

# International Rescue Committee

## Zimbabwe: Strategy Action Plan



INTERNATIONAL  
**RESCUE**  
COMMITTEE





## IRC2020 GLOBAL STRATEGY OVERVIEW

The International Rescue Committee's (IRC) mission is to help the world's most vulnerable people survive, recover, and gain control of their future. The aim of the IRC's global strategy, IRC2020 (see right), is to make measurable improvements in health, safety, education, economic wellbeing, and decision-making power. Therefore, the IRC has made investments to design more effective programs, use resources more efficiently, reach more people more quickly and better respond to beneficiaries' needs.



## ZIMBABWE OVERVIEW

Zimbabwe is a country in transition between humanitarian and development needs. Zimbabwe has great potential for growth, but shocks like the large 2008 cholera outbreak that first warranted IRC's response in Zimbabwe and the recent country-wide El Nino induced drought are holding back progress.

Slow growth and weakening economic indicators contribute to a poor economic outlook, constraining job opportunities and revenue streams to fund services.

While progress has been made in recent years, maternal mortality and malnutrition rates remain high. Furthermore, one in three young and adolescent girls has experienced gender-based violence, with few services to support survivors.

Risk of communicable diseases is high, given the low sanitation and safe water coverage rates, particularly in rural areas. These can and do lead to outbreaks of preventable diseases like cholera and typhoid.

The precarious situation in the country renders rural communities particularly vulnerable to recurrent natural disasters, such as the 2015/2016 drought which has caused food insecurity for close to 3 million people.

The IRC's new strategy for Zimbabwe illustrates its commitment to improving the health, economic wellbeing and decision-making power of crisis-affected and crisis-prone people in Zimbabwe.

## IRC'S STRATEGIC PROGRAMMING

Through the end of 2020, the IRC's new strategy in Zimbabwe will prioritize improving health, economic wellbeing, and decision-making power (see Figure 1). During this time, the IRC will specifically target women, children, and vulnerable rural communities. In addition, the IRC will lead emergency assistance to rural communities affected by drought and other shocks, while building resilience to support growth.

The IRC will aim to scale-up efforts Zimbabwe to prevent gender-based violence and support survivors. The IRC will bring its substantial global expertise on supporting young women and girls to Zimbabwe, and establish programs to decrease incidence of violence, provide support for survivors and train service providers.

Rural areas, where acute water and sanitation needs exist, will be the focus for expansion of current programs to improve access to safe water supplies and effective sanitation facilities. Through scaling-up the innovative zero-subsidy approach to rural sanitation, the IRC will reach more people in more places and generate evidence of what works.

The IRC will also support Zimbabweans to generate income and assets, in order to survive, recover, and gain control of their future. Building on past work with smallholder farms, the IRC will continue to enhance access to markets and financial services through private sector partnerships, and provide capacity building for improved livelihoods across Zimbabwe.

Improving the ability of Zimbabweans to make decisions that affect their lives is key to the long-term success of the IRC's strategy. Leveraging strong working relationships with the Government of Zimbabwe at the local and national levels, the IRC will provide technical assistance and capacity development for government offices and local organizations.

The IRC's commitment to gender equality strives for equal outcomes for women and girls, and men and boys. To narrow the gender gap, the IRC will ensure that all programming is designed to address the unique needs and mitigate against access barriers that are faced by women and men, boys and girls.

Figure 1: Priority Outcomes and Future Programs

	Priority Outcomes in Zimbabwe	Future Programs
HEALTH	<ul style="list-style-type: none"> <li>&gt; Women and girls are protected from and treated for the consequences of gender-based violence (GBV)</li> <li>&gt; People are protected from water, sanitation and hygiene-related diseases</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Train and support community structures, provide clinical care for sexual assault survivors and build service provider capacity</li> <li>&gt; Promote sanitation-focused participatory health and hygiene, including the rehabilitation and development of WASH infrastructure</li> </ul>
ECONOMIC WELLBEING	<ul style="list-style-type: none"> <li>&gt; People generate income and assets</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Develop value chains and market linkages for farmers, with a focus on crops and livestock</li> <li>&gt; Build resilience by supporting context-specific and climate-smart livelihoods initiatives</li> </ul>
EMPOWERMENT	<ul style="list-style-type: none"> <li>&gt; People influence decisions that affect them collectively</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Work with communities to strengthen local government structures; develop local capacity for effective planning and decision making; lead community-driven planning and disaster risk management</li> </ul>

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## COMMITMENTS FOR IMPACT

In order to maximize impact and achieve the priority outcomes, the IRC in Zimbabwe is making new investments to improve program effectiveness, use resources more efficiently, reach more people, be more responsive to beneficiaries and partners, and react quickly when crisis strikes or subsides. The IRC made the following commitments to strengthen programming and improve the lives of the people it serves in Zimbabwe.

