

# ZIMBABWE RED CROSS SOCIETY

# STRATEGIC PLAN



**2021 - 2025**

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Zimbabwe Red Cross Society

10 St Annes Road, Avondale

Harare

Zimbabwe

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Produced by lead consultant Sithembile Chiware, Regional Director of Mayittah Group [www.mayittah.org](http://www.mayittah.org)

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## FOREWORD FROM THE SECRETARY GENERAL



To all our distinguished partners, friends and with special mention to the communities that we serve in our beautiful Zimbabwe, I wish to share with you our new Strategic plan, which will give direction to our programmes in the next five years. The basis of this Strategic Plan is in ZRCS's vision of becoming a dynamic voluntary relief organization promoting human dignity. This vision is encapsulated in the global International Federation of Red Cross (IFRC) 2030 Strategy under three domains of change namely: (i) People Anticipate, Respond to and Quickly Recover from Crisis, (ii) People lead safe, healthy and dignified lives and have opportunities to thrive, (iii) People mobilise for inclusive and peaceful communities.

The development of the Strategic Plan was a major task. I believe its implementation to be both challenging in responding to emerging disasters and global pandemics such as the COVID-19, and yet rewarding through the impact we will make. As the organisation, we now have a vigorous and clear Strategic Plan to guide our work in transforming our organization and the lives of vulnerable communities in Zimbabwe. We are also well-positioned to take a leading role in the humanitarian spaces around the country, and

contribute to regional response. The implementation of the Strategic Plan must continue to reflect our vision and renewed focus on efficiency and sustainability. Subsequently, the organisation is moving from focusing on processes and outputs to being more outcome and impact-oriented. Thus, the implementation of this Strategic Plan will benefit the organisation through reducing shortcuts and loopholes in our work, increase funding opportunities, and establishing long term partnerships and enhance transparency and accountability of our work.

Our new Strategic Plan is strongly aligned to national development strategies, and United Nations Sustainable Development Goals, and this is a result of internal and external stakeholder consultative and participatory processes, which started in April 2021 through May 2021. Internally, we organised meetings at Branch level, Provincial Level, up to the Head office, and externally the consultant interviewed Participating National Societies, and other strategic partners. The feedback received throughout this process was extremely positive in the development of the Strategic Plan.

The Strategic Plan 2021-2025 is an ambitious document because it repositions ZRCS as the biggest humanitarian organisation in Zimbabwe. Our ambition is a reflection of our commitment to address humanitarian challenges in the country, and explore new opportunities to achieve measurable impact wherever we have our presence, including through strategic partnerships and active participation in national development processes.

The Strategic Plan 2021-2025 represents a rejuvenated spirit! A new Zimbabwe Red Cross Society. Together we can make a difference.

A handwritten signature in black ink, appearing to read 'E. Hwenga', written in a cursive style.

Elias Hwenga  
Secretary General  
Zimbabwe Red Cross Society

# NATIONAL PRESIDENT'S MESSAGE OF SOLIDARITY



I wish to congratulate and endorse the unveiling of the Zimbabwe Red Cross Society Strategic Plan 2021-2025, which will be our corner stone in the next 5 years. I recognize its solid foundation in communities, organizational development and impact-oriented and the needs of people. The Strategic Plan's ambition has set out to achieve and fulfil ZRCS mission, vision and purpose. The Strategic Plan encourage the ZRCS approach of embedding sustainable implementation practices, support the ambition to focus knowledge management on efforts to harness expertise for integrated service offerings, and specialized solutions, based on realized or anticipated demand towards specific goals and operational contexts. I endorse ZRCS' commitment to engage more strategically with the Government of Zimbabwe, International Development partners, the Donor Community, Private Sector and communities that we serve.

The strategy enables ZRCS in its continued pursuit of organizational excellence and attention to ensuring investment to build organizational capabilities and protect its unique business model for the future. The process toward planning 2021-2025 Strategic Plan has offered us the opportunity to take stock on past successes and failures, to determine our vision and future goals in the light of challenges ahead, and to advance techniques for our improvement because of changing necessities as well as an active and participating agent to drive intellectual, social and economic changes.

The strategic themes attest to the commitment of achieving excellence through our core functions of implementing, dissemination and exchange of knowledge, as well as our duty to engage stakeholders and the community. The proposed strategies will enrich the communities as well as enhance performance with the organisation. As a lead disaster response and humanitarian organization in Zimbabwe, we shall continue to engage in results-based and impact-oriented activities in communities and uphold the principle of human dignity by promoting livelihood programs in vulnerable communities. Through engagement with the public, ZRCS will better articulate, develop and communicate its identity consistent with our vision in order to engage with the community in understanding our goals and sharing our achievements.

The 2021-2025 Strategic Plan represents the concerted guidance and recommendations of ZRCS stakeholders and partners, whose valuable input has been incorporated in this document. Let me take this opportunity to thank all of them for giving ZRCS so much food for thought during the process of consultation and drafting of the Strategic Plan. I am sure that, with the collaboration of our skilled staff, stakeholders and partners, the goals we aspire to accomplish will in time translate into milestones of which we can be all proud of. I invite you to join hands with us and help to maintain ZRCS's mandate while cultivating its further developments. On behalf of the ZRCS Governing Board, may I thank you heartily for being part of a leading humanitarian organization.



David Chaliyanika  
Acting President  
Zimbabwe Red Cross Society

## ACRONYMS

AfDB	African Development Bank
AGYW	Adolescent Girls and Young Women
AIDS	Acquired Immunodeficiency Syndrome
AVU	African Virtual University
BCC	Behaviour Change Communication CBHC
CBHC	Community Health Based Care
CNST	Centre for Nuclear Science and Technology
COVID-19	Corona Virus Disease 2019
CPU	Civil Protection Unit
DIPs	Detailed Implementation Plans
DMMU	Disaster Management and Mitigation Unit
ECD	Early Child Development
GDP	Gross Domestic Product
GoZ	Government of Zimbabwe
HIV	Human Immunodeficiency Virus
IFRC	International Federation of Red Cross and Red Crescent Societies
ICRC	International Committee of the Red Cross
ICT	Information Communication Technology
IMF	International Monetary Fund
IOM	International Organisation for Migration
KII	Key Informant Interview
MAM	Moderately Acute Malnutrition
MIYCN	Mother-Infant and Young Children Nutrition
MOHCC	Ministry of Health Child Care
NGO	Non-Governmental Organisation
NS	National Society
NSD	National Society Development
ODeL	Open Distance and e-Learning
OVC	Orphans and Vulnerable Children
PNS	Partner National Society
RMNCH	Reproductive Mother, New-born Child Health
SDGs	Sustainable Development Goals
SG	Secretary General
SP	Strategic Plan
TB	Tuberculosis
EU	European Union
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
USAID	The United States Agency for International Development
VEN	Vital Essential and Necessary
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme
WARMA	Water Resource Management Authority
ZRCS	Zimbabwe Red Cross Society
ZVAC	Zimbabwe Vulnerability Assessment Committee





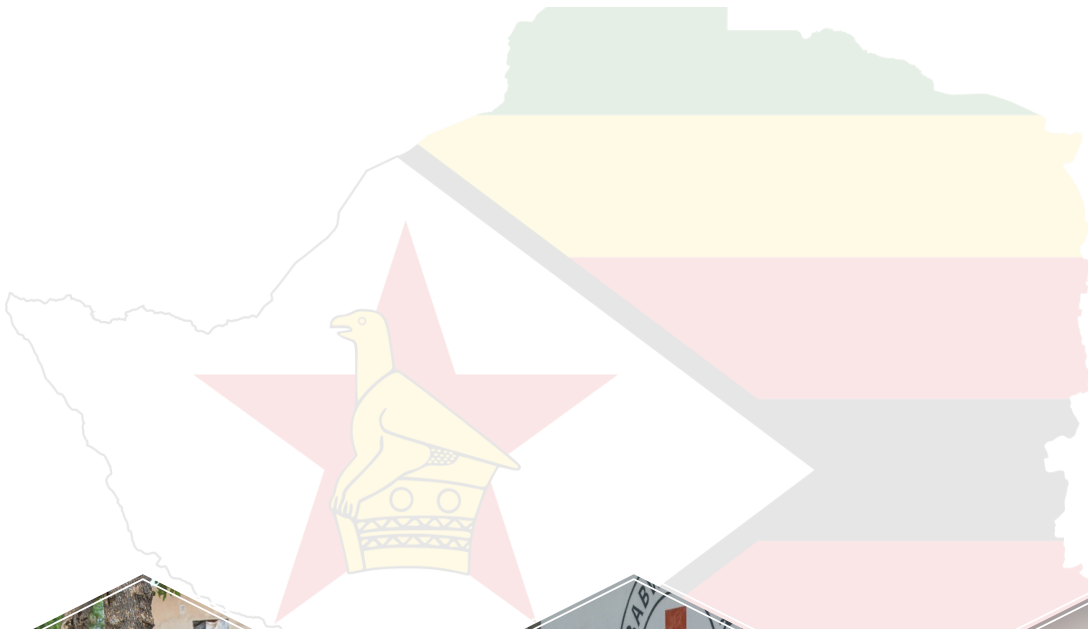
Spiwe Nyathi, Binga Branch

## Voices from communities

My name is Spiwe Nyathi, I'm currently the WASH officer for ZRCS under the UNICEF WASH and COVID-19 Response Project. My father passed on in 1999 in Matobo district when I was in grade four (4). Red Cross members from Mtshatshane Branch in Zenka ward, Nkayi District identified and registered me to get educational support from Red Cross OVC Educational Support Program. This is the year (2004) I started to know about Red Cross and I was doing Form two (2) at Mphumelelo Secondary School. My mother then passed on in 2008, she was HIV positive. Red Cross supported me from form 2 up to University. I obtained my undergraduate Degree in Bachelor of Arts in Development Studies at Lupane State University and now I am a holder of Masters of Arts in Disaster Management. My first job was at Red Cross as the district intern end of 2014-2015. In 2015 I was promoted to be the Field Assistant and my contract ended in 2018. In terms of professional courses, I was trained in Project Management for Development Professionals in Uganda (April 2016). I also attended a Youth Leadership training in Denmark (October 2017). Also trained in Geographic Information Systems by American Red Cross in Harare at Red Cross Head Offices. After my mother died Red Cross members continued to give me psychological and social support. Surely if it was not for Red Cross, I could have been married many years ago, but through that good background they set for me I managed to continue with my studies and continue to have success stories.

# SECTION ONE

## AN INTRODUCTION



## RED CROSS MOVEMENT

The International Red Cross and Red Crescent Movement is the world's largest humanitarian network. The Movement is neutral and impartial and provides protection and assistance to people affected by disasters and conflicts. It is made up of nearly 100 million members, volunteers, and supporters in 192 National Societies<sup>1</sup>.

Three components with specific independent mandates and areas of focus constitute the Movement;



**ICRC**

**International Committee of the Red Cross (ICRC)** is an independent, neutral organisation ensuring the humanitarian protection and assistance for victims of armed conflict and other situations of violence<sup>2</sup>. As the custodian of the Geneva Conventions, it promotes respect for international humanitarian law, laws governing conduct during armed conflict. The ICRC was formed in 1863.



**International Federation of Red Cross and Red Crescent Societies (IFRC)** is a global humanitarian organisation which coordinates and directs international assistance following natural and man-made disasters in non-conflict situations<sup>3</sup>. Formed in 1919, the IFRC partners with National Societies in humanitarian programming that includes disaster preparedness, health promotion, human rights promotion and assistance to vulnerable groups such as migrants.



**National Red Cross and Red Crescent Societies (NS)** form the footprint of the Movement in 192 countries globally. National Societies act as auxiliaries to the public authorities of their own countries in the humanitarian field and provide a range of services including disaster preparedness, disaster response, health promotion and social programmes. These provide services during peace time as well as during war time when they may support army medical services to assist affected communities. Their relationship to the authorities is defined by their role as "auxiliaries" and by the Fundamental Principles of the International Red Cross and Red Crescent Movement.

The Movement partners support communities globally through various humanitarian and development projects globally. The main objective is to ensure communities are safe and stronger. Through partnerships or independently, the different members of the Movement support communities in becoming stronger and safer through a variety of development projects and humanitarian activities. The world over, the actions of the Movement's partners are governed by 7 Fundamental Principles of the Movement.

