



FINAL REVISED STRATEGIC PLAN

July 2007 – December 2009

2007

Executive Summary

The end of June 2007 marked the half-way point of Christian Care's 2005-2009 Strategic Plan. A mid-term evaluation of the Plan was done at the end of June 2007. This was followed by a Visioning Workshop at the end of July 2007 during which the organization sought a new mandate from its member-church constituency. As a result of these two events the five year Plan had to be reviewed.

The revised Strategic Plan continues to be influenced by the persisting socio-economic and political crises besetting Zimbabwe. The challenges on almost all fronts have apparently worsened since 2005. Christian Care's member churches reaffirmed the mandate given to the organization to act as their instrument in the provision of relief and development services to the disadvantaged without any form of discrimination.

As a result the five thematic areas adopted in 2005 were maintained. These are, in order of priority, Food Security and Nutrition; Water and Sanitation; HIV and Aids, Advocacy (Development Capacity Building) with Emergencies coming in when the need arises. Christian Care was also mandated to focus its programming on urban areas. Problems of urban poverty, unemployment, food insecurity, water and sanitation, HIV and Aids, health and energy etc characterise life in urban areas need equal attention.

Also featuring in the revised Strategic Plan is the issue of education as a new thematic area. Whereas Zimbabwe has been widely applauded for achievements in the education sector, critical problems have been faced of late. Christian Care will respond by supporting disadvantaged households and individuals and resource-poor institutions to achieve and enhance education and better standards of living in the communities.

Christian Care will be mainstreaming HIV and AIDS, gender, advocacy (development capacity building), environment and disability in all its programming.

In support of the Strategic Plan are Christian Care's revised Support Services which are meant to ensure efficient and effective delivery of the mandate. These are Finance and Administration, Human Resources, Information and Marketing, Internal Audit and the Planning and Research and Development Unit. Based mainly at head office these units provide the leverage to all programming in all regions.

In tandem with the reviews of the Strategic Plan, the budget for the second half of the five years (July 2007 to December 2009) has been recalculated and amounts to US\$ 12,787,761.75.

Christian Care therefore calls on its traditional, new and potential partners and other well-wishers to support the revised Strategic Plan and assist the organization in achieving its vision and mission.

PART 1 Background

Christian Care's Revised Strategic Plan for 2005-2009 has been necessitated by two main developments within the organization, both critical and with wide ranging implications. The first is the mid-term evaluation of the Strategic Plan¹ carried out between June and July 2007. The findings and recommendations of the evaluation have informed the revision process to a very large extent.

Secondly has been the two-day Visioning Workshop² conducted at the end of July 2007. The workshop was attended by representatives of member churches who are the owners of Christian Care. The outputs of the workshop were:

- a. a new or revised mandate for Christian Care
- b. revised programme thematic areas
- c. commitment for support from member churches

The Visioning Workshop agreed that based on the objects of the Constitution, the current mandate of Christian Care was adequate and needed no major adjustments.

Current Programmes as agreed are as follows:

- (a) Food Security and Nutrition;
- (b) Water and Sanitation;
- (c) HIV and AIDS and
- (d) Development Capacity Building/ Advocacy
- (e) Education

Emergencies and Disasters, by their very nature, were not ranked with Christian Care having to respond when the need arise. Insights on how Christian Care can be more effective and efficient under each thematic area were made and will be captured under the relevant sections in this Plan.

More than in the first half of the five years, the revised plan will become the working document for all activities in the organization.

The purpose of this Revised Strategic Plan is threefold, just like in the original Plan. Firstly, it aims to outline how Christian Care intends to focus its programming in Zimbabwe over the remaining two and a half years (of the five years). Secondly, it hopes to build commitment internally and with its partners with regard to resources and funding. Thirdly, it provides the basis for operational planning and implementation that will work towards better accountability and impact.

¹ *Mid-Term Evaluation of the 2005-2009 Strategic Plan*, Christian Care, July 2007

² *Proceedings of the Christian Care Visioning Workshop*, Workshop held at the Bronte Hotel in Harare on the 31st of July and the 1st of August 2007

The Revised Strategic Plan intends to provide a more comprehensive approach to humanitarian assistance and development work in order to have long term impact on the lives of the disadvantaged in the targeted areas.

One of the limitations of the original Strategic Plan in the first two and a half years has been, as cited in the Evaluation Report, lack of systematic effort to socialize the Strategic Plan in the organization when it was finalized. Most of the regional committee and staff members had no knowledge of the Strategic Plan and had never consulted it in their work. This thereby limited the value of the Plan to the organization.

