

Appeal 2004



ZAMBIA

Appeal no. 01.19/2004

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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>

Programme title	2004 in CHF
Strengthening the National Society	
Health and Care	1,580,998
Disaster Management	2,241,670
Organizational Development.	515,250
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation	235,781
Total	4,573,697²

Please note that objectives, expected results, and activities associated with the Humanitarian Values 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 3,434,995 or EUR 2,944,124

National Context

Food insecurity and HIV/AIDS

Zambia is reeling from the worst drought in ten years which is affecting some 200,000 families across the country. It is now well recognized that household food insecurity in rural and urban Southern Africa cannot be properly addressed without taking HIV/AIDS into consideration. On one hand, HIV/AIDS can be treated in its own right as a shock to household food security; on the other hand, it has such distinct effects that it is a shock like no other (Carolyn Baylies, 2002). Perhaps the biggest difference between the regional food crisis of 1992 and the current food crisis is the dramatic increase of HIV/AIDS cases (WFP 2002). Indeed the prevalence of HIV/AIDS is so high, and its linkage with food security so pronounced, that researchers have deemed Southern Africa food security as a 'new variant famine' (de Waal, 2002); this will require new approaches towards understanding food security in the context of HIV/AIDS. There is evidence on production effects of HIV/AIDS on farming systems including decreases in area planted, declines in crop yields, changes in cropping patterns, and losses of agricultural knowledge (FAO, 1995). Economic impacts due to declines in household labour quality and quantity are identified as a result. Livelihood-based analysis of linkages between food security and HIV/AIDS show that the impact is systematic affecting all aspects of rural livelihoods and that effective analysis of the causes and outcomes of HIV/AIDS requires a contextual understanding of livelihoods unique to a given area and social groups.



Table 1: Estimated number of people in need of food aid in 2002-2003; HIV/AIDS prevalence rates 2001-2002

	People in need of food aid (% total population)	People living with HIV/AIDS (% adults)	New AIDS Deaths (2001)
Zimbabwe	7,180,000 (52%)	2,300,000 (34%)	780,000
Malawi	3,590,000 (31%)	850,000 (15%)	470,000
Zambia	2,770,000 (28%)	1,200,000 (21%)	670,000
Lesotho	760,000 (34%)	360,000 (31%)	73,000
Swaziland	300,000 (28%)	170,000 (33%)	35,000
Mozambique	650,000 (3%)	1,100,000 (13%)	420,000
TOTAL	15,250,000 (26%)	5,980,000 (20%)	497,000

Source: UNAIDS, SADC, FANR, VAC³ - 2003

Zambia, like other countries in the Southern Africa region, experiences many social problems. The impact of HIV/AIDS has been particularly devastating. HIV/AIDS has affected many families and the impact has been worsened by the poor economy and severe drought. The national budget for 2003 sets out to reduce poverty, lower inflation, sustain positive per capita income growth and improve the fiscal balance and external position. The fight against HIV/AIDS is also high on the agenda; significant resources are reserved to fight the pandemic.

With the re-opening of the Federation country delegation in Zambia, the Zambia Red Cross Society and Federation in collaboration with the Netherlands and German Red Cross Societies have cooperated closely since the Food Security Appeal mid-year evaluation to better integrate programmes and ensure

³ SADC – South Africa Development Community; FANR – Food Agriculture and Natural Resources; VAC – Vulnerability Assessment Committee

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complementary aspects of the operation. The Food Security operation has assisted HIV/AIDS clients through the provision of food under the home-based care programme and ensuring clean and adequate water supply and improved hygiene conditions. The Federation calls for donor support to this complementary approach undertaken by the integrated health and care programme which aims to provide an integrated health and care package to some 14,000 HIV/AIDS clients under the Zambia Red Cross well established home-based care structure.

The HIV/AIDS catastrophe, coupled with the depressed human development, highlights that Zambia requires continued and immediate assistance from the international community; the lives and livelihoods of millions of Zambians are dependent on this.

Political and economic outlook

Corruption involving the previous government and allegations of electoral fraud still dominate the political scene. Despite this challenge, the ruling MMD⁴ party is expected to remain in power. Its alliance with the leading opposition UNIP⁵ party in May 2003 is likely to reinforce the president's political stronghold and enhance the MMD majority position in the parliament.

On the economic front, rising copper prices and production, and a recovery in the agricultural sector, will lift real GDP growth to 2.9% in 2003 and 3.1% in 2004. Improved maize harvests should allow a slight fall in average inflation, to 21.5% in 2003 and 19.6% in 2004; however, it is anticipated to remain high because of poor fiscal management. An improvement in the trade balance due to higher copper exports, ultimately narrowing the current account deficit to 4.8% of GDP in 2003 and 1.9% of GDP in 2004, is also anticipated (Economist Intelligence Unit Report, May 2003).

The economy faced major uncertainty because of the drought that caused a significant fall in agricultural output and the withdrawal of Anglo American Corporation from Konkola copper mines, the biggest mining company in Zambia. These events had an adverse impact on the national economy for most of the year and will have negative impact in the present planning period (2004-2007).