<sup>1</sup> <https://www.ifrc.org/en/who-we-are/the-movement/>

<sup>2</sup> <https://www.icrc.org/en/who-we-are/mandate>

<sup>3</sup> <https://www.ifrc.org/en/who-we-are/the-movement/ifrc/>

# FUNDAMENTAL PRINCIPLES OF THE MOVEMENT

**Humanity** - The Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation, and lasting peace amongst all people.

**Impartiality** - It does not discriminate as to nationality, race, religious beliefs, class, or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality** - To continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious, or ideological nature.

**Independence** - The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary service** - It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity** - There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality** - The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



# GOVERNANCE STRUCTURE OF THE MOVEMENT

The bodies that govern the Movement are the International Conference of the Red Cross and Red Crescent, the Council of Delegates and the Standing Commission.

## **International Conference**

The International Conference is the Movement's supreme deliberative body that studies and decides on measures to deal with issues of shared humanitarian concern, promote unity within the Movement and any related matters. It is one of the most important humanitarian forums in the world, bringing together as it does the States party to the Geneva Conventions and the various components of the Movement. It meets once every four years.

## **Council of Delegates**

The Council of Delegates is the body in which representatives of all the Movement's components meet to discuss matters which concern the Movement as a whole. The members of the Council of Delegates are those delegated by the National Societies, the ICRC and the International Federation to represent them. When meeting prior to the International Conference, the Council of Delegates adopts the Conference's provisional agenda, prepares procedures and proposes candidates for a number of Conference posts.

## **Standing Commission**

The Standing Commission is the trustee of the International Conference between Conferences. It comprises nine members: five from different National Societies – each elected in a personal capacity by the International Conference and holding office until the close of the following International Conference – two representatives of the ICRC and two representatives of the International Federation. The main task of the Standing Commission is to prepare the International Conference and the Council of Delegates. It awards the Henry Dunant Medal to persons who have shown outstanding courage or exceptional devotion in serving the Movement.

# ZIMBABWE RED CROSS SOCIETY

Zimbabwe Red Cross Society (ZRCS), The Zimbabwe Red Cross Society is a voluntary organisation whose aim is to alleviate the suffering of the most vulnerable communities. It is an auxiliary to government as mandated through the Zimbabwe Red Cross Society Act of Parliament No 30 of 1981 also known as Chapter 17.08. It has branches throughout the country and is part of the global Red Cross movement present in 192 countries. Orphans and Vulnerable Children, the elderly, the chronically ill, the HIV infected and affected, the elderly and widowed and the generally disadvantaged members of the community make up our beneficiary list. As a disaster relief organization, the ZRCS is also a member of the Department of Civil Protection Unit and it responds to both natural and manmade disasters.

## **Vision:**

A resilient Zimbabwe, able to withstand and quickly recover from natural and man-made disasters.

## **Mission:**

To provide timely, appropriate and sustainable humanitarian service to all communities experiencing an emergency situation or hardships, through well managed programmes in Health and Social Services, Disaster Management, Food Security and Livelihoods, Water and Sanitation, Restoration of Family Links, Organisational Development as well as First Aid and Nurse Aide training and Red Cross Clinics.

## **Values:**

Central to the achievement of the mission, the organisation will uphold the following values:

- Commitment to serving humanity
- Integrity
- Professionalism
- Transparency
- Accountability
- Teamwork
- Good governance
- Unity and trust
- Respect and compliance
- Reliability



Mwenezi Branch, Masvingo Province

## Voices from communities

We are perceived as helpful and respected through the Community Resilience projects that include sustainable food production such as the seed and garden projects which are done in the community and district hospitals. Food distribution is also done together with Home Based Care (HBC) which has been one of our most successful volunteers community interventions in the past years. We are also involved in clean up campaigns where we also encourage the digging of rubbish pits in homes to reduce litter in the community and keeping the homes and the community clean. The goat pass on project is also another project that is successful where community members are given goats to take care of so that they can increase their herd and after a certain while they also pass the goats to other beneficiaries to also increase their herd and pass on. We work closely with Traditional Chiefs, Village Headmen, Councillors and District Administrators. They support us in identifying those in critical need within their communities. We are involved in numerous community events and are always invited to provide First Aids response during public gatherings such as celebrations and commemoration days. We also assist as first responders during accidents especially along the Harare-Beitbridge Road which has a lot of traffic especially buses, trucks and small cars.



Great Zimbabwe

# SECTION TWO

## METHODOLOGY IN DEVELOPING THE STRATEGIC PLAN

Through support from IFRC, a regional consultant, Ms Sithembile Chiware, the Director of Mayittah Group was engaged to lead and facilitate the strategy development process that included alignment of the SP to IFRC 2030 Strategy, Sustainable Development Goals (SDGs), and National Guidelines and Frameworks. The process started off with a national consultative process across all the 10 Provinces and multi-sectoral stakeholders were reached and interviewed to review the National Society's past performance and the direction to be considered for the next five years. A National consultation meeting was held on the 10th of March 2021 attended by ZRCS structures at Head Office and Provincial Levels, including field visits, which then took place across all the 10 Provinces between 22 March and 31 March 2021, whilst Harare visits were held during the week of 05 April 2021.

The documents included previous Strategic Plans, the ZRCS Turnaround Strategy and the ZRCS Organisational Renewal Strategy. Key Informant Interview Guides were refined based

on the findings from desk review. As proposed by ZRCS and based on desk review findings, some of the key informant interviews were conducted virtually, in line with Covid-19 Infection, Prevention and Control (IPC) guidelines developed by WHO.

The consultant used participatory methods to evaluate the impact of ZRCS previous strategy in communities. The communities were engaged in the process of developing the new strategic plan. Voices from the communities depicted a strong ZRCS on the ground through activities implemented. This approach allowed for the inquiry on what worked well, what worked for whom, in what contexts and how and also what worked less well, in what contexts and why. The consultant worked with a support team that was divided into two groups to cover more districts and provinces in a short period of time.

The consultation processes ensured the interest and will of ZRCS takes precedence, whilst guided by technical partners.

### Pictures showing various methods applied during the consultation process at community level



Key Informant Interviews at Muzarabani Chadereka Village



Consulting Red Cross Volunteers, Muzarabani



Binga District Office



Chinhoyi Branch



Checheche ZRCS food distribution



ZRCS High School Kambuzuma



Observation of Disaster Preparedness, Manicaland Provincial Storage room



Red Cross Clinic, Harare



Professor Murata, Head Boy at Red Cross High School, Harare

## Voices from communities

My name is Professor Murata and I am 18 years of age. Currently I'm the head boy at Red Cross High and I'm studying Commercials (Mathematics, Accounting and Business Studies). I have been a Red Cross member back home in Chimanimani where I was in the Red Cross club at Chimanimani Secondary School. In 2019 when cyclone Idai hit the Eastern Region of Zimbabwe, I was part of the rescue team but I was also a victim of the disaster as the rear part of my parents' house was destroyed. We were the first people to offer humanitarian services to affected members of the community. I was also involved in the search and rescue efforts, assisting those who were injured and carrying corps to the mortuary. We were 5 at first including my teachers. I was also helping at the hospital because the human capital was inadequate. For several days, I was working at the hospital helping the nurses there. As weeks passed, more NGOs started to be visible in Chimanimani. As a Red Cross Volunteer, I worked with IOM, REPS, WFP, YCM. I then joined the team that distributed food, tents and clothing. During all this period, I was doing my 'O' Level and when results were published, I had **5 A's and 4 B's**. I'm glad I was taken by Red Cross on a scholarship to pursue my studies at this school. Red Cross has offered me a fully funded scholarship for my A Level. It is by grace and not by my mighty that I am here as a Head Boy

**Red Cross Pharmacy**  
**OPENING HOURS**  
Monday - Friday - 0800 - 1600HRS  
Saturday - 0800 - 1430HRS  
Sunday - Closed  
Public Holidays - 0900 - 1500HRS

**Red Cross Clinic**  
**OPENING HOURS**  
Monday - Friday - 0800 - 1600HRS  
Saturday - 0800 - 1430HRS  
Sunday - Closed  
Public Holidays - 0900 - 1500HRS



**RED CROSS HOUSE**



**RED CROSS HOUSE**



Red Cross Clinic, Harare

# SECTION THREE

## OVERVIEW OF ZIMBABWE AND ITS PEOPLE



Food distribution, Checheche, Manicaland

# SECTION THREE

## OVERVIEW OF ZIMBABWE AND ITS PEOPLE (cont...)

### Political Context

The President is the Head of State and Government as organized by the Constitution. Political power in Zimbabwe is split between three branches, the Executive, the Legislative and the Judicial branches, with the President as the Head of the Executive branch.



### Economic Context

Before COVID-19 pandemic, Zimbabwe's economy was already in recession, contracting by 6.0% in 2019. Output fell because of economic instability and the removal of subsidies on maize meal, fuel, and electricity prices; suppressed foreign exchange earnings; and excessive money creation. The onset of the COVID-19 pandemic and continued drought led to 10% contraction in real GDP in 2020

### Social Context

Poverty is widespread and it is estimated that the average poverty rate exceeded 72% of the total population. In rural areas, a third of the population live in extreme poverty. Manifestations of poverty in Zimbabwe include inadequate access to natural resources, including water and land, malnutrition, and a high prevalence of HIV/AIDS, are other factors that enhance poverty.

### Health Care Situation

The Zimbabwe Ministry of Health and Childcare has a vision to have the highest possible level of health quality of life for all Zimbabweans as laid out in the national health strategy. This vision come against a background where the health sector is double burdened by communicable and non-communicable diseases.

The onset of COVID-19, whose first case was reported on the 20th of March 2020, resulted in disruptions in healthcare provision, and movement of people and supply chains (Murewanhema and Makurumidze, 2020). The COVID-19 cases have spiralled since then leading to public health interventions, including lockdowns, imposed on 30 March 2020. Furthermore, disruption of essential health services in the areas of maternal and child health, sexual and reproductive health services, care for chronic conditions and access to oncological and other specialist services have been reported. In response the epidemic, Zimbabwe received its first delivery of a COVID-19 vaccine on the 15th of February 2021 with the roll-out of the vaccination program beginning 18th February 2021 (Mavhunga, 2021). The efforts to combat the disease continues while also giving due attention to other essential health services inclusive of SRHR and chronic illnesses (Dzinamarira et al., 2021).

<sup>1</sup> [http://www.veritaszim.net/sites/veritas\\_d/files/8.%20Separation%20of%20Powers.docx](http://www.veritaszim.net/sites/veritas_d/files/8.%20Separation%20of%20Powers.docx)

# SECTION THREE

## OVERVIEW OF ZIMBABWE AND ITS PEOPLE (cont...)

### Technological Context

Zimbabwe is one of many countries in the Southern African region that have sought to include ICT's in their national development plans. The country has a dedicated national ICT policy that was adopted in 2005 and that makes significant references to the promotion of ICT's in education including pedagogical use in educational institutions. Zimbabwe also has a vibrant civil society sector that promotes ICT for development and education<sup>2</sup>

