



Zambezi River Basin Initiative



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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
BCA	Branch Capacity Assessment
CB	Capacity Building
CBHFA	Community-Based Health and First Aid
DM	Disaster Management
DMC	Disaster Management Coordinator
DRT	Disaster Response Team
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
IEC	Information, Education and Communication
IFRC	International Federation of Red Cross and Red Crescent Societies
LLITNs	Long Lasting Insecticide Treated Bed Nets
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
NS	National Societies
OD	Organizational Development
OVC	Orphans and Vulnerable Children
PHAST	Participatory Hygiene And Sanitation Transformation
PLHIV	People Living with HIV
PMER	Planning, Monitoring, Evaluation and Reporting
PMTCT	Prevention of Mother To Child Transmission
PNS	Partner National Societies
PSP	Psychosocial Support Programme
SPHERE	Humanitarian Charter and Minimum Standards in Disaster Response
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VCA	Vulnerability and Capacity Assessment
VCT	Voluntary Counselling and Testing
WATSAN	Water and Sanitation
ZRBI	Zambezi River Basin Initiative

1. The Zambezi River Basin

An increase in the frequency, complexity and magnitude of natural disasters and epidemics in southern Africa, combined with socio-economic shocks, have conspired to exacerbate the vulnerability of communities across the region. Extreme weather conditions, influenced in part by climate change, are also undermining already low-levels of agricultural production. These factors, compounded of course by still stratospheric rates of HIV infection, have increased mortality and morbidity rates, malnutrition and the number of orphans and vulnerable children (OVC), and have sped up the depletion of household asset bases¹.

Table 1:
Socio-economic indicators for countries along the Zambezi River

Country	Population, total (million), 2005	Life expectancy at birth, annual estimates (years), 2005	Under-five mortality rate (per 1000 live births), 2005	HIV prevalence (% aged 15-49), 2005	Human Development Index rank, 2005	Population living below \$2 a day (%), 1990-2005	Population using improved water source (%) 2004	Population using improved sanitation (%) 2004
Angola	16.1	41.7	260	3.7	162	..	53	31
Botswana	1.8	48.1	120	24.1	124	55.5	95	42
Malawi	13.2	46.3	125	14.1	164	62.9	73	61
Mozambique	20.5	42.8	145	16.1	172	74.1	43	32
Namibia	2.0	51.6	62	19.6	125	55.8	87	25
Zambia	11.5	40.5	182	17	165	87.2	58	55
Zimbabwe	13.1	40.9	132	20.1	151	83.0	81	53

Source: UNDP: HDR 2007-08

The Zambezi, Africa's fourth largest river, flows 2,574 kilometres across southern Africa. From its source in the black, marshy wetlands of northern Zambia, the Zambezi winds its way through Angola, along the borders of Namibia, Botswana and Zimbabwe, before pouring itself through Mozambique and into the Indian Ocean. During periods of flooding, its backflows impact communities living along the Shire River, a major tributary of the Zambezi in Malawi.

The 1.39 million km² river basin is home to about 32 million people, 80 per cent of whom depend on agriculture, whilst communities living on the Zambezi's shores rely heavily on fishing. As such, the river offers

1. IFRC. Southern Africa Zone, Plan 2009-2010, http://www.ifrc.org/where/plan_budget/index.asp

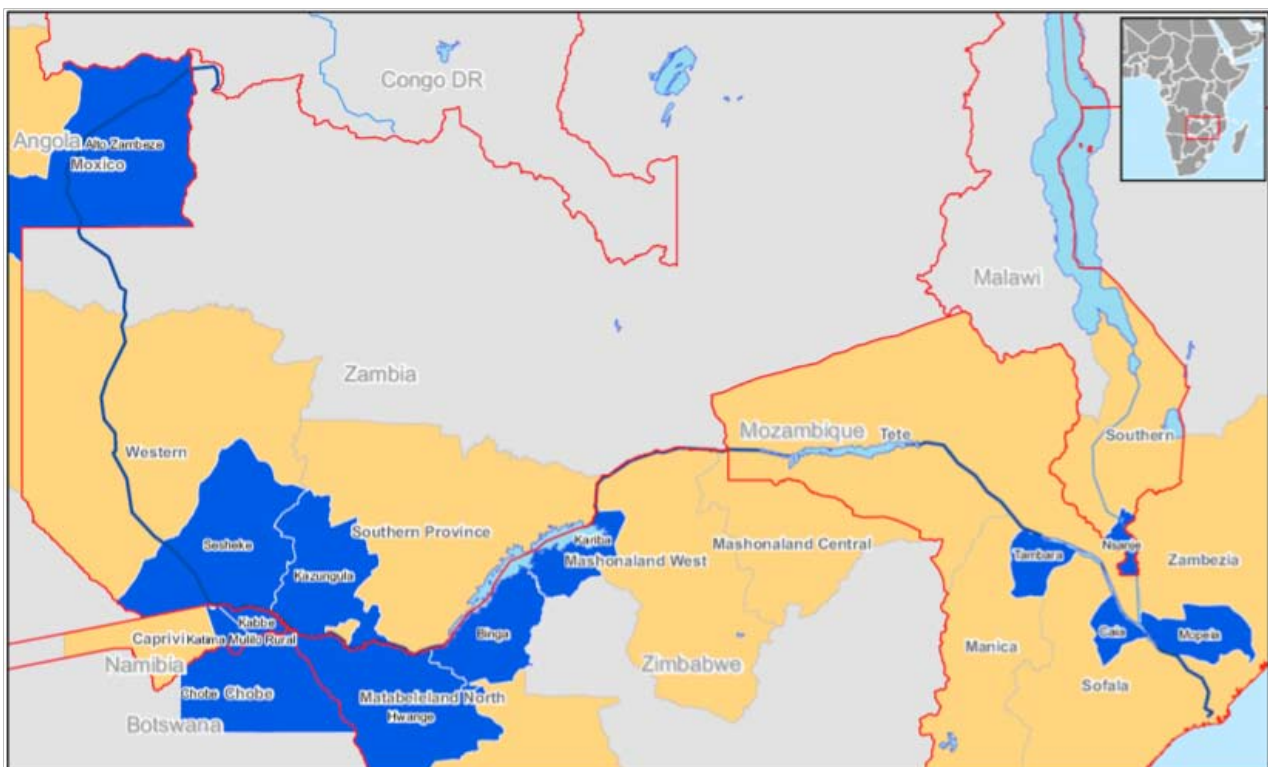
tremendous health, agricultural and economic benefits as a source of drinking water, fish, irrigation for agriculture, transport, hydro-electric power and tourism.

