

# Final Report

## Zimbabwe Floods DREF Review

### MDRZW010



House destroyed by floods in Muzarabani District. Photo: IFRC

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## Acronyms

ARC	American Red Cross
BRC	British Red Cross
CBDRT	Community Based Disaster Response Teams
CP	Contingency Plan
CPC	Civilian Protection Committee
DM	Disaster Management
DREF	Disaster Relief and Emergency Fund
EHT	Environmental Health Technician
EPoA	Emergency Plan of Action
IEC	Information, Education and Communication
IFRC	International Federation of Red Cross and Red Crescent Societies
IOM	International Organization for Migration
MoH	Ministry of Health
NDRT	National Disaster Response Teams
NFI(s)	Non-Food Item(s)
NS	National Society
ODK	Open Data Kit
RDRT	Regional Disaster Response Teams
SOPs	Standard Operating Procedures
UNICEF	United Nations International Children's Emergency Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
ZRCS	Zimbabwe Red Cross Society

## Executive summary:

From December 2014, Zimbabwe experienced continuous heavy rainfall, which led to widespread flooding across country, with the worst affected provinces including: Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands. According to preliminary assessments, approximately 6,000 people (1,200 households) were affected, of which 2,500 people (500 households) were identified as being in urgent need of assistance. Many houses collapsed due to flooding, belongings were washed away including food and livelihoods items, and water and sanitation infrastructures contaminated.

On 13 January 2015, the International Federation of Red Cross and Red Crescent Societies (IFRC) approved the release of CHF 192,292 from the Disaster Relief & Emergency Fund (DREF) to support the Zimbabwe Red Cross respond to the immediate needs of the affected population, with emergency food, relief, shelter assistance, water, sanitation and hygiene promotion in Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands provinces over a period of three months. The DREF operation included interventions in the following sectors:

- Quality programming – including detailed needs assessment, the use of new technologies (Mega V/ODK).
- Water, sanitation and hygiene promotion – including the distribution of safe water supply and sanitation related items.
- Shelter and settlements – including the distribution of non-food items (NFIs) and emergency shelter items, as well as training on their use.
- Food, nutrition and livelihoods – including the distribution of food parcels.

A review of the floods operation was carried out from the 22 to 24 April culminating in a lessons learnt workshop on 27 April to assess its effectiveness, capture lessons learnt and identify areas for improvement of future operations. Through the review, a case study was developed to be used to demonstrate to key partners/donors of the efforts that were undertaken by the ZRCS to respond to the flooding situation in the country through the DREF. Feedback on the initial findings of the review was shared with the national society (NS) on the 28 April.

A variety of methodologies were used in the review from desk review of secondary data and other operation documents, key informant interviews, focus group discussions, a household beneficiary satisfaction survey as well as household observations were also conducted and finally, a lessons learnt workshop was held to get a national perspective from the areas that were not sampled during the review.

Some of the findings are that the floods severely affected communities including areas where traditionally there had never been any floods e.g. Mbire. The response from humanitarian organisations, however, was not commensurate with the level of need as some vulnerable households went without any form of support. As much as ZRCS support was timely, the number of households targeted versus the numbers in need of support was greater. In terms of provision of relief items, ZRCS was the first responder with the assessment teams carrying a few supplies for distribution to the neediest cases prior to the major distribution once procurement of items had been done. It was also established that there was blanket distribution and in some cases, households were getting items that they did not need (e.g. kitchen utensils) and less of what they needed (e.g. food stuffs). There were also cases in Muzarabani where households received aluminium pots, but these were not sufficient as most families cooked over open fires.

Most of the households mentioned that they would have preferred to have more food items and possibly distribution of seeds for replanting since their crop fields had been washed away by the floods. Other items that were needed by the community and were not distributed include cement for construction of more hardy houses, stationery and school items for school going children.

The following were some of the conclusions made by the review team:

- a) The DREF response was timely in reaching to the beneficiaries alleviating the suffering of already vulnerable households.
- b) ZRCS was a responder of choice in that they were visible throughout the operation from the initial assessment, identification of beneficiaries and implementation of the operation. ZRCS was also able to serve affected communities in the remote areas that were not reached by other agencies.
- c) The strategy to conduct initial assessments alongside initial distribution of relief items was greatly appreciated by beneficiaries as immediate assistance was received by the most vulnerable families.
- d) The DREF operation should have been reviewed in order to include more beneficiaries after the assessments had been concluded as there were more people in need of support compared to the number planned for in the DREF operation.
- e) Beneficiary selection targeted those whose houses were destroyed and not those with damaged houses therefore it affected beneficiary numbers and items needed. Also because of the criteria used to identify the beneficiaries, this could have led to some of the items distributed being irrelevant to the beneficiaries.
- f) A need for recovery and long term shelter response existed but could not be addressed through the DREF operation as DREF guidelines do not allow recovery and DRR activities.

Recommendations made include the need for ZRCS to have a more balanced approach to disaster response by having Watsan issues addressed at the same time as the relief distributions. Also, there was need for categorising the different beneficiaries so that when it came to distribution, households got only what they needed thereby making the items received relevant. It was also recommended that for future operations, there is an opportunity for revision of the operation especially if the number of households targeted were less than the households in need of support in order to cater for as many vulnerable people as possible. It was also recommended that there should be regular coordination meetings at the district, provincial and national level by all stakeholders so that it is possible to review the operation and step support as needed based on the number of vulnerable households yet to be supported.

## Chapter 1: Background

In December 2014, Zimbabwe experienced continuous heavy rainfall, which led to widespread flooding across the country with the worst affected provinces being Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands. According to initial assessment information, approximately 6,000 people (1,200 households) were affected, of which 2,500 people (500 households) required urgent assistance. Many were injured, displaced or left homeless. Many houses collapsed due to the flooding, belongings were washed away and water supply and sanitation infrastructure contaminated. On 13 January 2015, the International Federation of Red Cross and Red Crescent Societies (IFRC) released CHF 192,292 from the Disaster Relief and Emergency Fund (DREF) to support the Zimbabwe Red Cross Society (ZRCS) respond to the needs of 500 households (2,500 people) affected by the flooding in the Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands provinces for a period of three months. The DREF operation included interventions in the following sectors:

- Quality programming – including detailed needs assessment, the use of new technologies (Mega V/ODK).
- Water, sanitation and hygiene promotion – including the distribution of safe water supply and sanitation related items.
- Shelter and settlements – including the distribution of non-food items (NFIs) and emergency shelter items, as well as training on their use.
- Food, nutrition and livelihoods – including the distribution of food parcels.

Upon approval of the DREF, the NS rolled out the emergency response mechanisms which had been set in motion late December and part of January 2015. Provincial level teams were deployed to carry out further detailed needs assessment in order to establish a comprehensive picture of the emergency situation and the needs of the affected populations. Joint assessments were in some districts carried out with other Civil Protection Committee (CPC) members to promote coordination and increase efficiency, transparency and beneficiary accountability of all agencies inclusive of civil societies planning interventions in the affected areas. The findings proved not to be too far from the projections on the initial rapid assessments in terms of the scale and geographic coverage of the affected area. The detailed assessments also generated more in-depth information on the target beneficiaries including the list of names which aided significantly in the relief distribution which followed the conclusion of the procurement processes. Almost 90% of the procurements were done locally and for expediency and relevance to the local contextual realities, with exception only to the tarpaulins which were procured abroad as the local market price was too steep. Key staff and volunteers in the operation were also trained on the SPHERE standards as a way of strengthening the capacity for effective response.

The National Society continued to appeal for additional support through local and international donors leading to a donation from the Rotary Club of the UK for water filters and school/education support for the affected children. Local donors gave second hand clothing and footwear to assist the flood affected populations. All this complemented the DREF relief package quite significantly. The final round of the distribution was concluded on the 25 March 2015.

The following activities were carried out during the DREF operation:

- Needs assessment and analysis for validation of the needs of the flood-affected population, with the intention of modifying/extending the operation as required.
- Procurement and distribution of NFIs: 1,000 blankets (two blankets/family); 250 kitchen sets (priority to be given to the 250 vulnerable households whose utensils got damaged/lost during floods), and 500 mosquito nets.

- Procurement and distribution of 500 food parcels to households affected for one month (20kg mealie meal, 2kg beans and 1.5 litres cooking oil.
- Provision of temporary shelter (1,000 tarpaulins and 50 rolls plastic sheeting) for 2,500 people (500 households) affected families.
- Provision of 4,480 water guard were distributed for three months (3 bottles of 150 mls/household/month);
- Procurement and distribution of 500 hygiene kits (soap, Vaseline, sanitary pads, mosquito repellents) and 500 buckets (for water storage);
- Printing and distribution of information, education and communication (IEC) materials to the affected communities and carrying out hygiene promotion; 2,000 fliers on cholera prevention were distributed to the affected communities.
- Training of staff and volunteers on SPHERE standards; a total of 26 people (21 males and 5 females) were trained on SPHERE standards. The group consisted of 6 volunteers and 20 staff members.
- As training on ODK had been done by American Red Cross, there was no need for the training to be conducted by IFRC SA RO and Zone office. Nevertheless, ODK was used to conduct beneficiary satisfaction survey during the review process.



**ZRCS volunteers preparing items for relief distribution. Photo: ZRCS**

In the delivery of the DREF operation, the most vulnerable populations who were in need of immediate life-saving assistance and not being targeted by other agencies were prioritized. This included children and the chronically ill, orphans, people living with disabilities, widows, and women headed households.

## Chapter 2: Review Process

This chapter describes the methodology adopted in fulfilling the objectives of the review process. The study adopted a dual-methodology approach which sought to blend and compliment normative and positive orientations

### Purpose of the evaluation study

As part of the IFRC's efforts to improve the quality of operations and level of accountability to all of its stakeholders, a review of the MDRZW010 Zimbabwe floods operation was carried out from the 22 to 24 April culminating in a lessons learnt workshop on 27 April to assess its effectiveness, capture lessons learnt and identify areas for improvement of future operations. Through the review, a case study was developed to be used to demonstrate to key partners/donors of the efforts that were undertaken by the ZRCS to respond to the flooding situation in the country through the DREF. Feedback on the initial findings of the review was shared with the national society (NS) on the 28 April.

### Objectives:

The following were the objectives of the DREF review:

1. Review the effectiveness (by sector) of the DREF operation in meeting the planned objectives and outputs in the EPoA and expenditure against the agreed budget.
2. Provide a means of identifying successes, challenges, lessons learned from the operation in order to inform recommendations for future DREF operations, specifically those related to floods.

3. Assess the extent to which lessons learned from previous operations were incorporated within the MDRZW010 operation.

## Review methodology

There were several methodologies used in this DREF review. A beneficiary satisfaction survey was conducted and this survey, to a greater extent, sought to blend and compliment positivist (quantitative) with normative (qualitative) oriented approaches. The added value resulted in a more powerful design which sought to fulfil all the stated objectives. The basic methods which were utilized included: desk review, key informant interviews, household questionnaire, direct observation and a lessons learnt workshop.

1. **Desk review and review of secondary data** – A desk review of the of the DREF documents ([MDRZW010](#) and [operations updates No.1](#)), initial assessment report, ZRCS SOPs, contingency plans (CP), response plans was conducted prior to development of tools and going to the field for data collection. A set of tools meeting the purpose of the study were designed taking into consideration the context of Zimbabwe. The previous review for the 2014 MDRZW009 was done and provided the baseline for measuring timeliness and coordination of the operations.
2. **Household beneficiary satisfaction survey** - To a greater extent, this survey was informed by the household questionnaire. In total, 98 questionnaires were administered. Convenience sampling was used for selected households in the 3 selected communities (wards) of Muzarabani and Mbire districts in Mashonaland East province. This was done to allow for efficiency in terms of the limited budget and time. To ensure that the questions were asked in exactly the same way, the questionnaire had to be translated to the local language (Shona). Additionally, the enumerators who would administer the household (beneficiary) questionnaire went through a rigorous one-day training, equipped with role-plays before piloting the tool in the field. The 98 forms were administered using ODK through mobile phones. Data analysis was done using SPSS.

