



UNICEF

UNITED NATIONS CHILDREN'S FUND  
FONDS DES NATIONS UNIES POUR L'ENFANCE

INTEROFFICE MEMORANDUM

TO: Mr. Richard Jolly  
Deputy Executive Director, NYHQ

FROM: Michel Iskander *M. Iskander*  
Area Representative, SEAAO, Lusaka

SUBJECT: Proposed Programme of Co-operation between  
the Government of the Republic of Zambia  
and UNICEF: 1984 to 1986

DATE: 30 March 1983

FILE NO.: LUNY-39

Z/PR

... I enclose a copy of the Note for Record reflecting discussions and conclusions on the further development of the Zambia Programme for submission to the 1984 Executive Board session.

RECEIVED  
1983 APR 27 P 4: 55  
EXECUTIVE GROUP

CC To all members of the  
Zambia 1983 Submission  
Review Committee.

AFRICA SECTION  
MAY 5 1983  
Note and Return  
D. N. M. H. M. (initials)  
Zambia - SC  
X Board 1984

Circulation: Mr. M. Assadi, Director, DPFS, New York  
Mr. D. Nkembo, Chief, Africa Section  
Mr. KE. Knutsson, Regional Director, EARO

Encl.

NOTE FOR THE RECORD

ZAMBIA PROGRAMME SUBMISSION: 1984  
26 March 1983, UNICEF Lusaka, Zambia

Present:

Mr. Richard Jolly  
Mr. Karl-Eric Knutsson  
Mr. Michel Iskander  
Mr. Cooper Dawson  
Mrs. Namposya Serpell  
Mr. Billy Nkunika

1. Mr. Jolly's letter NYLU/552-12 of 24 February 1983, the NYHQ Note for the Record of same date, and various advisors' reports were reviewed and reactions elicited.
2. This note for the record does not reflect the wide ranging discussions on issues such as timely preparation of board documents. It reflects decisions concerning the next phase of preparation for the 1984 Board Submission and indicates substantive issues that will be refocused or introduced for the first time in the Submission documentation.
3. Documentation
  - (i) Situation Analysis

12     The existing situation analysis will be strengthened  
by adding information which reflects Child concerns. In  
2     this connection, some information in the present Plan of  
Operations 1984-86 will be transferred to the Situation  
3     analysis. Emphasis will be given to outlining clearly  
priorities, constraints and opportunities for programmes

benefitting children in Zambia. This document will run to 15-25 pages.

(ii) Explanatory Note

A new explanatory document will be prepared. It will reflect a clear overview of the Submission as a whole, describe the role of other agencies and their inputs and provide a historial persepective of the programme preparation. Contents of the document are reflected in 4 below.

(iii) Plan of Operations 1984-86

This document will be lightly edited, mainly excising information to be transferred to the Situation Analysis. Where necessary discussions will be undertaken with relevant government officials to elaborate plans of action. Also the roles and inputs of other external agencies will be described in context.

(iv) Explanatory note to the BAL

This document will be prepared and will comment/justify the balance between supply assistance and non-supply assistance. For non-supply assistance: training, materials production, research, PSC support and "flexi fund" will be disaggregated to reflect the true balance of expenditure, especially on training per se. Also the fact that training is geared to removing clearly identified management bottlenecks will be highlighted. For supply assistance this explanatory note will reflect the impact of reimbursable procurement on the programme as well as a decrease in number of vehicles supplied (modalities to be worked out by Zambia Programme Office and government counterparts).

(v) This essentially editing exercise is expected to take

approximately two weeks of intensive staff time to be spread over three months.

(vi) Documentation will be completed by July 1984 for Submission to NYHQ. A final internal review will follow with Lusaka office participation.

4. Explanatory Note

As described above, the explanatory note will bridge information inputs in Situation Analysis with the Plan of Operations. It will indicate the reasons for choosing various opportunities arising from priorities evident in the situation analysis.

The description below can be read as:

- (a) an indication of what information will be contained in the explanatory note and
- (b) as an answer to the concerns raised in the communications described in Headquarters' Review documents (paragraph 1 above).

(i) The Urban Child

Though urban children in Zambia receive an adequate share of nationally delivered services (health, water supply, education), they do face particular problems, increasingly nutritional inadequacies for instance. Within the programme resources available to us, the following are proposed as possible activities:

- (a) The Copperbelt, the most urbanized Province in Zambia, shows rather poor health indicators, e.g. low immunization coverage especially measles, high morbidity rates, etc.