Human development indicators:

Indicators	2001	2000
Population (millions)	10.6	10.4
Life expectancy at birth (years)	33.4	41.4
GDP per capita (PPP USD)	780	780
Population living below poverty (%)	73	-
Adult literacy rate (% age 15 and above) (UNAIDS 2001)	79.0	78.1
People living with HIV/AIDS, adults (%)	21.52	-
Access to affordable essential drugs (%)	-	50-79 (1999)
Access to water and sanitation (%)	-	64-78
Malaria cases (per 100,000)	34,204	34,274
TB cases (per 100,000)	45	-
Under-five mortality rate (per 1,000 live births)	202	202

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

Population movement

Political instability in the Democratic Republic of the Congo and Angola continues to have a negative impact in the region. One result of this instability is the steady influx of Congolese refugees in Zambia's northern provinces. Zambia currently hosts an estimated 47,000 refugees, primarily of Congolese origin. The Zambia Red Cross Society is implementing a comprehensive camp management programme for a caseload of 25,000 Congolese refugees in Mwanze camp, the national society is supported by the Federation. Incursions by the notorious Mai Mai rebels in Eastern Congo and neighbouring Zambia districts have caused havoc and brought misery to the lives of both Congolese and Zambians, and has

⁴ MMD - Movement for Multiparty Democracy

⁵ UNIP - United National Independence Party

resulted in population displacement in both countries. It is estimated that a steady influx of 486 Congolese refugees cross into Zambia every month; this has prompted UNHCR to establish transit camps in Luapula and in the northern provinces. Another refugee camp may be established to further accommodate this influx once the Government agrees to a tripartite framework for implementation. Zambia Red Cross and the Federation will remain chief implementing and operational partners with UNCR for this activity.

Elsewhere, the repatriation exercise of Angolan refugees from Zambia continues unabated, led by IOM⁶ and supported by LWF and MSF⁷. Today, some 11,000 Angolan refugees have voluntarily returned home to Cazombo commune of Moxico province. With peace talks in Angola reaching an advanced stage, it is anticipated that a total of 17,000 Angolan refugees shall have voluntarily returned home before the end of the year (2003).

Red Cross and Red Crescent Priorities

Movement⁸ Context:

The Federation Delegation in Zambia will prioritize its work according to the needs of the national society. A country coordination committee has been established to strengthen coordination, planning and harmonization of activities by different Movement components in Zambia; it is comprised of the Zambia Red Cross, the Federation, ICRC, and all bilateral partner national societies in Zambia. As a complement to this committee, the Zambia Red Cross, ICRC (country Head of Office) and the Federation (Head of Delegation) will continue to participate in the regional SAPRCS⁹ forum. This forum is an invaluable mechanism to ensure that Federation priorities remain responsive to the membership base in the region, and that National Red Cross Societies are empowered and strengthened to reach more vulnerable people. Coordination and continual engagement will be strengthened with bilateral partner national societies and other key stakeholders (including those within the UN system).

The Federation priorities in Zambia will be drawn from the Secretariat's global objectives, and in the spirit of Ouagadougou commitments. These include:

- Building and strengthening capacity of Zambia Red Cross through the national society's 'recovery plan' road map, including strong organizational capacity development and volunteer management;
- Scaling up ARCHI¹⁰ 2010 interventions including HIV/AIDS interventions, water and sanitation, community-based health, and malaria intervention;
- Effective food security interventions covering long-term sustainable development, effective disaster preparedness and mitigation;
- Coordination, cooperation and building strategic partnerships;
- Effective representation and advocacy;
- High quality governance support; and
- Effective Federation management.

One of the high priorities will be the delegation's role as coordinator for the Cooperation Agreement Strategy (CAS) process; this will facilitate the harmonization of external Red Cross partnerships in priority areas as identified in the Zambia Red Cross strategic plan. Zambia Red Cross has not been part of the current round of CAS; attention has been focussed on the recovery plan process and the emerging priorities. Nonetheless, the national society is working with various partners as outlined in this section.

In order to efficiently implement its programme activities, the Zambia Red Cross has depended on donor funding; the majority of this funding has been resourced through the Federation, ICRC, Netherlands Red

⁶ IOM - International Organization for Migration

⁷ LWF - Lutheran World Foundation; MSF - Médecins Sans Frontières

⁸ 'Movement' refers to the International Red Cross and Red Crescent Movement

⁹ SAPRCS – Southern Africa Partnership of Red Cross Societies

¹⁰ ARCHI – African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. (refer to <http://www.ifrc.org/WHAT/health/archi/>)

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Cross, Norwegian Red Cross, and the SAT¹¹ programme. Despite expectations for increased response to Appeal 2003-2004 following the devastating drought in the country, critical key programme sectors remain unfunded (October 2003). Delays in implementation of activities, coupled with the institutional challenges facing Zambia Red Cross, inflicted a decline in overall social support to the vulnerable communities. Given the fragile social and economic context of the country, Zambia Red Cross and the Federation remain committed to support the integrated health and care strategies clearly linked to combating HIV/AIDS pandemic; as well, both will continue to support the refugee operation in the north.

Efforts should also be directed in supporting the institutional capacity of Zambia Red Cross to effectively take its rightful place as a well-functioning humanitarian organization. Donors are therefore urged to render their support to enhance the institutional and implementation capacity of the national society.

The Federation supports the Zambia Red Cross to manage and implement an integrated health and care programme to targeted HIV/AIDS-affected families, in addition to the construction and rehabilitation of bore holes in the drought-affected areas. Zambia Red Cross has provided an integrated health and care support - including nutritional service - to 17,000 targeted HIV/AIDS clients in Choma, Livingstone, Sinazongwe and Kapiiri Mposhi districts (October 2003). The Netherlands Red Cross and Belgium Red Cross have both signed agreements with Zambia Red Cross, through the ECHO funding initiative, to support a further 14,000 beneficiaries in the southern part of the country.

German Red Cross will soon be closing its bilateral food security operation; meanwhile, the Netherlands Red Cross will resubmit its application to ECHO for further support in 2003-2004. (As of October 2003, it is anticipated that ECHO will support this application and provide financial support to an integrated food security programme.) The Swedish Red Cross, through the Federation, has agreed to fund the integrated HIV/AIDS and water and sanitation project in Southern province. The national society has also been receiving funds, through the Federation, from UNHCR, while the government and WFP have been funding the food relief distribution in western provinces. Other potential partners are the American Red Cross and the Libyan Red Crescent.