However, the basin is also home to some of the most acute vulnerability in southern Africa. Changing climates, coupled with environmental degradation, have exacerbated the annual flooding seen along some stretches of the river, displacing and affecting hundreds of thousands of people each year.

Once the waters recede or level-off, impoverished communities must then face outbreaks of water-borne diseases such as cholera and dysentery, and increased rates of vector-borne diseases such as malaria. Countries and communities along the Zambezi are also faced with stratospheric rates of HIV prevalence, ranging from almost four to above 24 per cent.

While flooding renders basin communities vulnerable by dispossessing them of their assets and their means to develop their livelihoods, such vulnerability is, in turn, exacerbated by the prevailing health, social and economic conditions facing the communities. Annual flooding does not introduce vulnerability into the basin system. Instead it reinforces and worsens the already acute vulnerability of communities.

Figure 1:
Zambezi River Basin affected provinces and districts



Source: IFRC GENEVA²

The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

2.

Background to the Zambezi River Basin Initiative



t The Zambezi River Basin Initiative (ZRBI) represents a shared vision amongst southern Africa National Societies - one of maximising the impact of Red Cross interventions in an integrated and holistic way. At its May 2008 annual meeting, the Southern Africa Partnership of Red Cross Societies (SAPRCS) reflected on recent Red Cross regional relief operations in the wake of flooding in Angola, Botswana, Malawi, Mozambique, Namibia, Zambia and Zimbabwe³. Over the past seven years, it was noted, semi-regular flooding had become almost annual, affecting communities living along the basin to varying degrees. Furthermore, whilst Red Cross flood operations had managed to avert loss

3. <http://www.ifrc.org/docs/appeals/annual08/MDR63001.pdf>

of life and livestock and to prevent disease outbreaks, it was argued that the challenges faced by affected communities were beyond the scope of emergency relief.

The meeting concluded that an integrated and comprehensive long-term mitigation intervention, one that linked the often disparate concepts of relief and development, was necessary to reduce vulnerability to floods and other threats in the river basin environment.

The International Federation of Red Cross and Red Crescent Societies' (IFRC) southern Africa office was asked to appoint a technical team to support the development of the ZRBI concept and to convene a meeting of the disaster management coordinators (DMCs) of the seven National Societies involved in the initiative.

A similar cross border initiative – the Lake Victoria Programme (LVP) - had been undertaken in Eastern Africa, where the National Societies from Kenya, Uganda and Tanzania had come together to address the chronic vulnerabilities of communities living around Africa's largest lake. The secretary general of the Ugandan Red Cross and the Swedish Red Cross' disaster management focal point, who had both been involved in the development and implementation of the LVP, were invited to attend the ZRBI consultative meeting to share their experiences.

It was agreed at this meeting that detailed baseline surveys and Vulnerability and Capacity Assessments (VCA) needed to be carried out in order to map the fundamental vulnerabilities of communities in the ZRBI catchment area, with this analysis to be supplemented with information from the United Nations (UN), the Southern Africa Development Community (SADC) and from governments.

In addition, the group also decided to undertake a series of Branch Capacity Assessments (BCAs) to establish and prioritize technical support needs for the development of Red Cross Branches located in the basin.

The proposal was developed in line with the IFRC's *Framework for Community Safety and Resilience*, which provides a foundation upon which Red Cross Red Crescent integrated community-level risk reduction can be planned and implemented. Finally, it is planned that this proposal will be marketed under the umbrella of the IFRC's Global Alliance for Disaster Risk Reduction.

3. Assessments

3.1 Vulnerability and Capacity Assessments (VCA)

VCA were used to map the degree and types of vulnerability within communities living along the river basin. They also sought to investigate the level and adequacy of existing defence and coping mechanisms against threats and hazards at the community level.

The findings from the VCAs are elaborated below and summarized in Table 2. These findings are categorized into two broad categories: community vulnerability profiling, and; community defence and coping mechanisms.

Vulnerability profiles of Zambezi River Basin communities:

- *Physical and economic vulnerability* is more visible due to a history of loss of lives, livestock, infrastructure and means of livelihoods, and subsequent increased food insecurity among communities exposed to floods which are often followed by drought episodes.
- *Social and health vulnerability* which results from displacement and consequent loss of assets and dislocation from means of production. These include post-flood health hazards (water and vector-borne diseases), and the risks inherent in living in resettlement centres (including increased exposure to violence and HIV).
- *Psychological vulnerability* induced by the loss of assets that individuals and communities have worked all their lives for, and the understandable frustrations of dependence on handouts in informal emergency temporary shelter.
- *Environmental vulnerability* due to soil degradation, deforestation and loss of opportunities for self reliance.

Defence and coping mechanisms of Zambezi River Basin communities:

The VCAs endorsed the sad disaster management truism that the most vulnerable are typically the worst affected by disasters. Economically-disadvantaged women, children, elderly people, and sick people were the most affected, as they are disproportionately disenfranchised from any meaningful asset based, and are often without any type of social safety net (financial savings, etc). They are therefore more likely to dispose of their assets during lean times in an effort to accrue resources to cover consumption, and are most likely to lose their meagre possessions during a disaster.

The VCA also revealed that communities have capacities in social organization particularly as it relates to decision making and community cohesion. Another important community capacity is their conventional coping mechanism at different levels to protect their valuable and long-term assets during difficult periods.

Table 2: Summary of VCA findings for the seven countries

Country	Common hazards	Vulnerabilities	Capacities	Disaster impacts
<ul style="list-style-type: none"> → Angola → Botswana → Malawi → Mozambique → Namibia → Zambia → Zimbabwe 	<ul style="list-style-type: none"> → Floods → Droughts → Outbreak of water borne diseases → Marine accidents → Environmental degradation, → Human-animal conflicts (crocodile and hippo attacks) → HIV and AIDS 	<ul style="list-style-type: none"> → Lack of early warning system → Limited knowledge on control of animal diseases → Limited safe water sources and sanitation facilities → Dependency on maize → Lack of inputs and implements → Limited alternative sources of income → Lack of access to credit → Inadequate inputs and obsolete implements → Limited capacity for irrigation → Abundance of mosquito breeding sites in the communities in stagnant waters → Proximity of game parks and forests to the areas 	<ul style="list-style-type: none"> → Water harvesting for livelihoods (canals, dams, watersheds) → Underground water. → Portions of fertile land → Perennial water source from the River and its tributaries → Local availability of medicines to control vectors → Potential for tourism. → Red Cross volunteers → Community cohesion for joint actions 	<ul style="list-style-type: none"> → Loss of human life → Displacement of families → Food insecurity/famine → Heavy siltation of crop fields → Excess water logging, and damage to infrastructure such as bridges → Water and sanitation challenges due to destruction of boreholes, shallow wells, contamination of drinking water → Loss of property/assets and livestock → Hippos and crocodile invasion due to the increase of water levels

3.2 Branch Capacity Assessments (BCA)

National Red Cross Societies are volunteer-based organizations. National Society branches, made up of local volunteer networks, serve as the basic structure for the provision of humanitarian services to vulnerable communities. In addition to disaster management, volunteers also engage in what might be termed traditional Red Cross activities such as first aid, blood donor recruitment, tracing, and dissemination of humanitarian values and Red Cross Fundamental Principles. In the majority of southern African National Societies, branches or regional offices have close relationships with their equivalent local government structure (e.g. region/province, district/division, ward or village, etc) and it is through this relationship that they are expected to fulfil their auxiliary role.

