programmes in the region.• Support the revision of constitutions where necessary.• Procure required equipment/items to ensure implementation of activities.
<ul style="list-style-type: none">• Malawi Red Cross has effective volunteer management	<ul style="list-style-type: none">• Develop and/or implement guidelines on volunteer management.• Recruit and fill posts at provincial and district level for coaches and development of networks of community volunteers.• Identify and recruit volunteer leaders and mobilize community volunteers.• Train coaches and volunteers.• Develop a comprehensive volunteer database at headquarters and at all 27 branches by the end of 2007
<ul style="list-style-type: none">• CAS developed by the end of 2004	<ul style="list-style-type: none">• Advocate CAS framework to Malawi Red Cross partners• Draft CAS• Hold stakeholders meetings to finalize and agree on the CAS• Disseminate and review on annual basis

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Coordination, Cooperation, and Strategic Partnerships

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Background and achievements/lessons to date

In general, some achievements were made in 2003 in terms of coordination within and outside the Movement in Malawi. Still, there is considerable need to build on these coordination and cooperation mechanisms to ensure that Malawi Red Cross derives maximum benefit from various efforts.

Following the establishment of a Federation country office in late 2002, there has been substantial improvement on the level of collaboration and coordination amongst partners. After some months of quiet engagement, the relationship with bilateral partner national societies has improved; the Federation has managed to initiate formal monthly meetings with these partners to discuss joint efforts to support general capacity building and organizational development of Malawi Red Cross. In the absence of commitment from partners to participate or to consolidate agreed actions, these meetings have not generated major results.

Another idea proposed and accepted in early 2003 was to have Malawi Red Cross organize and chair the monthly coordination meetings, thereby leading the entire coordination process. Nonetheless, this initiative has yet to start. Apparently, there is need for greater commitment and will from Malawi Red Cross and bilateral partner national societies to make coordination and collaboration successful. The national society is still committed to organize and chair the monthly coordination meetings.

Malawi Red Cross has many other partners outside the Movement contributing to its development. They include *inter alia* UNDP, UNHCR, CARE, and AFRICARE. Some of these partner relationships have been formalized, as and when necessary, especially those within the UN system. At the same time, the Federation - in consultation with the national society - would take the lead in coordinating efforts with other international partners in Malawi. These coordination plans will start in 2004.

In the absence of a status agreement with the government, the Federation has often found it difficult to carry out its coordination responsibility. Positive discussions have been held on the possibility of signing this status agreement; it is expected that the agreement would be ready in 2004.

To derive meaningful gains from these external relationships, a Cooperation Agreement Strategy (CAS) would be prepared which would provide a framework for developing and formalizing external relationships between Malawi Red Cross and partners (Movement and non-Movement). A first draft is to be available by the end of 2004.

Goal: Malawi Red Cross and its external partners successfully collaborate together in meeting the national society priorities.

Expected results:

- A Movement partners coordination body, chaired by Malawi Red Cross, meets monthly on issues related to ensuring that their programmes and actions best support Malawi Red Cross objectives.
- Capacity building of the national society becomes a collaborative effort of all partners.
- A status agreement is signed between the Federation and the Malawi government
- A CAS is developed by Malawi Red Cross and the Federation.

Effective Representation and Advocacy

Since late 2002 when the Federation food security office was opened in Malawi, representation and advocacy necessarily became one of the functions of the Federation office. Due to the absence of a status agreement with the government, the office has not always received the recognition it deserves. Nonetheless, some gains were made, especially in representation within the UN system, but there is still a need for making such representation more effective.

Starting in 2004, the Federation and Malawi Red Cross will dedicate greater effort to conclude and sign a status agreement with the government of Malawi, and to reinforce existing contacts with appropriate

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government ministries responsible for humanitarian related matters. This would establish the Federation in a position to influence related government policies and plans.

In respect of its representation role with the UN community, diplomatic missions, and other local and international governmental and NGOs in Malawi, the Federation would seek to raise its profile, strengthen partnerships and fundraising opportunities, and promote Federation policies.

Along with Malawi Red Cross, the Federation would seek to launch the World Disasters Report, and World Red Cross Day (8 May) activities at a countrywide level.

Communication support to Malawi Red Cross divisions would be strengthened towards ensuring that appropriate communication networks are provided and properly maintained to ensure effective communication between the Malawi Red Cross and the Federation, and promoting capacity building of the divisions.

Where situations arise in which the voice of the Federation needs to be heard as a neutral humanitarian organization, the Federation would either speak alone, or together with organizations which share common or similar interests and objectives. This advocacy role would be strictly carried out in relation to raising issue and making suggestions on matters pertaining to the interest of the most vulnerable in any part of Malawi, especially on HIV/AIDS or issues related to the four core areas of the Federation Strategy 2010⁸.