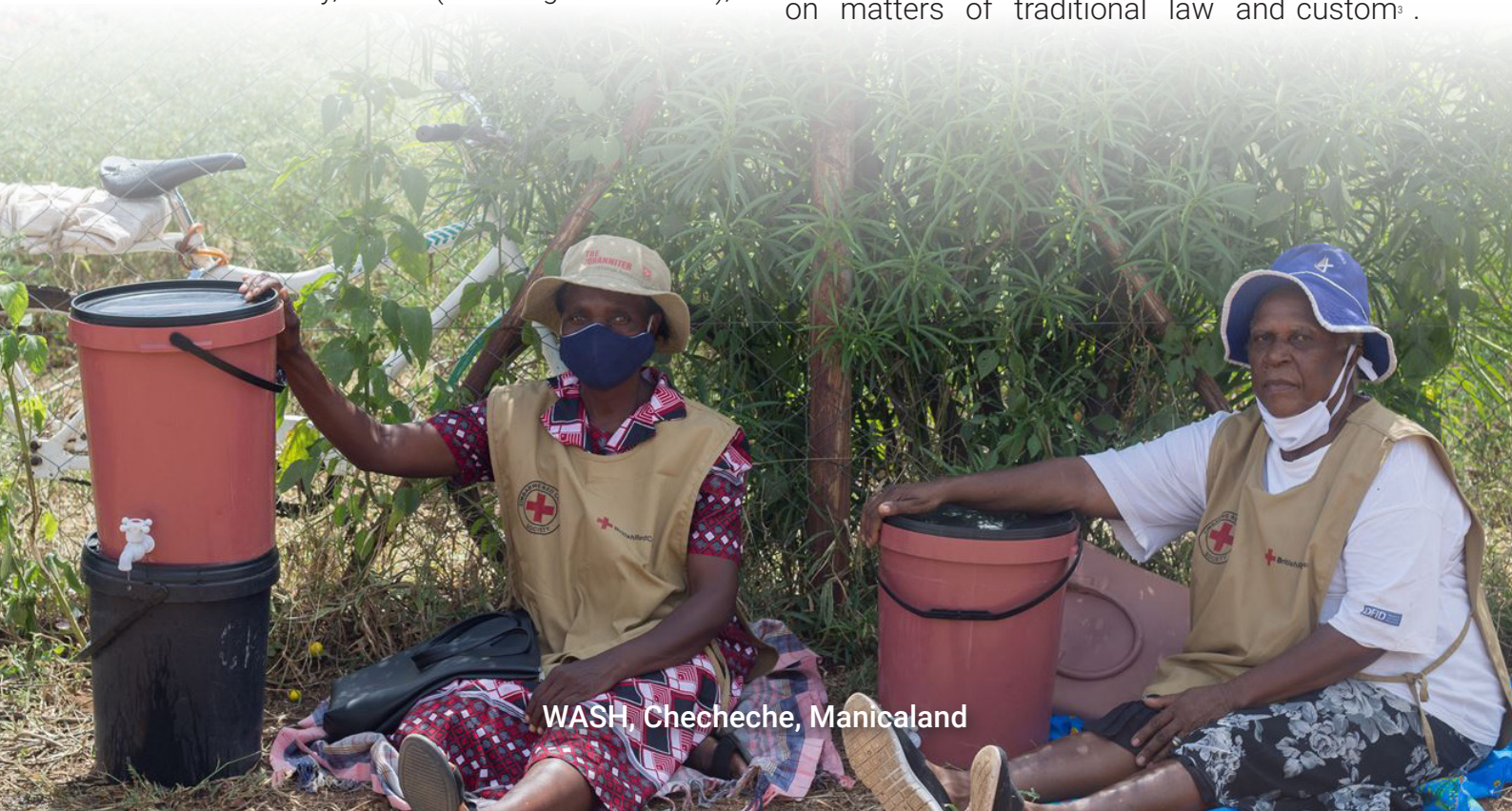
### Environmental Context

The main environmental challenges facing Zimbabwe include land degradation, deforestation, inadequate quantity and quality of water resources, air pollution, habitat destruction and loss of biodiversity, waste (including toxic waste),

natural hazards (mainly recurring droughts), and climate change (including rainfall variability and seasonality). Climate change is one of the key issues impacting on the environment including changing the agriculture seasons.

### Legal Context

Zimbabwe's judicial system includes the Constitutional Court, which is the highest court in matters pertaining to the constitution; the Supreme Court, is the highest court of appeal in all other matters; and the High Court, has jurisdiction in all civil and criminal matters and supervises the magistrate's courts and other subordinate courts (Britannica, 2018). In addition, there is a Labour Court, an Administrative Court, as well as a Customary law courts, which adjudicate on matters of traditional law and custom<sup>3</sup>.



<sup>2</sup> Andrew J. and Terrence A. Advertising promotion and other aspects of integrated marketing communications. Nelson Education. 2017.

<sup>3</sup> [https://en.wikipedia.org/wiki/Supreme\\_Court\\_of\\_Zimbabwe](https://en.wikipedia.org/wiki/Supreme_Court_of_Zimbabwe)

Atalia Batorava, Mwenezi Branch

## Voices from communities

Atalia Batorava joined Red Cross in November 2014 and was trained in Community Health Based Care (CBHC). She then worked as a volunteer for ward 14, Mutove cluster as a team leader responsible for a compilation of cluster reports for the District Field Officers under the programme of Community Resilience. Atalia also managed to go for advanced First Aid and proficiency trainings which was already funded and considers it as one of the benefits of being in the organisation. She also did a Training of Physiological First Aid and then in November 2020 managed to undergo a Trainer of Trainees (TOT) which then led her train her first class of 12 students who are now on hospital attachment at Mwenezi District Hospital. Classes are still running as more students come for training. She is benefited from receiving the commission from the Red Cross and is looking forward to upgrading herself with refresher courses under humanitarian developments.



Victoria Falls, Zimbabwe

## ZRCS Impact in numbers...



# SECTION FOUR

## OUR INTERVENTIONS AND IMPACT DURING THE PREVIOUS STRATEGY



Red Cross Nurse Aid Training in Mutare

## OUR INTERVENTIONS AND IMPACT IN THE PREVIOUS STRATEGY (cont...)

### ZIMBABWE RED CROSS SOCIETY STRATEGIC INTERVENTIONS AND RESPONSE

Zimbabwe Red Cross Society (ZRCS) has successfully implemented various programmes in the previous strategy, and continues its commitment to support vulnerable communities throughout Zimbabwe. During the previous strategy, the goal was to build healthy, secure, and resilient communities, which was achieved through various interventions

#### 1. HEALTH AND SOCIAL SERVICES PROGRAMMES

ZRCS enhanced provision and access to quality health and social services for vulnerable communities. Under the **Water, Sanitation and Hygiene (WASH)** Programme, ZRCS has constructed a pipe water scheme in Chiwenga village in Muzarabani, supported by Finnish Red – Cross. The project supplies portable water to Chiwenga primary school, a local clinic, four wards namely Chadereka, Dambakurima, Kairezi and Chiwenga and supply at the business center. The ZRCS also drilled and rehabilitated boreholes and toilets, and established Water Point Committees in villages to manage and maintain their water sources. Constructing the mother's waiting shelter at Chiwenga Health Centre is currently under way.

ZRCS is implementing **COVID-19 Preparedness and Response Management Project** in partnership with UNICEF and Ministry of Health and Child Care (MOHCC) across several provinces. The project has two outputs (a) improved access to WASH facilities in districts and (b) improved awareness on COVID-19, safe hygiene and sanitation practices with a focus on health and hygiene in high-risk

areas. In Muzarabani, the program successfully established fifty (50) hand-wash stations at public places. The program also trained fifty Red Cross volunteers on COVID-19 prevention, to support hand washing activities.

Additional training was provided amongst Village Health Workers to support dissemination of COVID-19 prevention information. There was distribution of hygiene kits and repair of sanitation facilities at Dambakurima clinic.

In Siyakobvu, a Covid19 response project targeting repair of 29 boreholes across the districts is underway to prevent water borne diseases. The Red Cross volunteers, who are hygiene promoters work closely with community leadership, to educate communities against laundry activities near the boreholes.

Under Health Education, the Danish Red Cross is supporting ZRCS on **Sexual Reproductive Health and Rights (SRHR)** project targeted at instilling sexual behaviour change and health seeking behaviours in schools (Primary, Secondary and Tertiary Institutions) and Out-of-school youths. The ZRCS has established several youth clubs at community level, including at Chinhoyi University of Technology and Midlands State University. The platform also provides an opportunity for the Red Cross trainers to deliver **Life - Skills** trainings.

The **Child Nutrition and Food Project** in Siyakobvu, funded by the Danish Red Cross has helped ZRCS to reach most vulnerable and marginalized communities. The project was feeding 17 primary schools which are located in more marginalized communities and it encouraged school's enrolment and punctuality of learners

## OUR INTERVENTIONS AND IMPACT IN THE PREVIOUS STRATEGY (cont...)

### 2. DISASTER MANAGEMENT AND EMERGENCY RESPONSE PROGRAMMES

**First Aid Trainings and Provision of First Aid remains** the main service provision of ZRCS to the public and private sector. Such services are provided during national events, and any other public gatherings including traditional ceremonies and sporting events, where the first aid services are provided free of charge. However, charges apply where the National Society is requested to provide first aid trainings to individuals and private entities through certified modules.

The ZRCS implemented **Early Warning Systems**, in particular near fishing camps in Kariba, where they set up a digital weather station that sends information to the meteorological station on the climate hazards or any weather hazards that could be occurring in the lake Kariba. The digital station is at Bumi Hills with communication radios and mobile phones operated by volunteers who effectively send information before and during emergencies. Other volunteers are responsible for sensitising and alerting communities of potential disasters that could occur. The station is managed by the Meteorological Services Department and the Red Cross teams cascade the information to the locals especially the fishermen and those with activities in and around the lake as part of early warning. The ZRCS also trained volunteers to become disaster response teams as first responders for the disasters. They have linkages with the community leadership and the law enforcement agencies.

The British Red Cross has successfully supported ZRCS to implement Food Security Response interventions through community resilience projects, to increase awareness on local hazards and improve access to food and income generating activities. Between September 2016 to 2019, over 5 000 vulnerable families in Mwenezi and Chipinge have been receiving support through food vouchers and inputs for farming. The programme adapted cash transfers through ECOCASH mobile money transfer system, then progressed to voucher system as a way of mitigate inflation.

### 3. STRATEGIC BUSINESS UNITS TOWARDS SUSTAINABILITY OF THE ORGANISATION

The ZRCS established a corporate sector subsidiary model that generates alternative revenue for the organisation, towards sustainability. The projects are self-sustaining and contribute to the overall core-funding mechanism of the organisation. ZRCS has strengthened its capacity in business management whilst responding to health and education needs of the communities they serve. Two main business models run by the organisation are a High School with day and boarding facilities and a Clinic, both operating in Harare. The entities have created employments to a significant number of skilled personnel and contributed towards develop business management skills of ZRCS staff, the skill sets required in implementing livelihoods programmes for vulnerable communities

## BEST PRACTICE MODEL

### Programme Name:

Building Community Resilience Through Integrated Health and DRR in Mashonaland Central

### Geographical Reach:

4 Wards in Muzarabani (Chadereka, Dambakurima, Chiwenga, Kairezi)

### Key success stories and Best Practice:

Through this Finnish Red Cross funded project, ZRCS installed a 3.2-kilometre-long solar powered piped water scheme saving Chiwenga school (with an enrolment of 750 pupils), Chiwenga clinic and the surrounding 12 villages. Muzarabani is a dry area and it is ranked second worst district on access to safe drinking water. This had also affected provision of social services as the Chiwenga clinic which was constructed in 2015 did not have access to clean water, a situation which compromised the clinic's effectiveness in providing health care support. It was only after ZRCS intervened through the Piped Water Scheme in 2017 that the clinic had a reliable source of water. The intervention thus did not only provide water to over 250 households but also enabled the provision of health care services.

## PROJECT IN PICTURES



## BEST PRACTICE MODEL

### Programme Name:

Disaster Risk Reduction Project

### Geographical Reach:

Muzarabani

### Key success stories and Best Practice:

Construction of a foot bridges as a mitigation measure, with support from Zimbabwe National Army, to mitigate the risk of community members drowning whilst crossing the rivers.

## PROJECT IN PICTURES



## BEST PRACTICE MODEL

### Programme Name:

Community Resilience and Food Insecurity Response project

### Geographical Reach:

Chipinge and Mwenezi Districts

### Key success stories and Best Practice:

ZRCS implemented Cash and Vouchers Assistance programme (CVA) in 2019 in Mwenezi and Chipinge with the technical and financial support from British Red Cross. The programme successfully reached 3000 households in Chipinge and 2000 households in Mwenezi districts. Other support mechanisms used included cash in envelope, food in-kind and value vouchers. The different mechanisms were decided upon based on consultations with community, and the value voucher became the most preferred. was one of the more used with 6 rounds of distributions. ZRCS encouraged recipients to provide feedback in order to ensure the intervention yields positive results, is of good quality and remains relevant to the needs of communities. Three feedback mechanism were established- a help desk, a toll-free number and suggestion box. This is considered to be one of the strengths of the intervention.

This programme led to the households becoming more resilient and ready for recovery thus enabling the beneficiaries to leave other damaging and negative coping strategies such disposal of livestock, disposal of household goods, and reducing food portions during meal times. The vouchers also had nutritional gains for the beneficiaries as they started to have normal meals and normal food portions per day. The most vulnerable groups of the society such as the elderly people, children, people living with disabilities and lactating mothers benefited a lot from the voucher system as they become self-sustained whilst coping with other prevailing challenges.

The voucher system enabled access to other basic social services such as health and education wherein the beneficiaries could use their savings to further their children's education as access to food was secured and guaranteed by the voucher system. At national level, the voucher system went a long way in cushioning the efforts of the government by contributing towards food security.