Primary support from the Movement in 2002-2003:

Partner	Health and Care	Refugees	Food Security	Humanitarian Values	OD	Others
ICRC		X		X	X	
Federation	X	X	X	X	X	
Netherlands Red Cross	X		X			X
Belgium Red Cross			X			
Swedish Red Cross	X				X	
American Red Cross						X
Libyan Red Crescent						X
Norwegian Red Cross	X					
Finnish Red Cross					X	

¹¹ SAT - Southern African AIDS Training, funded by CIDA (Canadian International Development Agency)

National Society Strategy/Programme Priorities:

Zambia Red Cross at a glance:

Year	Milestones
1966	Recognized by the ICRC.
1967	Joined the International Federation of Red Cross and Red Crescent Societies.
1999	Statutes revised in line with the Federation guidelines.
2002	Four-year strategic development plan with programme focus. Detailed recovery plan for change process and addressing wider management, governance, legal issues in place.
2002	Self-assessment finalized
2002	External audit carried out by KPMG.
Annual	Annual appeals always linked to annual Federation appeals. A separate Refugee Appeal for 2004-2005 is available.
2003	National society starts a CAS process in 2003.
2005	Next national general council elections will be held in December 2005.

From its inception in 1966 up until the mid-1990s, the **Zambia Red Cross Society** was a robust and well-functioning organization characterized by *inter alia* high performance levels, high visibility and a positive image. The national society was then undoubtedly the leading humanitarian organization in the country and received substantial international support, notably from the British and Finnish Red Cross Societies. Despite this, the national society's performance declined in the mid-1990s to a point where stakeholders and partners lost confidence in its ability to effectively deliver humanitarian services to the vulnerable in society. As a consequence, external financial and material support to the Zambia Red Cross was curtailed, thus exacerbating the decline.

In light of the urgent need to return to being a well-functioning national society, the Zambia Red Cross National Executive Committee (NEC) requested the Federation to intervene. The Federation commissioned two assessment studies¹² in 2001 to determine the nature and extent of the problems facing the national society. The first study was a general diagnostic appraisal to establish the magnitude of the problem; the second study a detailed review of the adequacy and application of management systems and procedures. The findings of both studies confirmed that the national society was beset by serious operational problems from a governance and management perspective. It was recommended that the national society (1) undertake a financial audit to ascertain its fiscal status and (2) formulate a recovery plan. These two tasks would allow the national society to become, again, a well-functioning humanitarian organization, capable of complying with International Red Cross and Red Crescent Movement standards both in terms of application of the fundamental principles and service delivery.

Based on these assessments and the recovery plan, Zambia Red Cross draws its immediate priorities:

- Update the constitutional and legal base of the national society
- Establish strong leadership and good governance in the national society
- Rationalize the headquarters and branch structures
- Strengthen national society management to ensure accountability and service delivery
- Introduce adequate financial and administrative systems and procedures
- Increase revenue generation and obtain government grant

The much-heralded recovery plan was finally approved by the Zambia Red Cross national council delegates at the annual general assembly (AGM) held in 2003. The AGM also saw the election of a new president and a new governing board. The first and foremost agenda for the new executive board is the implementation of the recovery plan, including:

1. Review of the national society constitution and act;
2. Reorganization of the provincial offices and restructuring of the national society headquarters; and
3. Institutional and financial development.

¹² First assessment study by Dr Jalloh Muctar (president of Sierra Leone Red Cross) and Mr Gunvor Kronman (Finnish Red Cross director) - March 2001. Second assessment study by Jean-Claude Crepy (Federation Head of Risk Management and Audit, Geneva) - May 2001.

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Current ongoing programme activities are in disaster preparedness and response, health, HIV/AIDS, youth, social welfare, tracing and dissemination.

A donor partnership meeting planned for mid-2003 was postponed, due to the departure of the national society Secretary General. The meeting is expected to be convened later in 2003 after the reorganization of the management structure is finalized.

Strengthening the National Society

Health and Care

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Background and achievements/lessons to date

Community-based health and care

Zambia Red Cross runs a health programme, which complements the government effort in the delivery of health care services. With regard to the existing health needs of Zambia and the availability of resources in this respect, the Zambia Red Cross intends to focus its attention on the following areas:

- Occupational first aid
- Community first aid and home nursing
- HIV/AIDS prevention and care
- Primary health care and nutrition.

Primary health care will include activities in nutritional rehabilitation, water and sanitation, control of epidemics, health education, and child health. In order to ensure effective and efficient implementation of the health programme, integration of activities with youth, disaster preparedness, and branch development shall be encouraged.

Zambia Red Cross has been involved in health programmes for more than 10 years, but the experience gained has been eroded by high staff turn over and an institutional crisis that has crippled the national society. The national society is also involved in implementing a refugee health programme in Mwanze refugee camp in northern Zambia. This program has remained effective, despite institutional problems within the national society. This effectiveness is due mainly to the competence of national society staff and volunteers in the refugee camp, as well as constant monitoring by the Regional Delegation health team.

Alongside the recovery plan for the national society, Zambia Red Cross is committed to strengthen its health programme in line with ARCHI 2010 and Ouagadougou Declaration. It intends to address some major health challenges, such as the high morbidity and mortality associated with malaria, respiratory tract infections and diarrhoeal diseases including cholera.

In the coming years, Federation support will concentrate on supporting the extension of first aid into community-based first aid. The Federation will continue to support the national society in the promotion of immunizations and community-based malaria control (e.g. insecticide-treated mosquito nets); the Federation will also support fund-raising through the development of proposals to GFATM¹³ and other donors. In case of renewed flooding causing an emergency situation, any emergency appeal will take malaria risks into consideration.