The BCAs revealed a total of 11 Red Cross branches in the Zambezi River Basin catchment areas with a combined membership of 3,044 volunteers. The combined staff totalled 22, although some branches do not have salaried staff and instead rely on volunteers to carry out administrative tasks as well as humanitarian activities.

In terms of resources, some branches have basic facilities such as offices, warehouses, means of transport and communication equipment. However, these assets are often old and worn-out. Other branches reported minimal or non-existent asset bases, operating instead from limited facilities made available to them by the local school or administrator.

Inadequate financial resources are another area of concern. Many staff are actually project officers whose contracts are likely to be terminated at the completion of their project. Other challenges pertain to weak branch leadership and management, as well as a lack of visibility in the community that makes the recruitment and retention of volunteers difficult. In general, the branches' are oriented towards ad hoc activities that are determined by the availability of funds rather than systematically planned low cost high impact activities designed to reduce vulnerability in communities.

In summary, the assessments identified a number of areas for which intervention was necessary in accordance with Goal Number three of the IFRC's Global Agenda:

- a)** Development of structures and systems for best branch management that address volunteer recruitment and management.
 - b)** Equipping branch leadership and management with the necessary knowledge and skills for effective and efficient branch management.
 - c)** Equipping volunteers with the necessary knowledge and skills for identifying needs, planning activities, delivering and assessing impact.
 - d)** Equipping branch leadership and management with the necessary knowledge and skills on fundraising and local resource mobilization.
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Case Study

Kalimbezi and Lisikili communities in Namibia



1. Kalimbeza Community Hazard Mapping



2. Lisikili Community Hazard Mapping



Community hazard mapping from the Kalimbeza and Lisikili communities in Namibia show that the Zambezi River is situated along the northern part of each community with tributaries that are fed by the overflow from the river surrounding the communities. Whilst this makes both communities more vulnerable to floods, the system also holds water for long periods and provides the communities with a potential for winter cropping and fishing.

4. *The challenges*

The Zambezi River basin is characterised by numerous short and high gradient river systems which feed alluvial soil into the lowlands making this land highly fertile. However, the obvious resultant benefits of living along the fertile basin notwithstanding, communities have increasingly suffered as a result of cyclical flooding. In the past eight years, flooding in the basin has resulted in mass displacements, has caused outbreaks of water-borne and vector-borne diseases, and has devastated crops and livestock, as well as damaging the environment.

With the primary sources of livelihoods along the basin being crop production, animal rearing, small businesses and fishing, these impacts have served to set communities back economically, and have compromised their ability to produce food sufficient for their own needs. Food insecurity in the basin is increasingly becoming an issue of concern for both governments and humanitarian agencies.



Although southern African National Societies do have disaster preparedness mechanisms in place, the BCAs revealed that branches along the basin were typically without the capacity to mount first line response interventions, reliant instead on the deployment of back-up support from often distant headquarters.

However, emergency situations are but one of the challenges that communities living along the basin face. The basin is the hottest part in each of the six countries that share the river. This, coupled with stagnant water in the wake of floods, means that the incidence of vector-borne diseases – particularly malaria – are high.

Secondly, three of the countries border Namibia's Caprivi Strip, a narrow stretch of land in the north-east of the country. This makes the mobility of people between the four countries fairly easy; this being the type of informal population movement that contributes to the spread of HIV. Growing HIV prevalence rates place additional pressures on river basin communities as sickness and eventual death deprives households of a substantial part of their means of production. Pressure is particularly heavy on women who are often expected to bear the triple burden of caring for the sick and or dying, caring for their children, and assuming the role of breadwinner.

With the exception of Malawi and Zambia, districts within the river basin are isolated geographically from their respective capital cities – the resulting implications in terms of basic service delivery being fairly obvious. Similar trends are replicated within the seven National Red Cross Societies. National Societies do have branches in the river basin. However, these branches are not as vibrant as those closer to headquarters and their relative isolation means that they receive less in terms of technical support, monitoring and supervision. Resultant under-developed capacity has meant that emergency response operations along the river have turned out to be very expensive, being run more or less from distant headquarters.

5. *The profile of targeted beneficiaries*

Knowing and understanding vulnerable communities is as important as understanding the fact that vulnerability cannot be treated as a single category. Vulnerability affects various socio-economic groups differently. Grouping beneficiaries by age, gender, location, and household size therefore provides an overview of the extent of vulnerability along the river basin.

VCAs showed that most vulnerable groups are children, female-headed households, elderly-headed households, large households with many dependents, households with critically ill members especially those infected with HIV, and households with limited assets. Target groups can be further classified in the following manner:

Category 1: Extremely poor: Households in this category are unable to make a living in normal times without some form of assistance (example: many of the elderly; many of the female headed households; people living with HIV).

Category 2: Chronically vulnerable: most households under this category are classified as poor and fall below the accepted poverty line. Unlike the first group, households in this group are economically productive and, depending on their livelihood, can respond to interventions aimed at supporting livelihood.

Category 3: Transitory vulnerable: Households in this category are normally able to make an independent livelihood, but need support in hard times. Examples are households with a shortage of agricultural tools and seeds.

The ZRBI will target these three categories; groups that are most vulnerable to the threat of floods and drought and their potential intensification due to climate change. Approximately 235,800 people will benefit directly from the proposed objectives over the three years of the initiative, mostly women and children. An additional 400,000 people who live close to targeted districts will benefit indirectly from a programme of training in early warning systems, disaster preparedness, and malaria and HIV preventive measures. Thus the total number of beneficiaries is 635,800.