The Revised Strategic Plan has been prepared in such a way that is easy to understand and to use. A summarized guide of the main document will be produced which becomes the handbook for ease of reference. More than in the first half of the five years, the revised plan will become the working document for all activities in the organization. All efforts will be taken to share the Plan with all stakeholders, especially the staff.

Context

The social, economic and political challenges faced by Zimbabwe today can best be described as critical. Zimbabwe's GDP shrank by an estimated 42 per cent between 1998 and 2006.³ The country has the highest inflation rate of all the countries in the world. Official statistics from the Government put inflation at 7,892.1% in September 2007⁴. Independent sources estimate inflation to have been more than 25,000%. The International Monetary Fund has indicated that the figure could be as high as 100,000% by end of the year.⁵

The unfolding crisis is evidenced by sharp decline in all sectors of the economy. More than 80% of the population is formally unemployed. Over 80% are subsisting below the Poverty Datum Line of US\$1 per day.⁶ Life expectancy for men is 37 years and that for women is 34 years of age, the lowest in the world in 2006.⁷ It is estimated that more than four million Zimbabweans – a quarter of the population – have now fled the country, with 3 million of them to South Africa. More than 3000 people are said to entering South Africa per day, with that country sending more than 4,000 illegal migrants back to Zimbabwe every week.⁸

Zimbabwe's GDP shrank by an estimated 42 per cent between 1998 and 2006.

Food insecurity continues to grow. The Government of Zimbabwe has declared 2007 a "drought year". Less a third of the 1.8 million tons of maize needed to feed the population was harvested.⁹ Matebeleland South Province, one of the most food insecure provinces, has experienced a 95% crop failure.¹⁰ In early August 2007 the UN's World Food Programme launched an appeal to donors for US\$118 million to scale up the supply of emergency food aid for the next eight months to 3.3 million Zimbabweans, or a quarter of the population. Farmers' groups have predicted a wheat harvest way below the 78 000 tons produced last year.¹¹ The country needs more than 350 000 tons of wheat a year for local consumption.

Most basic commodities are now out of stock in shops following the Government decree in July 2007 for prices to be reduced by 50%. The parallel market has become the main source of most products and services.

³ CIA World Factbook; avert.org; hungercentre.org; capetown-online.de

⁴ *The Herald*, 16 October 2007 (a government-owned daily citing the Central Statistical Office)

⁵ Abdoulaye Bio Tchane, IMF Director for Africa, on 1 August 2007, interview with Reuters

⁶ CIA World Factbook

⁷ The 2006 World Health Report, World Health Organization, 2007

⁸ www.zimbabwesituation.com, 7 August 2007

⁹ *The Standard*, 12 August 2007 (an independent weekly)

¹⁰ "Drought Situation Report in Matebeleland South Province", Ministry of Local Government, Public Works and Urban Development, March 2007

¹¹ *The Sunday Mail*, 5 August 2007 (a Government weekly paper)

It is estimated that more than four million Zimbabweans – a quarter of the population – have now fled the country.

The worsening economic situation has also manifested itself in a significant deterioration in the quality of all social services, from health, education, transport, energy/fuel, to water supply. At the same time access to what remains of these facilities has fallen as households' disposable incomes and purchasing power have shrunk. The rural as well the urban population have been equally affected. A recent report¹² from the Harare City Council indicates that 35% of all people who died in Harare (the capital city) in 2006 died in their homes because they could not raise hospital fees. Half the country has no electricity at any given moment.

More than 3,000 people are dying weekly due to HIV/AIDS and related illnesses.

Zimbabwe has amongst the highest rates (reportedly down to 15.6% start of November 2007 from 18,1% since 2003) of HIV/AIDS infections in the world . Some 1,8 million people of all ages are HIV infected¹³ while 600,000 are in need of Anti-Retroviral drugs, yet only 62,000 have access to them.¹⁴ Close to 3,000 people are dying weekly due to HIV/AIDS and related illnesses. Some 1,6 million children are orphaned.¹⁵ The pandemic has affected food production as well as household resources to source for food. FAO estimates up to 60% decline in food production in AIDS affected households in the country.¹⁶

The effects of the destruction of “illegal” houses and businesses by the Government in May 2005 still continue to be felt in most urban and rural areas almost three years on. Some 700,000 people were reportedly left homeless and 2,4 million affected.¹⁷

What make the situation even more desperate are developments on the political front that seem not to be favorable to economic and social recovery. Polarization continues to characterize relations between the main political parties. Zimbabwe appears to be sinking deeper and deeper into isolation on the international arena.