HIV/AIDS

In 2001 with the assistance of the Federation, a baseline survey was conducted together with a consultant hired by the regional delegation. Following the baseline survey, a five-year HIV/AIDS strategic plan was developed to scale up HIV/AIDS activities. Zambia Red Cross initiated two pilot home-based care projects in Maamba and Livingstone, and recently in Kapiri-Mposhi and Sesheke (cross-border project). A total of 180 care facilitators have been trained and have been providing support to over 2,000 clients. In order to promote the well-being of the clients and their family members, support groups have been

¹³ GFATM - Global Fund on AIDS, Tuberculosis and Malaria

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established in three home-based care projects. In addition, income-generating activities have been initiated; these range from nutrition gardens to poultry. Prevention activities have also been integrated within HBC projects. So far, 120 youth peer educators have been trained.

The Zambia Red Cross has prioritized HIV/AIDS in line with the Ouagadougou declaration and ARCHI 2010. The national society is focusing on home-based care, prevention (with an emphasis on youth peer education), and advocacy for PLWHA¹⁴ to reduce stigma and discrimination. The national society has successfully implemented three home-based care projects and has plans to expand to other districts. The home-based care strategy includes prevention, food security and orphan care.

Food Security

Zambia Red Cross has provided a monthly food ration of maize, beans and vegetable oil equivalent to 2,100 kcal per person per day; this ration was distributed to drought- and HIV/AIDS-affected beneficiaries during the 2002-2003 hunger gap in Choma, Sesheke, Kapiri Mposhi, Mamba and Livingstone. This has greatly enhanced the well-being of the HIV/AIDS clients throughout the food crisis. Zambia Red Cross launched its food distribution from the platform of its HIV/AIDS home-based care programmes in Livingstone, Sinazongwe/Mamba, Kapiri Mposhi and in Sesheke districts. To date, Zambia Red Cross has provided integrated health and care support including nutritional service to 17,000 targeted HIV/AIDS clients in Choma, Livingstone, Sinazongwe and Kapiri Mposhi districts.

The Zambia Red Cross has signed agreement with the Netherlands Red Cross and Belgium Red Cross, through the ECHO funding initiative, to support a further 14,000 beneficiaries in the southern part of the country. The food security operation is planned to gradually phase out, with the bulk of its components absorbed into an integrated health and care activities; however, the targeted HIV/AIDS home-based care clients will still be retained. The niche for Zambia Red Cross and its partners in this new approach is to continue supporting the provision of an integrated assistance package to communities by ensuring the immediate- and medium-term food security for HIV/AIDS home-based care clients and their families, whilst developing longer-term food security initiatives and providing health and water and sanitation services to the communities at risk.

Water and Sanitation

Since 1998, the Zambia Red Cross has been implementing a developmental water and sanitation programme in Choma and Kalomo districts, with Federation assistance; the Kalomo project is integrated with the HIV/AIDS project and food security in the same area. The programme provides water boreholes and latrines, but also includes components of health education and maintenance training to ensure sustainability; the Regional Delegation water and sanitation department has provided technical support. Financial resources for the implementation of activities have also been made available; the Federation has been active in creating new funding partnerships for Zambia Red Cross.

In 2004, water and sanitation activities will be integrated with HIV/AIDS projects in Southern province. Food security activities have been integrated into ongoing water and sanitation projects. The second phase of the Federation support is particularly focused on capacity building of Zambia Red Cross staff and volunteers. Plans may be revised based on the findings of next year's evaluation. The overall objective of the Federation regional water and sanitation programme, specific to the Zambia Red Cross, is to sustainably improve the general health of the vulnerable communities through the provision of community-based water and sanitation programmes.

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 Zambia Red Cross capacity is improved 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 by 2007.

¹⁴ PLWHA – Persons living with HIV/AIDS

Expected results and related projects for this objective are:

Project title	Expected results	Activities
Community-based health	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.	<ul style="list-style-type: none"> • Increase the capacity of three Zambia Red Cross health staff to design, implement, monitor and evaluate community-based health care projects. • Establish six first aid teams with 180 volunteers trained in four districts. • Train 3,500 families in first aid and response to common health conditions. • Zambia Red Cross becomes a member of the national immunization committee and county coordination body. • Improve immunization coverage in targeted areas to 100%. • Develop a project proposal and submitted to GFATM. • Involve 80 Red Cross volunteers in four districts in prevention and response to cholera outbreaks, benefiting 4,000 families. • Create new partnership between Zambia Red Cross and other organizations
HIV/AIDS	5,000 people living with HIV/AIDS in Kapiri Mposhi, Sesheke, Choma, Livingstone and Mamba districts receive home-based care and nutritional support	<ul style="list-style-type: none"> • Train 500 care facilitators • Train care facilitators on TB/DOTS (directly observed treatment short-course), anti-retroviral treatment, PMTCT (prevention of mother-to-child transmissions) and malaria • Provide 2,500 home-based care kits • Provide food parcels to 5,000 HIV/AIDS clients • Establish four new home-based care projects
	Zambia Red Cross youth peer education project expanded to reach a total of 100,000 youths in safer sex skills.	<ul style="list-style-type: none"> • Train 200 youth peer educators • Distribute condoms • Promote voluntary counselling and testing (VCT) • Establish 300 youth/OVC school clubs • Train of teachers as patrons to the youth peer educators
	5,000 orphans and vulnerable children receive material and psychological support.	<ul style="list-style-type: none"> • Conduct OVC assessment, enumeration and targeting. • Provide 5,000 orphans with material support (blankets and school uniforms) • Provide 5,000 orphans with psychological support through memory box and counseling.
	The capacity of the Zambia Red Cross to manage, implement, monitor, and evaluate its HIV/AIDS programme is strengthened.	<ul style="list-style-type: none"> • Identify and recruit competent staff, volunteers, care facilitators and youth educators • Develop systems, standards and procedures • Carry out regular monitoring and evaluation activities • Develop workforce HIV/AIDS policy for Zambia Red Cross • Promote exchange visits
	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.	<ul style="list-style-type: none"> • Network with other agencies • Create new partnerships with UN and other HIV/AIDS related organizations • Participate in inter-agency meetings on HIV/AIDS