Table 3: Direct beneficiaries of the Zambezi River Basin Initiative

Country	Province	District Constituency	Number of Beneficiaries
Angola	Muchiku	Kazumbu	30,000
Botswana	Chobe	Chobe	21,000
Malawi	Nsanje	Nsanje	19,200
Mozambique	Manica, Tete, Sofala, Zambezia	Tambara, Mopeia, Cala	94,600
Namibia	Caprivi	Katima Mulilo, Kabbe	24,000
Zambia	Southern & Western	Kazungula, Sesheke	22,000
Zimbabwe	Mashonaland West, Mashonaland Central, Matebeleland North	Muzarabani, Kariba, Hwange Binga, Mbiri	25,000
Total			235,800



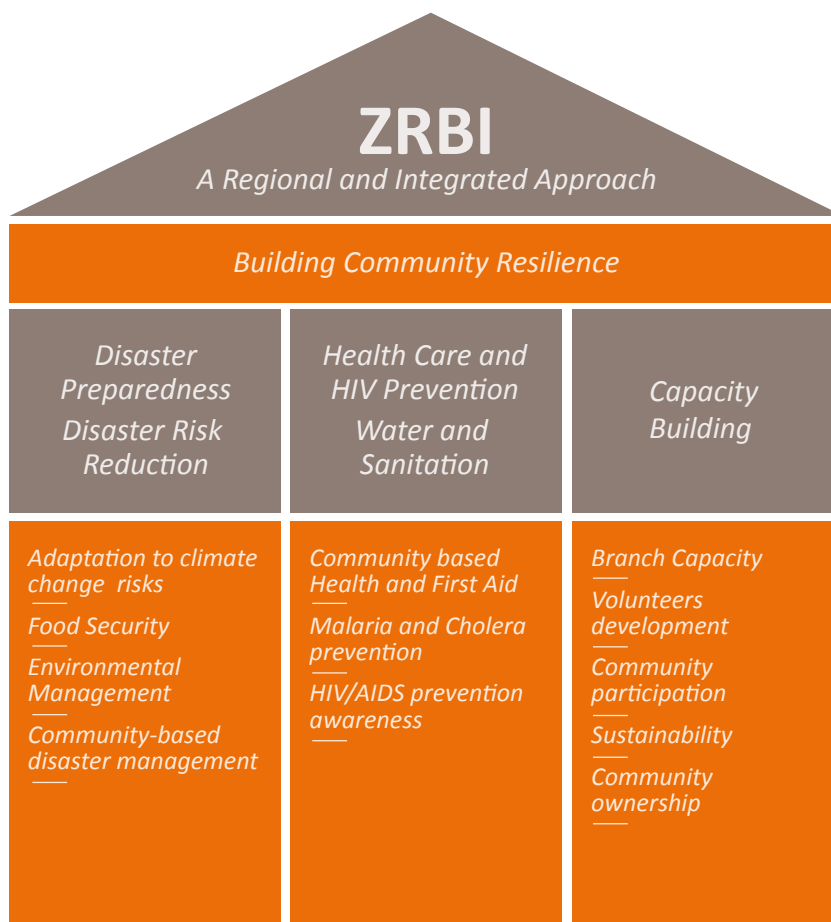
6. Programme design

The initiative has been developed to reduce vulnerability and build community resilience against hazards and threats in their environment. The VCAs and BCAs conducted by National Societies indicated the following priorities for increased or enhanced interventions:

- Disaster preparedness, response and risk reduction;
- Food security;
- HIV, cholera and malaria prevention;
- Water and sanitation, and;
- Capacity building.

Figure 2:

ZRBI: A regional and integrated approach



The initiative reflects an understanding of the inherent weakness of purely reactive and response-orientated disaster management. Whilst emergency responses do and will continue to play an important role in terms of reducing the losses of lives and livelihoods, they do not reduce vulnerability in a sustainable manner. The long-term implementation of strong risk reduction, food security, health, HIV prevention and capacity building activities is the only way to achieve sustainable reductions of vulnerability.

The second premise underpinning the design of this initiative is that rising and changing risks mean that organizations can no longer simply look to build on past experiences. Communities along the river basin have been living with disasters for centuries and their responses to such challenges have typically been based on traditional and social ties. These mechanisms remain crucial. However, in the context of changing risks, and faced with a lack of early warning information, such responses are rarely systematic or planned and therefore meet with varied levels of success. The programme will support local Red Cross branches and communities to systematically integrate relevant information about changing risks, helping them to make use of early warnings on all timescales to implement robust solutions.

Thirdly, the programme reflects a regional approach along the river basin, recognizing that communities in the seven countries share many of the same challenges and resources and could therefore benefit from similar solutions, including regional support systems for the provision of information, methods and tools, and the sharing of lessons learnt.

Finally, and crucially, the ZRBI reflects an integrated approach across the traditional areas of work for National Red Cross Societies. In the face of rising risks and complex vulnerabilities, disaster response, disaster preparedness, food security, health and care and HIV and AIDS activities cannot be implemented in isolation of each other. To achieve this integration, the ZRBI will focus on strengthening the capacities of Red Cross branches, aiming to ensure that they are able to coherently deliver across all programme areas.

The ZRBI will therefore focus initially and continuously on building the capacity of branches within the river basin, focusing on project and financial management, volunteer recruitment and retention, and establishing communication systems. Such an approach will also ensure that local capacities are prioritized and utilized, serving to reduce costs and promote the long-term sustainability of the initiative.

Specific focus throughout will go towards helping communities adapt to climate threats. Examples of this approach include: conservation based farming techniques, soil conservation, water-harvesting techniques and reforestation. The ZRBI sees climate change adaptation as an integral component for the building of resilience and coping capacity of vulnerable communities.

7.

Cross-cutting issues

7.1 Gender analysis

Although disasters impact whole communities, their impact on women is often more devastating, given their responsibilities within communities.

Floods frequently claim far more female victims, who, given their responsibilities in terms of child care, collecting drinking water, and preserving seeds, fuel, food and cash, typically have little or no access to information in comparison to men. Traditional cultural and social norms result in women having limited options, in terms of evacuation and control.

Furthermore, as a result of the disruption of social structures when communities are forced to flee their homes and live in unsecure and temporary resettlement camps, women are often exposed to sexual exploitation, putting them at high risk of contracting HIV. In an effort to address this, community participation processes will ensure that women are specifically asked about how they cope with disasters and the type of additional assistance they require to improve their coping capacity. Specific attention will be given to ensure the inclusion of women in all training, and community discussions. Efforts will be made to increase the number of female volunteers in order to encourage peer discussion among women.

More specifically, the following indicators will be used to monitor gender issues:

- a) The inclusion of female headed households in the initiative;
- b) Equal support given to female and male volunteers; and
- c) The inclusion of both husbands and wives in all training activities, allowing them to become equal partners.

7.2 Environmental analysis

Enhancing conservation-based development will facilitate the reduction of water run-off and erosion, maintaining and promoting environmental determinants that could otherwise perpetuate natural disasters. The establishment of nurseries for agro-forestry and reforestation will all positively contribute to environmental promotion. Water harvesting techniques such as the digging of pits, wells and trenches, will be utilized to mitigate threats of flooding.