It is proposed to carry out in co-operation with

government a special situation analysis for the Copperbelt Province as a prelude to undertaking certain remedial actions - another possible development of a noted project in the longer run.

(b) In the Lusaka Squatter Upgrading and Site and Services Areas, projects which have started well, are now showing signs of serious environmental deterioration. Rapid population growth have changed the basis on which services were originally established. For instance one stand pipe was supposed to serve 15 households when the project commenced, this now serves 50 or more households. Sanitation parameters, one latrine per household were never strictly adhered to resulting in a serious deterioration in sanitary conditions. Another aspect requiring attention is nutrition. Food prices have increased sharply (and more still since all price controls were removed in January 1983). The response of the urban people concerned was to expand food gardening. But this faces serious problems of water shortages, security problems (stealing), and processing.

One of the most active NGO organisations concerned with these issues is "Human Settlements Inc." (ex American Friends Service Committee) which works in close collaboration with Lusaka District Council.

One proposal is for UNICEF to collaborate more closely with this organisation. In first phase undertake a quick study to update the situation in the areas mentioned above (about 150,000 inhabitants), and in a second phase propose appropriate interventions (involved would be District Council, Ministries of Health and Labour and Social Services). The key object would be environmental improvements and better food supplies.

In concluding discussions on Urban problems, it was suggested that the Food element of GOBI-FF could be given a high enough profile to qualify for intensive programming, that opportunities for "going national" could be built into the programme and that discussions should be entered into with WFP in Lusaka to determine its "urban equivalent" of food for work and its possible future collaboration. It was further suggested that a University group be involved in the write-up of the project and that its involvement continues throughout implementation.

(ii) Population Growth

UNFPA's involvement in this area is greater in terms of financial inputs than UNICEF's total programme for Zambia. In view of this it was agreed that a need existed for closer collaboration with UNFPA and that this relationship be described in the explanatory notes. Meanwhile UNICEF could give advocacy and PSC support to disseminating information on the health aspects (Survival and health of mother and child, Breastfeeding and reduced infant mortality leading to/spacing). It was /better child recognised that Family Planning is still a sensitive issue in Zambia and that there is a need for HQ to develop UNICEF policy in this area which aims to remove its present "low profile" status within UNICEF.

(iii) Nutrition

A component on nutrition should be included and related to the planned "noting" now being prepared. This could take the form of enhancing the "nutrition surveillance" programme already commenced in co-operation with SIDA. The emphasis would be on expanded use of growth charts (some half million

have recently been printed and should be in use by mid 1983). Wide use of advocacy/PSC/information would parallel this effort (perhaps in first 2 years of commitment, after which noting components take over). Furthermore, ensuring that there is a general resources funded component in the Zambia programme of Co-operation will enable the new Statistical Advisor for the Area office to have a clearly established component to work on.

The explanatory notes should also reflect the link that nutrition provides to other programme areas, e.g. the development of nutrition materials in the literacy project.

(iv) Essential Drugs

It was pointed out during the meeting that the problem of availability of essential drugs in health centres was, in the first instance, a problem of distribution. The priority is therefore to resolve these issues before tackling the budget constraints which may exist. Since the Ministry of Health is already engaged at the present time in a case study of drug distribution in Serenje district, it was recommended that UNICEF take immediate steps to support their work: possibilities include TCDC (arranging a visit to Kenya and Tanzania) and Management support from Messrs. Goodall and Hyslop.

(v) Need for redesigning of programmes

Whilst headquarters comments were appreciated, it was felt that many of the concerns relating to these paragraphs in the note for the record would have been answered if there had been a clearer description of PHC efforts in Zambia and, for instance, more mention of the role of District Medical Teams.

Increasingly the district is the crucial level in this strategy. The explanatory note to be prepared will cover this topic.

For the record:

The evaluation carried out by Ministry of Health/WHO/UNICEF/SIDA in September 1982 pointed out that Zambia had made good progress in implementing various components of PHC, the approach is sound, there is a good level of people's participation, the District Health Management and Provincial Health Management Teams were a good innovation and were working quite well. The problems being mainly logistical - transport, lack of adequate supplies of fuels, maintenance of cold chain, poor drug distribution including ORS.