**Table 1: Sampling plan**

Province	District	Ward	Date	No of beneficiary HHs	No. of Targeted HHs	Total number of Questionnaires planned per District	No. of volunteers	No. of papers per volunteer per day	total number of Questionnaires
Mashonaland Central	Mbire	Nyambudzi	23/04/2015	25	25	25	4	7	25
		Kanongo/Nyambudzi	24/04/2015	25	25	25	4	7	25
	Muzarabani	Kairezi	23 & 24/04/2015	60	50	50	4	7	50
					110	100	100	2 1	14

\*Convenience sampling of beneficiaries was done, thus no intervals were considered

3. **Interviews, Focus Group discussion (FGDs) and Direct Observation** - From the desk review, key informant interview guides and focus group discussion guides were prepared beforehand. These laid the basis for face-to-face interviews with members of local authorities, stakeholders, ZRCS partners, programme officers and field Officers. FGDs with beneficiaries and volunteers were used to obtain qualitative information from beneficiaries from the three communities (Nyambudzi, Kanongo and Kairezi). In each community, two FGDs for beneficiaries and

volunteers were held. To better structure the interview and FGD processes, specific and detailed guides for each of the relevant interviewees and groups were developed separately. Factual information from interviews and FGD were triangulated with other sources including direct observation. In selecting participants and respondents, the review team gathered the views of more than 180 persons with different backgrounds and levels of involvement in community issues. Visits to affected household enabled observation to take place and several photos were taken to document the devastating effect of the floods. Informal discussions were held with the households visited and these used to enrich the report.

“ZRCS came when families were desperately in need of support. A family that had seen its house, livestock and belongings swept away now had a place to live and utensils to cook their food. People were really desperate and in need of help”  
Quote by ward councillor.

For the key informant interviews (KII) the following were interviewed: in-country partner national societies (PNS) (Danish, Finnish, Norwegian and American Red Cross), ICRC country delegation representative, IOM, government ministries (MoH, World Vision, Civil Protection Committee (CPC), local government (district administrators, ward leaders)).

4. **Lessons learnt workshop** – A total of 29 participants (10 Females and 19 Males) attended this one day workshop on the 27 April 2015. Provincial managers, field staff and volunteers in the areas affected by the floods attended the workshop. There were also staff from the headquarters from the DM and programmes department who also attended the workshop. An overview of the DREF operation was given after which there was group work for participants to identify what went well and what did not. A SWOT analysis was also done and all these contributed to identifying how to better implement a similar operation in future.

Having highlighted the methodology used, it is prudent to note that all statements outlined in this report, especially under the section 'findings and discussion', relate to the analysis of information generated through the highlighted evaluation techniques and should not be taken to reflect personal views of the review team, the IFRC or ZRCS.

## Limitations

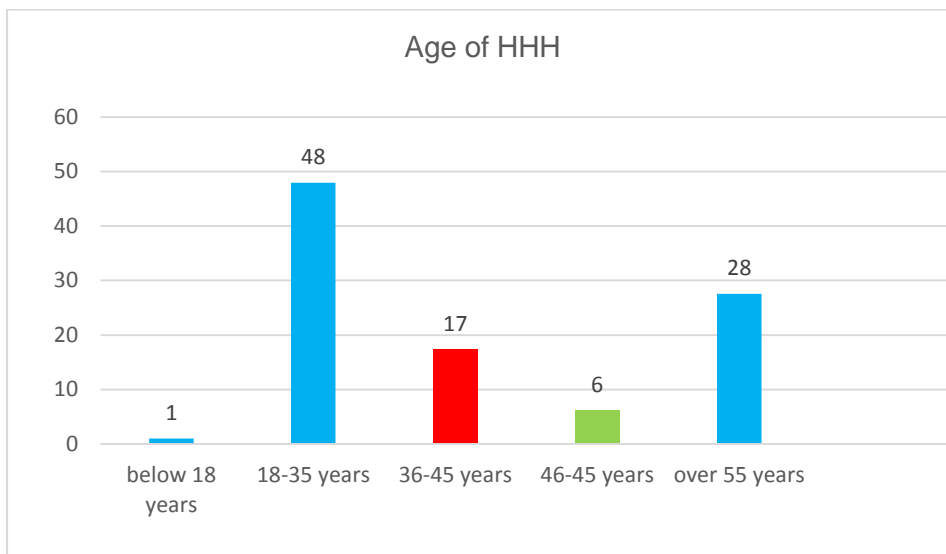
1. In Mbire district, since ZRCS did not have any ongoing programmes, the volunteers were inactive and some had moved out of the district. As such it was not easy to get many to participate in the operation as well as the DREF review exercise. However, data collection went on with the few available volunteers.
2. It was not possible to carry out key informant interviews with UNOCHA, UNICEF and other organisations involved in the floods response like Save the Children due to unavailability of the contact people.

## Chapter 3: Key findings

### 3.1 General Findings

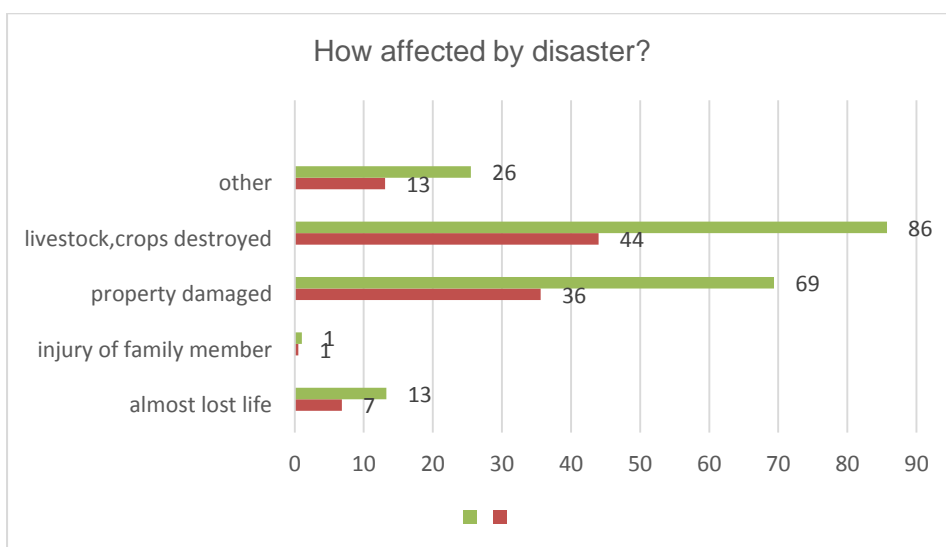
#### 3.1.1 Household demographics

In the two districts of Muzarabani and Mbire of Mashonaland Central province, most of the households sampled are headed by males (54%) as compared to women at 46%. However, it was also noted that 48% of these households are headed by young people between the ages of 18-35 years. Thus meaning these communities have a potential to be resilient to the disasters affecting their communities as they have more young people whom if empowered are able to carry out activities which can minimise the impact of disasters within their communities.



However, it was also noted that 27.6% of the people in these two district communities are 55 years and above, thus increasing household vulnerabilities. Also, 17.3% of the households headed by the 18-35 age group have children who are 4 years and below (see annex 5 table 1). 53% of the households interviewed have a family size of between 3-6 people.

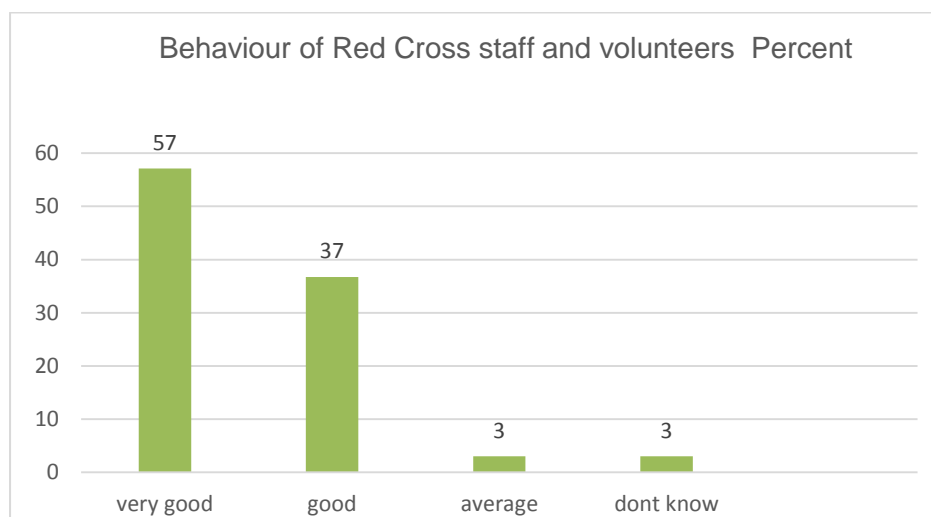
#### Effects of the disaster on the households



Whilst all those interviewed had been affected by the disaster in one way or another, 86% of cases indicated that their livestock or crops were destroyed in the floods, whilst 69% had their property damaged, thus leaving many families vulnerable. This was confirmed in the focus group discussions where the beneficiaries stated that in addition to their households and property being destroyed, their foodstuffs were also swept away when their granaries were washed away by the flood waters. Livelihood sources were also affected e.g. goats, sheep and chicken were swept away. Most of the people interviewed testified that they lost goats, sheep and chicken. Some were lucky to have a few goats left but the majority lost all of their animals. Crops in the field were also swept away by the flood waters. For those who owned cattle, luckily their animals survived as cattle can wade in water and were therefore not drowned. The majority of the people in the flood affected areas of Mbire owned chicken, goats and sheep with few households owning cattle. As much as assessments showed that livelihoods were affected and there was need to intervene to re-establish livelihoods for the affected communities, ZRCS could only attend to the immediate needs of food and shelter.

School going children were affected when their school books and uniforms were swept away – they did not have uniforms or books to go to school when school resumed. With their livelihoods destroyed by the floods, some parents did not have school fees to pay for their children when school resumed.

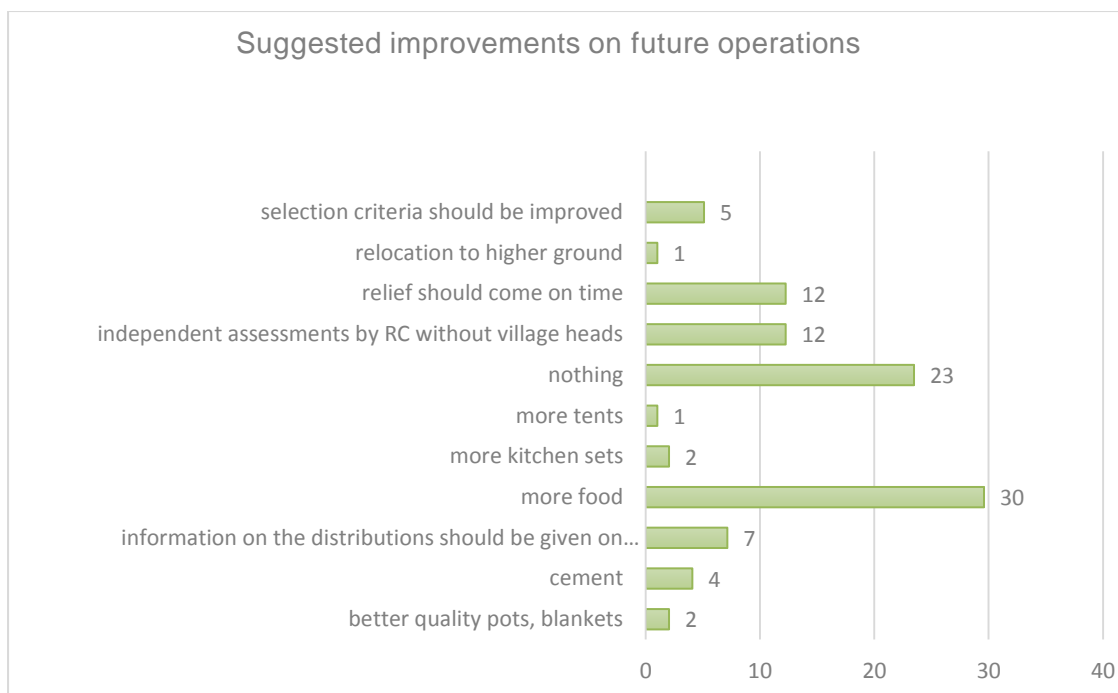
### Visibility and perception of RC volunteers by community



The ZRCS volunteers and staff were noted as visible during the response period. 97% of respondents confirmed that they were wearing visible Red Cross emblems on them. Their behaviour during the response was also noted to be very good (57%) and good (37%). The reasons for this were said that they were patient with the communities (51%) and that they were respectful (27%).