Branch and community-level disaster preparedness and mitigation tools that take into consideration the different types of hazards, geographical areas and characteristics of communities will strengthen traditional disaster-coping mechanisms. In addition, youth groups organized by Red Cross volunteer networks will be encouraged to plant trees in the communities around the river basin where bare land is exposed to soil erosion and long-term degradation.

8.

Programme sectors: goals, objectives and expected outcomes

Overall goal of the initiative

The overall goal of the initiative is to reduce the impact of challenges facing communities along the Zambezi River Basin, and improve the quality of their lives and livelihoods, through comprehensive and sustainable disaster management, branch development, and health and care programmes.

Overall expected outcome: the resilience of 235,800 people living along the Zambezi River Basin is strengthened through an integrated programme approach

8.1 Disaster preparedness and risk reduction

Programme component: Reduction of risk and impact of disasters through community preparedness

Outcomes

- Increased resilience of individuals and communities reducing their vulnerabilities to recurrent disasters.
- Increased use of community-based disaster preparedness systems.
- Branch and volunteer capacity for disaster preparedness is enhanced.

Community Preparedness is one of the most effective methods of reducing loss of life and property. During the 2001 floods in Mozambique, 1,700 people died. In 2008, floods of a similar magnitude claimed 40 lives, a staggering improvement that can be largely attributed to effective community-level early warning systems, timely evacuation procedures and broad community preparedness.

In line with these lessons, the ZRBI will enhance readiness to respond through community-based disaster preparedness programming with an emphasis on community-based early warning systems.

8.2 Food security

Programme component: Increase community access to adequate and nutritious food

Outcomes

- Improved access to household food resources.
- Increased household food production.
- Increased household food consumption.
- Increased ownership of land, livestock, etc.

Food shortages and famine are often the most devastating consequences of disasters. Experience along the river basin has shown that for effective and sustainable food security, the ZRBI should aim to mitigate the destruction of crops by flooding. In this initiative, the concept of conservation-based development is broadly defined to include the application of strong and well-coordinated agricultural extension and appropriate technology inputs with cogent conservation components.

8.3 Community-based health and first aid

Programme component: Reduction of deaths, illnesses and impact from diseases in communities along the Zambezi River Basin.

Outcomes

- Increased community awareness of community-based health interventions and First Aid.
- Increased access to health services by communities.
- Increased capacity of communities to cope with health challenges in times of recurrent disasters.
- Improved community access to adequate safe water, sanitation and hygiene. Reduced further spread of HIV through community and volunteer preventive measures.

8.4 Organizational development and capacity building

Programme component: Increase capacity to implement disaster preparedness, response and recovery operations.

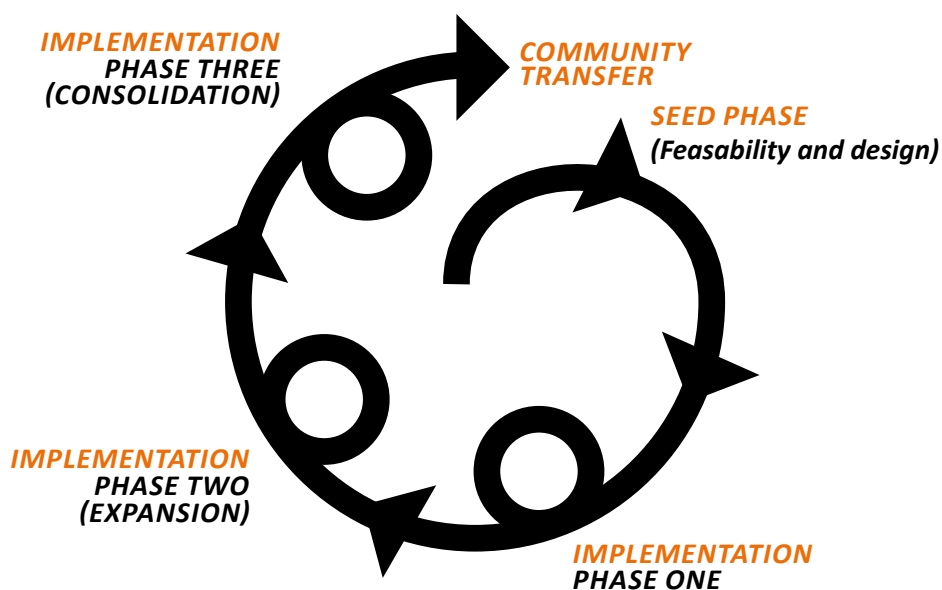
Outcomes

- Increased visibility and presence of Red Cross branches located along the Zambezi River basin.
 - Increased capacity of branches to be vibrant and well functioning.
 - Increased access and utilisation of local resources by branches along the Zambezi River basin to deliver low cost, high impact services, which are not dependent on external funding.
 - Increased branch capacity in tracking programme performance at community level.
-

9. Programme cycle and phases

The life span of the ZRBI has been set into various phases. The ZRBI phases are designed to ensure a gradual adoption, modification and expansion of the programme that integrates community ownership, and a phasing out process that transfers the management of the activities to the communities.

Figure 3: Life cycle of the ZRBI



SEED PHASE (ONE YEAR)

Identifying target geographical areas and collecting information on vulnerabilities through a comprehensive baseline survey. During the seed phase relationships and trust are built with communities and local government authorities.

IMPLEMENTATION (PHASE I): START UP (THREE YEARS)

The building of capacity through a participatory approach to crafting objectives. This phase reflects not only physical inputs and outputs, but also the rate of adoption at which ZRBI target groups take new ideas and new techniques.

IMPLEMENTATION (PHASE II): EXPANSION (TWO YEARS)

Drawing on lessons from phase one, proved innovations and capacities are expanded to adjacent areas of the ZRBI. Economies of scale will be harnessed using some of the experienced staff and volunteers at low cost.

IMPLEMENTATION (PHASE III): CONSOLIDATION (TWO YEARS)

The achievements and lessons learned in phase one and two are evaluated and consolidated for use in implementing phase three: As more experiences are gained through the ZRBI, the capabilities of the branch staff and volunteers are improved, strategic partnerships are established, and community ownership enhanced. As such, modifications are made in strategy and objectives as deemed necessary to correct limitations and to reflect on current realities.

PHASING OUT (ONE YEAR)

An overall consideration in the phasing out strategy is the sequencing and timing of activities. Benchmark indicators to measure each phase into the next will be put in place. One way of measuring the phasing out time is to check whether priorities in ZRBI are changing over time. A gradual scaling down of external resources is also part of the phasing out strategy.