In the face of such widespread and all encompassing problems Christian Care remains focused and guided by its Christian calling of assisting the needy wherever they are and without discrimination of any form.

¹² *The Standard*, 12 August 2007

¹³ The UN Office for the Coordination of Humanitarian Assistance (OCHA) in its Humanitarian Situation Report in Zimbabwe, September 2007 citing UNICEF

¹⁴ Southern Africa Aids Information Dissemination Service

¹⁵ OCHA, Humanitarian Situation Report in Zimbabwe, September 2007 citing UNICEF

¹⁶ OCHA, Humanitarian Situation Report in Zimbabwe, July 2007

¹⁷ Mrs. Anna Kajumulo Tibaijuka, *Report of the Fact-Finding Mission to Zimbabwe to Assess the Scope and Impact of Operation Murambatsvina* by the UN Special Envoy on Human Settlements Issues In Zimbabwe, July 2005

Christian Care will continue to be guided by the Scriptures. Its work is informed by **Matthew 25:34- 40** which dramatizes:

Then the king will say to those on his right, "Come, you who are blessed by my Father: take your inheritance, the Kingdom prepared for you since creation of the world. For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me.

Then the righteous will answer him, "Lord, when did we see you hungry and fed you, or thirsty and gave you something to drink? When did we see you a stranger and invite you in, or needing clothes and clothe you? When did we see you sick or in prison and go visit you?"

The king will reply, "I tell you the truth, whatever you did for one of the least of these brothers of mine, you did for me."

The Visioning Workshop conducted in July 2007 was clear that:

In order to address the current crisis, Zimbabweans should look for a spiritual and moral solution. This means looking positively at themselves, at others and at the environment. Furthermore they should make appropriate emotional responses to other people, the environment and to God: building strong spiritual, moral and ethical foundations for the society.

Purpose, Guiding Philosophy and Principles

The Visioning Workshop in July 2007 was a major highlight into what Christian Care should stand for in a society like what Zimbabwe is currently going through. The Workshop was agreed that:

“the role of the church is to do common good: creating social, economic and political conditions that allow individuals and societies to reach their fulfillment. Neutrality is not part of the church. The church is not and should not be neutral about human dignity. It should lead in developing a culture of building; dialoguing, mutual respect and creative competition. This should be done against the background that the church is value-driven and it is the upholding and practicing of these values that can build the nation” (p6).

Purpose of the Organization

The Purpose of Christian Care, as in the Constitution, shall be to¹⁸:

- a. Promote the interests of its members by providing ecumenical service in the field of emergency responses, relief of poverty and famine;
- b. Mobilize and raise resources in order to further the relief and development of poor and disadvantaged people in Zimbabwe;
- c. Initiate and support project and programmes for the sustainable development of communities and groups; and
- d. Be an instrument of the churches and church related bodies who subscribe to the promotion of development as a liberating process aimed at socio-economic growth, social justice and self sustenance under the same original ecumenical principles under which it was founded by Zimbabwe Council of Churches.

Strategic Objectives

Christian Care’s Strategic Objectives are:

- a) To formulate and implement sustainable community based development programmes that take into account a broad range of basic needs;
- b) To help to address both the root causes and resultant effects of underdevelopment by positively influencing community empowerment and self reliance, decision and policy making for more equitable development processes.
- c) To sharpen our organizational capacity and systems for timeous and effective response to emergency situations;
- d) To improve and strengthen our financial, material and human resource base and its accountability.

¹⁸ The Constitution of Christian Care, revised 2006

- e) To optimize relationships with principal stakeholders.

Christian Care, being a service arm of the churches in Zimbabwe, derives its inspiration and conduct from Christian faith and practice.

Vision

Christian Care's vision is to be an outstanding ecumenical organization in community service delivery.

Mission

Our **mission** is:

- a) To initiate and support development projects for the poor and disadvantaged communities;
- b) To provide humanitarian support in times of disasters and emergencies;
- c) To strengthen the diaconal work in member churches and;
- d) To empower communities for sustainable development.