Figure 2: Commitments to Ensure Impact



### Effectiveness

- > Strengthen our monitoring and evaluation and capacity to rigorously and regularly assess effectiveness and value for money



### Best Use of Resources

- > Implement at least 50% of activities through community contributions (e.g., in-kind, technical expertise, etc.)
- > Roll out electronic data collection system to reduce costs for routine paper-based monitoring



### Scale & Reach

- > Establish the IRC as a thought leader on the priority outcomes through the development of policy briefings on key development and humanitarian issues, enabling best practices to be adopted by other actors to reach more people



### Responsiveness

- > Establish a low-cost beneficiary feedback mechanism, to ensure programs respond to beneficiaries' most important needs and issues



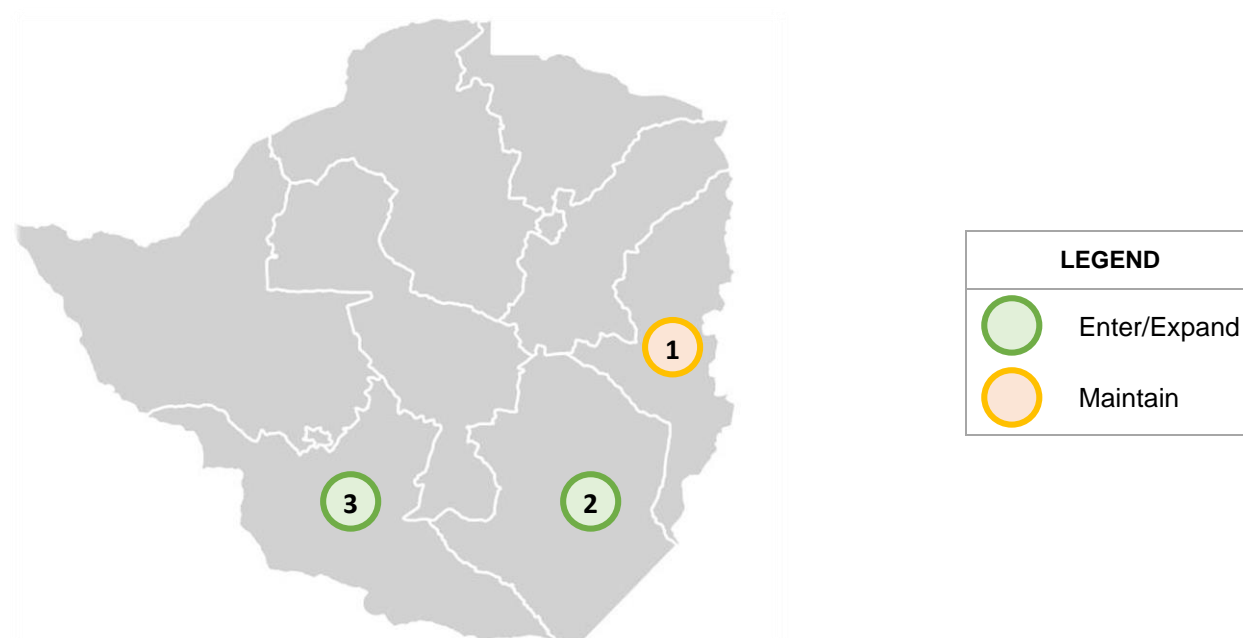
### Speed and Timeliness

- > Conduct annual reviews of the technical and organizational capacities of local actors to identify the appropriate actors, timeframe and strategy to handover activities

## IRC'S STRATEGIC PRESENCE

Through the end of 2020, the IRC will maintain and expand its presence in sites across Zimbabwe based on an analysis of where the greatest need is and where the IRC can create the biggest impact.

Figure 3: The IRC's Geographic Transitions in Zimbabwe



Location		Geographic Transition
1	Manicaland	Continue to strengthen economic wellbeing and decision-making power of beneficiaries, while promoting resilience
2	Masvingo	Expand programming to respond to current and future climate-related effects on communities' protection and economic wellbeing, and contribute to building resilience to future shocks
3	Matabeleland South	Explore partnerships with local organizations to launch economic wellbeing and safety programs, with a focus on livestock-focused livelihoods, resilience, and water and sanitation





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## The IRC in Zimbabwe



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