Project title	Expected results	Activities
Water and Sanitation	Sustainable improvement in health and well being for 35,000 vulnerable people in southern province and that Zambia Red Cross capacity in the provision of sustainable water and sanitation services is increased.	<ul style="list-style-type: none"> • Zambia Red Cross has developed an integrated local approach to determining emergency and developmental water and sanitation needs taking into account SPHERE and country standards: • sustainable sanitation promotion (hardware) units established in target area which distribute no less than 1,000 San Plats by 2005, 50 viable and adequate latrines at household affected by HIV/AIDS at schools and health centres and 115 viable and fully functioning community managed water supplies. • Zambia Red Cross effectively disseminates the impact of its water and sanitation activities to existing and future partners. • Zambia Red Cross has in place effective monitoring, reporting, and evaluation systems. • Zambia Red Cross water and sanitation strategy is consistently implemented with all partners. • Zambia Red Cross 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 Zambia Red Cross is increased. • Zambia Red Cross ability to implement emergency water and sanitation interventions is increased. • 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.

[<Click here to access the Logical Framework Planning Matrix document for Health and Care>](#)

Disaster Management

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Background and achievements/lessons to date

Refugees and population movement

In March 1999 mass numbers of displaced people fleeing internal conflict in the Democratic Republic of Congo (DRC) started crossing into Zambia through various entry points, principally the main entry point of Kaputa. The government of the Zambia granted *prima facie* refugee status to the fleeing Congolese in search of security and assistance. The sudden increased influx prompted the Zambian government and UNHCR to request Zambia Red Cross to assist by providing humanitarian and relief assistance to refugees at Kaputa.

Mwange camp was opened and received its first refugees from Mpulungu in April 1999. The total confirmed cumulative refugee population at Mwange settlement in Mporokoso district as of 1 September 2003 stands at 25,490. As the situation in DRC continues to be unclear, it is anticipated that the number of refugees will steadily increase and that an additional camp may be established to accommodate a fresh influx. As of October 2003, a steady monthly inflow into Zambia of approximately 486 Congolese refugees has prompted UNHCR and the Zambian government to identify a suitable site for settlement outside Mwange, already at full capacity. It is estimated that 26,000 refugees will require support in 2004.

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The refugee operation is implemented through a tri-lateral agreement between the Zambian government, Zambia Red Cross/Federation and UNHCR. Under this agreement, Zambia Red Cross is responsible for the day-to-day operation and the Federation is responsible for the coordination, financial and administrative management, while UNHCR retains the overall responsibility for the operation. There are other organizations working in the camp outside this tri-lateral agreement.

Presently UNHCR provides funding for all the operational costs, but does not meet the costs of the Federation presence in the camp. This presence is an essential component of the Red Cross involvement, providing monitoring and quality control as well as supporting the logistics part of the operation. While the re-established Federation delegation in Lusaka is supporting the national society in this operation, there remains a need for technical visits from the Federation Southern Africa Regional Delegation to provide advice in areas of health, water and sanitation, and communications. The Federation therefore is launching a separate appeal to seek funding for the following service areas:

- Health services and nutrition
- Water and sanitation
- Logistics services
- Relief distributions and registration
- Transit centres and camp management
- Coordination and management
- Population movement – contingency planning

Disaster Preparedness

In the past 10 years, the country has experienced four droughts leading to food deficits and water and sanitation challenges. Zambia Red Cross through its programmes has responded to all these disasters as well as coping with refugee influxes from neighbouring DRC, Rwanda and Angola. The programme has undertaken drought mitigation initiatives including provision of water for both human and livestock consumption through drilling of boreholes and construction of dams. The national society continues to assist Congolese refugees in Luapula and Northern province and has built a strong capacity in the provision of social services and management of the refugee camp.

The Zambia Red Cross disaster management programme has provided first aid teams at all polling stations during the presidential and civic elections in Zambia. The national society also developed contingency plans for the possible cross-border population movement during the run up to elections in Zimbabwe: parliamentary elections in 2000, and presidential elections in 2002. The Federation has supported this activity.

The national society has drafted a disaster management policy to guide its activities. The policy aims at building the capacity of Zambia Red Cross to enable it to complement the government in responding to disasters, and also strengthen the capacities of communities and Red Cross volunteers. It will enhance disaster preparedness through hazard mapping and pre-positioning of emergency preparedness and response materials.

The main focus of the Zambia Red Cross disaster management programme for 2004-2007 is therefore to put in force the disaster management policy and develop respective systems and procedures for disaster response. Discussions with the government on the role of Zambia Red Cross in disaster management will be crucial in defining their role in the national disaster management policy. Early warning systems, situation monitoring and analysis, and community-based disaster preparedness in high-risk areas are some of the other components of the 2004-2007 disaster management programme.

In recognition of the importance of disaster management policy in disaster management development, Zambia Red Cross intends to have the existing draft adopted by the general assembly and have the policy put into practice. Lessons learned from various disaster responses have assisted in the development and identification of priorities of the 2004-2007 plan that seeks to strengthen the capacity of Zambia Red Cross in disaster management.

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This disaster management programme seeks to support the Zambia Red Cross institutional capacity and strengthen the coordination framework under the Federation country delegation coordination mechanism. The value-added that an effective and practical Federation coordination mechanism will provide will in turn create an environment conducive for partner national societies' involvement in supporting Zambia Red Cross operations.

Goal: The quality of life, health, and productivity of targeted communities is improved through better disaster management.

Objective: By 2007, Zambia Red Cross has developed mechanisms for empowering and strengthening communities in disaster management so as to reduce human suffering.