Women and girls were empowered and alleviated from the demands of searching for food. To date, CVA remains a critical approach in response to food insecurity, and other natural disasters such as droughts and cyclones. The ZRCS aims to lobby the Government of Zimbabwe (GoZ) to adopt the voucher system as part of its Social Protection journey and agenda. The ZRCS is now prepared to use CVA programming as part of food insecurity response and in response to any emergencies. Other benefits of the value voucher include:

- The vouchers are easy to manage from an administrative point of view and risks for recipients are reduced (compared with cash)
- Value vouchers can be used to buy a range of goods/products; therefore, recipients can choose themselves how to best spend them
- Vouchers helped dealing with inflation better

In the future, ZRCS is willing to explore the option of electronic vouchers which will further reduce administrative process and chances of human error



## BEST PRACTICE MODEL

**Programme Name:**  
Red Cross Clinic and a Pharmacy through the Corporate Sector approach of ZRCS

**Geographical Reach:**  
Harare, Central Business District

### Key success stories and Best Practice:

This is one of ZRCS best practice reaching out to the community, whilst generating income for the organisation towards self-sustenance. The clinic was handed over by Iranian Red Crescent in 2017 before exiting the country. The clinic and pharmacy has successfully created employment for medical staff and Red Cross volunteers. The staff compliment consists of 1 x General Practitioner, Pharmacist, Gynaecologist, Resident Physician, Orthopaedic, Physio Therapist, 3 x Medical doctors, 4 x nurses, 1 x pharmacist, 1 x dentist & dental assistant, 1 x medical lab scientist, 2 x lab technicians, 3 x ultra-Sonographers, 1 x Administrator/HR & finance and 2 x administration assistants, 2 x receptionists, 2 x cashiers, 2 x front officer assistants, 2 x general hands, 1 x driver for the Land Cruiser for ambulance and errands. There are also security officers. ZRCS has a strategic goal of scaling up and replicating this model in all provinces in Zimbabwe.

## CLINIC IN PICTURES



## BEST PRACTICE MODEL FOR SUSTAINABLE DEVELOPMENT

### Programme Name:

Establishment of Red Cross High School

### Geographical Reach:

Students across all provinces in Zimbabwe are welcome to enroll at the school

### Key success stories and Best Practice:

ZRCS High School is record as one of its kind in the region among National Societies. In 2020 the school recorded 100% 'A' Level pass rate and 58 % for 'O' Level. The school's catchment area has become national with students coming from all province. The school currently has 356 students with the goal of expanding its facilities to enroll more students. The learners are well versed with the Red Cross Movement fundamental principles and they are taught about volunteerism and importance of first aid.

## PROJECT IN PICTURES



## TROPICAL STORM ELOISE DREF RESPONSE

### Programme Name:

ZRCS-IFRC Disaster Relief Emergency Fund (DREF) for Tropical Eloise Response

### Geographical Reach:

Chivi, Masvingo Rural, Chipinge and Beitbridge

### Key success stories and Best Practice:

400 Households (2000 people) received Non-Food Items to cater for their Shelter and Health and Hygiene needs resulting from the emergency situation. The items included Tarpaulins, Blankets, Mosquito nets, Soap, Face masks, Buckets, Jerry cans, Sanitation and Hygiene kits. Additionally, food items were also provided to 225 Households in Chivi (130HH) and Masvingo Rural (95HH) Districts to cater for their nutritional needs. The following were good practice from the response:

- i) Readily available prepositioned stock that the NS with support from PNSs tapped into to immediately respond
- ii) Follow up needs assessment to inform the next response steps
- iii) Volunteer participation in shelter construction and offering Psychosocial support to the affected communities
- iv) Taking note of other Humanitarian actors' response so as to address the remaining gaps.
- vi) Continuous updating and review of response guided by district stakeholders. This enabled a more targeted response to the most vulnerable groups of people

## PROJECT IN PICTURES



## FORECAST BASED ACTION BEST PRACTICES

### Programme Name:

Forecast Based Action (FbA)

### Key success stories and Best Practice:

The Forecast Based Action (FbA) initiative currently being implemented by the ZRCS places emphasis on taking early and anticipatory actions before the onset of disasters. The trigger for early actions is informed by weather forecasts and community risk assessments. Anticipating disasters will in turn reduce human suffering whilst at the same time reducing emergency costs when the disaster eventually unfolds. The FbA approach has seen the ZRCS taking steps to mobilize for a pool of funds through the FbA by the DREF to enhance its Disaster Preparedness for Early/Anticipatory actions. The following have been some good practices from the FbA project:

### Geographical Reach:

National

#### Research support to University Students

The ZRCS has taken an initiative to build a scientific base that will inform its disaster preparedness and response activities. Investing in research is one key instrument to enhance Disaster preparedness thus through the Forecast Based Action (FbA) project the ZRCS awarded Research grants to the tune of US\$2500.00 to two Post graduate University students who are conducting Disaster related scientific research.

### Funding partners :

Danish Red Cross;  
Finnish Red Cross

#### Community Engagement in drafting Early actions to mitigate drought impact

The Binga community was engaged in the listing of the historical impacts of drought they have experienced and detailing what they thought would be the most feasible and effective early/anticipatory actions that could be taken to mitigate the effects of Drought and allow the community to recover. The community informed actions will form the core of the Forecast Based Action for Drought

#### Emergency Operations Centre (EOC)

The FBA project has established the Emergency Operations Centre, which be the central command and control facility responsible for initiating disaster preparedness and emergency response within the ZRCS. The facility will enhance the NSs Disaster preparedness and response by collating relevant risk data, monitoring the evolvement of the emergency situation and issuing out early warning alerts and updates.

#### Community of Practice

The ZRCS has been instrumental in the establishment of a Community of Practice for Forecast Based Actions in Zimbabwe. Established in late November 2019 the COP, as is recommended by FBA global good practices, is a coordination platform for FBA projects in Zimbabwe which aims to strengthen FBA projects through the transparent sharing of information, coordination of members activities and the validation of forecast models and Early Actions. Meeting on a monthly basis, Initial COP members included Welthungerhilfe, World Food Programme (WFP), the Food and Agricultural Organisation (FAO) and UNESCO and has expanded over the past two years to include a wide range of FBA actors in the country. ZRCS was the initial co- chair, alongside the Meteorological Services Department, however in the interests of encouraging engagement, has established a rotational chair with the FAO taking over the chairmanship for the next year.



**BEST PRACTICE MODEL**

**Programme Name:**

Strengthening Community Resilience of Cyclone Idai Affected Districts of Chimanimani and Chipinge in Zimbabwe

**Geographical Reach:**

Chipinge and Chimanimani

**Key success stories and Best Practice:**

On 15th of March 2019 a devastating cyclone Idai made landfall in the Eastern Highlands of Zimbabwe with heavy rains in excess of 300mm and wind speeds of 177k/h, leaving in its wake extensive destruction and damages. Following protracted search, rescue and damage assessment efforts 299 deaths, 329 missing, 270,000 affected. 51000 people were rendered displaced and homeless for a long time. Due to lack of alternative serviced pre identified evacuation centre, most displaced persons converged in collective makeshift shelters. Some not disaster proofed, their structural soundness not assured, and the necessary amenities not provided for the various needs of the affected. This situation worsened the suffering of the affected persons.

Learning from tragedy and gaps in preparedness ZRCS partnered with WWF to implement a Disaster Preparedness program in Chimanimani and Chipinge. Among other interventions the project saw the constructed two very resilient Community Disaster Rescue and Preparedness Centres (CDRPC) at Manzvire clinic in Chipinge and Nyabamba clinic in Chimanimani. The CDRPC are evacuation centres with potential to each shelter over 500 people in the event of recurrent similar tragedies. These facilities have become a huge physical capacity and the locus for disaster preparedness and response for these communities. The intention is to make a model for disaster preparedness that can be replicated in fragile communities hence the involvement of the disaster management authorities and civil authorities was central.

**PROJECT IN PICTURES**



Completed Evacuation Centre at Manzvire, Chipinge District

## BEST PRACTICE MODEL

### Programme Name:

Comprehensive School Safety Project

### Geographical Reach:

15 School in Mangwe District

### Key success stories and Best Practice:

ZRCS through partnership with Finish Red Cross and funding from ECHO, is implementing the school safety project in Mangwe District and seeks to influence policy at national level towards the adoption of the same concept nationwide the project has a two-pronged approach that is software and hardware. Through this project ZRCS has help schools build back better in a resilient way to common disaster affecting the targeted district. Kwrite, Sabeni and Maninji Primary schools had school classroom blocks retrofitted. A total 5 blocks were retrofitted.

A foot bridge was constructed at Gamela river ending a perennial challenge for School children who would not easily access Kahlu primary during rain season. 10 disabled and girl friendly latrine toilets were constructed in ten schools targeted under phase one of the project. All the 15 schools have each a Disaster management committee set and trained in Disaster management, school risk assessments and Disaster response plans are done for the 10 schools targeted under phase one. The direct beneficiaries of this on-going projects are the 5875 School children, 108 teachers and support staff. The project has an overall total target of 29250 beneficiaries inclusive of communities in which the targeted schools are located. The trainings are cascaded to the local communities by the volunteers and school children as well. The overall expected outcome being to ensure that children and youths and their home communities are more resilient to disasters and have safer learning environment's (are better able to prepare for, respond to, and recover from disasters)

## PROJECT IN PICTURES



**BEST PRACTICE MODEL**

**PROJECT IN PICTURES**

**Programme Name:**

Restoring Family Links (RFL)

**Geographical Reach:**

5 Provinces:  
Harare, Manicaland,  
Masvingo,  
Matabeleland South  
and Bulawayo

**Key success stories and Best Practice:**

The ZRCS, through RFL aims at preventing family separation, restoring and maintaining family links. This is made possible through free 3-minute phone call services, free 30-minutes Wi-Fi connections, free mobile phone charging, tracing (active tracing and Trace the Face), Redsafe and Red Cross Messages. On average, 88 beneficiaries are offered free 3-minute phone calls on a daily basis whilst 244 beneficiaries connect to the ZRCS free Wi-Fi for 30 minutes per day and 73 beneficiaries charge their phones for free per day. The national society is currently assisting hundreds of refugees and asylum seekers mainly from Democratic Republic of Congo, Rwanda, Burundi and Mozambique who are resident at Tongogara refugee camp search for their families back home. For unaccompanied minors, the ZRCS registers them (for protection issues) and also to help them trace for their families. In July 2021, the ZRCS managed to restore family links between a long-lost migrant and his family in Bikita, Masvingo. The migrant had lost contact with his family for over 2 years and was seriously ill when SARCS, ZRCS and ICRC came to the rescue. The ZRCS managed to successfully deliver a Red Cross Message (RCM) to the family and contact was restored. Thereafter, the family members managed to facilitate reunification with their relative. Currently, the ZRCS together with ICRC capacitated 13 RFL volunteers who are solely responsible for RFL activities on the ground.



## BEST PRACTICE MODEL

### Programme Name:

Belgium Flanders Action Project (Ap) And First Aid Initiatives (Fai I And li)

### Geographical Reach:

All The Eight (8) Provinces In Zimbabwe

### Key success stories and Best Practice:

- Trained 3 First Aid Master Trainers (2015-2016)
- Trained 63 First Aid Trainers across the country from 2017 -2021.
- Trained over 4500 First Aiders from Basic First Aid to Proficiency in First Aid from 2017 to 2021
- Trained 40 Road Traffic Safety Action teams from all the 8 provinces.
- Trained 120 Action Teams for emergency response.
- Introduced and trained First Aid for First Responders to 25 First Aid Trainers and 280 volunteers for emergency response.
- Trained 4 First Aid Blended Learning (FABL) Master Trainers, 13 FABL Trainers and 48 volunteers. The FABL is now being conducted as a commercial course for BFA, BMFA and CBHC.
- Procured and provided First Aid training and response equipment and materials such as spine boards, dummies, skeletons, First Aid kits, uniforms, BFA manuals, CPR manuals and Communicable diseases manuals.
- Crafted FA training Monitoring and Supervision tools to enhance coordination, harmonization and standardisation of FA training countrywide. The monitoring and supervision tool was adopted by the BRC-FL for use within the region.
- Managed to surpass set FA training targets, report timeously and meet deadlines leading to a bonus award by the partner to ZRCS.
- Established an offline FA training database.
- Managed to establish FA training synergies with other stakeholders such as GAPWUZ, AFRIKERA and Nhimbe trust.

