

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

ZIMBABWE

Appeal no. 01.23/2003

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

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	398,949	420,000
2. Disaster Management	52,193	55,000
3. Organizational Development	74,982	80,000
Total	526,122¹	555,000

Introduction

The vulnerability of the average Zimbabwean has considerably increased in recent years due to a complex mix of factors including economic collapse, natural disasters, and most devastatingly, the HIV/AIDS pandemic.

The Zimbabwe Red Cross Society (ZwRC) has chosen to focus on water and sanitation projects in the rural areas and has been working in HIV/AIDS-related activities since 1988, focussing on home-based-care and working with the youth.

The Federation launched an appeal for Southern Africa in 2002 (Appeal 12/02) that includes a large component in Zimbabwe. ZwRC is planning to target 105,000 beneficiaries through its home-based care programme and expand its water and sanitation programme. Attempts will be made to limit the impact on ongoing programmes, but it should be recognised that this emergency programme will reduce the capacity to implement other programmes for the first half of 2003.

National Context

Due to the declining economic situation in Zimbabwe, the current health picture of the country has undoubtedly deteriorated over recent years, but the indicators have yet to show this. Between 50 and 79% of the population had access to essential drugs in 1999, whilst 68% were using adequate sanitation facilities and 85% had access to improved water sources. As well as being out of date, the indicators also hide a large imbalance between urban and rural areas.

Human Development Indicators at a Glance

	Zimbabwe	Sub-Saharan Africa	World
Life expectancy at birth (years)	42.9	48.7	66.9
Adult literacy rate (% age 15 and above), 2000	88.7	61.5	~

¹ USD 261,000 or EUR 357,709.

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

Adult literacy rate (female as % of male), 2000	91	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	65	42	65
GDP per capita (PPP\$), 2000	2,635	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	33.73	9	1.2
Refugees (thousands), in/out, 2000	4/~	~	~

Source: UNDP HDR 2002

At birth, only 23% of Zimbabweans are forecast to survive to 65 years, compared to 90% of people in the most developed countries. Infant mortality rates remain almost at the 1970 level at 73/1000 live births, and Zimbabwe has the highest maternal mortality rate in the non-war-torn world. These shocking statistics are largely due to the impact of HIV/AIDS.

Without doubt the leading cause of human suffering in Zimbabwe has been brought about by the HIV/AIDS pandemic. Even considering other natural and man-made disasters, HIV/AIDS is the major cause of mortality and socio-economic strife and poverty in Zimbabwe. During 2001 there were 200,000 HIV/AIDS-related deaths and by the end of the same year there were 780,000 children who had been orphaned through HIV/AIDS (UNAIDS/WHO 2002). On a global scale, Zimbabwe has the second highest prevalence rate of HIV/AIDS.

Currently Zimbabwe faces a tragic potential disaster in the guise of an enormous food deficit brought about by the recent drought and disruption to commercial farming. The World Food Programme, in its appeal for southern Africa (EMOP 10200), estimates that towards the end of 2002, 6 million Zimbabweans (46% of population) will be in need of food aid.

National Society Priorities

The ZwRC operates countrywide under a similar administrative structure to local government, with eight provincial committees and 57 district committees. In 2001, there were 39,000 members and volunteers of the National Society and 282 branches.

At a Glance

	Year	Comment
Recognition	1981	Act of Parliament
Strategic Development Plan	2000-2010	May be revised during 2003
Appeal	yearly	Appeal linked to Federation appeal and ICRC annual plan. Project proposals completed during the year as the need arises.
CAS	2002-2004	Finalised end 2001
Self-Assessment	2001	No plans for another in 2003
Elections	2002	Annual elections for National Executive Committee on a rotational basis
Audit	yearly	External audit according to international standards

In 1998, ZwRC embarked on a planned change process following the recognition of certain weaknesses in the general operation of the organisation. The analysis phase started with a series of governance workshops at all levels of ZwRC to identify priority areas for development. These workshops subsequently identified five focus areas: strategic planning; planning and budgeting;

constitutional regulations; communication; and fund raising. Action teams were then established to concentrate on implementing changes in these areas.

Strategic planning was identified as essential to support implementation of the change process and to refocus the National Society to the needs of Zimbabwe and the role that ZwRC should play in addressing these needs. The strategy development committee drew up the strategic plan 2000-2010 in 1999. The production process was highly participatory involving several provincial consultative meetings and a final consolidation workshop.