Values

- a) We believe *love* is the greatest of all values;
- b) We believe in *Human Dignity*
- c) We believe in *Justice* for all
- d) *Respect for God's Creation*
- e) We will be *Transparent* in all our dealings and;
- f) We will be *Accountable* to the beneficiaries and those that provide resources

Organizational Culture (*Attitudes to Work*¹⁹)

Christian Care should have:

- a) *a sharp mind* that is *patient* and *willing* to assess, read the signs of the times, be prophetic and interpret what is going on around it;
- b) *large ears* to listen with love to the cries of pain and agony of those who are in distress;
- c) *quick feet* to provide timely responses to disasters, no matter how small they may appear;
- d) *a warm heart* to exercise compassion in dealing with people; and
- e) *open arms* that are welcoming to the poor and the powerful alike.
- f) *a loud voice* to proclaim good life.

In carrying out its mandate Christian Care offers itself in service to God, bearing witness to the presence of God among the poor and disadvantaged people.

¹⁹ See The Visioning Workshop Report

Approaches

1. Strategic Partnerships

Christian Care puts emphasis on establishing strategic partnerships with key stakeholders to create synergies in development. The organization will ensure that all processes take into account the concerns and input of stakeholders.

2. Community Participation

Christian Care appreciates that communities have an important stake in the issues that affect them. Participation of all levels and by all segments of society ensures meaningful community empowerment and sustainable development.

3. Integrated Development Programmes

Although programmes have been developed along separate thematic lines, actual implementation will be in an integrated manner in selected communities or geographical areas. This approach emphasizes the uplifting of people's livelihoods in their totality and is better placed to achieve sustainable development.

4. Sustainable Livelihoods Approach

Christian Care seeks to build on the assets and stocks that individuals and groups in communities possess. These are important in responding to shocks or changes in their livelihoods.

5. Rights- Based Approaches

In all its work Christian Care aims to enhance the promotion of human dignity. Christian Care through rights based approaches capacitates communities to claim and stand for their rights.

6. Results Based Approach

More than anything else, Christian care will be motivated by the impact that its work will have on the target communities and individuals.

7. Integration Strategy

Christian Care will integrate cross cutting issues that are fundamental to the development of the individual and society. These are HIV and AIDS, gender, advocacy (development capacity building), environment and disability.

The church is value-driven and it is the upholding and practicing of these values that can build the nation.

A. Programme Thematic Areas

Christian Care has just recently got a re-affirmed mandate from its constitutional membership as well as prioritized programme areas²⁰.

Prioritized Thematic Areas

- 1) Food Security and Nutrition;
- 2) Water and Sanitation;
- 3) HIV and AIDS;
- 4) Development Capacity Building or Advocacy;
- 5) Education
- 6) *Emergencies* will be responded to when they arise. However, Christian Care will establish efficient *disaster preparedness systems and structures* that enable it to be more timely and effective in its interventions.

Integration of cross-cutting issues (HIV and AIDS, gender, advocacy (development capacity building), environment and disability) will be emphasized and consciously planned for.

Urban Programming

In urban areas, Christian Care will address issues along all thematic areas such as the plight of street children, urban poverty, food insecurity, water and sanitation among others.

Integrating Interventions

Christian Care recognizes that there are a number of overlaps within the thematic areas and their impact on human and financial resources. Christian Care will **integrate** programmes, components and interventions within selected communities to achieve the maximum impact possible.

B. Internal Support Services in Christian Care

Critical to the successful delivery of Christian Care's Strategic Objectives is the provision of sound, well-managed organizational support services. The following are the Support Services in Christian Care:

- a) Finance, Human Resource and Administration;
- b) Finance and Administration;
- c) Internal Audit;
- d) Information and Marketing;
- e) Planning, Research and Development.

²⁰ See Visioning Workshop Report

Christian Care recognizes the need for ongoing capacity building efforts for itself and its partners. It understands the need to communicate and share its capacity building plans and efforts with old, new and future partners.

Christian Care as an organization would think more strategically about the way it provides support to staff and communities as a result of the changes it has faced as an agency of relief and development and the ongoing challenges in the operating environment.

Strategic Performance Indicators

- a) By 2009 Christian Care would have enhanced its capacity to implement community development programmes in six programme thematic areas which will improve the quality of life of targeted communities and beneficiaries across Zimbabwe;
- b) By 2009 Christian Care would have enhanced mainstreaming of HIV and AIDS, gender, disability, environmental across all its programmes;
- c) By 2009 Christian Care would have enhanced community knowledge and skills within communities whom we work with;
- d) By 2009 Christian Care would have enhanced its capacity to prepare and respond to emergencies effectively and efficiently.
- e) By 2009 Christian Care would have enhanced its finance and administration functions.