## PROJECT IN PICTURES







Nyanga National Park

## Current SWOT Analysis of Zimbabwe Red Cross



### STRENGTHS

- Established by Act of Parliament and strong relations with the Government.
- The National Society has a standing MOU with the Government of Zimbabwe and enjoys cordial working relations.
- The country President is the Patron of ZRCS.
- A major player in the humanitarian sector.
- Wide volunteer base at community level for rapid response.
- Strong asset base and property portfolio.
- Dedicated human resources and volunteers.
- Part of the Global Network with IFRC and ICRC and PNSs actively involved.
- The National Society has established structures from National to community level.
- Strong strategic partnerships with local and international organizations



### WEAKNESSES

- Limited capacities to maximise and utilise strategic partnerships and opportunities available to the National Society.
- Limited institutional and technical and financial capacities.
- Limited organisational policies and procedures that enhances financial risk mitigation strategies, accountability and transparency.
- High Human Resources and Administration budget due to a large staff compliment.
- Limited resource mobilization initiatives.
- Over reliance on external funding mechanisms.
- Limited results based programming.
- Limited Monitoring and Evaluation Frameworks for existing programmes.
- Weak Corporate Governance systems.



## OPPORTUNITIES

- The Red Cross is a well-established brand and well respected movement with strong allies.
- An opportunity to maximise the support from Patron, who is the President of Zimbabwe.
- A strong interest from external organisations (local, regional and international) willing to collaborate with the National Society.
- Strong support from the Red Cross Movement partners namely IFRC, ICRC and PNs provides opportunities for growth and scaling up of programmes.
- Corporate sector is a potentially a growing market for Commercial First Aid
- New National Policies in Disaster Management, Resettlement, Climate Change, and Occupational Health and Safety.
- Access to state land for infrastructural expansion projects.
- Massive engagement of young people as volunteers



## THREATS

- High levels of competition from other Non-State Actors working in similar areas.
- Donor dependence.
- Dwindling donor funding
- Abrupt withdrawal of community support since most community members are volunteers.
- Loss of volunteers to other organisations and programmes with better incentives.
- The political instability in the region.
- Compromised auxiliary status.
- Loss of skilled personnel to higher paying organisations.
- Climate change.
- Global economic meltdown amidst the Global pandemic.
- Emerging novel diseases such as the global COVID19 pandemic restricts programme implementation.
- Growing number of competitors and humanitarian actors.



Stephinate, Muzarabani Branch

## Voices from communities

Stephinate is a widow and a volunteer who joined Red cross in 2016. She was motivated to join Red cross by the writings of Henry Dunant. The writings were heartfelt to her. As her husband passed on, she was hit by inferiority complex. The community was then asked if they wanted her to work as red cross volunteer, that's how she came about to be a red cross volunteer. She has done a myriad of projects under Red cross, among them, key hole garden project, tsotso stove, cupboards, Tip taps (Chigumbu giya) for COVID 19 prevention. She has been able to teach the community and school children on these projects. On that note she has been able to construct 85 tsotso stoves in a village of 70 people, this implies she even taught areas outside the village like Hoya, Chadereka, Mutema, Kungu and Muchembere. However, red cross has done remarkable projects in Chiwenga village, among them, the construction of a secondary school block, provision of water at the clinic, construction of ECD class. All these red cross developments have exonerated her from the feelings of being a widow and created empathy in her. She also taught the whole village on building key hole gardens but of the who village 45 villagers managed to build.

# SECTION FIVE

## ZIMBABWE RED CROSS SOCIETY 2021-2025 STRATEGIC GOALS



## OUR COMMITMENT TO ACCELERATE NATIONAL SOCIETY DEVELOPMENT (NSD)

Zimbabwe Red Cross Society is committed to ensure the National Society improves its way of operation, that results in effective and efficient use of its public funds from all sources including donor funded programmes and income generating activities. ZRCS has over the years experienced reputational damage and sharp decline in donor confidence that has in turn resulted in reduced funding levels and ability to self-sustain. There is still a ray of hope, from the support of its long standing funding and technical partners, whom over the years have remained committed in the resuscitation of the organization for the greater good of vulnerable communities served. This new Strategic Plan's main focus and mandate is to ensure there is a visible, tangible and measurable renewal of ZRCS that will ensure sustained growth to a targeted 50% income raised through domestic financing.

There is an urgent need of change management approaches, with closely monitored oversight mechanisms at organizational, departmental and individual level. The ZRCS has over the years committed to regenerate its operations through various documents internally drafted. This Strategic Plan shows evidence of the commitment that is growing from the Governance structures, leadership structures, various departments, Red Cross volunteers, funding partners as well as external stakeholders, to see a new dawn in the way ZRCS is managed and accounted for.

There will be an acceleration on efforts to focus over the next five years will be on adjusting ZRCS's performance and instil a culture and work ethics that yields tangible and measurable results, responding to set performance indicators. Organisational norms and ways of working and values will be improved and closely monitored at individual level, and reported on through the Human

Resource policies, procedures and performance contracting. To achieve the above, we commit to achieve improvement in how the National Society operates through the following :

1. Accelerated evidence based organizational renewal with clear performance indicators aligned to funding mechanisms.
2. Funding partners' gradual and systematic removal of conditions precedence and safe guard measures over time, based on satisfactory well documented transformational efforts by the National Society.
3. Enhanced value addition of ZRCS as a strategic and technically sound partner of choice amongst other Humanitarian response players.
4. Facilitate accountability and ownership at individual, departmental, office, branch and national level and develop rapid response mechanisms to deal with issues and risks identified.
5. To turn ZRCS into a data and evidence based organization, with clear and transparent supporting documentation, that is aligned and clearly contribute towards national, regional and global development goals.



Zimbabwe Red Cross Society , Manicaland Province

# A FIVE-YEAR STRATEGY TOWARDS STRENGTHENING NATIONAL SOCIETY CAPABILITIES, TRANSPARENCY AND ACCOUNTABILITY



# STRATEGIC GOAL 1

## PEOPLE ANTICIPATE, RESPOND TO AND QUICKLY RECOVER FROM CRISIS

### Key Focus Area 1.1 - Early Warning, Early Action: Disaster Preparedness and Response

#### Why this is important to Zimbabwe Red Cross Society

The frequent occurrence of natural disasters such as floods and cyclone in Zimbabwe has brought about challenges such as displacement of communities, food insecurity and disease outbreak. In 2019/2020, cyclone and floods affected more than 270,000 people and 51, 000 people displaced around Zimbabwe (Oxfam Briefing Paper, November 2019). The COVID-19 pandemic coupled by persistent economic crisis in 2020 has resulted in 7 million people experiencing food insecurity, with 2 million in urban areas .

This Strategic Plan will strengthen our Preparedness for Effective Response (PER) mechanisms, by ensuring early warnings are relevant and well understood by communities. Our National Society has the ability to disseminate information quickly across all Provinces in Zimbabwe through a large pool of volunteers. Scientific information, which is often complex can be transformed to simple messages that can be disseminated in a shortest possible time, to allow people at risk to make sensible decisions on how to respond to an impending emergency. The National Society will focus on the following activities during the next five years:

#### Disaster Anticipation and Early Action

1. Develop contingency plans in anticipation for disasters to strengthen response mechanism.
2. Strengthen Hydro and Meteorological Early warning systems in all disaster-prone areas.
3. Strengthen capacities of Red Cross volunteers to respond to disasters through certified First Aid trainings at all levels, with a revised curriculum

that includes novel disease outbreaks such as the COVID-19 global pandemic.

4. Build internal technical knowledge and awareness through training and other activities for ZRCS on climate change, climate resilience building, climate action & climate-smart programming.
5. Strengthen and scale up Cash and Voucher Assistance (CVA) program.
6. Strengthen early warning systems and community mobilisation through innovative technologies.
7. Conduct community education/awareness-raising activities and school-based activities on adapting to and reducing climate-related emergencies.

#### Disaster response and recovery strategies

1. Assess the status of evacuation routes and strengthen safe havens to be used as evacuation centres in elevated areas such as schools, clinics, places of worship.
2. Establish rapid response centres at a community level and preposition of emergency materials and supplies.
3. Strengthen the capacity of volunteers to effectively and timeously submit reports and data to the national headquarters.
4. Strengthen Supply chain management (Logistics and procurement capacities for emergency response).
5. Strengthen standard operating procedures to guide responses and include novel disease outbreaks such as the COVID-19 global pandemic.
6. Develop a database of available Disaster Response Team members and Red Cross volunteers at national and branch levels and identify skills gaps.
7. Ensure the National Society has in place an EAP supported DREF, towards guaranteed funding for response.

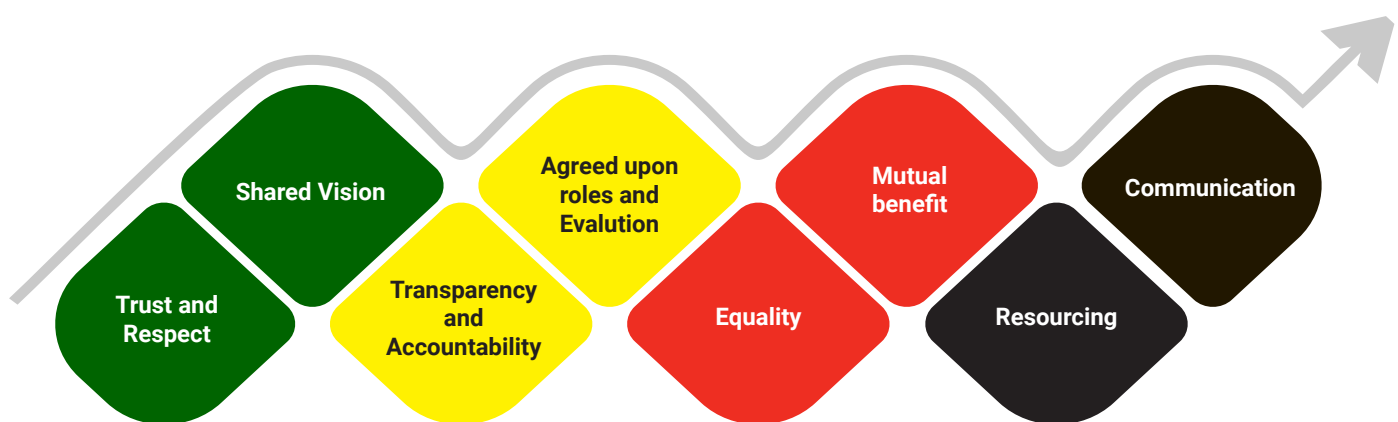
# STRATEGIC GOAL 1

## PEOPLE ANTICIPATE, RESPOND TO AND QUICKLY RECOVER FROM CRISIS (cont...)

### Key Focus Area 1. 2 - Strategic Partnerships

#### Why this is important to Zimbabwe Red Cross Society

Whilst strategic partnerships are cross cutting in humanitarian and developmental approaches, the National Society shall focus on strengthening collaboration with other agencies on interventions that must be implemented before, during and after disasters. Under this pillar, the National Society shall focus on developing partnerships with knowledge centres, Governments, International Development partners, Civil Society Organizations and Corporate Sector, in order to address the increased risks being faced by communities. The National Society will establish MOUs that will allow organisations to work together in a transparent, equitable, respectful, complementarity, and shared commitment to achieving the mutually agreed objectives. This allows Red Cross to expand its technical expertise and human resource-base during emergency operations, increase operational efficiency and scale, and create funding request consortiums under the following guiding principles:



#### Strategic Partnerships interventions

1. Conduct a comprehensive stakeholder mapping towards strategic partnerships.
2. Establish formal agreements (MOUs) with already existing potential partners to improve coordination and collaborative efforts.
3. Establish cross-sectoral partnerships involving actors from Civil Society Organisations, Government Ministries, the Public and Private Sector.
4. Participate in resource mobilisation consortiums and proposal writing proces.
5. Meaningfully coordinate and collaborate with the following Government and City Council entities, Disaster Management and Mitigation Unit, Water Resource Management Authority, Meteorological Department, Ministry of Health and Child Care, Ministry of Education, Traffic Safety Council of Zimbabwe, Fire Brigade, Zimbabwe National Army and Zimbabwe Republic Police.

# STRATEGIC GOAL 2

## PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE

### Key Focus Area 2.1 – Primary Health Services at community level

#### Why this is important to Zimbabwe Red Cross Society

There is inequitable access to basic health services in Zimbabwe between urban and rural areas. In urban areas, 99% of households are within 5Km of a health facility compared to only 50% in rural areas. Household expenditures on health vary, with poor households spending the highest proportion of their income on health at above 10% of total expenditure, resulting in majority unable to seek health services.

HIV/AIDS, Malaria, and Tuberculosis are amongst the highest health challenges in Zimbabwe. This has been worsened by the new global threat, the COVID-19 pandemic, which has changed the status quo and affected livelihoods and health seeking behaviours. The Red Cross Society will remain instrumental as first levels of contact within the national health system, bringing health care as close as possible to individual households. Primary Health Care will comprise of the following eight essential elements guided by World Health Organization (WHO) Declaration of Alma-Ata:

- Health education on prevailing health problems and the methods of preventing and controlling them;
- Nutritional promotion including food supply;
- Supply of adequate safe water and sanitation;
- Maternal and child health care;
- Immunization against major infectious diseases;
- Prevention and control of locally endemic diseases;
- Appropriate treatment of common diseases and injuries;
- Provision of essential drugs.