Expected results and related projects for this objective :

Expected results	Activities planned to meet results
Enhanced disaster management capacity of Zambia Red Cross	<ul style="list-style-type: none">• NS capacity in disaster management is strengthened and exhibiting minimum standards of a well-prepared NS• Integrate BPI (Better Programming Initiatives) and gender diversity into all training and programme activities• Establish community-based disaster management (CBDM) initiatives including community-based early warning systems (CBEWS)• Conduct customized disaster management training for 200 staff and volunteers (including governance).• Improve disaster preparedness and response capacity and preposition emergency funds and stocks• Identify sustainable food initiatives and integrate them into other programme sectors in vulnerable districts• Undertake better refugee interventions/operations• Promote the use of SPHERE standards• Adopt disaster management policy and plan by governing board• Undertake national VCA (vulnerability and capacity assessment)• Develop comprehensive contingency plans for likely emergencies and disaster-prone areas
Enhanced partnership and coordination with other stakeholders	<ul style="list-style-type: none">• Work in partnership with other stakeholders within local communities through integrated, multi-sectoral and multi-disciplinary approach teams• Negotiate disaster management coordination policy with all stakeholders• Formalize disaster management agreement with the government and partners
Reliable Zambia Red Cross RDRT (Regional Disaster Response Team) calibre in place	<ul style="list-style-type: none">• Participate in RDRT training• Develop Zambia Red Cross RDRT human resources database

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

Humanitarian Values

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Background and achievements/lessons to date

Zambia Red Cross has been actively involved in the promotion of humanitarian values and the Movement's Fundamental Principles; this activity is supported by the ICRC and the Federation. Public awareness campaigns and sensitization of primary school pupils to local government authorities and communities have been increased recently as a result of the implementation of the national society recovery plan. The Zambia Red Cross monthly newsletter is now widely circulated and contains latest information bulletins relevant to activities of the national society and marketing of humanitarian values.

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Dissemination of fundamental principles and humanitarian values is implemented through the office of Zambia Red Cross information manager. The national society's information department will continue this endeavour, with support from ICRC and the Federation.

Goal: The promotion of the fundamental principles and dissemination of humanitarian value brings about a change in the behaviour of the Zambian people.

Objectives: Enhanced capacity of Zambia Red Cross to promote the fundamental principles and humanitarian values by 2007.

Expected results and related projects for this objective:

Project title	Expected results	Activities planned to meet results
Dissemination of fundamental principles and humanitarian values	Greater understanding of humanitarian values and fundamental principle within Zambia Red Cross.	<ul style="list-style-type: none">• Conduct three national and six provincial workshops targeting staff, members and volunteers on aspects of humanitarian values and fundamental principles;• Develop Zambia Red Cross info brochures;• Establish media contacts and compile a comprehensive database of media contacts in the country
Image and profile of Zambia Red Cross	Increased profile and image of Zambia Red Cross countrywide	<ul style="list-style-type: none">• Increase the flow of publicity materials countrywide• Explore opportunities to issue press releases or conduct press conferences at all levels• Conduct at least two parliamentary briefings by the president of Zambia Red Cross national executive council• Convene two donor meetings before the end of 2004

[<Click here to access the Logical Framework Planning Matrix document for Humanitarian Values>](#)

Organizational Development

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Background and achievements/lessons to date

The branch development programme was established in 1992 with the assistance of the Finnish Red Cross Society. The programme established eight provincial offices with a view to provide an affordable and accessible national headquarters resource as near as possible to all levels of the national society. However, there were a number of problems including the unavailability of office accommodation, inadequate transport and office equipment. When the Finnish Red Cross funding discontinued in 1998, the future of branch development became uncertain. The recovery plan has recognized the establishment of provincial offices as an important element in the revival of the national society.

From 2004 through to 2007, the organizational development work will be guided by the recovery plan; this plan was recently produced for Zambia Red Cross by KPMG, with the financial and technical input of the Federation. Initial funding has been secured through the Federation Capacity Building Fund; however, considerable resources are still required if the plan is to be effectively implemented. The recovery plan highlighted many issues that must be addressed; these range from financial and administrative mismanagement to a lack of clear division of responsibilities between management and governance. It appears that the integrity issue of Zambia Red Cross has deprived the national society from partnership opportunities. The board and senior management of Zambia Red Cross have finally recognized this and are now prepared to take drastic action. This includes the replacement of leadership and management with a new team. The Zambia Red Cross has elected a new governing board and management. This has resulted in increased image and profile of the national society within and outside the country.

In order to support the implementation of the recovery plan, the Federation plans to position an organizational development delegate within the national society, as incorporated in this appeal.

Goal: The lives of the vulnerable people in Zambia are improved as a result of more efficient and better targeted programming of Zambia Red Cross.

Objective: By 2007, Zambia Red Cross has increased capacity to design and implement strategic directions and is clearly heading towards becoming a well-functioning national society.

Expected results and related projects for this objective :

Project title	Expected results	Activities planned to meet results
Road map to recovery	Recovery plan fully implemented	<ul style="list-style-type: none"> • Monitor the implementation of the recovery plan • Update all stakeholders on recovery plan implementation
Institutional development	Zambia Red Cross has a legal foundation and effective and efficient leadership and management that supports the effective implementation of programme activities	<ul style="list-style-type: none"> • Disseminate the revised constitution and act to branches • Review NS development plan • Establish an appraisal system
Systems and procedures	Zambia Red Cross has in place effective financial and logistics procedures to support programme implementation	<ul style="list-style-type: none"> • Develop guidelines and procedures • Train Zambia Red Cross programme managers; • Convene two communication workshops on procedures
Resource development	Zambia Red Cross has increased its resource base in both value and diversity	<ul style="list-style-type: none"> • Develop resource mobilization plan as agreed in Johannesburg meeting 2003 and implement the implementation strategy
Volunteer management	Zambia Red Cross has in place effective volunteer management system at all levels to support branch development	<ul style="list-style-type: none"> • Create volunteers recruitment kiosks countrywide and initiate activities for occupation

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

Coordination, Cooperation, and Strategic Partnerships

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The Federation has had no permanent presence in the country over the last three years; instead, there was limited presence of Federation delegates associated with food security emergency intervention. As well, bilateral partner national societies maintained some in-country representation. By mid-2003, the Federation reopened a country delegation; a full-time head of delegation was assigned to lead in the coordination of international disaster response, to ensure effective coordination of bilateral and implementing partners, and to lead the development of strategic partnerships with key stakeholders.