10. *Sustainability considerations*

National Societies have developed this initiative in response to priorities and community needs identified through VCA and discussions during BCA. This initiative is premised on the assumption that integrated and coordinated programmes are more effective and that they have further reaching impacts on community livelihoods than stand alone disaster response operations, which are limited to immediate needs.

The National Societies have volunteers who are located in the midst of river basin communities, with basic skills in community level activities. The volunteer resource base therefore ensures technical continuity, participation of community members and, most importantly, community ownership. Environmental sustainability is guaranteed if communities maximize the benefits and enjoy the interventions for a longer period.



11. Management and coordination

The seven National Societies will be responsible for the implementation of the operational plans. A focal person from one of the National Societies will head the implementation of the operational plans. This responsibility will be annual and rotate among the National Societies.

Each National Society will designate a focal person for the initiative who will report to their National Society's director of programmes through the disaster management coordinator. At the branch level and in the event that a branch does not already have one, the National Society shall employ a full time branch coordinator to plan, coordinate, monitor and supervise the activities outlined in the ZRBI.

From an IFRC perspective, the ZRBI will be coordinated through the disaster management department. A taskforce composed of disaster management, health and care, organizational development and humanitarian diplomacy will provide technical support in close collaboration with Partner National Societies operating either bilaterally or multilaterally. When necessary technical expertise may also be provided through the deployment of regional or international staff from within the wider-International Red Cross Red Crescent Movement.

At agreed intervals, the IFRC's regional office will convene meetings to review progress, discuss and agree on the way forward in the event of problems, and explore ways to enhance the impact of the initiative on the target communities. At the leadership level, a review on progress shall be an agenda item at SAPRCS meetings to address any issues that need to be resolved at this decision making board.

11.1 Humanitarian diplomacy

Resource mobilization

The initiative will be introduced to donors during a severe global economic crisis. During previous recessions, humanitarian funding has typically dropped by between 10 – 25 per cent, with development funding bearing the brunt. Paradoxically, it is precisely during such crises that funding should increase, to stop more people falling below the poverty line and assisting those that are most vulnerable. Therefore, in order for the ZRBI to be successful, it is clear that extensive resource mobilization (RM) planning is undertaken.

Detailed RM and funding plans will be developed at Zone and National Society levels. The approach will encourage increased focus on local resources, recognizing the increasing amount of funding now available at the country level. At the same time, a shift in RM thinking will be promoted from the Zone office, encouraging National Societies to better utilize their auxiliary role by proactively HR, financial and material support from their own governments.

Communications

In addition, broad-based, risk-focused development – whilst undeniably important – is notoriously difficult to ‘sell’ to relevant external stakeholders, such as donors, media and governments. Significant work will therefore be needed from a communications point of view, capturing the needs that exist along the basin, and progressively showing the impact of the Red Cross’ work.

The ZRBI is a clear and tangible example of the IFRC’s commitment to a more pre-emptive and preventative approach. It shares much with the theme chosen for global IFRC communications – ‘early warning, early action’ (a theme chosen also for the 2009 edition of the World Disasters Report), as well as the mindset and approach described in the IFRC’s *Framework for Community Safety and Resilience*. As such, it offers the wider IFRC a clear opportunity to articulate this message and to help position National Societies as disaster management actors.

The IFRC in Southern Africa will support National Societies to develop and disseminate clear and engaging communication messages and materials in support of the ZRBI, starting with a marketing and communications resource kit to support the launch of the initiative in June/July 2009.



12. *Monitoring and evaluation*

Monitoring and evaluation (M&E) will be an integral component of the ZRBI programme management. Monitoring will be achieved through ongoing assessment of activities looking at efficiency, effectiveness, relevance, sustainability, impact and challenges, and through identifying areas for improvement. The monitoring team will ensure project objectives are achieved based on performance indicators. Key components of the M&E tools include inputs, activities, outputs and outcomes with a range of indicators. Baseline data will be used to establish pre-project conditions relative to ZRBI objectives. Through this experience, National Societies will learn what works well and what can be improved.

National Society staff and ZRBI coordinators will visit project areas regularly to monitor progress, and produce reports. Staff will ensure the commitment of district and provincial authorities. Volunteers will also monitor activities and will be provided with diaries to document their activities. Quarterly progress reports will be submitted by branches to their respective headquarters. With technical support from the IFRC and other sector stakeholders, National Society PMER departments will coordinate midterm and final evaluations, and submit reports thereafter.



13. Budget design and financial planning

Basics on budget design:

- As the emphasis is on capacity building, most of the capital costs not directly related to programme implementation are omitted to reduce overheads.
- The budget has focused most funds on programme implementation to directly impact beneficiaries.
- As personnel costs vary from one National Society to another, a standard cost has been adopted to cover the personnel costs of the focal person 100 per cent, disaster management coordinator and finance officer at 25 per cent and district officers at 100 per cent.

Operational plans and budgets for ZRBI activities will be reviewed on an annual basis based on new developments, funding plans and the absorption capacities of National Societies. All efforts will be made to ensure that regular, timely and transparent financial disbursement of available funds. Un-earmarked donations are encouraged although major shifts in budget lines will be done in consultation with donors.



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Zambezi River Basin Initiative

Summary logical framework

Overall goal: To reduce the impact of challenges facing communities along the Zambezi River Basin, and improve the quality of their lives and livelihoods.

Programme component 1: Reduction of risk and impact of disasters through

Outcomes

- 1.1 Increased resilience of individuals and communities reducing their vulnerabilities to recurrent disasters.
- 1.2 Increased use of community-based disaster preparedness systems.
- 1.3 Branch and volunteer capacity for disaster preparedness is enhanced.

Objectively verifiable indicators

- Communities along the Zambezi River basin have a functional community-based early warning system.
- Communities understand and implement contingency plans and early warning systems.
- Each community has a well developed hazard maps.
- Community's loss of assets is reduced.
- Communities have standard relief items for households.

Activities

- 1.1 Develop community hazard maps for each of the communities.
- 1.2 Train staff and volunteers in community-based disaster preparedness and early warning systems.
- 1.3 Implement operational community-based early warning systems.
- 1.4 Conduct exchange visits within the region to promote lesson learning.
- 1.5 Train staff and local leaders on climate change adaptation techniques.

Resources

- Budget: CHF 2,205,318.00
- Training materials.
- Trainers.
- Relief items
- Human resources (volunteers, branch office staff and headquarters staff)

community preparedness

Means of verification

- Assessment reports.
- Periodic evaluation reports.
- Direct observation.
- Household survey reports.
- Country programme reports.

Risks/assumptions

- Communities actively participate in project activities.
- Trained staff and volunteers remain in the programme.
- There is no drastic change in the nature and occurrence of disasters.
- Stable political environment.