### Future improvements

On changes they would like to see in the future, with regards to the response processes, 30% of the respondents indicated that they would like to see more food being distributed, whilst 12 % indicated that relief items should come on time. 23% however prefer the status quo as they indicated that nothing should change.



However, within FGDs, the issue of being provided with cement for house construction so that people would have somewhere to start from as they recover from the disaster was mentioned. Another need identified was the need for provision of seeds for planting as most food crops, especially maize had been destroyed and the FGDs showed that with provision of seed, they would still be able to plant and get a harvest, averting food insecurity in their homesteads. Better/different cooking pots were also requested as the aluminium pots given were not suitable for cooking over open fires

### 3.2 Programming/Areas Common to all Sectors

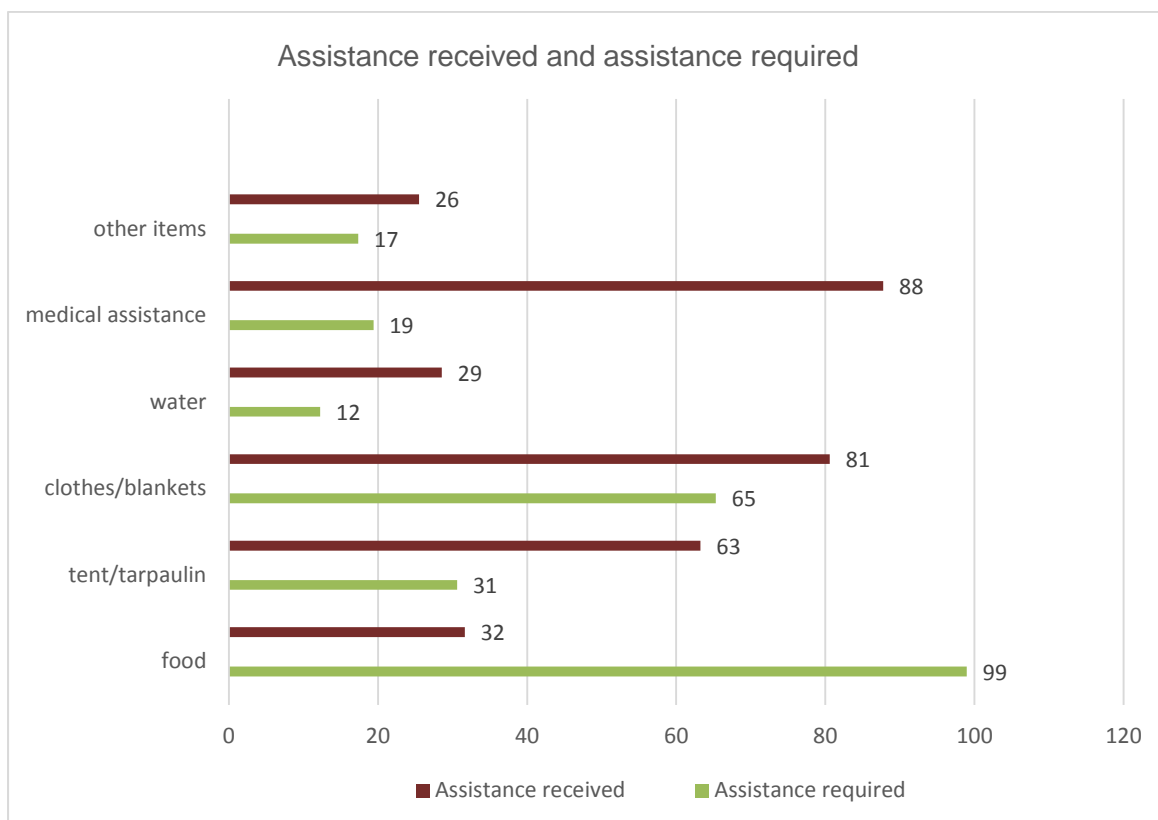
**Outcome 1: Continuous and detailed assessment and analysis is used to inform the design and implementation of the operation**

**Output 1.1: Emergency plan of action is updated and revised as necessary to reflect needs**

An initial assessment was done at the onset of the disaster to establish the extent of the floods, the number of households affected and the needs of the affected households. At the time of conducting the assessment, some of the pre-positioned stock was carried by the assessment teams to distribute to the most vulnerable households. Later, once assessments had been completed, more relief distributions were done and more households benefited at this second distribution.

#### **The assistance received and its appropriateness**

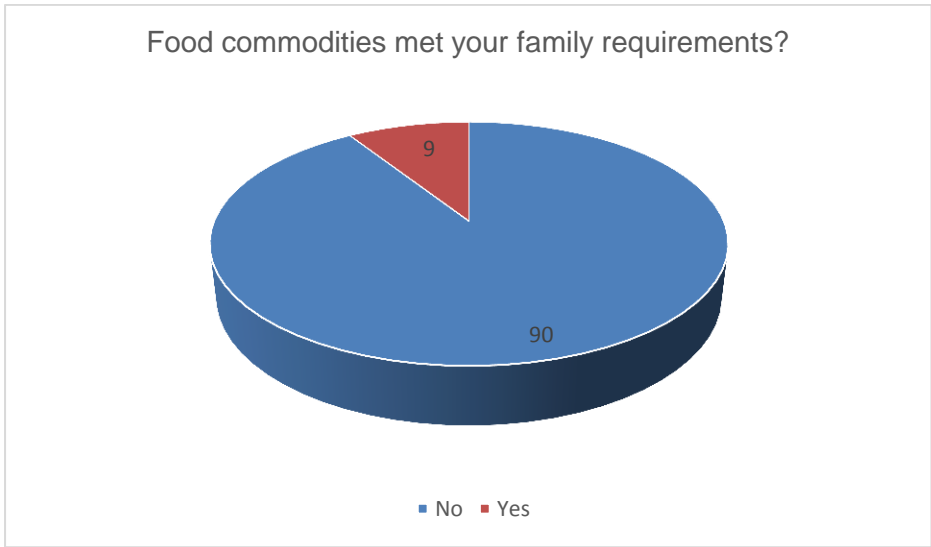
Whilst 32% of the beneficiaries indicated that they received food, 99% highlighted that the assistance which they needed most was food. This also tallied with the FGDs with some of the community members who indicated that food, shelter and blankets were the most required items. The communities also highlighted that during the first few days they had to rely mainly on neighbours and relatives who were not affected by the disaster which is also an indication that the communities are willing to assist each other during times of disaster (internal coping mechanisms). This element showing community cohesion can be further strengthened with public awareness sessions thus ensuring that communities have the capacity to assist each other when a disaster occurs in their own limited way. This is also supported by the fact that 50% of the cases noted that they get most of their information from neighbours/friends.



During the FGDs, most beneficiaries testified that they received assistance from ZRCS two days after the disaster had occurred. The items received were tarpaulins, kitchen sets (pots, 10 plates, 5 cups spoons) and buckets (see annex V for what was distributed by the various organisations responding to the floods). At the point when the assessments were being done, ZRCS staff carried a few items for distribution and at a later stage, a distribution was done which comprised of food rations (mealie meal), beans, cooking oil, second hand clothes and water guard – 3 bottles of 150ml per household per month, 1 mosquito net, and blankets among others. In contrast, other humanitarian organisations arrived at the affected communities to conduct assessments, but did not carry any items for distribution and later returned with a few items that they gave to the district administrators to distribute to the affected communities. Only ZRCS was available at the point of distribution to verify beneficiaries and witness the distribution process. The community held this in high regard especially in terms of ensuring that items reached the intended beneficiaries, this enhanced the credibility of the ZRCS.

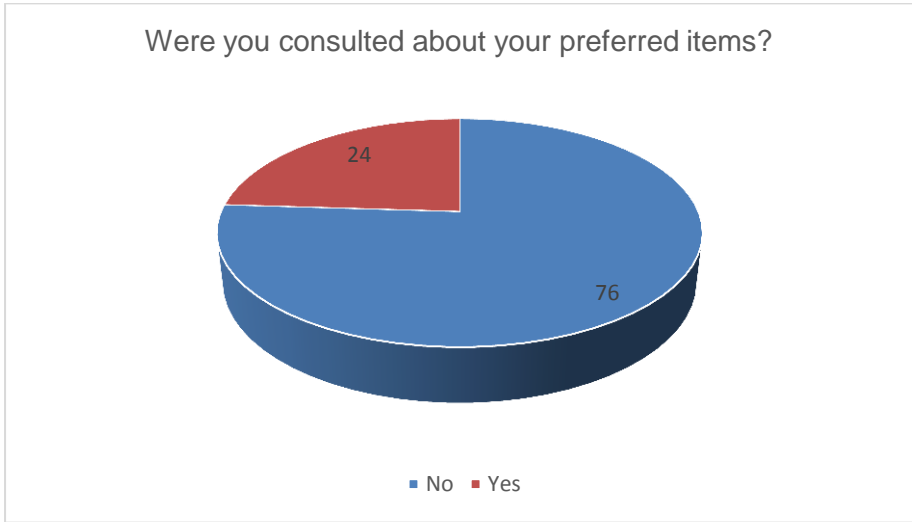
### Adequacy of items

Food and non-food items that were distributed to the beneficiaries were perceived as inadequate by the beneficiaries. 90% of those who received food items indicated that although they were happy to receive the food it was not adequate to cater for the period which they would have no food since most of their crops had been destroyed by the floods. The food rations which were received by the communities were influenced also by the pledges which had been done by other organisations during the joint assessments. Organisations had pledged to support the flood affected households at the point of assessment, however most of these pledges were not fulfilled. Also the food was provided for 2 months but the needs were for a long term support especially since the food stores had been washed away in the floods.



85% indicated that they received 1-2 buckets for water storage. However 75% of them highlighted that these were not adequate to meet the daily family requirements mainly because they had large families which needed more water and also to cater for a bucket used for bathing since most of their property had been destroyed by the floods. The average HHs size is 3-6 as indicated by 54% of the HH, whilst 32% have household with 7 – 10 people. Hence the need to consider the family sizes as distributions are being done would need to be considered in future operations.

**Beneficiary consultation**



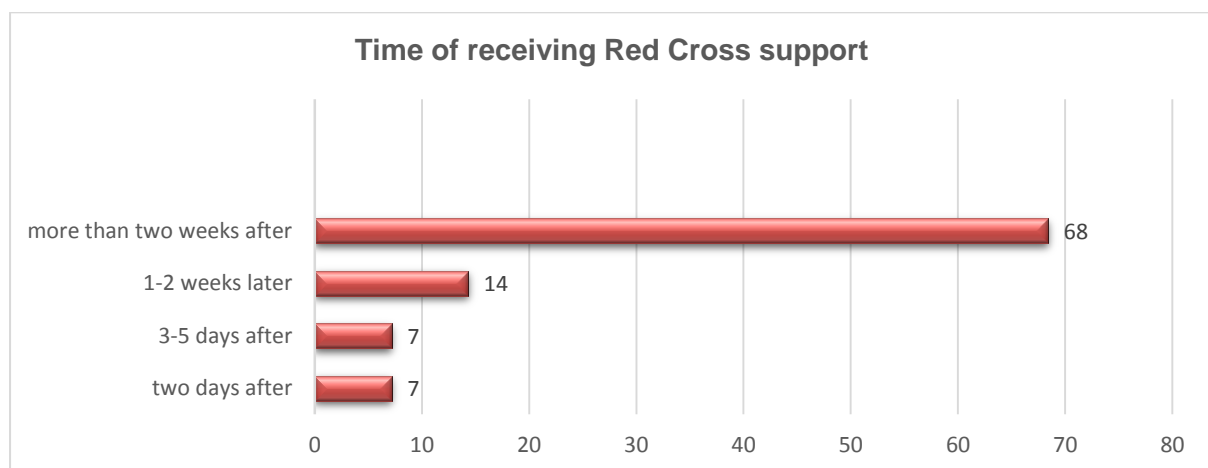
76% of the respondents reported not having been consulted on their preferred items prior to the relief distributions. This was also confirmed in focus group discussions where one man indicated that “even if they would have given us water, we would still be happy because at least it would have been something”. Therefore there is need to ensure that disaster response is need based to ensure its effectiveness. Through assessments, the needs of the beneficiaries are ascertained and not have blanket distribution done without considering client needs.