Given the Zimbabwean context and experience of ZwRC the plan identifies the core strategic business areas where ZwRC can ensure maximum impact in its work. These are:

- Health Education and Services - The focus of this programme is on HIV/AIDS, water and sanitation, and first aid training.
- Disaster Preparedness and Response - On 28 July 2001 the Disaster Management Policy and Code of Conduct for ZwRC were adopted at the Annual General Assembly. The overall goal of the policy is to develop systems and mechanisms of empowering and strengthening capacities of communities, families and individuals in the areas of disaster preparedness, disaster response, mitigation, and recovery so as to reduce human suffering. The code establishes standards of behaviour for the humanitarian assistance offered by ZwRC.
- Youth Development - Youth are a key target group for ZwRC for one reason. They represent the future of ZwRC and Zimbabwe society in general. This is especially relevant given the HIV/AIDS pandemic that has been affecting Zimbabwe for over 15 years and particularly the youth. The youth programme has an overall goal to increase the socio-economic empowerment of youths and is closely related to the HIV/AIDS programme.
- Resource Development - ZwRC recognises the importance of maintaining a diverse financial resource base and is constantly seeking to expand it. Current plans include the development of some prime land in Harare into a medical centre. However, financial support of at least CHF 300,000 is needed. ZwRC also recognises the need to maximise the quality of human resources and over the last two years considerable investment has been made in this area. Work is currently going on to introduce a performance management system.

In order to effectively work in its core strategic areas the strategic plan of ZwRC highlights six strategic priorities that have to be addressed:

- Organisational image and quality of service delivery
- Organisational structuring and management
- Human resource management and development
- Resource mobilisation and management
- Policy and legislation
- Management information systems.

ZwRC has been addressing these priorities since 2000, but recognises that much remains to be done. Specific current priorities include:

- Operationalisation of policy documents in youth, disaster management, transport, employee relations, and finance
- Improving volunteer recruitment and retention strategies
- Expanding the income base to reduce reliance on external donors.

Red Cross Red Crescent Priorities

The ZwRC completed its three-year CAS at the end of 2001. It was the first time it had been done and has proved to be a very useful process and the final document has been appreciated by all who have used it.

The majority of programme financial support input into ZwRC has been of a bilateral nature, principally from the Danish Red Cross Society (DRCS) and the Canadian Red Cross Society (CRCS). The support from the CRCS has now ceased, but the support from the DRCS is planned to continue. The DRCS has a regional representative based in Harare who oversees the programme with ZwRC and there is strong coordination and cooperation with the Federation.

The German Red Cross Society (GRCS) has submitted a proposal on behalf of ZwRC to the European Union to expand the water and sanitation programme. They have also indicated their wish to support bilaterally a youth centre in Gwanda. Other potential partners include the American Red Cross Society, Netherlands Red Cross Society, and the Belgium Red Cross Society. The Federation office has been actively facilitating the creation of these new partnerships.

As well as bilateral support, ZwRC receives considerable multilateral financial support through the Federation, principally for its water and sanitation, and HIV/AIDS programmes. Participating National Societies (PNS) contributing to ZwRC through the Federation include Netherlands Red Cross Society, British Red Cross Society, and Austrian Red Cross Society.

ZwRC also works closely with the Government of Zimbabwe in terms of coordinating its work, but there is no tangible financial support from them. Representatives from the Ministry of Health, Ministry of Education, and Ministry of Social Welfare, sit on the ZwRC national governing board as non-voting members.

Primary Support from the Movement in 2002

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

*Federation support provided by British Red Cross, Netherlands Red Cross, Swedish Red Cross, Finnish Red Cross, Austrian Red Cross, and Danish Red Cross.

Priority Programmes for Secretariat Assistance

1. Health and Care W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

CBHC

Basic first aid training is provided at community level and to core Red Cross volunteers. Higher-level first aid training up to instructor level is also offered through the ZwRC training centre based in Westwood, Harare. The majority of first aid training is offered on a fee basis, but free first aid and basic health training is offered to persons residing in vulnerable communities that would otherwise not benefit from any training. Unfortunately, the provision of this free training has been seriously reduced due to funding constraints.

HIV/AIDS

ZwRC has been implementing HIV/AIDS projects since 1988 with the support of bilateral donors. Until 2001 the involvement of the Federation was relatively minimal. However, over the last two years the Federation has been more active in supporting the HIV/AIDS programme of ZwRC. The Federation supported the production of a five-year plan for HIV/AIDS programming by ZwRC and this document has facilitated the engagement of new partners for ZwRC. The Federation is currently finalising negotiations with the Netherlands and Swedish Embassies in Harare to provide five years of financial support to the ZwRC's HIV/AIDS programme through the Federation. This financial support

will enable an increase in the number of project areas and an expansion of existing ones. The ZwRC plan for 2003 and 2004 is to increase from 16 projects to 22 projects and expand the existing 16 to reach more people. This expansion can only be partially funded by the Netherlands and Swedish Embassies' agreement.