Sources

- Donors and Partners, relevant departments from government and higher institutions of learning.
- IFRC (technical support).
- Community
- Local and regional markets.

Preconditions

- Community members are committed to the objectives of the projects.
- Availability of Technical experts and materials
- Absorption capacity of local Red Cross branches
- Supportive local authorities.

Programme component 2: Increase community access to adequate and nutri

Outcomes

- 2.1 Improved access to household food resources.
- 2.2 Increased household food production.
- 2.3 Increased household food consumption.
- 2.4 Increased ownership of land, livestock, etc.

Objectively verifiable indicators

- Frequency of household food consumption/ number of meals per day.
- Communities have functional home gardens, nurseries and fruit tree plantations.
- Communities acquire skills and knowledge to prepare and consume nutritionally adequate diet.
- Communities have access to marketing facilities and diverse food items.

Activities

- 2.1 Provide seeds and agricultural implements.
- 2.2 Train communities on methods of food production i.e., home gardening and fruit tree planting.
- 2.3 Train communities on crop diversification and multiple cropping.
- 2.4 Train communities on community-based irrigation and conservation-based techniques.
- 2.5 Train communities on nutrition and food preservation/storage techniques.

Resources

- Budget: CHF 1,224,209.09
- Training materials
- Trainers
- Technical support from the Zone office.
- Seeds and agric implements.
- Human resources (volunteers, branch office staff and headquarters staff)

tious food

Means of verification

- Food security reports
- Assessment reports.
- Periodic evaluation reports.
- Direct observation.
- Household survey reports.
- Country programme reports.

Risks/assumptions

- Communities actively participate in food security initiatives.
- Skilled staff and volunteers remain in the programme.
- There is no drastic change in the nature and occurrence of disasters.

Sources

- Donors and Partners, relevant departments from government and higher institutions of learning.
- IFRC (technical support).
- Community
- Local and regional markets.

Preconditions

- Warehouse facility available at branch level – in agreement with IFRC standards and procedures.
- Logistics capacity to implement warehouse management effectively.
- Transport available to transport food parcels to be processed and/or marketed.
- PNS are interested and support the nutritional improvement of the vulnerable population.

Programme component 3: Reduction of deaths, illnesses and impact from disasters

Outcomes

- 3.1 Increased community awareness of community-based health interventions and First Aid.
- 3.2 Increased access to health services by communities.
- 3.3 Increased capacity of communities to cope with health challenges in times of recurrent disasters.
- 3.4 Improved community access to adequate safe water, sanitation and hygiene.
- 3.5 Reduced further spread of HIV through community and volunteer preventive measures.

Activities

- 3.1 Train volunteers on Community Based Health and First Aid (CBHFA)
- 3.2 Procure and distribute Community Based Health and First Aid kits to branches
- 3.3 Conduct health education mainly focusing on cholera, malaria and HIV.
- 3.4 Train communities on vector control and hygiene promotion using the PHAST methodology.
- 3.5 Construct SPHERE compliant sanitation facilities in the communities.
- 3.6 Establish and train functional community water committees on water conservation and hygiene promotion.
- 3.7 Recruit and train community peer educators.
- 3.8 Promote the uptake of VCT and PMTCT in conjunction with Ministry of Health.
- 3.9 Train communities on skills for personal protection including condom use.

Objectively verifiable indicators

- Number of branches with volunteers trained on community based health and First Aid.
- Number of facilities providing malaria and cholera preventative and curative services.
- Number of people effectively using the long lasting insecticide treated bed nets (LLITN's).
- Number of households reached by health education and sensitization programmes.
- 85% coverage of target population with water supplies requiring less than 30 minutes round trip travel time.
- Capacity of water source to ensure 20 litres per person per day (SPHERE standard) achieved in target populations.
- 80% of water points and 80% of installed latrines are in good working order.
- 85% coverage in target population by competent hygiene promoters using PHAST.
- Number of condoms distributed
- Number of people reached through peer educators activities
- Number of people reached with awareness raising/IEC activities
- Number of people referred to VCT services
- Number of people referred to PMTCT services
- Number of peer educators and care facilitators trained in prevention, care, treatment and support.

Resources

- Budget: CHF 2,153,070.55
- IEC materials.
- ITNs.
- Hygiene materials.
- Trainers/Facilitators.
- Peer educators.
- Community health workers.
- Human resources (volunteers, branch office staff and headquarters staff)

Diseases in communities along the Zambezi River basin

Means of verification

- Ministry of health statistics.
- Assessment reports.
- Programme evaluation reports.
- Training reports.
- Household survey reports.
- Periodical sample survey reports.
- Country programme reports.
- Reports of stakeholder/partner organisations (e.g. WHO).

Risks/assumptions

- Risks/Assumptions
- People in the target communities are able to utilise project interventions for behavioural change.
- Participation of vulnerable groups in programme activities is sustained.
- Good hygiene practices do not seriously conflict with accepted cultural norms and beliefs.
- External factors do not significantly erode programme initiatives' achievements.

Sources

- IFRC (technical support).
- Donors and Partners, relevant departments from government and higher institutions of learning.
- Rural water supply authorities

Preconditions

- Community members adopt behavioural change messages.
- Construction materials are available and/or accessible at reasonable costs.
- Availability of VCT and PMTCT services.
- Availability of health facilities.

Programme component 4: Increase capacity to implement disaster preparedness**Outcomes**

- 4.1 Increased visibility and presence of Red Cross branches located along the Zambezi River basin.
- 4.2 Increased capacity of branches to be vibrant and well functioning.
- 4.3 Increased access and utilisation of local resources by branches along the Zambezi River basin to deliver low cost, high impact services, which are not dependent on external funding.
- 4.4 Increased branch capacity in tracking programme performance at community level.

Activities

- 4.1 Train branch leadership on branch development and volunteer management.
- 4.2 Develop and implement systems to monitor volunteer activities.
- 4.3 Create partnerships with relevant key stakeholders.
- 4.4 Train volunteers on relevant programme skills.
- 4.5 Establish a system that promotes communication between technical programme staff and volunteers.
- 4.6 Develop standardized monitoring and evaluation tools.
- 4.7 Provide technical support on local fund raising and income generation activities.
- 4.8 Create partnerships with government, regional and international organisations to share information on lessons learnt and best practices.