62 % of the interviewed beneficiaries also did not know where to make complaints. Therefore the need for a beneficiary communication strategy cannot be overemphasised, thus facilitating the principle of humanity and giving dignity to the communities during the response activities

EPOA was not revised after the assessment and instead was implemented as was originally planned. It was noted that the lack of capacity on the promised beneficiary reach by other agencies was only confirmed late when the DREF operation was coming to an end. However looking at the needs on the ground and how implementation had been done, there should have been a revision done to include more of the vulnerable people especially since they had not been reached by other agencies in the relief distributions.

**Timeliness**

According to the FGDs, the relief distribution was received within 3 days of the disaster occurring, however it was highlighted that more support was later received after more than two weeks which was sighted as a cause for concern by the beneficiaries. Discussions on the timeliness of delivery of items were done and it was agreed that transportation of the items was one of the causes of the delay. Thus the NS may need to relook at improving its long term transportation capacity through purchasing lorries for the transportation and meanwhile continuous coordination with the ICRC was an observed opportunity to access trucks for distribution of relief items. The need to ensure prepositioning of non-food items also assists in ensuring quick response as the procurement process also contributed to the delayed receipt of the relief items.



**Outcome 2: The management of the operation is informed by a comprehensive monitoring and evaluation system**

**Output 2.1: Monitoring information informs revisions of emergency plan of action where appropriate**

**Output 2.2: The findings of evaluations lead to adjustments in on-going plans and future planning as appropriate**

Initial rapid assessments were done with distribution of the prepositioned items done concurrently. The second round of assessments were done and these assessments assisted in identifying who was supposed to benefit. Thus distributions of items were done on the basis of these assessments.

A beneficiary satisfaction survey was done, and although they did not lead to adjustments in the current plans, they will lead to adjustments in the future DREF applications. Some of the findings for the beneficiary satisfaction survey were:

- The assistance rendered generally met the needs of the people but there was need to improve and consider sizes of households when providing shelter, food and also to improve on the quality and quantity of clothes and blankets.
  - The most required needs during the response were shelter, food, clothes, and blankets. Other required assistance also included support through provision of stationery for children, seed support as well as support with construction materials.
  - Most of the beneficiaries did not have the knowledge of the complaints channels to follow in case they were not satisfied with ZRCS services
  - Participation of beneficiaries in the DREF operations was low and limited to implementation and needs assessment and very little participation in planning and monitoring of activities.
- Thus these are going to be taken into consideration when applying future operations through ensuring that the sphere standards are adhered to and also that a beneficiary communication plan is in place.

### 3.3 Water, sanitation, and hygiene promotion

**Outcome 1: Immediate risk of waterborne disease is reduced through the provision of safe water supply, sanitation facilities and hygiene promotion flood-affected areas of Zimbabwe over a period of three months**

**Output 1.1: Target population in flood-affected areas is provided with access to safe drinking water supply in accordance with SPHERE and WHO standards**

**Output 1.2: Target population in flood-affected areas is provided with adequate environmental sanitation facilities**

**Output 1.3: Target population in the flood-affected areas are provided with hygiene promotion activities, which meet SPHERE standards**

ZRCS continued pursuing the plan to support 2,500 people and 500 households, slight variation were however made particularly on targeting for safe drinking water (distribution of plastic buckets) which increased from 500 to 600 while in some instances the beneficiaries received more than one storage container based on the family size, and need. The increase of beneficiary households was a result of detailed surveys which revealed the need to widen the reach as the contamination of water sources exposed the whole community to the threat of water borne diseases, not just the households affected by the floods. The cholera threat also confirmed the need to step up hygiene awareness with focus on cholera prevention while panning off to broader diarrheal conditions and general good hygiene practices.

The Ministry of Health (MoH), through the environmental health technician (EHT) created awareness among the displaced community members on the prevention of diseases such as diarrhoea by promoting the treatment of water before drinking. There were also ZRCS volunteers promoting awareness on proper hygiene and sanitation in order to prevent the occurrence of cholera and other water related diseases. In areas where ZRCS did not have active running projects, many of the volunteers were dormant hence few responded in this operation.

### 3.4 Shelter and settlements

**Outcome 1: Immediate shelter and settlement needs of the target population in flood-affected areas of Zimbabwe are met over a period of three months**

**Output 1.1 Distribution of NFIs and emergency shelter items undertaken to meet the needs of the target population in flood-affected areas**

Upon receipt of the deliveries the NS guided by the ongoing assessments by field teams found that some of the planned relief was no longer relevant hence the decision to preposition. Some of the shelter distributions i.e. plastic sheets and tarpaulins were suspended on observation that majority of the beneficiaries had already instituted local recovery initiatives by either repairing their damaged structures and/or rebuilding.

*'If you are in a disaster situation, you do not choose what you want, you just like everything. If we were to get one grain of maize we would still receive it with happiness!'*

### 3.5 Food security, Nutrition, and Livelihoods

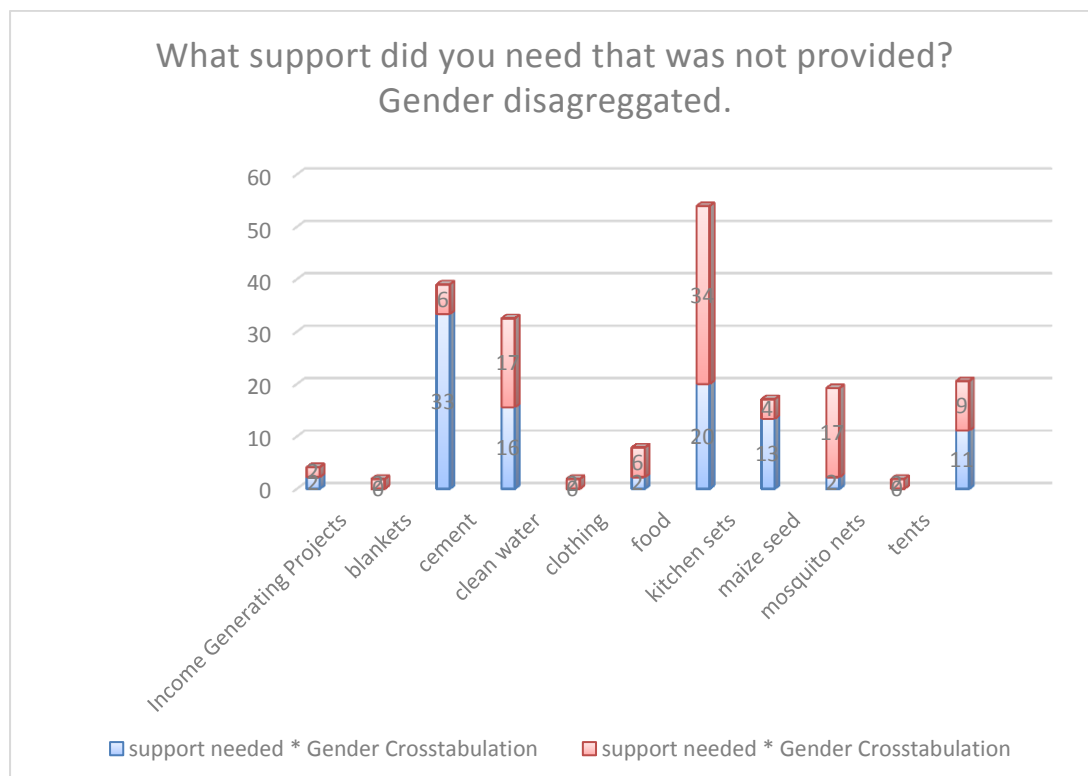
**Outcome 1: Immediate food needs of the target population in the flood-affected areas of Zimbabwe are met over a period of three months**

**Output 1.1: Appropriate food rations are distributed to the target population**

Following the completion of the procurement process, ZRCS distributed food stuffs to 500 households with the food ration comprising of 20kg mealie meal and 2Kg of beans. This was a one-time distribution that supported the most vulnerable households only. During the DREF review, it was established that the number of households targeted was way below the number of the vulnerable people requiring assistance hence following the ZRCS distribution, the beneficiaries further shared their food rations with other households in need of food.

In the FGDs, it was mentioned that the criteria for selecting households to benefit from the food distribution was households whose houses were destroyed yet there were those households with their homes intact but had lost their food reserves when the granaries were washed away hence the need for further distribution among the community members.

#### Support needed that was not provided



In terms of support needed that was not provided, 34% of the female respondents as compared to 20% for males cited that food support was needed but was not provided to them. This information was

also verified by the focus group discussions. The beneficiaries indicated that although the councillors and community leaders were involved in the registration and distribution process, to ensure that there was no double dipping, a large number of people did not get the food. Thus there was need for the different stakeholders to be well coordinated such that a common selection criteria for food distribution would be used and thus cater for most people who had been affected. Also detailed assessment coupled with stakeholder coordination can also assist in ensuring that the most affected people are catered for.

During the KII and FGDs, it was clear that education kits – books and stationery for the affected school going children, were needed to enable the children to resume learning as soon as the schools were opened. This should have also been captured during the assessment even if a distribution would not have been carried out to support the children continue with their learning once the floods receded.

More people had their houses destroyed yet few received tarpaulins – these were not enough. It was reported by the beneficiaries that ZRCS came with a fixed number of tarpaulins and tents that was not enough for the people who needed help to construct new shelter. Some vulnerable people in need of assistance were left out in the distribution due to the inadequate quantity of tarpaulins. From the assessments, it would have been possible to establish the number of people in need of shelter and have these numbers adjusted through a revision of the EPoA during implementation of the DREF operation.

*Flood waters came in the night, we ran for survival and did not have time to save any of our belongings*

Another item needed by the community for longer term recovery was cement to build stronger houses and latrines. Many acknowledged that their structures were easily destroyed due to their weakness and saw that use of cement in construction contributed to the durability of the houses that were not destroyed by the floods hence the statement voiced by some of them “Our houses were weak hence were destroyed by the flood waters”.

As most of the crops in the field had been swept away, many felt that had they received seeds for planting, it would have worked towards ensuring they would have food for their families. Maize seeds to replant in destroyed crops fields was a need to be filled. Some little seed had been distributed by other organisations but this was too little compared to the need. As the area in Mbire is a cotton growing area, some of the farmers had taken cotton seeds on credit. The cotton crops too were washed away.

### 3.6 Capacity of the National Society

The DM department of Zimbabwe Red Cross is well staffed which includes a DM manager, along with 4 officers who have all been involved in disaster response training. This enabled the implementation of the 2015 DREF to be conducted in an effective and efficient manner. For the past 3 years, ZRCS have invested in training such as RDRT/NDRT and CBDRT inclusive of SPHERE standards that enabled them to respond faster to the DREF. In addition to this, the NS had prepared a contingency plan that involved all 3 trained structures (as listed above). The activation of this allowed for a quick flow of information to move from the ground level up to head office which resulted in an improved turnaround of the DREF application. In addition to this, the NS has offices located in the provinces and the districts that allow trained resources to be mobilised within a short notice. ZRCS has a reputation for always being on the ground and responding immediately to emergencies, whereby other stakeholders have even leveraged on the experience of their shelter construction abilities. There is also a strong sense of trust within the communities and other stakeholders.

