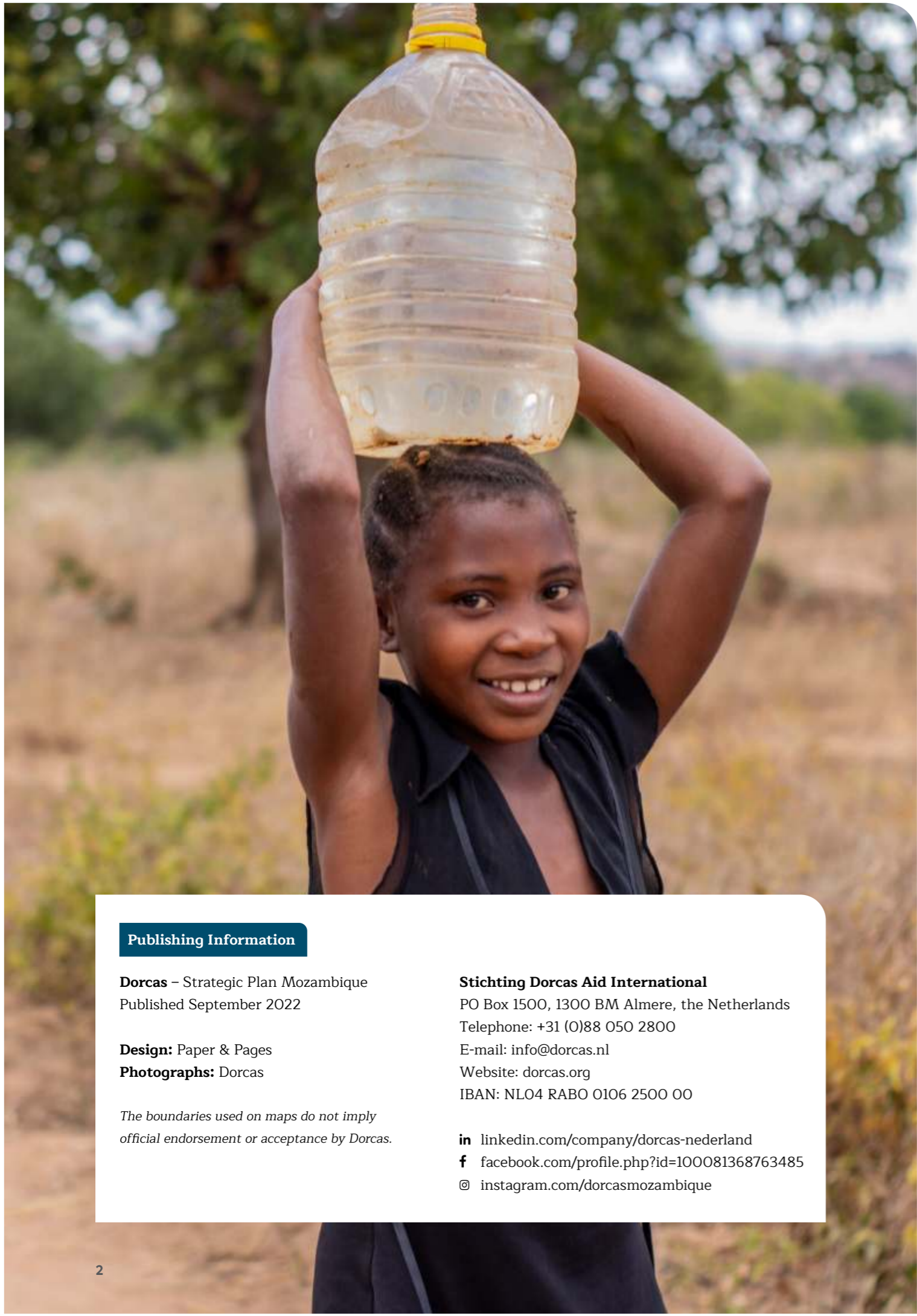


# Dorcas Mozambique

## *Strategic Plan 2022-2025*

Healing the scars of  
poverty and violence



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# Our Identity

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish. This is how we follow Jesus Christ.

### What we believe

We believe in the value and God-given potential of every single person. We are called to demonstrate God's love for those in need. This is how we follow Jesus Christ.

### What we see

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

### What we do

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people's basic needs in times of crisis and increase their ability to overcome poverty

and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

### Theory of Change in short

Dorcas works towards change on three levels. We create opportunities for people to develop themselves further, and if necessary, we provide for their basic needs. We invest in resilient, self-organising communities that work together to solve their problems. Lastly, we contribute to a just society in which everyone has the opportunity to participate.



Dorcas Mozambique strives for transformative changes that eradicate absolute poverty and empower individuals, communities and society to thrive and enjoy the fullness of life.