Revised Strategic Plan Budget USD (July 2007-2009)

THEMATIC AREAS	July - Dec 2007	2008	2009	Total
Food Security and Nutrition	800,000	1,580,000	1,700,000	4,080,000
Water and Sanitation	300,000	1,250,000	1,500,000	3,050,000
HIV and AIDS	424,000	650,000	800,000	1,874,000
Advocacy	100,000	300,000	375,000	775,000
Emergencies	1,000,000	1,800,000	2,000,000	4,800,000
Education	75,000	200,000	400,000	675,000
Support Services	350,000	1,500,000	1,600,000	3,450,000
Grand Total	3,049,000	7,280,000	8,375,000	18,704,000

PART 2 ANNEX 1

STRATEGIC PLAN THEMATIC AREAS

Part 2 of this Strategic Plan highlights in detail:

- a) The objectives under each thematic area as well as the components covered therein
- b) The way forward for the further development and consolidation of the support services units.

A. FOOD SECURITY AND NUTRITION

Programme Focus

To improve the socio-economic status of communities by enhancing food and nutrition security and building capacity to enable the communities to become food self sufficient.

Programme Objectives

1. Improved Farming and Land Use Systems

To promote better farming and land use systems that improve and sustain productivity

Components/activities include: addressing the question of resource depletion in communities through special focus on water and soil conservation techniques; appropriate cropping and land management systems that lead to sustainable resource utilization; training in alternative cropping systems such as open pollinated varieties (OPV) and seed banking, small grains production; small livestock management and zero input agriculture (ZIA) and training in permaculture /organic/ conservation farming techniques

2. Agricultural Extension Services and Agricultural Inputs

- a) *To improve the quality of assistance to communal and small scale farmers*

Components/activities include: improving extension services; advocacy and strengthening coordination with relevant government ministries and other agencies on agricultural issues; capacity building of both extension services staff and farmers

- b) *To enhance food productivity of vulnerable households through availing agricultural inputs (and at the same time work towards reducing this kind of direct inputs support) for sustainable livelihood recovery*

Components/activities include: draught power support and other farming implements/equipment; supply of seed, fertilizers and other chemicals; promote use of OPVs and seed banks; promote use of organic or natural fertilizers

3. Food and Nutrition Security

To improve the food and nutrition security of vulnerable households and communities

Components/ activities: nutrition and herbal gardens; agricultural input support; small grains and OPVs; conservation farming; restocking; irrigation support systems e.g. drip kits; rehabilitate and /or provide reliable water sources; capacity building; food preservation and processing; promoting traditional knowledge systems; promote income generating activities; etc

4. Food Preservation, Processing and Marketing

To enhance food processing and preservation through appropriate technology such as solar driers, oil processors and granaries at household and community levels

5. Mainstreaming

To mainstream HIV and AIDS, gender, disability, environment and advocacy in the food security and nutrition interventions. The youth will feature prominently in most of these activities

Components/activities: e.g. for the environment this includes reclamation of degraded lands to protect crop lands, pastures etc; water and soil conservation techniques; protection and rehabilitation of dam catchment areas; contour pegging; live fencing; establish nurseries and woodlots; reforestation; establishment of fruit orchards at household and institutional levels; promote organic farming/permaculture, conservation farming; promote low-energy use technologies etc

B. WATER AND SANITATION

Programme Focus

To contribute towards the better quality of life of communities by providing clean and safe sources of water, improving sanitation, creating awareness on health and hygiene, capacity building and promoting sustainable livelihood opportunities

Programme Objectives

To improve the living conditions of people in marginalized communities by:

- a) providing adequate clean and accessible water for domestic use;

- b) providing sanitary facilities for public convenience and health and hygiene purposes;
- c) empowering communities in the operation and maintenance of their facilities through training in Community Based Maintenance;
- d) skills transfer and capacity building on issues of health and hygiene by holding participatory training workshops with the beneficiaries;
- e) creating opportunities for household and community development initiatives and sustainable livelihood opportunities.
- f) Mainstreaming of HIV and AIDS, gender, disability, environment and advocacy in all water and sanitation activities