The availability of pre-positioned stock allowed ZRCS to respond quickly to the needs of the communities and they were able to commence distribution, whilst conducting the assessments in areas they were able to access. The ease of access to this stock was crucial in enabling ZRCS to respond so quickly and provide at least something to

*We needed food for survival as where there is no food, people cannot survive.*

Due to a good relationship with PNS' in-country, ZRCS was able to borrow funding to conduct RAPID assessments in the initial stages. Finnish Red Cross was already operational in the district and held a budget line for unforeseen disasters, which is mainly used for supporting the assessments required for the DREF application. Without this, major delays would have occurred. Also these assessments were done with other stakeholders. This was a lesson learnt from the previous DREF recommendations.

During KII discussion with the Social Services officer at the Muzarabani District Office, he commented that ZRCS should be congratulated for their strong communication skills in ensuring there was constant contact with the District civil protection unit. Throughout many of the key informant interviews, stakeholders consistently praised ZRCS communication skills confirming that they worked well within their own team, as well as with outside members. World Vision noted that as ZRCS was within walking distance to their office, information was shared regularly and they worked together to discuss further needs that were been identified once food distributions had been completed.

In one of the areas visited, the beneficiary focus group discussed a previous time ZRCS had visited them requesting a group of volunteers for training approximately 5 years ago. Despite the training some time ago, the team was able to use their skills and reactivate the processes to follow during this emergency.

### **3.6.1 Capacity gaps identified:**

There were several cases where beneficiaries described up to a 1 month delay in receiving items as the communities were located in areas where there was no prepositioned stock in a warehouse (e.g. tents). If these were located closer to high risk, vulnerable communities, this would enable them to deliver items within 2-3 days of a disaster occurring.

There was consistent feedback from stakeholders that highlighted transport issues as no trucks were available from the ZRCS and therefore they had to request assistance from CPU and ICRC to arrange transport. ZRCS were unable to access some of the affected areas as the roads needed repairing and land cruisers could not manage the terrain especially whilst flooding was still apparent. In addition to this, there were logistical delays with the coordination of volunteers as the call out system which had been put in place, did not include checks to confirm that volunteers were available. It was assumed that teams would be on the ground and ready to respond, however this was not the case. This resulted in the lack of available resources and compromised assistance on the ground. During a focus group discussion with the volunteers, they mentioned that it could be useful for at least some of the volunteers have access to mobile phones. That way they could be contacted when they needed to be activated, but also they could better coordinate with each other during the response. The NS would be able to respond more easily and quickly if there was available transport and call out systems in place at the same time, every year when the flooding season is imminent. IN the volunteer FGD volunteers mentioned that it could be useful for at least some of the volunteers have access to mobile phones. That way they could be contacted when they needed to be activated, but also they could better coordinate with each other during the response.

Where there are no long term projects running in disaster prone areas, volunteer support and development is weak and ineffective. In some cases, this resulted in volunteers dropping out, and therefore community leaders in some areas did not involve the volunteers in the registration assessments process. It was encouraging to see that during the focus group discussion, many volunteers said that they essentially activated themselves. They remembered their training and they

knew that they could help so they took it up themselves to coordinate with village leaders to be involved in the assessment and verification process.

The completion of assessments was a challenge as there were too many parties (other NGOs) involved that submitted their own individual assessments. During a key informant interview with World Vision, there were a total of 3 assessments completed which created a lot of confusion; World Vision, Civil Protection Unit (CPU) and Plan International. This resulted in different target numbers which created huge challenges when determining the number of blankets, mosquito nets etc. Finally, all material data collected was handed to CPU for collation, and only then needs were able to be properly identified. The findings of a detailed assessment could have been used to develop a revised DREF or Emergency Appeal and allowed ZRCS to target a more realistic number of beneficiaries based on more accurate data.

In terms of the DREF operation meeting its objectives, a rating of 40-50% was given based on the reach of the target group versus the number of vulnerable people who needed aid but were left out. It appears the operation targeting was way below the actual even after other stakeholders came in with their support.

Another gap identified was on staffing. In areas where there were no running projects, there were no staff to oversee the implementation of the operation and sometimes, as in the case of Mbire, there was only one field staff available for the operation (based in Muzarabani). There was also a need to train volunteers in Mbire and Mt. Darwin as these areas had not had projects in the last few years hence did not have active volunteers in place, unlike in Muzarabani and other disaster affected areas. There was overstretched finance staff capacity as the disaster occurred during the time of audit when finance staff were occupied and there was need to have staff to attend to the planning and implementation of the disaster. To enable proper streamlining of operations, there is need to have surge support in the finance department at this critical time to address both the normal NS operations and disasters.

### **3.6.2 Changes in capacity, capability, understanding and learning:**

Due to ZRCS investment in RDRT, NDRT and CBDRT, the volunteers and staff were able respond faster to the DREF. The contingency plan that was developed for Mashonaland Central during training in Sept 2014 included disaster prone areas that had been identified by the disaster management team. A smaller team was also used to look into the detail, clarifying all information. The contingency plan (CP) looked at geographical areas that were often affected and reviewed issues that required attention. This was beneficial to this operations success as the CP was activated immediately and improved the turnaround of the DREF application and therefore approval of funds

The initial assessments that were completed by other organisations confused targets and any revised information was not included in any revision updates. This was well noted throughout key informant interviews and was captured in the lessons learnt workshop. Now that the NDRT trained team have more experience on the ground, this can be factored into future operations.

### **3.7 Challenges:**

1. Not all vulnerable households/people were reached with support. There was high demand for support yet only low response was received to meet the needs of the affected community. The amount of support from Red Cross and all other actors combined did not reach all the needy households. From the FGDs, it came out clear that once the food distribution was done, the households that received the food rations further divided with other needy members in their villages who had been missed out in the distributions and were in a vulnerable situation.
2. The criteria used for selection of beneficiaries left out vulnerable households just because their homes had not been destroyed by the floods. This calls for a more participatory development of

criteria of vulnerability to enable proper targeting of beneficiaries for different levels of distribution.

3. There was blanket targeting for the distributions as in some cases, there were households that got items that they did not need e.g. kitchen sets when all they needed was food.
4. Water sources that had been affected by floods are still in need of repair/disinfection. Some of these boreholes have been condemned therefore communities near these water points have to travel far (some up to 5km) to get water or fetch from unprotected wells which are not safe. However Water Guards were distributed as an emergency measure.

## Chapter 4: Conclusion

The DREF response was timely in reaching to the beneficiaries at a critical moment thereby alleviating the suffering of already vulnerable households. Although assessments had been done, there were more people in need of support compared to those that were reached. This called for a revision of the plan of action, something that was not done, in order to reach as many of the needy households as possible. Many other actors came in with response that was way below the need. The fragmented approach of the various organisations in responding to the flood disaster did not adequately address the needs of the affected community therefore in future, more coordination at the national, provincial and district level is needed among the various actors in order to give adequate response to the communities in need. ZRCS could champion this process and coordinate response by actors in collaboration with the lead government office, the civil protection committees.

ZRCS was able to serve affected communities in the remote areas that were not reached by other agencies. Distribution of relief items was welcomed by the communities though not all items distributed were relevant or adequate to all the targeted households. For example, for parents with school going children, there was need for provision of school supplies. Also beneficiaries stated that food requirement was greater than the amount provided during the distribution.

The strategy to conduct initial assessments alongside initial distribution of relief items was greatly appreciated by beneficiaries as immediate assistance was received by the most vulnerable families.

Beneficiary selection targeted those whose houses were destroyed and not those with damaged houses therefore it affected beneficiary numbers and items needed. Also because of the criteria used to identify the beneficiaries, this could have led to some of the items distributed being irrelevant to the beneficiaries.

Beneficiaries did not know how to communicate/give feedback on response operation. There is need to strengthen beneficiary link with the NS during the process of implementation of emergency operations.

ZRCS lacked staff/volunteer base in some areas especially where there had been no active project running in the last few years. This meant that in some instances, the volunteers were not available to support in the operation or those available required refresher training on the key messages to be delivered to the affected communities.

A need for recovery and long term shelter response existed but could not be addressed by this DREF operation as DREF guidelines do not allow recovery and DRR activities.

## Chapter 5: Recommendations

- 1) A follow up assessment should have been done following fund disbursement to look into response gaps as interviews resulted in evidence that there were some vulnerable households left without support.
- 2) Coordination with stakeholders needs to be strengthened in order to avoid duplication of services. In future, the NS should consider sharing the district EPoA with the DA's office, as some did not have clear info on the RC support within their respective districts.
- 3) There is need to have a good balance among various sectors of the operation with a greater focus on relief in comparison to other sectors, such as health and hygiene promotion.
- 4) Cash transfer should be considered as a response option to give beneficiaries flexibility to cover their needs. CTP preparedness should be considered since some members of the ZRCS were trained in cash transfer programming
- 5) Visibility of the Red Cross needs further strengthening as there should also be a greater focus on communications materials such as case-studies, photos to disseminate to key donors.
- 6) NS to consider conducting PASSA (Participatory Approach for Safe Shelter Awareness) training in communities affected by recurrent strong winds and hails storms, as well other hazard prone regions.
- 7) Also the NS should consider how to integrate DRR into shelter solutions in emergency contexts.
- 8) The assessment of beneficiary's requirements as well as consultation and participation of the beneficiaries in the process should be improved to reduce the mismatch of items received.
- 9) The NS should consider discussions with the Government to utilise storage space for pre-positioned stock in hazard prone areas.
- 10) When providing NFIs there is need to consider the sphere standards, to ensure adequate assistance is provided as well as advising beneficiaries of the items they are expected to receive in each distribution.
- 11) The need to consider recovery plans for these communities is important for sustainability – consider resilience activities and develop of proposal/concept notes for medium/longer term response to approach donors.
- 12) Beneficiary communication strategy needs to be considered and thus developed for the NS to enhance their operation accountability.
- 13) Pre-arranged transport agreements and processes with stakeholders such as ICRC would enable easy access to trucks with limited coordination discussions during implementation of needs assessments and beneficiary distributions.
- 14) In areas where volunteers have already been trained, refresher courses prior to the flood season should be considered as well as targeting new volunteers, especially where there are long term projects active in, or near, these locations.

## Chapter 6: Lessons Learnt

In previous years, the DREF has taken a considerable time to get approved, however in 2015, the team comprised of NDRT trained individuals and therefore the operation was put together much more easily which reduced the length of time of the DREF request process. Looking at the level of response versus the needs of the affected community, there was need for ZRCS to scale up its response especially when other humanitarian organisations did not give adequate support. Many other needy households were left without support in the critical days after the floods occurred. In future, there should be consideration of reviewing the operation scope and make changes as necessary in consultation with IFRC.

In addition to giving support to disaster relief, there should be some support given towards reconstruction of livelihoods for example, in addition to giving food rations, there should be support given towards own food production (seeds) thereby contributing towards enhancement of food security for the affected communities. This could be done in partnership with other donor agencies and not necessarily through IFRC support.

By the time most of the timber was available, beneficiaries had already begun reconstruction with the tarpaulins they had received during earlier distributions. In the rural areas, people were able to collect poles from the bush for construction, although this is still not a solution as this encourages deforestation. People affected in the urban areas were not able to collect their own timber so their shelter needs were greatly affected, therefore there needs to be pre-positioned timber in preparation for a disaster. In terms of preparedness in urban settlements, there should be provision on suitable temporary shelter, in consultation to the local authorities since the tarpaulins were not allowed in some of these urban areas affected by the floods.

Follow up mechanisms need to be in place after the initial rapid assessment and distribution of items is completed as people have expectations that ZRCS will return, however this does not occur.

In many instances, the biggest problem was the destruction of crops which became the most urgent factor. As initial assessments were made quickly, the quantity of maize meal was not adequate and only helpful in the short term. The assessments need to be conducted more thoroughly in the interim phase to ensure urgent requirements are addressed as best as possible. However there is also need to have surge support in the finance department at this critical time to address both the normal NS operations and disasters.

Only ZRCS was available at the point of distribution to verify beneficiaries and witness the distribution process. The community held this in high regard especially in terms of ensuring that items reached the intended beneficiaries, this enhanced the credibility of the ZRCS.