ZRCS will contribute towards addressing broader determinants of health and focuses on the comprehensive and interrelated aspects of physical, mental, and social health and wellbeing.

#### Primary Health Care interventions at a community level

1. Reactivate the Health and Social Service Unit within the National Society with technical personnel on WASH, Nutrition and Epidemic Control.
2. Strengthen reporting systems of Community Based Health and First Aid activities (CBHFA) across all Red Cross branches.
3. Conduct community awareness and education on Reproductive Mother, New-born Child Health (RMNCH) Mother-Infant and Young Children Nutrition (MIYCN) through home visits and group education. (The interventions must be based on baseline surveys and formative research findings, Behaviour Change Communication (BCC) plan and health problem message development).
4. Increase capacity building and sensitisation workshops targeted at Red Cross volunteers in promoting their essential role in Primary Health Care in both Communicable and Non-Communicable diseases.
5. Strengthen multi-sector coordination mechanisms to strengthen the Primary Health Care services by engaging and incorporating other stakeholders such as the WASH sector and waste management (provision of incineration, waste collection and hazards). The Red Cross will establish micro formal agreements (MOUs) at the community level, with strategic partners such as District Health Teams (DHTs) under the Ministry of Health and Child Care.

## STRATEGIC GOAL 2

### PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE

6. Strengthen maintenance and provision of infrastructure towards prevention of disease outbreaks such as renovation and construction of appropriate toilets, waiting mothers' shelters, good storage facilities for drugs and sundries, and boreholes.
7. Scale up HIV, TB and Malaria programmes through actively raising visibility and increasing participation in Ministry of Health and National AIDS Council coordinated Technical Working Groups (TWGs, Country Coordination Mechanism (CCM) and participate in Global Fund (GFATM), PEPFAR, USAID, EU, UKAID and Embassies funding mechanisms, amongst others.
8. Scale up Reproductive Health and Sexual Gender Based Violence programmes at community level and strengthen linkages with Red Cross clinics.

#### Key Focus Area 2.2 – Sustainable livelihoods for communities

##### Why this is important to Zimbabwe Red Cross Society

Thousands of people are reported to be food insecure largely due to the cumulative effects of climate-induced shocks in the region compounded by widespread poverty, chronic malnutrition, and macro-economic shocks. These disasters are amplified by the actions of climate change, economic instability and weak rule of law. The 2019 Zimbabwe Vulnerability Assessment Committee (ZVAC) estimates that 5.5 million people living in rural areas were food insecure during the lean season of 2019-2020. Urban vulnerability was reported to be on the rise and the Ministry of Public Service, Labour and Social Welfare estimated that 2.2 million urban Zimbabweans are food insecure (USAID, 2020).

##### Food security & livelihoods interventions

1. Strengthen the capacity of ZRCS to scale up Food Security and Livelihood programmes, given the rising food insecurities in the country, and shift the National Society from being reactive during food crises to preventive approaches.
2. Recruit, a Food Security and Livelihoods (FSL) focal coordinator and develop a tailored Plan of Action (PoA) focused on FS.
3. Support Ministry of Agriculture in the food security and nutrition surveillance and early warning systems, including participation in vulnerability assessments and post-harvest surveys at community level.
4. Strengthen sustainable livelihoods linkages to Social Protection (SP) and the contribution of the National Society to shock-responsive systems, focusing on targeting and registration issues.
5. Increase targeted interventions in particular towards shock-affected households, including those with young children and/or affected by COVID-19 and HIV to receive food and/or cash-based transfers through national social protection frameworks.
6. Strengthen the capacities of smallholder farmers, particularly women to increase their food production through community-led projects that are adaptive to climate change.
7. Conduct community sensitization and dissemination programmes with early warning information.
8. Increase participation and visibility in relevant Technical Working Groups (TWG), influence and contribute to national decision-making and coordination processes.

## STRATEGIC GOAL 2

### PEOPLE LEAD SAFE, HEALTHY AND DIGNIFIED LIVES AND HAVE OPPORTUNITIES TO THRIVE (cont...)

#### Key Focus Area 2.3 – Social Protection in confined spaces.

#### Why this is important to Zimbabwe Red Cross Society

In Zimbabwe, a survey that was done by UNHCR in 2018 shows that the huge number of refugees came from DRC, with a total of 9,055, Mozambique 7,974, Rwanda 718, Burundi 770 and 348 from various African nations. The total number of refugees in Zimbabwe was 18,865 (UNHCR, 2018), However, the number is expected to rise because of the instability in Mozambique. The refugees are mainly hosted at Tongogara Refugee Camp in Chipinge. According to UNHCR report access to shelter for the refugees remains a challenge in Zimbabwe as the refugee population continuously to increase and the country has only one camp. Extreme weather events and disasters, such as floods and persistent droughts, are contributing factors to the internal displacement of persons in Zimbabwe. Other factors include land disputes, development projects, and the encroachment of populations on land meant for other activities, and conflicts along national border areas and the human-animal conflict.

Without adequate medical and health care services, people in confined spaces (refugee camps, prisons) are at risk of contracting diseases and contributing to high mortality rates. ZRCS primary health care focus areas remain relevant in confined spaces. There is a high risk of injuries due to sexual abuse, and self-harm within confirmed spaces, including a high prevalence of diseases such as HIV and AIDS.

Language barriers can hinder access to health as some are not able to express themselves well without the use of translators. Cultural differences, mistrust, and a culture of violence can lead to violence between different nationalities. Refugees'

shelters adjacent to each other, and inadequate hygiene knowledge can cause disease outbreaks such as Cholera.

#### Interventions in confined spaces

1. Strengthen the capacity of relevant authorities, to timely respond to disasters, reduce deaths, injuries, and impact from hazard occurrence in confined places and refugee camps.
2. Establish first-aid groups within confined spaces and provide training on health promotion and wellbeing, thereby reducing pressure on health service providers. The established teams will also support in case management and documentation.
3. Strengthen information dissemination in confined spaces and ensure the packages are translated into all native languages spoken by the refugees and prison inmates.
4. Increase provision of primary health care kits, Vital Essential and Necessary (VEN) drugs and medical supplies, consumables, and health delivery service equipment in confined spaces through the Red Cross medical staff at nearby Red Cross clinics.
5. Support the provision of shelter and support with essential living items (uniforms, blankets, mats, jerseys, and hygiene articles) as well as food gap filler role (complimentary food supply according to ZRCS contingency plan).
6. Provide counselling as psychological social support.
7. Create linkages of refugees to vocational training actors and empower them for potential future job markets post release from the confined spaces.
8. Strengthen Cash and Social Protection role of the National Society and scale up family link services for people in confined places and linking them to their families.

# STRATEGIC GOAL 3

## PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES

### Key Focus Area 3.1 – Volunteerism local action, global reach

#### Why this is important to Zimbabwe Red Cross Society

Volunteerism forms the backbone of the Red Cross Movement where community members provide their time and skills for the benefit of others with no financial gain. The benefits of volunteering are enormous, it leads to self-confidence, a strong sense of purpose and personal accomplishment, boost social skills, learn new skills, advance one's career, and most volunteers feel happier and healthier. The social contact aspect of helping and working with others has profound effects on overall psychological well-being. ZRCS recognises that youth participation presents a huge potential for volunteerism and they play a pivotal role in responding to emergencies and dissemination of information. Engaging young people also strengthens their capacity and improves their employability as employer's value candidates with dedication, integrity, and good communication skills, all displayed in volunteering service. Their inclusion provides the opportunity to practice important skills used in the workplace, such as teamwork, communication, problem-solving, project planning, task management, and organization thereby significantly reducing cases of drug abuse, teenage pregnancy, early childhood marriages, and many other unsocial behaviours.

The older generations, some of who are retired, or lost a spouse are also benefiting from volunteering with the Red Cross as they are finding new meaning and direction in their lives by helping others, keeping mentally stimulated. ZRCS will ensure no one is left behind, by embracing people living with disabilities as volunteers, perceive them as passive recipients, but as active volunteers themselves. In today's digital age, ZRCS will expand its recruitment

for volunteers by engaging professional and skilled persons, who might not have the time to participate in person, but can contribute their efforts and skills virtually.

#### Interventions towards Red Cross voluntary movement

1. Establish a comprehensive database of all National Society volunteers in Zimbabwe. The database shall be integrated into management systems and shall be accessible at national, district, and branch levels providing real-time information when required. The system will generate an electronic Identification code and a low-cost Identification card for each volunteer renewable every year.
2. Strengthen volunteer management systems at branch level to enable effective data collection and reporting mechanisms through drafting performance-based Terms of Reference for every volunteer and monthly reporting template, that can be completed both in English or local native language.
3. Recruit a full-time Provincial Administer to increase the number of volunteers in Zimbabwe targeting young people, males, and people living with disabilities at the branch level. The enrolment shall also target, including skilled volunteers that can support the National Society virtually with their technical input
4. Establish Red Cross Volunteer clubs in Primary Schools, Secondary Schools, and Higher Tertiary Institutes, in collaboration with the Ministry of Education, as part of sustainable strategies towards strengthened human resource base during disaster response.
5. In collaboration with the Government, offer certification of national service to youth volunteers and advocate for special recognition when the volunteers apply for jobs in corporate and public sector as well as University enrolment.

# STRATEGIC GOAL 3

## PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES (cont...)

6. Review and strengthen the Volunteering Policy, Volunteer Management Handbook, and a Volunteer Code of Conduct and ensure the documents are updated and relevant to the current context.
7. Strengthen the working conditions, safety, and security of volunteers, thorough provision of all required tools, uniforms, and equipment. Ensure that volunteers have safe access to all vulnerable groups, through collaborating with the Government to ensure that the military, the police, and the public realise the function and value of volunteers who must be protected at all times. Awareness campaigns and information dissemination of the Fundamental Principles of the International Red Cross and Red Crescent Movement helps build a culture of respect for the volunteers.
8. Strengthen psychosocial support for volunteers before, during and after disaster response. Disasters are traumatic experiences and responders are just as vulnerable as others in the community.
9. Strengthen volunteer involvement to the global COVID19 global pandemic and future outbreaks by stationing them in public spaces entrances such as shops so that they are the ones to conduct temperature checks and sanitizing hands, whilst providing an opportunity for increased recruitment of volunteers, resource mobilisation through coin collection and information dissemination..
10. Scale up dissemination and use application of the Easy Volunteer Handbook and develop a volunteer retention strategy.

### Key Focus Area 3.2 – Community Based Programming and Meaningful Inclusion of Community Structures, towards Influencing Humanitarian Action

#### Why this is important to Zimbabwe Red Cross Society

Community-based volunteers across the country are what gives ZRCS the value addition for strategic partnerships. The National Society has previously successfully scaled up its best practice of integrating Community Home-Based Care (CHBC) in HIV and AIDS programmes through volunteers in collaboration with community leaders. The huge volunteer pool portrays a degree of acceptance and support from the Zimbabwean communities.

Effective humanitarian action is driven by understanding the needs of target communities that services are targeted, specific, and acceptable. Listening to and understanding the needs of target communities will be key for the effectiveness and acceptance of ZRCS. To date, meaningful inclusion of communities is reported through various activities such as drop-in centres, mobile health services, and home visits, and they are more accessible and welcoming than the normal facility-based health care services which are difficult to access, in particular during the COVID-19 lockdowns.

Interventions towards meaningful inclusion of community structures

1. Strengthen accountability and monitoring systems on community-led projects through structured reporting frameworks.
2. Provide continued support to community-based income-generating activities such as piggery and sewing projects, whilst ensuring sustained mentorship and coaching beyond the initial set up year.

# STRATEGIC GOAL 3

## PEOPLE MOBILISE FOR INCLUSIVE AND PEACEFUL COMMUNITIES (cont...)

3. Strengthen innovation by initiating sustainable projects in communities, aligned to environmental management, such as water rehabilitation projects, rainwater harvesting, biodegradable menstrual hygiene project amongst Adolescent Girls and Young Women (AGYW), sustainable nutritional gardens and livestock projects.
4. Establish formal MOUs with Traditional leaders with clarity of roles, responsibilities from each party, thereby strengthening support at a community level.
5. Scale-up community events and sensitisation programmes through sports and cultural events including edutainment activities that will attract young people.
6. Strengthen meaningful involvement of male volunteers through the male champion programme by given men clearly defined roles and responsibilities that they can periodically report on
7. Establish effective feedback mechanisms to communities to promote accountability and transparency on the part of ZRCS.