UNICEF efforts in the current programme and in the proposed new commitment aim exactly at alleviating these problems: solving EPI bottlenecks (adequate vaccine supplies are available, thanks to reimbursable procurement by UNICEF, and other donors), last 2 years we stressed training of immunization teams and refrigeration technicians, PHC supervisors were made mobile by putting them on motorcycles. Our PSC efforts were, intensive working with a network of extension workers, development of innovative training manuals (this was in close link with Regional Communications for Basic Services Projects).

Areas proposed in HQ's comments that could be incorporated/emphasized are: Health education with greater community participation; improve CHW and TBA training capacity.

(vi) Diarrhoea Disease Control

Mr. Faust, WHO/UNICEF Consultant was in Zambia September/



October 1982 and explained the possibility of local manufacturing of ORS. There is much interest in the country. He proposed 3 options, now being considered. Ministry of Health would be the major purchasers, with commercial outfits as a second (pharmacies, groceries - but rural areas in Zambia have little access to these).

UNIDO is active and a German donor is ready to assist (we offered reimbursable procurement from UNICEF). We are convinced, however, that a special effort to introduce the home-made version will be necessary. Thousands of rural households cannot be reached even by the rural health centres (by end 1983, there should be 1000 CHW's in villages and these and the TBA's can help both in distributing packets or helping mothers make their own). We think the "Women's Literacy" programme can be an important means of expansion.

During discussion the role of PSC was again highlighted and it was agreed that it merited some elaboration in the Plan of Operations. There should also be a clear explanation in the notes of why ORS merited an allocation of only \$500. On this point, it was also agreed that after consultation with the Ministry of Health a modest increase in the budget for ORS will be included. Further suggestions included the deployment of medical studies to do some small studies, perhaps during vacation time. Issues such as the knowledge of mothers' use of ORS, their understanding of preparation of ORS etc. should be determined.

(vii) Traditional Birth Attendants

The explanatory notes should elaborate on the present status of project. This will include comments by Dr. John



An effort will be mounted to motivate drivers: but this is done against serious odds. Some Government drivers are hired on daily wage basis, has no security, pension, sick leave, etc.

5. Conclusion

The documentation should attempt to demonstrate clearly that UNICEF's role in Zambia, compared with other countries in the area is catalytic and of an advocacy nature. Often GRZ budgetary constraints are secondary to those of organisation and management. "Software" inputs play as great a role, if not greater, than "hardware" in many cases. In this context supply utilization & related training is of paramount importance. Finally, the Area Statistics Project which is already agreed by Headquarters, is expected to have an impact in project development and programme implementation. Its design will also be elaborated in the documentation as a further means of explaining the present orientation of the proposed programme of co-operation between the Government of the Republic of Zambia and UNICEF for the period 1984-1986.



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CF-RAI-USAA-PD-GEN-2008-000036

Expanded Number **CF-RAI-USAA-PD-GEN-2008-000036**

External ID

Title

**PSC. Proposed Programme of Cooperation between the Govt of Zambia and UNICEF 1984-1986, Note for the Record, of a meeting 26 March 1983, Lusaka.**

Date Created / From Date

Date Registered

Date Closed / To Date

3/26/1983 at 2:59 PM

1/28/2008 at 2:59 PM

Primary Contact

Home Location **CF-RAF-USAA-DB01-2008-00034 (In Container)**

F12: Status Certain? **No**

Item Fd01: In, Out, Internal Rec or Rec Copy

Owner Location **Programme Division, UNICEF NYHQ (3003)**

Current Location/Assignee **In Container 'CF-RAF-USAA-DB01-2008-00034 (Upasana Young)' since 1/28/2008 at**

F13: Record Copy? **No**

Document Details **Record has no document attached.**

Contained Records

Container **CF/RA/BX/PD/CM/1985/T016: PSC. Material relating to United Arab E**

Date Published

Fd3: Doc Type - Format

Da1: Date First Published

Priority

Record Type **A01 PD-GEN ITEM**

Notes

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Memo from Michel Iskander, Area Representative, SEAAO, Lusaka to Richard Jolly, Deputy Executive Director, UNICEF, New York. Attaching a Note for the Record, of a meeting 26 March 1983, UNICEF Lusaka. New programmes being considered included one for urban children, especially in the Copperbelt Province; the Lusaka Squatter Upgrading; collaboration with UNFPA's population projects, concentrating on survival and health of mother and child, breastfeeding, and child spacing; and nutrition. The meeting also discussed distribution problems of essential drugs; need for redesigning programmes; diarrhoea control and other matters.

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SAROJA DOUGLAS

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