## 6.2 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Coordination and cooperation with stakeholders</li> <li>• Capacity – NDRT / RDRT / CBRT</li> <li>• Available human responders (volunteers) in X areas</li> <li>• Improved turnaround of DREF approval</li> <li>• Prepositioned resources increased response time for delivery of relief items....</li> <li>• Ability to monitor the operation</li> <li>• Timely response</li> <li>• Community involvement</li> <li>• Contingency plan was developed for Mashonaland Central during training in Sept 2014 which helped increase the speed of the DREF approval</li> <li>• NS capacity – pre finance from PNSs allowed ZRCS to commence needs assessments immediately</li> <li>• Integrity of NS</li> <li>• The Red Cross Act as NS could reach all areas without problems</li> <li>• Recognition of the civil protection act, thus NS could collaborate with the Civil protection unit</li> <li>• Team work - staff and volunteers in fulfilling mandate</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Unavailable resources e.g. timber</li> <li>• It is not sustainable for ZRCS to hand out food and gives a false sense of security to beneficiaries</li> <li>• Limited prepositioned stock in provinces</li> <li>• Poor update of the volunteer call out system</li> <li>• Lack of active members &amp; volunteers in Mbire District</li> <li>• Depleted/small fleet</li> <li>• Lack of communication gadgets</li> <li>• Inadequate monitoring of SPHERE standards</li> <li>• Lack of warehousing systems</li> <li>• Grand standing by other organisations</li> <li>• Protocol issues delaying access</li> <li>• Limited trained volunteers in rural communicates e.g. RDRT</li> <li>• Delay in fulfilling protocols</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Networking</li> <li>• First aid training</li> <li>• Resource mobilisation</li> <li>• Marketing ZRCS</li> <li>• Branch development</li> <li>• Safer access</li> <li>• Prepositioning of stocks</li> <li>• DRR programming</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Effects of climate change will cause more severe emergencies such as the imminent drought</li> <li>• Outbreak of disease will strain the</li> <li>• Infrastructure damages i.e. delays to road improvements will further impact the ZRCS response mechanisms to reach beneficiaries</li> <li>• Local Legislation causes delays to relief items being distributed</li> <li>• Hostile communities delays responses as more time is taken with adhering to protocols.</li> <li>• Accessibility of areas (weakness of phone signals)</li> </ul>

## Annex I – Terms of Reference

<b>Title of ToR</b>	DREF Operational Review
<b>Operation</b>	MDRZW010 Zimbabwe Floods
<b>Participant(s):</b>	Representatives from: Zimbabwe Red Cross Society (ZRCS); IFRC Southern Africa regional office (SARO); IFRC Africa Zone (Disaster Management Unit and/or PMER); DREF Advisory Group Member (TBC)
<b>Dates:</b>	19 April – 29 April
<b>Destination:</b>	Zimbabwe (Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands)

### Background:

In December 2014, Zimbabwe experienced continuous heavy rainfall, which led to widespread flooding across country, with the worst affected provinces including: Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands. According to assessment information, approx. 6,000 people (1,200 households) were affected, of which 2 500 people (500 households) required urgent assistance. Many were injured, displaced or left homeless. Many houses collapsed due to the flooding, belonging were washed away, and water supply and sanitation infrastructures contaminated. On 13 January 2015, the International Federation of Red Cross and Red Crescent Societies (IFRC) released CHF 192,292 from the Disaster Relief & Emergency Fund (DREF) to support the Zimbabwe Red Cross Society (ZRCS) respond to the needs of 500 households (2,500 people) affected by the flooding in the Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands provinces for a period of three months. The DREF operation has included interventions in the following sectors:

- Quality programming – including detailed needs assessment, the use of new technologies (Mega V/ODK), and accountability to beneficiaries measures, e.g. beneficiary satisfaction surveying.
- Water, sanitation and hygiene promotion – including the distribution of safe water supply and sanitation related items.
- Shelter and settlements – including the distribution of non-food Items (NFIs) and emergency shelter items, as well as training on their use.
- Food, nutrition and livelihoods – including the distribution of food parcels.

As part of the IFRC's efforts to improve the quality of operations and level of accountability to all of its stakeholders, it is recommended that a review is carried out of the MDRZW010 Zimbabwe Floods to assess its effectiveness; and capture lessons learnt. In Zimbabwe, there have been a number of operations in response to flooding, and as such reference to these should be made, especially in terms of establishing if/how lessons learned were applied, or previous challenges overcome, within the MDRZW010 operation. It is also anticipated that the review will provide an opportunity to develop a case study, which can be used to demonstrate to key partners/donors of the efforts that are undertaken by the ZRCS to respond to the flooding through the DREF.

### Objective(s):

1. Review the effectiveness (by sector) of the DREF operation in meeting the planned objectives; and outputs in the EPoA; and expenditure against the agreed budget.
2. Provide a means of identifying successes, challenges, lessons learned from the operation in order to inform recommendations for future DREF operations, specifically those related to floods.
3. Assess the extent to which lessons learned from previous operations were incorporated within the MDRZW010 operation.

### Output(s):

- Review report – including executive summary, findings, key conclusions and recommendations.
- Joint management response to the recommendations made following the review; (including ZRCS, IFRC (and if relevant PNS); including a plan of action for their application in future operations.
- Case study, which can be used by the ZRCS / IFRC to demonstrate the results of the DREF operation for communication purposes to key partners/donors.

### Scope:

The DREF review will be carried out in the at least one of the Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West and Midlands provinces (TBC), which were targeted through the DREF operation, specifically it will look to assess the following:

- **Relevance and appropriateness** – the extent to which interventions suited the priorities of those affected by the flooding, if other interventions would be more suitable; how they were revised based on the needs assessments carried out, and complimented those of other actors. Also, if the operation (scope and timeframe) was appropriate for the needs, or if another mechanism (EA) should have been considered.
- **Efficiency** – if the outputs of the operation have been delivered in the least costly manner possible, i.e. if planned expenditures were as expected; as well as assess how expenditures could have been reduced, or if other more cost effective approaches could be taken.
- **Effectiveness** – the extent to which the operation was able to meet its intended objectives and outputs (by sector) in accordance with recognized international standards (SPHERE), and of/how NS/IFRC systems and processes supported the operation
- **Coverage** – the extent to which the operation was able to reach the populations/areas at affected by the flooding; how the criteria for this was identified/implemented.
- **Coherence** – the extent to which the operation was in accordance with the policies and strategies agreed by key stakeholders for the response, including the government of Zimbabwe; and the RCRC Movement.
- **Sustainability and connectedness** – the extent to which the outcomes of the operation will be sustained; particularly in relation to capacity and learning gained through the interventions; and how they can be integrated within contingency planning activities being carried out by the ZRCS in preparation for flooding in the future.

### Activities:

The DREF review will integrate the use of the ODK software as part of the beneficiary surveys, therefore this is included in the timeline below. The review will take place from 22 March – 2 April with the following schedule (including drafting and finalization of report):

<b>Activity plan</b>	<b>Date</b>
Share key documents	Friday
Budget completed for international Friday. In-country be Wednesday	Friday
Remote Key informant interviews to guide review (SARO, Zone, others) – list to be developed by review team	
Secondary data review completed	
In-country field visit plan confirmed by review team	
Arrival	19 April
Briefing with NS leadership, review team finalize plans, methodologies/tools, of review, and setup of ODK	20 April

Train 2 branch staff (DM + technical person ,i.e. health, PMER, WATSAN or shelter) from 5 affected districts and 2 staff from HQ on use of ODK. Training to include creation of digital survey, downloading of ODK software, uploading of surveys to server, and rules for use by volunteers) and pilot test of survey with volunteers. Discussion on pilot (what worked well, what didn't). Tweaking of survey, and training on data analysis, other uses of ODK, and next steps.	21 April
Branch DMs depart to respective regions  Review team departs to field visits	22 April
Each Branch (via the 2 trained representatives) to train 6 volunteers (3 volunteers to accompany each representative and conduct beneficiary surveys in identified communities (criteria for communities to be discussed during training)	23-24 April
DREF review team carries out field visits to most affected areas: Mbire and Muzurabani and compiles and analyse data	23-24 April
Review teams return to Harare	25 April
Aggregate data and prep for workshop  ODK Branch representatives and lessons learned participants travel to Harare	26 April
Lessons Learned Workshop co-facilitated by ZRCS and IFRC	27 April
Interviews with NS, and other partners, ICRC, and PNS as relevant.	28 April
Debrief with ZRCS management	29 April
Departure	30 April
Compilation of field notes and draft analysis completed by review team	9 May
Submission of draft report	17 May
Feedback on draft reports	24 May
Case study	1 June
Final report	8 June
Management response from ZRCS	22 June

Please note that the draft report will be submitted 14 days after the conclusion of the review (with seven days allowed for feedback), and the final report submitted no later than four weeks after the review

#### Methodology:

- Desk review and review of secondary data.
  - MDRZW010 Zimbabwe Floods – EPoA
  - MDRZW010 Zimbabwe Floods – Budget
  - MDRZW010 Zimbabwe Floods – Operations Update
  - ZRCS Field Monitoring Reports (and SitReps)
  - ZRCS Financial Monitoring/Expenditure Reports
  - Key reports from external partners (E.g. UN agencies, MoH)
  - Operations lessons learned reports from previous operations
  - ZRCS DM policy, mandate, and annual plan documentation,
  - ZRCS SOPs, CP, response plans, HR resources (NS Organigram)
  - UN/OCHA situational reports
  
- Key informant interviews (consider representation from respective regions of the operation), i.e.

- a. populations reached through the operation (via ODK surveys)
- b. ZRCS staff representatives from relevant technical areas and respective regions
- c. IFRC SARO
- d. ICRC country delegation
- e. In-country NGOs: UNICEF, IMO, World Vision
- f. PNS, including Danish Red Cross, Norwegian Red Cross, Finnish Red Cross
- g. In-country government partners: Civil Protection Department HQ, provincial civil protection committees chaired by Provincial Administrators, MoH
- Focus Group Discussions:
  - a. with beneficiaries
  - b. ZRCS volunteers involved in the operation
- Lessons learned workshop to include all levels involved in the operation:
  - a. branch staff from 5 regions
  - b. headquarters staff (DM, technical and support department representatives)
  - c. Volunteers from X regions
  - d. ZRCS management
  - e. Other key stakeholders/partners as relevant.
- Development of a case study (maximum four pages), providing a description of the operation, including successes, lessons learned, inter agency/volunteer testimonials and photographs) to be shared with key partners/donors.

Please refer to Annex 1 and 2 for a proposed tools for key informant interviews; an agenda for the lessons learned workshop.

#### **Resources:**

Please note that CHF 6,000 has been budgeted for the DREF review, and this will be utilized for both the in country costs of organising the exercise (ZRCS), and to facilitate the participation of IFRC representatives from the Zone office (specifically the disaster management unit) and IFRC. Representatives from the IFRC Zone PMER, and DREF Advisory Group will be expected to cover their costs of participation.

#### **Team Composition:**

1. Representative from the Zone Disaster Management Unit (DMU) responsible for guiding the review, drafting report with inputs from team members, and finalising report (and case study).
2. Representative from SARO, and Zone Planning, Monitoring, Evaluation & Reporting (PMER) Unit, responsible for participating in secondary data review, primary data collection, and facilitation of lessons learned workshop, analysis and finalisation of review findings and recommendations, and coordinating logistics of review with NS.
3. Representatives from the DREF Advisory Group and/or in country Partner National Society (PNS) – TBC.
4. Members of ZRCS focal points for the review responsible for communicating with ZRCS leadership on plans for review, and to support preparation and provision of relevant documentation, planning and liaison with key informants, organising logistics for the team, as well as participating in secondary data review, primary data collection, facilitation of lessons learned workshop, analysis and finalisation of review findings and recommendations (including facilitating inputs/feedback from ZRCS management).
5. DREF officer responsible for providing input/feedback on report and case study, and providing technical advice on DREF review process.