Due to the long experience of ZwRC in implementing HIV/AIDS projects, particularly home-based care for PLWHAs, they have been very active in sharing their experiences with other national societies in the region. Much of this has been facilitated and funded by the Federation. This highlights the importance that the Federation and national societies are placing on capacity building.

Water and Sanitation

Since 1998, the Federation has been assisting ZwRC in implementing a developmental water and sanitation programme in Mudzi and Rushinga districts. The programme provides water boreholes and latrines, but also includes components of health education and maintenance training to ensure sustainability. The Federation has provided technical support through the water and sanitation department of the Southern Africa Delegation. Financial resources for the implementation of activities have also been made available and the Federation has been active in creating new funding partnerships for ZwRC. The Federation support is presently in its second phase and ZwRC are targeting 10,200 beneficiaries for 2003 and at least the same number in 2004.

The second phase of the Federation support is particularly focused on capacity building of ZwRC staff and volunteers.

Overall 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.

Programme Objective

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

Expected Results

1. The capacity of Zimbabwe Red Cross Society to design and implement health projects that reduce the morbidity and mortality rates of common priority health problems is strengthened.
 - ZwRC health staff trained and able to design, implement, monitor and evaluate CBHC projects.
 - First aid teams trained in five districts.
 - Communities in target area are able to respond to common health conditions.
 - ZwRC are members of Country coordination body.
 - A proposal for malaria and TB developed by ZwRC and submitted to GFATM.
 - ZwRC actively involved in prevention and responded to cholera outbreaks.
 - ZwRC have created new partnerships with other organisations.

2. By the end of 2004, ZwRC has increased the impact of its HIV/AIDS programme through increasing the quantity and quality of its interventions.
 - ZwRC's home-based care project for PLWHAs is expanded to reach an additional 8,000 clients.
 - ZwRC's youth peer education project is expanded to reach an additional 25,000 youths in safer sex skills.

- ZwRC's HIV/AIDS programme is expanded to reach an additional 7,000 Orphans supported materially and psychologically.
 - The capacity of the ZwRC to manage, implement, monitor, and evaluate its HIV/AIDS programme is strengthened.
 - ZwRC have created new partnerships with other organisations.
 - The ZwRC is recognised both nationally and internationally as a key actor in the fight against HIV/AIDS, through advocacy and communications strategies directed at media and authorities.
3. ZwRC's capacity in the provision of sustainable water and sanitation services is increased.
- ZwRC has developed an integrated local approach to determining emergency and developmental water and sanitation needs taking into account SPHERE and country standards.
 - ZwRC effectively disseminates the impact of its water and sanitation activities to existing and future partners.
 - ZwRC has in place effective monitoring, reporting, and evaluation systems.
 - ZwRC water and sanitation strategy is consistently implemented with all partners.
 - ZwRC has increased the capacity of beneficiaries in water and sanitation planning and implementation with linkages to health and HIV/AIDS programmes.
 - Water and sanitation technical and managerial capacity in ZwRC is increased.
 - ZwRC ability to implement emergency water and sanitation interventions is increased.

2. Disaster Management W *<Click here to return to the title page>*

Background and achievements/lessons to date

ZwRC's disaster management programme has been assisting the government in responding to various emergencies such as drought, floods, HIV/AIDS and epidemics with assistance of the Secretariat's Southern Africa Delegation. The National Society has assisted victims of droughts of 1991, 1995 and 1997 through the provision of relief assistance and supplementary feeding schemes. In 2000, Zimbabwe experienced one of its worst floods cause by Cyclone Eline and in 2001 floods affected two provinces. The National Society's response to these disasters with limited resources was commendable and increased the National Society's credibility and visibility.

In previous years, ZwRC has worked very closely with ICRC and UNHCR in refugee camps in the country providing humanitarian assistance to the Mozambican victims of conflict. It also works closely with ICRC in information dissemination to the public and in emergency preparedness training. In the lead-up to the 2000 parliamentary 2002 presidential elections the National Society prepared comprehensive contingency plans for possible population movements and deployed first aid teams at all polling stations with support from the Federation and ICRC.