Water and Sanitation Components / Activities

- a) To construct improved ventilated pit latrines
 - b) To sink and fit deep protected wells
 - c) To drill and equip boreholes
 - d) To rehabilitate non-functional water sources
 - e) To construct sanitary headworks
 - f) To support community based nutrition gardens on water points with potential for irrigation.
 - g) To hold training sessions on Community Based Maintenance
 - h) To conduct workshops on health and hygiene education for communities.
 - i) To support local institutions, churches and extension service providers to meet their objectives through collaboration and cooperation on technical and implementation issues.
 - j) To mainstream HIV and Aids, gender, disability, environment, advocacy in all water and sanitation activities
 - k) Promoting income generation activities and other livelihood opportunities
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C. HIV and AIDS

Programme Focus

In addition to making HIV and AIDS a cross cutting issue, in all our work, we shall seek to improve the quality of life of the HIV and AIDS infected and affected through prevention, care, support and mitigation interventions

Programme Objectives

1. Prevention

To disseminate information on HIV and AIDS

Components/activities: include peer education; awareness campaigns; drama and plays; gender and youth training; campaign materials; exposure visits and testimonials.

2. Care and Support

To provide care and support for the HIV infected and affected households

Components/activities: include provision of home based care kits; mobile kits for care givers; training of care givers; food for the terminally ill, pregnant and lactating mothers; counseling psychosocial support and as well as sustainable community project support such as nutrition and herb gardens, market gardening, crafts etc

3. Mitigation

To support orphans and other vulnerable children (OVC)

Components/activities: a comprehensive package of school fees (up to tertiary level), school uniforms, stationery, textbooks, food and other needs; foster the extended family unit concept and practice

4. Faith Based Institutional Support

To support member church programmes and interventions on HIV and AIDS in communities

Components/activities: capacity building on HIV and Aids issues and programming; material assistance

5. Capacity Building at the Workplace

To create awareness and use of the provisions of Christian Care's HIV and AIDS Workplace Policy for all staff in the organization

Components/activities: peer education; putting up and distribution of awareness materials, internal workshop, encouraged dialogue on HIV and AIDS issues, and continue to raise awareness on the policy.

6. Intergrating HIV and AIDS

To integrate HIV and Aids into all Christian Care programme areas

Christian Care will integrate issues of HIV and Aids in all its thematic areas.

- i. Christian Care will develop social indicators on HIV/AIDS so as to monitor and improve on impact.
- ii. Christian Care does not have skills and expertise such as medical personnel to administer Anti-Retro Viral drugs (ARVs) therefore it will

- form strategic alliances with Church-owned hospitals and other organizations
- iii. An HIV and Aids coordinator will be recruited at national Office
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D. DEVELOPMENT CAPACITY BUILDING / ADVOCACY

Programme Focus

To fight both the root causes and resultant effects of poverty and lack of development by positively influencing community empowerment and self-reliance, decision and policy making at and from grassroots levels

Christian Care focuses on micro level advocacy or community development issues at grass root level, while the ZCC looks at the macro (national) advocacy issues.

Programme Objectives

Knowledge Transfer

- a) To create an informed community on issues of development and basic needs using development education
- b) To support a demand-led and locally-driven development framework through participatory approaches using local structures and systems

Capacity Building

- a) To create capacity within communities to resolve problems that result in poverty and lack of development through training and advisory support
- b) To develop Christian Care's organizational capacity for advocacy and lobbying work
- c) To create capacity within the Church to play an active role in issues of community development

Social Psycho-Support

- a) To provide for temporary relief that meets basic needs such as shelter, food, medication for those people affected by community dynamics

Programme Activities

- a) Development Education Campaigns or Workshops and awareness raising at the grass roots level (targeting all possible sections and levels of society among them youth through dramas)
- b) Coordination with the Zimbabwe Council of Churches and other advocacy organizations to influence national advocacy issues

- c) Counseling
 - d) Social psycho - support
 - e) Facilitate legal representation at community level
 - f) Networking with other ecumenical organizations to seek the achievements of shared objectives
 - g) Capacity building of member churches on issues of development and programming
 - h) Mainstreaming advocacy in all Christian Care work
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E. EMERGENCIES AND DISASTERS

Programme Focus

To ensure a timeous, relevant and well coordinated responses to emergency situations and disasters through the formulation of a sustainable Disaster Preparedness and Response Strategy and Implementation Plan.