#### **Key contacts:**

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#### **Annex 1**

Chart to guide discussion on effectiveness of achievement of objectives, outputs and expenditure by and identifying key successes, challenges and lessons sector,

technical programming areas/sector	effectiveness of outputs	effectiveness of outcomes and objectives	effectiveness in expenditure	relevancy and appropriateness	efficiency	coherence	sustainability
WATSAN							
Shelter and settlements							
food security, nutrition and livelihoods							
quality programming <sup>1</sup>							

**Guiding questions per sector** - for each area discuss: did we achieve this? (Yes, no, somewhat) and what could be done to improve in the future?

#### Effectiveness

1. To what extent did the operation meet its intended outputs (by sector)?
2. To what extent did the operation meet its intended objectives (by sector)?
3. Was it effective in expenditure? Were planned expenditures as expected? Could expenditures have been reduced or more cost effective approaches used?

#### Relevant and appropriate

4. Was it in accordance with recognized international standards (SPHERE)?
5. Was the plan for this sector revised based on the needs assessments? Could/should it have been?
6. How were these actions complimented by other actors?
7. Was the operation (scope and timeframe) appropriate for the needs?
8. How the targeting done (i.e. criteria used, implemented)?

#### Coherent

9. What was the extent to which the operation was in accordance with the policies and strategies agreed by key stakeholders for the response? (Government and RCM)?

#### Sustainability

10. What capacity and learning gained through the interventions will be sustained?

#### **Annex 2:** Areas of quality operational response for lessons learned

Consider whether the below were effective and discuss what worked well, what didn't work well, and what could be done to improve in the future.

1. Operational decision making, communication and coordination among national, regional and zonal actors
2. Use of Disaster Response resources: CBDRT, NDRT, RDRT,
3. Use of Disaster Response mechanisms: early warning systems, SOPs, Contingency plans, etc.
4. Participation in National coordination mechanisms (EOCs)
5. Needs Assessment
6. Logistics (warehousing, transportation and supply chain) and procurement<sup>2</sup>
7. Working with media (in-country and international)
8. Response Reporting
9. HR in emergencies process and procedures
10. Finance in emergencies process and procedures

<sup>1</sup> Consider gender, beneficiary communications and cross cutting issues

<sup>2</sup> Consider handling of domestic donation

## **Proposed questions or themes to be addressed to staff trained during the implementation of DREF – to be discussed**

### *Effectiveness and efficiency*

- How effective were the NS/IFRC systems and processes in supporting the operation (e.g. management decision making and approval, preparation of DREF document, process of the approval and disbursement process, logistics system, financial system, etc.).
- How were decisions about the content of the DREF operation taken and by whom? What NS/IFRC mechanisms and tools were used to promote good practice (e.g. SPHERE, Better Programme initiative, emergency assessment tools, Vulnerability and Capacity Assessment etc.)?
- How effective were the operation's processes for planning, priority setting, and monitoring, reporting and quality management? What tools were used to systematically monitor the operation? (Excel sheets? Log frame matrixes, tables, finance programmes etc.?)
- How well was the operation planned in regards to finance? Costs and expenditures as planned and expected? Where there new or other needs that the NS would have wanted to use resources for? (Even if the operation is not completely finalized, the NS might have an idea of this.)
- Was there adequate integration across the different programmes? (E.g. Emergency health, relief, WATSAN, etc.)
- How well did the country (if applicable)/regional/zone/Geneva Secretariat support the operation – from preparation of DREF documentation and approval, throughout the DREF operation until the end of the operation?
- How were the volunteers managed? Where they insured? Where the volunteers provided with relevant training and equipment for their activities performed during the operation?
- Was there effective coordination with Movement partners / other actors? And how appropriate and effective were the inputs of partner organizations in the implementation of the operation, including how roles and responsibilities were defined.

### *Capacity of the National Society:*

- Where there any gaps in capacity of the National Society to implement the operation that needs to be addressed? Are there any plans in the National Society to address the gaps? Have these plans been incorporated in the National Society's long term/yearly planning?
- What changes in capacity, capability, understanding and learning have occurred within the National Society as a result of the ongoing operation? Are these appropriate?
- What important lessons have been learned which can improve future disasters response? What would the National Society do differently in future DREF operations?

## Annex II: DREF Lessons Learnt Workshop Programme

27 APRIL 2015 – WESTWOOD TRAINING CENTRE

TIME	ACTIVITY	FACILITATOR
09.00 – 9.15 am	Introduction of workshop participants	KK / Mudombi
9.15 – 9.30 am	welcome remarks	Secretary General
9.30 – 10.00 am	Workshop Objectives	Naemi
10.00 – 10.30 am	Overview of DREF Operation	Mudombi/Tapiwa
10.30 – 11.00 am	TEA BREAK	All
11.00-12.00 noon	Review of the DREF operation: (group work participation by all in 4 groups)	Joanne
12.00 – 1.00 pm	Presentations of previous exercise and general discussion	Sumiko
1.00 – 2.00pm	LUNCH BREAK	All
2.00 – 3.00 pm	SWOT analysis	Torto
3.00- 3.30pm	TEA BREAK	All
3.30 – 4.00pm	Discussion of key points from SWOT	Torto
4.00 – 4.30pm	Evaluations of the DREF Review methodology	Naemi
	Closing Remarks	SG

## Annex III: Data Collection Tools

### BENEFICIARY SATISFACTION SURVEY APRIL 2015

#### *Focus Group Discussion — beneficiaries Guide*

#### **Focus Group Background Information:**

Country: \_\_\_\_\_ Province: \_\_\_\_\_  
District: \_\_\_\_\_ Community: \_\_\_\_\_  
Number of participants present: \_\_\_\_\_ Males: \_\_\_\_\_ Females: \_\_\_\_\_  
Name of Facilitator: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_

- 1) Were you affected by the floods? If yes How?
- 2) What type of assistance did you receive? From who?
- 3) What type of assistance did you require?
- 4) To what extent were you involved in the selection process? Do you think the beneficiaries' selection process was done well? How could it have been improved?
- 5) Did you participate in any of the activities aimed at assisting the affected? (e.g. needs assessment, planning, implementing, monitoring)
  - a. If YES, which activities did you participate in?
  - b. If NO, why didn't you participate?
- 6) Were the commodities you received adequate to meet your family requirements?
- 7) Which assistance was most beneficial to you? Why was it most beneficial to you?
- 8) When assistance was being provided, where were you getting the information of date, time and place of receiving the assistance?
- 9) State 2 things that you liked most about the assistance, and 2 things that you did not like.
- 10) What are your sources of livelihood?
- 11) Were they affected by the floods?
- 12) Has the support of Red Cross or other organisations strengthened your livelihoods?
- 13) Do you have members of your community trained in disaster response? Did they support during the flood disaster? How?
- 14) Do you have community action plans for possible disasters?
- 15) How long after the disaster did you get assistance?
- 16) Do you think that men and women in your community participated equally in the flood assistance activities? (IN TERMS OF TIME, NUMBER OF PARTICIPANTS, AND LEVEL OF EFFORT).
  - a. If YES, why was there equal involvement?
  - b. If NO, what prevented equal involvement? How could this be fixed in future projects?
- 17) How could the Red Cross have better supported you in the flood activities?
- 18) In the future, what type of assistance do you think would be most beneficial to the community?

## **KII interview guide**

1. How were you involved in the flood response?
2. To what extent did you coordinate with ZRCS? (budget/technical support?) How did you coordinate with other stakeholders in the flood response? (coordination meetings?)
3. What were the main objectives and activities in the flood response? How were beneficiaries identified and targeted? How many were targeted? Where? How were the needs identified? (If initial assessments done, were there any changes to the implementation plan? What changes were made if any?)
4. What was the extent to which the planned operation was able to reach the populations/areas affected by the flooding?
5. To what extent did the operation meet its intended objectives (by sector)?
6. Were there any challenges and successes in meeting the planned objectives? How were they addressed? How were these measured? What tools were used in monitoring?
7. How were these actions complimented by other actors?
8. Was the operation (scope and timeframe) appropriate for the needs?
9. (Were there any capacity gaps identified in the NS? What support can be given to the NS to address this gap and improve future response?)
10. What important lessons have been learned which can improve future disasters response? (What should the National Society do differently in future DREF operations?)
11. What existing policies, strategies, laws/legislation are there for disaster response and preparedness? Were there contingency plans? Was the response/operation implemented in accordance to these plans?

## **Staff interview guide (HQ)**

### **Planning**

1. How were you involved in the flood response? (what was your role in the operation)
2. How were decisions about the content of the DREF operation taken and by whom? What NS/IFRC mechanisms and tools were used to promote good practice i.e. was SPHERE used? Better Programme initiative, emergency assessment tools, Vulnerability and Capacity Assessment etc.? – was this informed by existing contingency plans.
3. How effective were the NS/IFRC systems and processes in supporting the operation (e.g. management decision making and approval, preparation of DREF document, process of the approval and disbursement process, logistics system, financial system, etc.).
4. How well was the operation planned in regards to finance? Costs and expenditures as planned and expected? Were there new or other needs that the NS would have wanted to use resources for?
5. How well did the country (if applicable)/regional/zone/Geneva Secretariat support the operation – from preparation of DREF documentation and approval, throughout the DREF operation until the end of the operation?
6. Was there effective coordination with Movement partners / other actors?

### **Implementation**

1. To what extent was the operation able to reach the populations/areas at affected by the flooding? To what extent did the operation meet its intended objectives (by sector)?
2. Were there any challenges and successes in meeting the planned objectives? How were they addressed? How were these measured? What tools were used in monitoring? Were there any key learning?
3. Was the plan for this sector revised based on the needs assessments? Could/should it have been?
4. Was implementation in accordance with recognized international standards (SPHERE)?
5. Was there adequate integration across the different programmes? (e.g. Emergency health, relief, WATSAN, etc.)

6. How were the volunteers managed? Where they insured? Where the volunteers provided with relevant training and equipment for their activities performed during the operation?
7. How appropriate and effective were the inputs of partner organizations in the implementation of the operation, including how roles and responsibilities were defined.
8. Where there any gaps in capacity of the National Society to implement the operation that needs to be addressed? Are there any plans in the National Society to address the gaps? Have these plans been incorporated in the National Society's long term/yearly planning?
9. What changes in capacity, capability, understanding and learning have occurred within the National Society as a result of the ongoing operation? Are these appropriate?
10. What important lessons have been learned which can improve future disasters response? What would the National Society do differently in future DREF operations?
11. How effective were the operation's processes for planning, priority setting, and monitoring, reporting and quality management? What tools were used to systematically monitor the operation? i.e. excel sheets, Log frame matrixes, tables, finance programmes etc.?

**Staff interview guide (province/district)**

1. How was the communication and coordination between the HQ and the field? Were there any challenges? How can this be improved for future operations?
2. Would you agree that the planned activities and the implemented activities reflect the vulnerability of the beneficiaries/communities?
3. Did you receive the support and resources required to carry out the activities in a timely manner.
4. Prior to this disaster was your branch involved in any disaster preparedness activities?