A coordination committee framework has been established as a country coordination and cooperation mechanism. The committee is comprised of the ICRC, the Federation, Zambia Red Cross and all bilateral partner national societies; its task is 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 meetings at country level will help strengthen coordination, cooperation and collaboration amongst Movement partners, thus allowing the national society and its partners to achieve a greater level of impact in their humanitarian efforts. Harmonization between the Federation, the ICRC and other bilateral partner national societies will be the key to the successful integration and implementation of all programmes.

Once the Cooperation Agreement Strategy (CAS) is negotiated and developed for Zambia Red Cross, it will be the key tool in the efforts to coordinate the programming of various partners. The Federation delegation in Zambia will devote sufficient resources to the process of developing and finalizing CAS and support the national society in the implementation of its recovery plan. The CAS process should lead to a stronger coordination of all actors supporting the Zambia Red Cross priority programme as per their strategic planning and thereby strengthen their capacity for service delivery and secure appropriate

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external assistance. Success of the CAS process will depend on partner commitment to the CAS frameworks, and their recognition of the added value of CAS in ensuring the coherence of Movement efforts.

The Federation delegation will continue to accept, harness and coordinate the bilateral roles and initiatives of the partner national societies; this assumes a willingness of cooperation among all to work within the CAS framework. The Federation head of delegation will facilitate the CAS process and support the national society with the implementation of its recovery plan.

The SAPRCS forum will remain the central regional coordinating body where learning and knowledge-sharing takes place. The national society and country delegation will continue participating in this forum, and support Zambia Red Cross leadership and governance in addressing core advocacy issues (i.e. HIV/AIDS, food security) and integrity issues, promoting the fundamental principles, issuing opinion statements, and establishing relationships with the government.

Efforts will also be directed at ensuring harmonization with the Federation and ICRC regional delegations. Coordination with the regional programmes in service delivery at country level and integration of projects plays an important role in ensuring successful programme management and coordination. To this end, it is anticipated that a country-specific framework for integration and coordination will be developed to harness all cooperation and coordination efforts initiated. This cooperation and/or coordination framework will be developed to outline major focus of the Federation, support and roles and responsibilities of major partners collaborating with the Zambia Red Cross. Harmonization with the ICRC and partner national societies will be encouraged mainly through CAS but also by supporting effective joint ventures across programmes and by sharing knowledge and best practices.

Goal: Increased partnership and coordination is promoted and built to support Zambia Red Cross programming and service delivery in the core areas.

Objective: Zambia Red Cross is empowered and strengthened to achieve their mandates through strategies for developing strategic partnerships.

Expected results for this objective are:

- The CAS process has been negotiated, consolidated and developed, and impact of the Movement support is increased through agreed CAS.
- Increased partnerships within and outside the International Red Cross and Red Crescent Movement are established to support Zambia Red Cross activities.
- Coordination committee meeting is used as a forum for building effective partnerships, coordination and harmonization of stakeholders plans.
- The priorities of the Federation delegation are set under the guidance of global Federation objectives, and based on priorities outlined in Zambia Red Cross strategic plans and Ouagadougou commitments.
- All stakeholders have a greater appreciation of the facilitator role of the Federation country delegation.
- The Federation assistance is coordinated and targeted at the specific needs of the national society.
- Decentralized delivery structure achieves an impact at country level.
- The Federation delegation has improved coordination of the collective disaster response.
- Harmonization of activities with ICRC and partner national societies is improved, including the development of joint ventures, joint planning and sharing of knowledge and best practices.
- Closer linkages are established between the Federation country delegation and the regional delegation and partners to ensure adequate flow of resources for programme support.

[<Click here to access the Logical Framework Planning Matrix document for Coordination, Cooperation and Strategic Partnerships>](#)

Effective Representation and Advocacy

The Federation delegation in Zambia will endeavour to represent, promote and give visibility to the work of the Federation and Zambia Red Cross in service delivery and advocacy in favour of the most vulnerable. It will attempt to influence the humanitarian agenda by identifying critical issues and

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developing and advocating ideas and solutions as appropriate. It is planned, through these activities, to reinforce the position of the Federation as a leading humanitarian organization that, in turn, creates the basis for more effective partnerships and support for its members.

The Federation delegation will establish contacts with governments, diplomatic missions, international organizations, NGOs and news organizations in Zambia. Emphasis will be given to utilising this Federation presence to raise profile, strengthen partnership opportunities and promote Federation policies.

Several country and regional meetings, particularly of SADC¹⁵, African Union and UN organizations, when held in Lusaka, will be used as a platform for championing Federation policies and positions including issuance of opinion statements.

The launch of the World Disaster Report in the region has been a success. The Federation delegation will endeavour to continue this obligation at country level. Media contacts remain an important part in publicizing the work of the Federation and have been further strengthened through the Southern Africa Food Security operation¹⁶. Issues such as HIV/AIDS and food security will need further promotion through advocacy.

The Federation country delegation will strive to develop and expand links with all stakeholders (including local and international media, diplomatic missions, civil society, local authorities, NGOs, and corporate sector) to promote coverage not only of Movement response to disasters and emergency situations but also events/activities linked with the Federation global campaigns and advocacy issues.