Programme objectives:

a) Disaster Preparedness

To develop the Emergency and Disasters Unit to become permanent, well qualified and competent to respond effectively and efficiently to disasters and emergencies. The position of an Emergency Programme Manager is proposed to coordinate the Unit.

b) Disaster Mitigation

To build within all Christian Care programmes the capacity to mitigate the effects and impacts of disasters and emergencies where they cannot be avoided.

c) Resourcing

Ensuring adequate resources for implementation of emergencies and disaster preparedness programmes

d) Training and Capacity Building

To provide training of trainers for key staff and the development of Christian Care manuals on disaster management and emergency programme implementation guidelines

To train directly and/or facilitate such training for community members and local structures in disaster preparedness and awareness as a means to better self reliance and sustainable systems of intervention and support

Programme Activities

- i. Development of the Emergency Reserve Fund (ERF) policy and implementation guidelines
 - ii. Development of community based Christian Care disaster management manuals and a working document on emergency implementation procedures
 - iii. Negotiation and advocacy on the need for disaster preparedness to partners and stakeholders
 - iv. Training of trainers for Christian Care staff and other implementing partners and community members
 - v. Awareness campaigns in communities to capacitate households and communities and sensitize them on coping mechanisms and disaster mitigation strategies.
 - vi. Respond to disasters and emergencies
 - vii. Mainstream disaster mitigation strategies in all Christian Care programmes
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F. EDUCATION

Programme Focus

To ensure an integrated approach in the provision of education and technical support services to disadvantaged households (and individuals) and educational institutions so as to contribute towards universal education and improved standards of living in communities

Programme Activities

The components under the Education thematic area include the following:

(a) School Fees

Payment of school fees and other levies for disadvantaged pupils and students up to tertiary level

(b) Uniforms and Stationery

Provision of uniforms, stationery and other needs for disadvantaged pupils and students

(c) Infrastructure Support

Support resource-poor schools and other educational institutions with the establishment of classroom blocks, libraries, teachers' houses, toilet blocks, water points etc

(d) Adult Literacy

Provide basic education to adults as a way of opening up opportunities for them and improving their livelihoods

(e) Income Generating Projects

Support resource-poor schools and other educational institutions with income generating projects such as nutrition gardens, poultry, crafts, etc for them to be self-sustaining

(f) School Supplementary Feeding

Provide food aid to schools in food insecure communities to enhance attendance rates, effective teaching and learning and improved pupil performance

(g) Establishment of a Christian Care Skills Training Centre

Establish a centralized skills training centre for Christian Care where staff, communities and other stakeholders will be trained on a variety of vocational skills including specific farming skills, project management, entrepreneurship, and others. The centre will serve as a demonstration site, a centre of excellence as well as the organization's beacon of success

SUPPORT SERVICES

A. Finance, Human Resources and Administration

Strategic focus: To ensure continued existence and development of sound financial management systems, human resources and administration functions which are responsive to operational requirements and information needs of various stakeholders.

A.1. Finance

Specific Objectives:

- i) Enhancing accountability and transparency in management of resources
- ii) Enhancing budgetary control systems and cash flow management measures
- iii) Ensuring efficient and effective management of organisational resources
- iv) Establishment of a sound fleet management system.
- v) Ensuring procurement systems and procedures that are responsive to operational requirements
- vi) Developing appropriate financial reports and formats for timeous and informed decision making

- vii) Enhancing management's knowledge and ability to interpret financial statements.
- viii) Strengthening the financial base of the organisation to facilitate smooth running of programme activities.

Activities

- i) A new structure will be proposed headed by a Deputy Director (Finance, Human Resources and Administration). Other posts will include Finance and Administration Manager at Head Office, Finance and Administration Officers at Office level and Accounts Clerks at Office level. This is in tandem with the high volume of funds handled and the need for professional financial vision and guidance to the organization.
- ii) Constant training of non-finance staff (especially at management level) in financial issues to enhance operations
- iii) Setting up of a centralized Stores Department headed by a Procurement Officer; procurements in hard currency and in bulk help beat inflation and save on resources
- iv) Synchronization of accounting codes, keeping abreast with prevailing accounting standards and IT developments
- v) Drawing up accounting manuals and procedures and regular updates of policy documents

A.2. Human Resources

Specific Objectives

- i. Human resources planning to ensure that the organization is adequately manned by highly qualified, experienced and motivated personnel as well as retention of the same.
- ii) Improve human resources capacity through skills development and training.
- iii) Create a harmonious industrial relations climate
- iv) Establishment of a responsive reward/compensation system
- v) To ensure that the organization has a clear chain of command that addresses issues of span of control, reporting structures and communication channels.
- vi) To ensure efficient and effective job performance by employees and recognition of such performance.
- vii) To ensure a healthy and safe working environment as well as attend to general staff welfare issues.