	[4] Other 2	
Q7	<b>What support did you need that was not provided?</b> ..... .....	Appropriateness
Q8	<b>Q8.1 Were you asked about your needs?</b> [1] No                    [2] Yes	Appropriateness
	<b>Q8.2 If yes, asked by who? (circle all that apply)</b> [1] Red Cross                    [2] Government [3] Neighbour                    [4] Other 1..... [5] Other 2.....	Participation of targeted people
	<b>Q8.3 Were you asked about your preferred items?</b> [1] No [2] Yes	
Q9	<b>If you received support from the Red Cross, when did you receive it?</b> [1] on the same day                    [2] following day [3] Two days after                    [4] 3-5 days after [5] 1-2 weeks after                    [6] More than two weeks after	Timeliness
Q10	<b>Q10.1 What items did you receive?</b> [1] tarpaulin                    [2] timber [3] kitchen sets                    [4] bed nets [5] blankets                    [6] Plastic buckets	Appropriateness
	<b>Q10.2 Did someone show you how to set up your shelter?</b> [1] No                    [2] Yes:	
	<b>Q10.3 Was the explanation easy to follow?</b> [1] No                    [2] Yes:	
	<b>Q10.4 Did the shelter construction stay up for the time you needed it?</b> [1] No                    [2] Yes:	
Q11	<b>Q11 Did the kitchen sets have the essential items that you needed?</b> [1] No                    [2] Yes: <b>If not, what else would have been useful?</b> Identify ..... .....	Appropriateness
Q12	<b>Q12.1 Did you receive bed nets?</b> [1] No                    [2] Yes:	Appropriateness
	<b>Q12.2 If you received bed nets, were there enough for the household?</b> [1] No                    [2] Yes:	
	<b>Q12.3 Did you use the bed nets?</b> [1] No                    [2] Yes: If no, why not? ..... .....	
Q13	<b>Q13.1 Did you receive blankets?</b> [1] No                    [2] Yes:	Appropriateness
	<b>Q13.2 If yes, were there enough for the household?</b> [1] No                    [2] Yes:	
	<b>Q13.3 Did you use the blankets?</b> [1] No                    [2] Yes: If no, why not ..... .....	
Q14	<b>Q14.1 When did you access safe drinking water?</b> [1] on the same day                    [2] following day [3] Two days after                    [4] 3-5 days after [5] 1-2 weeks after                    [6] More than two weeks after	Timeliness
	<b>Q14.2 When were water facilities (buckets and water guard) provided by the Red Cross?</b> [1] on the same day                    [2] following day [3] Two days after                    [4] 3-5 days after	Timeliness

	[5] 1-2 weeks after [7] N/A	[6] More than two weeks after	
Q15	<b>Q15.1 How many buckets did you receive?</b> [1] 1-2 [2] 3-4 [3] 5-6 [4] More than 6 ..... <b>Q15.2 Does it meet your daily requirements</b> [1] No [2] Yes Q9.3 If not specify ..... .....		Appropriateness
	<b>Q15.4 Did someone explain how to use water guard?</b> [1] No [2] Yes <b>Q15.5 Did you use them?</b> [1] No [2] Yes If not what are you using instead?..... .....		Appropriateness
	<b>Q16.1 Did your HH receive a hygiene kit?</b> [1] No [2] Yes <b>Q16.2 When did you receive it?</b> [1] following day [2] Two days after [3] 3-5 days after [4] One week after [5] Two weeks after [6] 1 month after Q16.3 What did you find useful about the hygiene kit? ..... .....		Appropriateness
	<b>Q17.1 When did you receive the food parcels?</b> [1] on the same day [2] following day [3] Two days after [4] 3-5 days after [5] One week after [6] Two weeks after Q17.2 If there was a delay, how did you survive? ..... .....		Appropriateness
	<b>Q18.1 Were the food commodities you received enough to meet your family requirements?</b> [1] No [2] Yes <b>Q18.2</b> If not how did you supplement the food basket ..... .....		Appropriateness
	<b>Were you informed about food hygiene ? (move to 18)</b> [1] No [2] Yes <b>What were you told?</b> ..... .....		
	<b>How did you know that you had been selected for the distribution?</b> ..... .....		Participation of targeted people
	<b>Q20.1 Are you aware of the criteria used to identify beneficiaries for the distribution?</b> [1] No [2] Yes		Participation of targeted people
	<b>Q20.2 If Yes, list 2 criteria used</b> [1] ..... [2] .....		Participation of targeted people
Q21	<b>Where did you hear about the distribution? (circle all that apply)</b> [1] From a neighbour/friend [2] Red Cross volunteers [3] Government officials [4] Other (specify)..... .....		
Q22	<b>Was all necessary information on the date, time and place of the distribution included?</b> [1] No [2] Yes		

Q23	<p><b>Did you know what will be distributed before going there?</b>  [1] No [2] Yes</p>	
Q25	<p><b>Have you received any information about the work of the Red Cross since the disaster happened?</b>  [1] No [2] Yes</p>	Sustainability
Q26	<p><b>Where did you receive this information from? (circle all that apply)</b>  [1] From a neighbour/friend [2] Red Cross volunteers  [3] Pamphlets/flyers/banners [4] Other  (specify).....</p>	Sustainability
Q27	<p><b>Were the Red Cross staff/volunteers wearing uniform and/or a visible Red Cross emblem?</b>  [1] No [2] Yes</p>	Visibility
Q28	<p><b>How was the behaviour of the Red Cross staff and volunteers during the response?</b>  [1] Very good [2] Good [3] Average [4] Bad [4]  Don't know  Why do you think that (use example) .....</p>	Visibility/Image
Q29	<p><b>Q29.1 Did you know how to make a complaint about the goods/services you received?</b>  [1] No [2] Yes  If yes, who would you contact? .....</p>	Visibility/Image
	<p><b>Q29.2 What changes would you would like to see in regard to the process?</b>  .....</p>	
Q30	<p><b>What coping mechanisms/survival strategies are you going to employ after the flood season is over?</b>  .....</p>	Sustainability

End. Thank you for your time

## Annex IV: Statistics from Beneficiary Satisfaction Survey

Vulnerability factor in HH \* age of HH Cross tabulation

			age of HH					Total
			below 18 years	18-35 years	36-45 years	46-45 years	over 55 years	
Vulnerability factor in HH	elderly people over 60 living alone	Count	0	4	1	0	11	16
		% of Total	.0%	4.1%	1.0%	.0%	11.2%	16.3%
	people with disabilities	Count	0	2	1	0	2	5
		% of Total	.0%	2.0%	1.0%	.0%	2.0%	5.1%
	persons with young children (0-4 years)	Count	1	17	3	1	2	24
		% of Total	1.0%	17.3%	3.1%	1.0%	2.0%	24.5%
	self-supporting mothers	Count	0	0	1	0	1	2
		% of Total	.0%	.0%	1.0%	.0%	1.0%	2.0%
	orphaned or child headed family	Count	0	1	3	1	3	8
		% of Total	.0%	1.0%	3.1%	1.0%	3.1%	8.2%
	other	Count	0	1	0	0	0	1
		% of Total	.0%	1.0%	.0%	.0%	.0%	1.0%
	none	Count	0	22	8	4	8	42
		% of Total	.0%	22.4%	8.2%	4.1%	8.2%	42.9%
Total	Count	1	47	17	6	27	98	
	% of Total	1.0%	48.0%	17.3%	6.1%	27.6%	100.0%	

support needed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2.0	2.0	2.0
blankets	18	18.4	18.4	20.4
cement	16	16.3	16.3	36.7
clean water	1	1.0	1.0	37.8
clothing	4	4.1	4.1	41.8
food	27	27.6	27.6	69.4
IGPs	1	1.0	1.0	70.4
kitchen sets	8	8.2	8.2	78.6
maize seed	10	10.2	10.2	88.8
mosquito nets	1	1.0	1.0	89.8
tents	10	10.2	10.2	100.0
Total	98	100.0	100.0	

support needed \* Gender Cross tabulation

		Gender		Total
		F	M	
support needed	Count	1	1	2
	% within Gender	2.2%	1.9%	2.0%
IGPs	Count	0	1	1
	% within Gender	.0%	1.9%	1.0%
blankets	Count	15	3	18
	% within Gender	33.3%	5.7%	18.4%
cement	Count	7	9	16
	% within Gender	15.6%	17.0%	16.3%
clean water	Count	0	1	1
	% within Gender	.0%	1.9%	1.0%
clothing	Count	1	3	4
	% within Gender	2.2%	5.7%	4.1%
food	Count	9	18	27
	% within Gender	20.0%	34.0%	27.6%
kitchen sets	Count	6	2	8
	% within Gender	13.3%	3.8%	8.2%
maize seed	Count	1	9	10
	% within Gender	2.2%	17.0%	10.2%
mosquito nets	Count	0	1	1
	% within Gender	.0%	1.9%	1.0%
tents	Count	5	5	10
	% within Gender	11.1%	9.4%	10.2%
Total	Count	45	53	98
	% within Gender	100.0%	100.0%	100.0%

**coping mechanism after the disaster**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	building on higher ground	10	10.2	10.2	10.2
	farming some distances from river banks	2	2.0	2.0	12.2
	gardens	28	28.6	28.6	40.8
	handouts from family and neighbours	2	2.0	2.0	42.9
	income generating projects	17	17.3	17.3	60.2
	looking for formal employment	1	1.0	1.0	61.2
	piece jobs	33	33.7	33.7	94.9
	selling livestock	5	5.1	5.1	100.0
	Total	98	100.0	100.0	

**know where to complain?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	61	62.2	62.2	62.2
	Yes	37	37.8	37.8	100.0
	Total	98	100.0	100.0	

**Future changes**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	better quality pots, blankets	2	2.0	2.0	2.0
	cement	4	4.1	4.1	6.1
	information on the distributions should be given on time	7	7.1	7.1	13.3
	more food	29	29.6	29.6	42.9
	more kitchen sets	2	2.0	2.0	44.9
	more tents	1	1.0	1.0	45.9
	nothing	23	23.5	23.5	69.4
	Red Cross should do its own independent assessments without village heads	12	12.2	12.2	81.6
	relief should come on time	12	12.2	12.2	93.9
	relocation to higher ground	1	1.0	1.0	94.9
	selection criteria should be improved	5	5.1	5.1	100.0
	Total	98	100.0	100.0	

## Annex V: Items distributed by various organisations during the flood response in Muzarabani and Mbire districts

Organisation	Items	Response time (after disaster)	Targeted beneficiaries
IOM	Tents 20 blankets for elderly people only Mosquito nets Buckets Second hand clothing	1 week	
Action Aid	20Kg mealie meal 4litres cooking oil 4kg salt 4 bars of soap 4kg beans 4kg cowpeas Sanitary pads (4/HH)	1 month	150HH
	5kg maize seed/HH	1 month	200HH
Government (CPC)	Maize	1 month	21HH
DA's office	50kg maize		27HH
ZRCS	2 tarpaulins 2 water buckets Kitchen sets 20kg mealie meal Beans 8 bottles water guard 1 mosquito net Second hand clothing	2 days (during assessment and other supplies given more than two weeks after the procurement had been done)	80 HH (Mbire district)
Caritas		More than 1 month (distribution done 20 April)	
Silvera (Catholic organisation)	15 tents 20kg mealie meal/HH		
Salvation Army	Cooking Oil Mealie meal Rice Sugar Kapenta (small fish)		80HH
FBC bank	300 blankets, 1/HH		300HH
Individual support	Second hand clothes		
Social Welfare	162 bags of maize		Distributed to all HH in Ward 12
Econet	2 buckets/HH 4 mosquito nets/HH 10kg mealie meal/HH 15 blankets		15HH

## Annex VI: Case Study - Starting again after the floods

There was nothing Enesia Charunda could do to save her home and crops. The 63-year-old has known flooding, but never this bad.

Enesia abandoned her Zimbabwe home as the flood waters closed in. She managed to get her family to the safety of higher ground. “When the heavy rains came we gathered at the village leader’s home,” she said. “It was very scary because I didn’t know what was happening to my home.”

Her home was destroyed by the flooding. The mother-of-five was by no means the only person to suffer this fate.



Heavy seasonal rainfall across southern Africa resulted in widespread flooding at the start of the year. Around 135,000 people were affected across Malawi, Mozambique, Madagascar and Zimbabwe.

### **‘I can’t just sit here’**

Enesia looks after three grandchildren and her frail husband. She gets no support, but she carries on regardless.

“I am trying to create a new home for my family away from the flood-prone area,” she said.

“Prior to the floods I grew cotton, but the heavy rains waterlogged the field. Even though it is too late in the season to grow more crops I have planted maize just in case.

“Planting the maize has given me something to do and hope for. I cannot be hopeful if all I am doing is just sitting here. I need something to pray for. I’m now praying that the maize will grow.

“My major challenge is to find food for my grandchildren. I can’t even find money to send them to school.”

When the flooding hit communities, the Zimbabwe Red Cross was on hand to help those affected, including Enesia.

“I was happy when the Red Cross arrived,” she said. “They gave me mealie-meal (a staple food in southern Africa), cooking oil, beans, buckets, pots and pans, a water purification kit and a mosquito net.

“If the Red Cross hadn’t arrived, I would have had to scrounge. There is no other option.”