The Federation will also encourage and support the involvement of Zambia Red Cross in the above-mentioned areas of representation; this will build and enhance the national society's capacity to advocate, communicate and establish external relations, particularly with its own government.

Goal: Zambia Red Cross profile is increased and the Federation advocacy on topical issues makes positive impact on the lives of the vulnerable.

Objective: Awareness of Zambia Red Cross and the Federation activities is increased in Zambia through active advocacy and representation.

Expected results:

- Zambia Red Cross has a high profile as a key humanitarian actor and advocates in the country with the added advantage of a network of Red Cross branches capable to deliver services at community level.
- More strategic partnerships are established and activities in favour of vulnerable people increased.
- More vulnerable people are protected and their human dignity respected through wider respect for humanitarian values.
- Prompt and accurate media coverage of news events and advocacy campaigns in which Zambia Red Cross and/or Federation are involved.

Delegation Management

The Federation delegation in Zambia will manage the Federation-funded programming and resources in support of the national society capacity building, food security and refugee operations in Zambia. In the area of institutional capacity building, efforts will be directed in supporting the implementation of the Society's recovery plan.

A separate food security operation established in July 2002 to address food insecurity needs in southern provinces has been fully integrated into the structure of the delegation. The infrastructure put in place to support this operation will be strengthened to support the national society to manage this operation and re-programming needs linked to capacity building. In spite of major logistics support from the regional delegation in Harare, some logistics capacity will be maintained in Zambia to directly support the food

¹⁵ SADC - Southern African Development Community

¹⁶ The Southern Africa Food Security operation is detailed in Emergency Appeals 12/2002 and 15/2003

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security operation in the southern provinces. This will be mainly managed by the well-trained and qualified national society staff.

The Federation Delegation in Zambia will consist of:

- A head of delegation,
- A finance and administration delegate,
- A refugee programme coordinator,
- A food security coordinator,
- A logistics delegate, and (possibly)
- A development delegate (to support implementation of the national society's recovery plan.)

The delegation's finance and administration unit will receive technical support from the regional finance office (Harare) and the continental finance unit (Nairobi). It is important that the delegation has sufficient finance and administrative capacity to provide quality and timely information for programme management. At the same time, it is essential to maintain certain field management capacity to provide services in human resources and to ensure reliable IT telecommunications networks.

The delegation also bears the responsibility of planning, monitoring and accountability for all programmes. Donor identification with individual projects grows and donor reporting is becoming increasingly demanding. The need for skills and capacity to cover these needs is an essential management function.

Goal: The Federation systems and procedures are improved to ensure effective implementation of Federation objectives in the country and to support capacity building of Zambia Red Cross.

Objective: The Federation delegation in Zambia has effective and efficient systems and procedures in place and oversees the delivery of services to Zambia Red Cross through facilitation of cooperation models and effective coordination of Federation resources.

Expected results:

- Federation programmes have been implemented and resources applied in accordance with the existing standards, strategies and objectives of the Federation, including transferring increased responsibility and accountability to the field.
- Quality services and sufficient management support are provided to Zambia Red Cross personnel to efficiently and effectively carry out their work in a coherent way.
- All programmes are well managed financially and meet the Federation financial standards.
- All Federation logistics procedures and standards are met.
- Narrative and financial reports of all Federation-supported programmes and projects are compiled according to Federation standards and donor pledge management notes.
- The country delegation has become a fully functional business centre of the Federation.

For further information please contact:

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.19/2004

Name: Zambia

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	13,734	4,600	0	0	0	0	18,334
Clothing & textiles	35,100	261,831	0	0	0	0	296,931
Food	174,096	0	0	0	0	0	174,096
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	106,400	137,850	0	0	0	0	244,250
Medical & first aid	89,600	75,169	0	0	0	0	164,768
Teaching materials	74,800	0	0	0	0	0	74,800
Utensils & tools	350	13,702	0	0	0	0	14,052
Other relief supplies	69,460	123,576	0	0	0	0	193,036
SUPPLIES	563,540	616,728	0	0	0	0	1,180,267
Land & Buildings	0	0	0	0	0	0	0
Vehicles	84,200	48,500	0	0	0	0	132,700
Computers & telecom	2,240	13,600	0	5,000	0	0	20,840
Medical equipment	0	3,600	0	0	0	0	3,600
Other capital exp.	0	33,350	0	30,000	0	0	63,350
CAPITAL EXPENSES	86,440	99,050	0	35,000	0	0	220,490
Warehouse & Distribution	14,762	11,450	0	0	0	0	26,212
Transport & Vehicules	91,558	145,564	0	32,130	26,730	0	295,981
TRANSPORT & STORAGE	106,320	157,014	0	32,130	26,730	0	322,193
Programme Support	102,765	145,708	0	33,491	15,326	0	297,290
PROGRAMME SUPPORT	102,765	145,708	0	33,491	15,326	0	297,290
Personnel-delegates	0	335,400	0	117,050	159,600	0	612,050
Personnel-national staff	358,535	612,249	0	62,240	0	0	1,033,023
Consultants	26,000	10,000	0	20,000	11,125	0	67,125
PERSONNEL	384,535	957,649	0	199,290	170,725	0	1,712,198
W/shops & Training	168,064	74,176	0	52,500	0	0	294,739
WORKSHOPS & TRAINING	168,064	74,176	0	52,500	0	0	294,739
Travel & related expenses	54,395	10,125	0	15,080	0	0	79,600
Information	43,144	46,084	0	55,084	23,000	0	167,312
Other General costs	71,795	135,136	0	92,675	0	0	299,605
GENERAL EXPENSES	169,334	191,345	0	162,839	23,000	0	546,517
TOTAL BUDGET:	1,580,998	2,241,670	0	515,250	235,781	0	4,573,697