Activities

- I. Draw up manpower plans including succession plans in liaison with line managers
- II. Facilitating recruitment, selection and placement of staff

- III. Establish a skills database, identifying training needs in liaison with management, draw up annual training calendar and organize the respective training programmes
- IV. Training of supervisory staff in industrial relations
- V. Organizing staff, workers committees and works council meetings.
- VI. Proactive monitoring of remuneration trends and making necessary recommendations to management. Carrying out regular reviews of the job grading system
- VII. Facilitate the establishment of an effective organizational structure
- VIII. Facilitate establishment and implementation of a sound performance management system
- IX. Facilitate change management where necessary
- X. Formulation, registration and administration of the organisation's code of conduct. staff welfare, health and safety systems and procedures
- XI. Reviewing and updating human resources policies and procedures in line with changes

To ensure the smooth running of the organization the following positions will be filled: Deputy Director (Programmes and Planning); Deputy Director (Finance, Human Resources and Administration); Emergency Programmes Manager; Procurement Officer; Monitoring and Evaluation Officer (in the PRU)

B. Internal Audit

Strategic Focus: To enhance donor and stakeholder confidence through the establishment of an effective audit system.

Specific Objectives

- i. Appraising existing systems, policies and procedures and ensuring adherence thereof
- ii. Identification of organizational risk
- iii. Enhance credibility and integrity of financial systems
- iv. Improve functional linkages with other departments and units

Activities

- i) Review and recommend internal control systems
- ii) Carrying out regular compliance audits and follow ups on findings
- iii) Identifying risk areas and advise management on how to minimise risk
- iv) Assist external audit preparedness
- v) Carry out special investigations as directed by management
- vi) Participate in carrying out external audits
- vii) Team up with other departments/units in carrying out field audits
- viii) Regular update of the audit charter

C. Information and Marketing

Strategic Focus: Marketing the organization and maintaining effective information communication technology (ICT) infrastructure in the organization

Specific Objectives:

- (i) Disseminate information both internally and externally on Christian Care
- (ii) Improving communication systems within the organization
- (iii) Creating and maintaining a positive corporate image of the organization
- (iv) Archiving of information for current and future use
- (v) Establish and maintain an effective and secure information management system
- (vi) Identification and follow up on funding opportunities

Activities

- (i) Publish monthly, quarterly, half-yearly and annual reports
- (ii) Produce publicity materials e.g. newsletters, brochures and adverts and liaise with relevant media houses
- (iii) Maintaining the Christian Care website and linking up with related organizations and agencies
- (iv) Establishing a Wide Area Network (WAN)
- (v) Networking and coordination with stakeholders
- (vi) Setting up and maintain a records management system and archive centre including video filming and photography.
- (vii) Updating and maintaining the IT policy
- (viii) Maintaining organizational Information Communication Technology infrastructure
- (ix) Linking up with funding agencies and disseminate information on funding opportunities within the organization

E. Planning, Research and Development

Strategic Focus: to enhance organizational capacity in effective programme design, research and ensuring quality control of organizational programmes

Specific Objectives

- i. Building capacity in project planning and reporting
- ii. Ensuring smooth programme implementation in line with donor requirements and organizational policies and guidelines.
- iii. Providing guidance to the organization in programme formulation and approaches as well as updates on current environmental trends (research)

- iv. Facilitate organizational learning through ensuring participatory, learning and action in programming

Activities

- i. Facilitate the training of programme staff on various programming subjects e.g. baseline surveys, proposal writing, report writing etc
- ii. Establishing and maintaining programme guidelines, policies and operational systems
- iii. Carrying out socio-economic research and policy analysis on a regular basis
- iv. Carrying out comparative studies in programming best practices
- v. Documenting lessons learnt and facilitating those lessons inform all stages of the project cycle.
- vi. Ensuring standardization of project proposals
- vii. Quality control of reports
- viii. Monitoring and evaluation of projects
- ix. Assess programme impact

The Planning and Research Unit shall comprise the following: Programme Development and Reporting (Quality Control); Monitoring and Evaluation; Research and Documentation