### Key Focus Area 3.3 – Communication and Digital Transformation for impact

#### Why this is important to Zimbabwe Red Cross Society

Information and Communication Technologies (ICT's) are increasingly becoming important in achieving development goals and promoting citizen participation. Zimbabwe is one of many countries in the Southern African region that have sought to include ICT's in their national development plans and anticipates that ICT sector is one of the major forces behind the economic growth of the nation. Furthermore, the COVID-19 pandemic has highlighted the undeniable growing significance of the ICT sector in the country..

#### Interventions towards strengthening communication and digital platforms

1. Develop a First Aid Mobile App in English and native languages to assist volunteers to deliver basic emergency care to patients who do not have access to, or cannot urgently get to, a medical facility. The App will feature simple, easy-to-learn skills for a range of first aid situations, as well as tips on how to prepare for emergencies. It can show simple videos, interactive quizzes, and simple, step-by-step guides, thereby easing the pressure at local clinics.
2. Introduce trainings on drone technology with youth volunteers for potential future use in an emergency and help ZRCS assess the damage and timely get a better view of the landscape during emergencies.
3. Scale up public communication through traditional media for communication on ongoing programme activities within communities and calls to action.
4. Strengthening innovative digital technologies through commissioning a professionally built website to amplify ZRCS efforts, inform supporters on how they can get involved, and most importantly gather donations. Other key features may include interactive maps, online registration forms, videos, and a photo gallery
5. Strengthen data analytics to provide valuable insights into people's most critical needs. The user interface dashboards can help ZRCS make informed decisions and volunteers are instrumental in collecting real-time data at a community level and the analytical reports provide an opportunity to be shared with key strategic partners and donors.
6. Strengthen social media presence as it allows ZRCS to reach a wide audience in a quick, cost-effective way



Musa Sibanda, Mwenezi Branch

## Voices from communities

My name is Musa Sibanda I joined Red Cross in the year 1995 as a volunteer. I worked as a volunteer for nineteen (19) years. I worked as a nurse aid at the council clinic. As a Project Coordinator in Mwenezi, I also trained other volunteers as I travelled in the districts on motor cycles. I participated in Water and Sanitation (WASH) Project where we helped in the construction of Blair toilets, borehole drilling, borehole resuscitation and putting water troughs from 2012- 2016. From the year 2000 to 2013 I was the District Project Coordinator for the Home Base Care project. Within that period, I also worked in Chivi district as a Field Officer for six years and they managed to establish a shop for boreholes and pipes for all the projects they were doing so that they would not travel to Harare for supplies. I am now back in Mwenezi as a volunteer offering knowledge and support acquired from my experience

# SECTION SIX

## AN OPERATIONAL PLAN TO ACHIEVE OUR STRATEGIC GOALS



# IMPLEMENTATION APPROACH WORKPLAN

Our 2021 – 2025 Strategic Plan aims to strengthen National Society's systems, that will see all activities and programmes implemented through results-based frameworks for greater impact. Transparency and Accountability will become key elements of organisational growth and improved donor confidence. Over the next five years, this strategic plan shall be accompanied by a comprehensive review and update of ZRCS operational procedures and manuals such as in the following areas:



Financial Risk Management



Fraud and Anti Corruption Policy



Whistle-blower Policy



Resource Mobilisation Strategy



Human Resources Manual



Performance Based Contracting



Programmes Implementation Manuals



Prevention and Response to Sexual Exploitation and Abuse (PSEA Policy)



National Society Development



Conflict of Interest Policy



Organisational Capacity Assessments at Branch, District and National Level



Recruitment of Governance Structures and Accountability Framework



Community Engagement and Accountability (CEA)



Volunteer Management Handbook and a Volunteer Code of Conduct



Minimum Standards of Protection, Gender and Inclusion (PGI)

The following pages outlines key focus areas for the implementation of this strategic plan, resources needed, and expected result areas. Detailed Implementation Plans (DIPs) will be developed under each thematic area as the strategic plan becomes micro-planned and operationalised at various levels.

**FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)**  
**Strategic Goal 1: People Anticipate, Respond To and Quickly Recover From Crisis**

**Disaster Management - Preparedness, Response and Recovery Strategies**

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results
	Year 1	Year 2	Year 3	Year 4	Year 5	
<b>Outcome 1.1.1</b> - A comprehensive disaster management training curriculum developed, that includes novel disease outbreaks such as the COVID-19 global pandemic.	x					Updated training curriculum in place
<b>Outcome 1.1.2</b> - Zimbabwe Red Cross Society effectively and efficiently responds to emergencies through increasing the number of disaster management technical teams at grassroots level.	x	x	x	x	x	Percentage of branches with committees with technical capacities on disaster management.
<b>Outcome 1.1.3</b> - Red Cross volunteers have the capacity to respond to disasters through certified training and refresher programmes, that will include continued mentorship and coaching with a special focus on disaster-prone areas.	x	x	x	x	x	Number of red cross volunteered trained and certified on disaster response and data management.
<b>Outcome 1.1.4</b> - Robust data collection and reporting systems in place at community level which are effectively transmitted to the Head Office and strategic partners.	x	x	x	x	x	Percentage of community volunteers capacitated on data reporting using digital platforms.
<b>Outcome 1.1.5</b> - Strengthened early warning systems and community mobilisation through innovative technologies.	x	x	x	x	x	A robust digital platform developed to strengthen early warning and community mobilisation,
<b>Outcome 1.1.6</b> – Strengthened rapid response at community level through preposition of emergency materials and supplies.	x	x	x	x	x	Number of Red Cross storage facilities with adequate emergency response material prepositioned. ater.
<b>Outcome 1.1.7</b> - Resilient communities with improved household food security during and post disasters.	x	x	x	x	x	A comprehensive database of households in disaster prone areas including the pre-qualified suppliers readily available to provide supplies during disasters.

## FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

### Strategic Goal 1: People Anticipate, Respond To and Quickly Recover From Crisis

- 1.2 Strategic Partnerships in managing disasters

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results
	Year 1	Year 2	Year 3	Year 4	Year 5	
	<p><b>Outcome 1.2.1</b> - ZRCS has a comprehensive stakeholder database for coordination and strategic partnerships</p> <p><b>Outcome 1.2.2</b> - Established cross-sectoral partnerships involving actors from Civil Society Organisations, Government Ministries, the Public and Private Sector.</p> <p><b>Outcome 1.2.3</b> - Formal agreements in place with all existing collaborating organisations to strengthen reporting, knowledge sharing, and accountability on agreed actions. The organisations include IFRC, ICRC, PNs, UNDP, UNICEF, FAO, WFP, European Union, and Embassies.</p> <p><b>Outcome 1.2.4</b> - ZRCS actively participates in consortiums and resource mobilising drive together with other humanitarian actors.</p>	x		x		

**FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)**

**Strategic Goal 2: People lead safe, healthy and dignified lives and have opportunities to thrive**

- 2.1 – Primary Health Services at community level

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results
	Monitoring and Evaluation Indicators					
	Year 1	Year 2	Year 3	Year 4	Year 5	
<p><b>Outcome 2.1.1</b> - Red Cross volunteers have capacity to effectively contribute towards national health goals through broadening their skill sets beyond first aid.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of Red Cross Volunteers trained and certified in Comprehensive Sexuality Education, HIV and AIDS, WASH and emerging pandemics amongst other focus areas in line with the Zimbabwe Health Strategy.</li> <li>• Number of programmes implemented with direct contribution towards addressing Reproductive Mother, New-born Child Health (RMNCH), Mother-Infant and Young Children Nutrition (MIYCN), HIV, TB and Malaria, Reproductive Health and Sexual Gender Based Violence.</li> </ul>
<p><b>Outcome 2.1.2</b> - Strengthened awareness and hygiene practices through health promotion at household level.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of trained and certified Red Cross volunteers contributing to primary health services as Community Health Champions.</li> </ul>
<p><b>Outcome 2.1.3</b> - ZRCS becomes a partner of choice in primary health care provision at community level.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of formal agreements at community level, with strategic partners such as District Health Teams (DHTs) under the Ministry of Health and Child Care.</li> <li>• Number of health coordination meetings attended and actively participated in by Red Cross teams at National, District and Branch level, meeting reports shared with Headquarters for informed decisions.</li> </ul>
<p><b>Outcome 2.1.4</b> - Infrastructure projects scaled up towards prevention of disease outbreaks through renovating and constructing more public toilets, waiting mothers' shelters and boreholes.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of infrastructural projects commissioned and timeously completed by ZRCS towards prevention of disease outbreaks across all provinces.</li> </ul>

## FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

### Strategic Goal 2: People lead safe, healthy and dignified lives and have opportunities to thrive

- 2.2 – Food security & livelihoods for communities

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Monitoring and Evaluation Indicators
	Year 1	Year 2	Year 3	Year 4	Year 5		
<p><b>Outcome 2.2.1</b> - Smallholder farmers, particularly Red Cross community projects strengthen their resilience to climate change and increase food production.</p>	x	x	x	x	x		<ul style="list-style-type: none"> <li>• Number of smallholder farmers at branch level trained and certified on the adoption of climate- smart agricultural practices by promoting the growth of drought-tolerant, high-value, and diversified nutritious crops</li> <li>• Percentage of women smallholder farmers trained and certified.</li> <li>• Number of smallholder farmers provided with financial support, farming tools, and inputs.</li> </ul>
<p><b>Outcome 2.2.2</b> - Food Security and Livelihoods Plan of Action (PoA) developed with focus on Social Protection and climate change resilience.</p>	x	x	x	x	x		<ul style="list-style-type: none"> <li>• Number of ZRCS branches in possession of printed copied of the FSL PoA and received guidance on its implementation.</li> <li>• Number of community sensitization and dissemination programmes with early warning and climate change information.</li> </ul>
<p><b>Outcome 2.2.3</b> - ZRCS meaningfully supports Ministry of Agriculture in the food security, nutrition surveillance and early warning systems, including participating in vulnerability assessments and post-harvest surveys at community level</p>	x	x	x	x	x		<ul style="list-style-type: none"> <li>• Number of national post-harvest surveys supported by ZRCS through community structures.</li> <li>• Number of Technical Working Group (TWG) meetings attended and reported on.</li> </ul>
<p><b>Outcome 2.2.4</b> - Increased targeted interventions especially towards shock-affected households, including, those with chronic conditions, young children, and/or affected by HIV ensuring they receive food support and/or cash-based transfers through national social protection frameworks.</p>	x	x	x	x	x		<ul style="list-style-type: none"> <li>• Number of Households with chronic conditions, elderly, HIV/ AIDS and or child-headed receiving food and or cash-based transfers</li> <li>• Number of households with chronic conditions, elderly, HIV/AIDS and or child-headed receiving food and or cash- based transfers</li> </ul>

**FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)**

**Strategic Goal 2: People lead safe, healthy and dignified lives and have opportunities to thrive**

- 2.3 – Health, Nutrition, and Protection in confined spaces (Refugees, Internally displaced and Prison Settings)

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results
	Year 1	Year 2	Year 3	Year 4	Year 5	
<p><b>Outcome 2.3.1</b> - ZRCS meaningfully supports relevant authorities to timely respond to disasters, reduce deaths, injuries, and impact from hazard occurrence in confined places and refugee camps.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of authorities trained and certified in First AID and Disaster Management</li> </ul>
<p><b>Outcome 2.3.2</b> - First-aid groups established within confined spaces communities, and receive training in health promotion and wellbeing, thereby reducing pressure on authorities and health service providers.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of Red Cross volunteers enrolled in confined spaces and received training to provide first aid and sensitisation of health-seeking behaviours and well psychological social support.</li> <li>• Number of case management reports submitted to ZRCS Headquarters for national reporting.</li> </ul>
<p><b>Outcome 2.3.3</b> - All persons in confined spaces have access to disaster management and public health information, disseminated in their native languages.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of IEC materials developed and translated into all foreign languages where the refugees and prison inmates are not local.</li> </ul>
<p><b>Outcome 2.3.4</b> - All people in confined spaces have access to essential medical services, shelter and essential living items.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Percentage people in confined spaces with access to primary health care kits, Vital Essential and Necessary (VEN) drugs, shelter and consumables</li> </ul>
<p><b>Outcome 2.3.5</b> - Provided family links services for people in confined places and linking them to their families including psychological social support.</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of family contacts reached through the telecoms means.</li> <li>• Number of fully functional Humanitarian Service Points (HSP) established by ZRCS for migrants and displaced persons in Zimbabwe to provide services such as child protection.</li> </ul>
<p><b>Outcome 2.3.6</b> - Red Cross volunteers in confined spaces are empowered through vocational training for potential future job markets post release. ZRCS will play an active role in referring potential candidates to respective training institutions and facilitates subsidised tuition fees</p>	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of Red Cross volunteers in confined spaces supported by ZRCS to undergo vocational training .</li> </ul>

## FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

### Strategic Goal 3 - People Mobilise for inclusive and peaceful communities

- 3.1 – Volunteerism local action, global reach

Expected Outcomes	Implementation Timelines						Accountability and reporting progress Expected Results
	Monitoring and Evaluation Indicators						
	Year 1	Year 2	Year 3	Year 4	Year 5		
<p><b>Outcome 3.1.1</b> - A robust volunteer database in place which is integrated into programme management systems, easily accessible at national, district, and branch levels providing real-time information on available volunteers and their skills sets.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>A comprehensive volunteers' electronic platform database developed.</li> <li>Number of low-cost Identification Cards issued for each volunteer and renewable every 5 years.</li> <li>Number of volunteers with signed voluntary contracts stipulating their mandate, terms of reference, and reporting modalities. The contracts will be available in English and local languages at the branch level.</li> <li>Percentages of male, female and youth volunteers recruited annually</li> </ul>
<p><b>Outcome 3.1.2</b> - Scale up establishment of Red Cross Volunteer clubs in Primary, Secondary and Tertiary Institutions, in collaboration with the Ministry of Education, as part of sustainable strategies and strengthened human resource base during disaster response. Scale up dissemination and use application of the Easy Volunteer Handbook and develop a volunteer retention strategy.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>Number of Red Cross Clubs established and fully functional in schools and tertiary institutions.</li> <li>Number of Easy Volunteer Handbooks disseminated.</li> <li>A volunteer retention strategy in place</li> </ul>
<p><b>Outcome 3.1.3</b> - In collaboration with the Government, offer certification of national service to youth volunteers and advocate for special recognition when the youths apply for jobs in the corporate and public sector as well as University enrolment.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>Number of nation service certificates issued to young people in collaboration with the Government. Data aggregated by age, gender and educational level.</li> </ul>
<p><b>Outcome 3.1.4</b> - Through strategic partnerships, collaborate with the corporate sector on offering promotions and discounts to Red Cross volunteers as part of motivation and volunteer retention strategy. This may include discounts on internet data, airtime, and free lessons when taking a driving license, dental care to name a few.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>Number of successful promotions secured by ZRCS and offered to volunteers as part of the motivation.</li> <li>Number of volunteers offered promotions across the country</li> </ul>
<p><b>Outcome 3.1.5</b> - Good working conditions for the volunteers in line with safety and security standards through adequate provision of uniforms, and equipment.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>Percentage of volunteers with adequate branded uniforms and equipment.</li> </ul>
<p><b>Outcome 3.1.6</b> - Widespread acknowledgment of Red Cross volunteers by the general public, and recognition by the military and police officers, to ensure for safety and protection at all times.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>Number of sensitisation of military and police officers trained on their role to protect the volunteers and respect of Fundamental Principles of the International Red Cross and Red Crescent Movement.</li> </ul>
<p><b>Outcome 3.1.7</b> - Strengthened psychosocial support for volunteers before, during and after disaster response. Disasters are traumatic experiences and responders are just as vulnerable as others in the community.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>Number of volunteers who received psychosocial support.</li> </ul>
<p><b>Outcome 3.1.8</b> - Increased Red Cross volunteer involvement in responding to global pandemics and future outbreaks. Review and strengthen the Volunteering Policy, Volunteer Management Handbook, and a Volunteer Code of Conduct and ensure the documents are updated and relevant to the current context</p>	x						<ul style="list-style-type: none"> <li>Number of Red Cross Stations set up in public spaces during pandemics</li> <li>Number of active volunteers during pandemics.</li> <li>Updated Volunteer Management Handbook and a Volunteer Code of Conduct aligned to global pandemics.</li> </ul>
<p><b>Outcome 3.1.11</b> - Strengthened volunteer involvement to the global COVID-19 pandemic and future outbreaks by building capacities and participation preparedness and response activities</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>#Number of Red Cross Stations set up in public spaces during emergencies and pandemics.</li> <li>No. of volunteers involved during emergencies and pandemics.</li> <li>No. of capacity building trainings conducted</li> <li>No. of people trained in ECV – Epidemic Control for Volunteers</li> </ul>

**FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)**  
**Strategic Goal 3 - People Mobilise for inclusive and peaceful communities**

- 3.2 – Community Based Programming and Meaningful Inclusion of Community Structures, towards Influencing Humanitarian Action

Expected Outcomes	Implementation Timelines						Monitoring and Evaluation Indicators	Accountability and reporting progress Expected Results
	Year 1	Year 2	Year 3	Year 4	Year 5			
<p><b>Outcome 3.2.1</b> - Strengthened accountability and monitoring systems on community-led projects through structured reporting frameworks. Establish effective feedback mechanisms to communities to promote accountability and transparency on the part of ZRCS</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of oversight committees set at branch level that will report and provide feedback on the quality of programmes implemented by the Red Cross in their communities.</li> </ul>	
<p><b>Outcome 3.2.2</b> - Provided continued support to community-based income-generating activities such as piggery and sewing projects, whilst ensuring sustained mentorship and coaching beyond the initial implementation year</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of income-generating activities supported by the Red Cross</li> </ul>	
<p><b>Outcome 3.2.3</b> - Strengthened innovation by initiating sustainable projects aligned to environmental management, such as water rehabilitation projects, rainwater harvesting, biodegradable menstrual hygiene project amongst Adolescent Girls and Young Women (AGYW), sustainable nutritional gardens, and livestock projects.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of innovative and sustainable projects established by the ZRCS at community and national level.</li> </ul>	
<p><b>Outcome 3.2.4</b> - Established formal MOUs with the Tradition Leaders with clarity of roles, responsibilities for each party and thereby strengthening support at a community level.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of MOUs signed with the Traditional Leaders in both English and Local Languages.</li> </ul>	
<p><b>Outcome 3.2.5</b> - Scale-up community events and sensitisation programmes through sports and cultural events including edutainment activities that will attract young people.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of community events and national commemoration days supported by the Red Cross</li> </ul>	
<p><b>Outcome 3.2.6</b> - Established knowledge-sharing platforms and learning initiatives by connecting ZRCS volunteers with those in neighbouring countries or abroad via virtual platforms.</p>	x	x	x	x	x	x	<ul style="list-style-type: none"> <li>• Number of Regional and International Knowledge Sharing Virtual conferences organised by ZRCS Headquarters for Red Cross Volunteers.</li> </ul>	

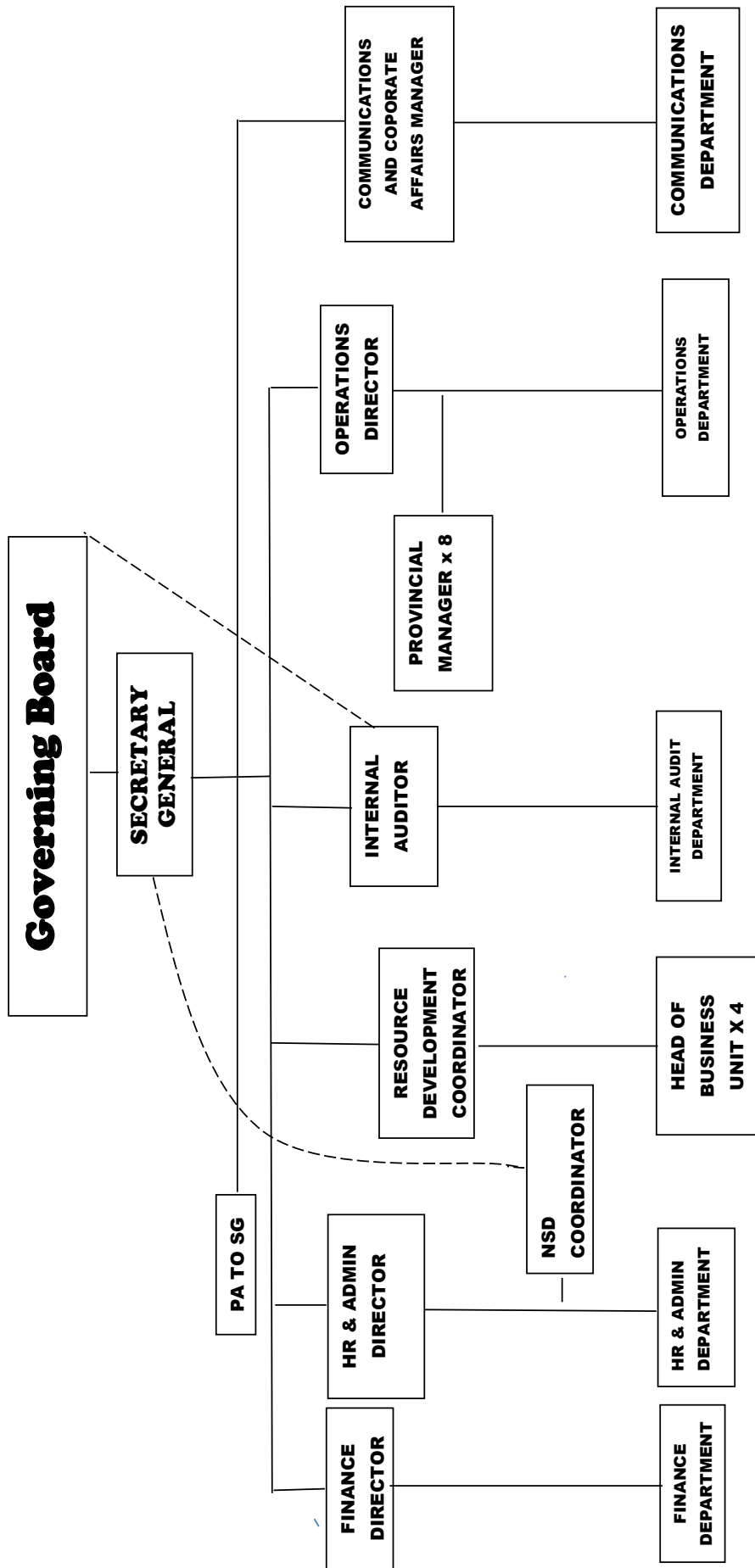
## FIVE YEAR STRATEGIC ACTION PLAN (2021 – 2025)

### Strategic Goal 3 - People Mobilise for inclusive and peaceful communities

#### • 3.3– Communication and Digital Transformation for impact

Expected Outcomes	Implementation Timelines					Accountability and reporting progress Expected Results	Monitoring and Evaluation Indicators
	Year 1	Year 2	Year 3	Year 4	Year 5		
	<p><b>Outcome 3.3.1</b> - Increased visibility of ZRCS as one of the leading first responders to disasters and a key humanitarian partner through a robust communication strategy.</p> <p><b>Outcome 3.3.2</b> - Robust digital transformation through rebranding and scaling up functionalities of the ZRCS website, that will contain volunteer registration platform, knowledge sharing platforms, fundraising pages and an internal intranet for programmes implementation.</p> <p><b>Outcome 3.3.3</b> - Strengthened data analytics to provide valuable insights into people's most critical needs. Data analytics take complex data sets and consolidate them into comprehensive dashboards that can better inform where and when aid is needed most</p> <p><b>Outcome 3.3.4</b> - - First Aid Mobile App developed in English and native languages to assist volunteers deliver basic emergency care to patients. The App will feature simple, easy-to-learn skills for a range of first aid situations, as well as tips on how to prepare for emergencies. It can show simple videos, interactive quizzes and simple, step-by-step guides, thereby easing the pressure at local clinics.</p>	x	x	x	x		
x	x	x	x	x	x	<ul style="list-style-type: none"> <li>An interactive and fully functioning website developed.</li> </ul>	
x	x	x	x	x	x	<ul style="list-style-type: none"> <li>An interactive dashboard for data analytics developed collecting real-time data at a community level.</li> <li>Number of analytical reports generated and shared with key strategic partners and donors</li> </ul>	
x	x	x	x	x	x	<ul style="list-style-type: none"> <li>A robust First Aid Mobile up developed and fully functional</li> <li>Number of volunteers trained on the Mobile App usage</li> </ul>	

# Zimbabwe Red Cross Society Organogram







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