Objectively verifiable indicators

- Number of branches adhering to Federation's standards of CWFB (Characteristics of well-functioning branches)
- Number of branches that responsive to the needs of the community.
- Number of branches with functional database for volunteers and youth.
- Number of volunteers recruited
- Number of volunteers retained in the targeted areas
- Number partners working with branches along the Zambezi River basin.
- Number of branches that deliver timely services to the communities they serve.
- Number of branches that produce timely and quality programme performance reports
- Number of branches with a functional programme performance tracking system at community level

Resources

- Budget: CHF 988,141.81
- Training materials.
- Trainers and facilitators.
- IT equipments
- Transport facilities.
- M&E tools.
- Human resources (volunteers, branch office staff and headquarters staff)

Administration

Project operation administration costs
Contribution to National Societies' Core Cost
PSR 6.5 per cent

Resources

- Budget: CHF 806,621.27
- Budget: CHF 687,436.07
- Budget: CHF 560,654.32

TOTAL**8,625,451**

ness, response and recovery operations

Means of verification

- Programme evaluation reports.
- Branch assessment reports
- Partnership agreement documents
- Training attendance records and pre/post training assessments.

Risks/assumptions

- Risks/Assumptions
- NS committed to own sustainability, financial and operational transparency.
- Partners remain faithful for committed time.
- NS leadership has extended full support to adhere to statutes, policy development and dissemination

Sources

- IFRC (technical support).
- Donors and Partners
- Government institutions

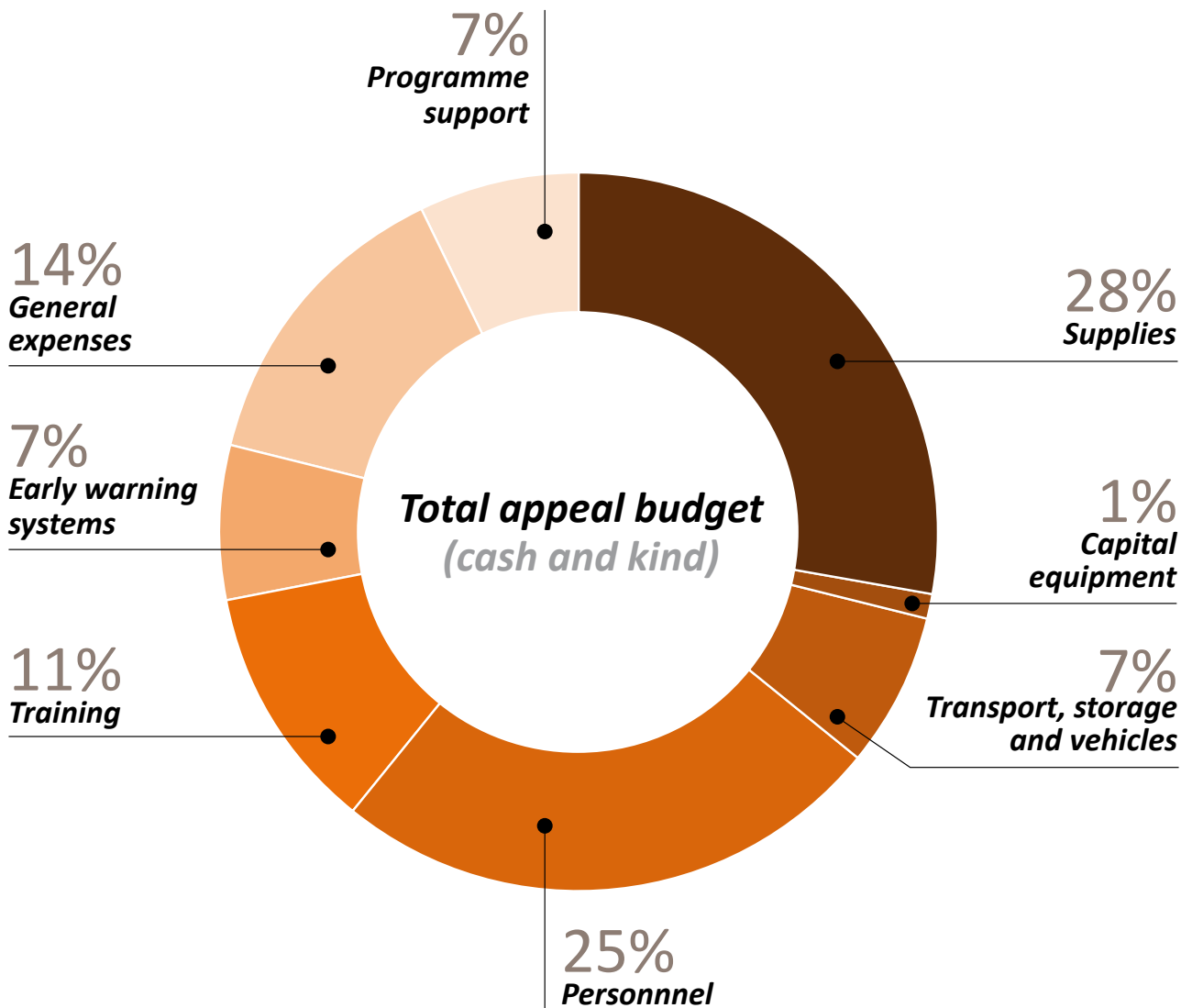
Preconditions

- Donors are able to appreciate the need for capital assets for smooth project implementation.
- Willing volunteers (voluntarism spirit)
- Branch structures exist

Zambezi River Basin Initiative

Appeal budget summary

(2009 - 2011)



Supplies

Shelter	0
Construction Materials	113,000
Clothing and Textiles	0
Food	0
Seeds and Plants	892,045
Water and Sanitation	641,618
Medical and First Aid	233,300
Teaching Materials	576,616
Utensils and Tools	0
Other Supplies and Services	0
Emergency Response Units (ERUs)	0

Capital equipment

Land and Buildings	0
Boats	75,000
Computers and Telecom Equipment	0
Office/Household Furniture and Equip.	0
Medical Equipment	0
Other Machinery and Equipment	0

Transport, storage and vehicles

Storage - Warehouse	0
Distribution and Monitoring	90,000
Transport and Vehicles Costs	520,479

Personnel

International Staff	558,000
Regionally Deployed Staff	0
National Staff	90,000
National Society Staff	1,451,000
Consultants	40,000

Training

Workshops and Training	910,996
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Early warning systems

Early warning systems	165,364
Community based hazard mapping	122,091
Community based disaster management committees	337,000

General expenses

Travel	242,800
Information and Public Relations	121,909
Office running costs	48,000
Communication Costs	72,000
Professional Fees	46,642
Financial Charges	29,500
Contribution to National Societies' Core Costs	687,436
Depreciation	0
Shared Services	0

Programme support

Programme Support - PSR	560,654
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Services and recoveries

Services and Recoveries	
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Total Appeal Budget (Cash and Kind)

8,625,451



Africa zone

International Federation of Red Cross
and Red Crescent Societies

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