In 2001, the National Society developed its Disaster Management Policy and Code of Conduct with support from the Federation, which was adopted by the General Assembly. This is to guide the National Society in its planned activities. Previous disasters experience in various areas and the lessons learnt in disaster relief operations has assisted in the development and identification of priorities of the 2003-2004 programme.

Overall Goal

Implementation of characteristics of a well-prepared national society has improved the ZwRC in the following three key areas, namely: know-how, capacity and performance.

Programme Objective

ZwRC has developed mechanisms for empowering and strengthening communities in disaster management so as to reduce human suffering.

Expected Result

ZwRC's disaster management capacity is strengthened.

- ZwRC has operationalized its comprehensive disaster management plan by end of 2003.
- 2,640 staff and volunteers trained in disaster management by end of 2004.
- ZwRC has put in place a community-based early warning system by 2004.
- Increased disaster preparedness awareness in vulnerable communities through 18 radio and tv programmes.
- Improved disaster preparedness, response capacity and emergency stocks available in vulnerable districts by end of 2004.
- Sustainable food security initiatives identified and integrated into other sector programmes in vulnerable districts by end of 2004.
- Advocated for the inclusion of disaster management curriculum modules in schools and colleges by end of 2004.

3. Organisational Development W *<Click here to return to the title page>***Background and achievements/lessons to date**

ZwRC has been going through a change process since the late 1990's following a complete review of the National Society's effectiveness in achieving its objectives. The results so far include the production of a long-term strategic plan, a revised constitution, and an organisational restructuring. ZwRC has also undertaken a complete human resource review including rewriting job definitions, job descriptions, and the revision of salary gradings. The National Society is currently developing a performance management system to ensure that the human resource improvements are sustainable in the longer-term. Financial management is also being targeted with the appointment of a senior finance officer, new accounting software, and a revised finance policy. The Federation has financially and technically supported most of these developments and will continue to do so in 2003 and 2004.

The focus in 2003 and 2004 for Federation support is on volunteer and branch development. Improvements have already been made in these areas including a draft volunteer code of conduct and an emphasis on linking local branches to project activities. The other area of priority support is in financial resource development. The approach here will be to build on existing initiatives, which have already demonstrated their feasibility.

Overall Goal

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

Programme Objective

Secretariat support to the National Society has led to volunteer, branch, and financial resource development.

Expected Result

ZwRC has increased its capacity to design and implement their strategic directions.

- ZwRC has an effective volunteer management system in place.
- ZwRC has increased its financial resource base in both value and diversity.
- ZwRC has functional branches in place that are actively participating in project implementation.

<Budget below - Click here to return to the title page>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.23/2003

Name: Zimbabwe

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	85,500	0	0	0	0	85,500
Clothing & textiles	0	22,200	0	0	0	0	22,200
Food	0	18,000	0	0	0	0	18,000
Seeds & plants	0	0	10,000	0	0	0	10,000
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	21,000	0	0	0	0	21,000
Teaching materials	0	30,000	2,000	0	0	0	32,000
Utensils & tools	0	1,680	0	0	0	0	1,680
Other relief supplies	0	12,800	0	0	0	0	12,800
SUPPLIES	0	191,180	12,000	0	0	0	203,180
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	567	0	0	0	0	0	567
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	4,725	0	0	0	0	4,725
CAPITAL EXPENSES	567	4,725	0	0	0	0	5,292
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	2,791	14,760	0	0	0	0	17,551
TRANSPORT & STORAGE	2,791	14,760	0	0	0	0	17,551
Programme Support	4,874	25,932	3,393	0	0	0	34,198
PROGRAMME SUPPORT	4,874	25,932	3,393	0	0	0	34,198
Personnel-delegates	19,200	0	0	0	0	0	19,200
Personnel-national staff	11,283	86,712	0	0	0	0	97,995
Consultants	3,400	8,000	0	0	0	0	11,400
PERSONNEL	33,883	94,712	0	0	0	0	128,595
W/shops & Training	18,067	19,200	21,000	0	0	0	58,267
WORKSHOPS & TRAINING	18,067	19,200	21,000	0	0	0	58,267
Travel & related expenses	0	17,000	3,400	0	0	0	20,399
Information	0	10,800	12,400	0	0	0	23,200
Other General costs	14,800	20,640	0	0	0	0	35,440
GENERAL EXPENSES	14,800	48,440	15,800	0	0	0	79,039
TOTAL BUDGET:	74,982	398,949	52,193	0	0	0	526,122