Contacts with the media would be strengthened to profile the work of the Federation and Malawi Red Cross, and in pursuance of the representation and advocacy roles above mentioned.

Goal: Malawi Red Cross capacity for communication and networking is strengthened, and the Federation provides effective representation and advocacy support to the most vulnerable in Malawi.

Expected results

- A status agreement is concluded with the Malawi government, and the Federation gains increased access to government and other organizations.
- The Federation is able to influence government and other organizations policies and plans in relation to humanitarian matters.
- Malawi Red Cross branch network communication is strengthened, and branch development enhanced.
- Prompt and accurate media coverage of Red Cross news, events, and advocacy campaigns.
- More vulnerable people are protected and their human rights advocated through.

Delegation Management

The Federation country office in Malawi was set up in September 2002, initially to manage implementation of the Southern Africa food security operation in cooperation with the Malawi Red Cross. In 2003, the office has now been given responsibility to coordinate and facilitate all Federation support to Malawi Red Cross programmes, and to represent the Federation in Malawi, amongst other duties.

There has been a maximum of three delegates (country programme manager, finance and administration delegate and logistics delegate). The logistics delegate supported over six months Malawi Red Cross to implement supplementary feeding programme whereas the finance and administration delegate, apart from taking care of the Federation accounts, is also tasked to provide financial management and development training support to Malawi Red Cross. This will be a continuous and reinforced responsibility for 2004 in

⁸ Strategy 2010 is the International Federation's guiding framework for the decade 2000 to 2010. This overall strategy identifies the following four CORE areas as the cornerstones upon which the International Federation will continue to build its collective expertise and reputation: humanitarian values; disaster preparedness; disaster response; and health and care in the community. Refer to <http://www.ifrc.org/who/strategy.asp>

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addition to winding down the responsibility for the Transport Support Package⁹. The office is also supported by staff seconded from Malawi Red Cross: a programme assistant/secretary, and a driver.

From the beginning of 2004, the Country Office would shift emphasis from relief to development; the office would concentrate on general organizational development support and capacity building of Malawi Red Cross, support to Federation-funded programmes through Malawi Red Cross headquarters, and representation of the Federation in Malawi. The Head of Office reports to the Head of Regional Delegation (Harare). The Regional Delegation will provide technical support and advice to the Country Office and to Malawi Red Cross in support of HIV/AIDS, water sanitation and disaster management programme implementation.

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⁹ Transport Support Package is a strategic partnership between the WFP and the Federation to transport food aid, under Emergency Appeals 12/200 and 15/2003

BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.14/2004

Name: Malawi

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	12,410	0	0	0	0	0	12,410
Clothing & textiles	111,367	28,100	0	0	0	0	139,467
Food	7,587	15,030	0	0	0	0	22,617
Seeds & plants	1,638	0	0	0	0	0	1,638
Water & Sanitation	106,500	0	0	0	0	0	106,500
Medical & first aid	22,340	2,810	0	0	0	0	25,150
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	13,785	14,106	0	0	0	0	27,891
Other relief supplies	56,057	152,800	0	0	0	0	208,856
SUPPLIES	331,684	212,846	0	0	0	0	544,529
Land & Buildings	0	0	0	0	0	0	0
Vehicles	240,200	49,175	0	0	0	0	289,375
Computers & telecom	16,550	11,732	0	28,100	0	0	56,382
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	256,750	60,907	0	28,100	0	0	345,757
Warehouse & Distribution	79,678	14,050	0	0	0	0	93,728
Transport & Vehicules	94,475	51,143	0	18,296	0	0	163,914
TRANSPORT & STORAGE	174,153	65,193	0	18,296	0	0	257,642
Programme Support	111,109	41,965	0	37,593	0	0	190,667
PROGRAMME SUPPORT	111,109	41,965	0	37,593	0	0	190,667
Personnel-delegates	0	0	0	146,866	0	0	146,866
Personnel-national staff	460,876	77,140	0	23,042	0	0	561,058
Consultants	16,861	0	0	101,406	0	0	118,267
PERSONNEL	477,737	77,140	0	271,314	0	0	826,191
W/shops & Training	145,154	101,543	0	158,745	0	0	405,442
WORKSHOPS & TRAINING	145,154	101,543	0	158,745	0	0	405,442
Travel & related expenses	30,941	15,104	0	21,075	0	0	67,120
Information	70,734	7,505	0	3,708	0	0	81,947
Other General costs	111,113	63,413	0	39,522	0	0	214,048
GENERAL EXPENSES	212,788	86,022	0	64,305	0	0	363,115
TOTAL BUDGET:	1,709,375	645,616	0	578,353	0	0	2,933,344