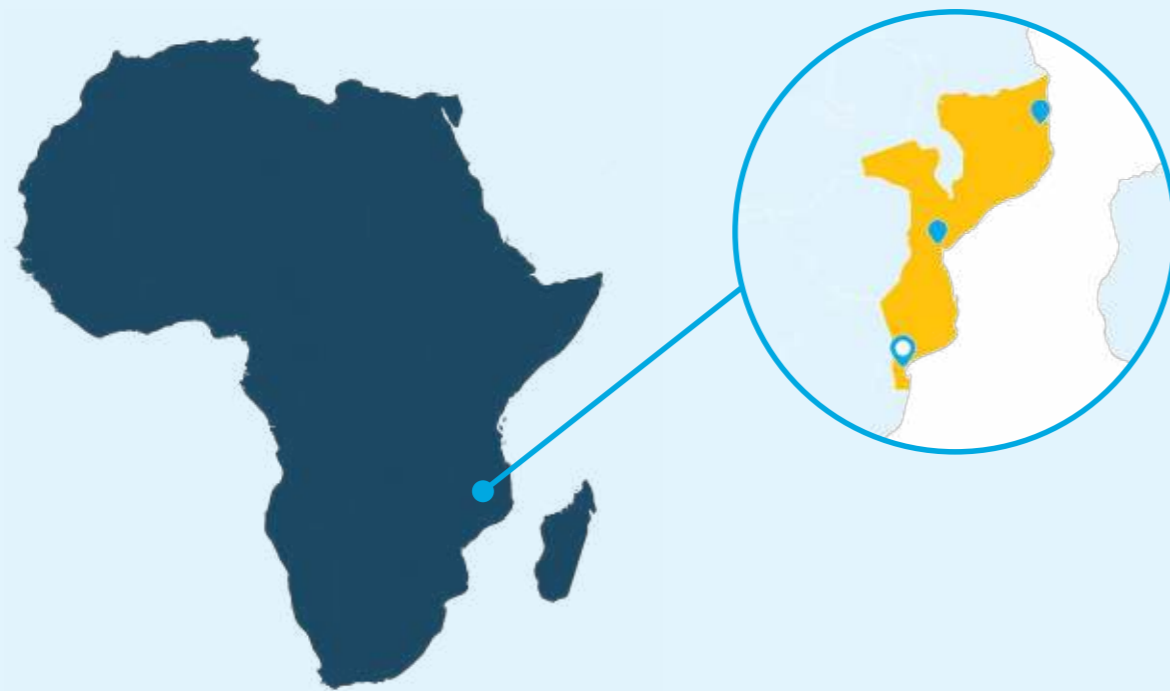
# Dorcas Mozambique

## History

In 1986, Dorcas established an office in Beira in the central Province of Sofala and supported orphanages in partnership with local Churches. In 2001, Dorcas Mozambique was officially registered as an international NGO, and in 2003, its head office moved to Chimoio in Manica Province.

Dorcas Mozambique has implemented development, relief and recovery programmes and provided assistance to vulnerable communities. We have strengthened the role of civil society through direct support in programme development and capacity building. Community leaders and volunteers have been empowered to lead their own development process.

We have introduced innovative adaptations in shelter and land rights projects and played an important role in promoting quality in water, sanitation and hygiene interventions.



## Context

Mozambique is a country rich in natural resources. Yet, the sweeping effects of a 16-year civil war that ended in the early 1990s have severely stunted its development. Poverty, crime and unemployment persist - compounded by one of the highest HIV rates in the world. HIV/AIDS has also resulted in a surge in child-headed households in recent years. Children from such homes are extremely vulnerable to risks, including sexual exploitation and child labour. Many drop out of school as a result.

A further devastating blow occurred in March 2019, when the coastal city of Beira was hit by the tropical cyclone Idai, which left 1.7 million people in crisis. Destructive floods damaged bridges and roads and halted the delivery of food and other emergency provisions. Public water supplies were left untreated, leaving many rural communities exposed to waterborne diseases such as cholera. The younger generation was hit particularly hard by the cyclone. An estimated 900,000 children have been separated from their families or orphaned, made homeless or otherwise affected. The trauma experienced by these children and those who care for them is both lasting and significant.

Dorcas Mozambique will respond to this difficult situation by addressing gaps in the current humanitarian landscape. These include weak integration and coordination of the different development sectors, insufficient funding for the vulnerable and poverty reduction, and the low priority given to key life-saving sectors such as emergency response. We will improve access to water and promote behavioural change in sanitation and hygiene. Furthermore, we will boost rural development through economic enterprise, sustainable food security interventions and market value chains.

# Strategic Ambitions

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in six concrete ambitions for our Country Offices.



- We will increase our focus on **including people who are marginalised and socially excluded**.
- We will improve **the cohesion and integration of our community-based programmes**, monitor these more accurately and learn from those outcomes. We will also expand our influence on authorities and policymakers.
- We will **increase the scale and effectiveness of our work** through constructive partnerships that tackle today's complex challenges.
- We will **mobilise resources and engage communities** by increasing the number of foundations, groups and individuals who support our work.
- We will strengthen the position of our country offices, as well as the role of Dorcas as an **agile catalyst for change and a ConnActor** of various stakeholders.
- We will bolster and align our **regional strategies, cross-country learning and cooperation**.

How Dorcas Mozambique will work out these strategic ambitions is now described.



## Include People who are Marginalised and Socially Excluded

Dorcas Mozambique will emphasise its position as a Christian development and relief organisation committed to serving the most vulnerable groups. These are internally displaced people, people with disabilities, orphans, women and children.

We will change our geographic focus due to logistical reasons, limited resources, cost-benefit considerations, project timeframes and sustainability. Our new projects in the Cabo Delgado region assist internally displaced victims of the terrorist conflict there.

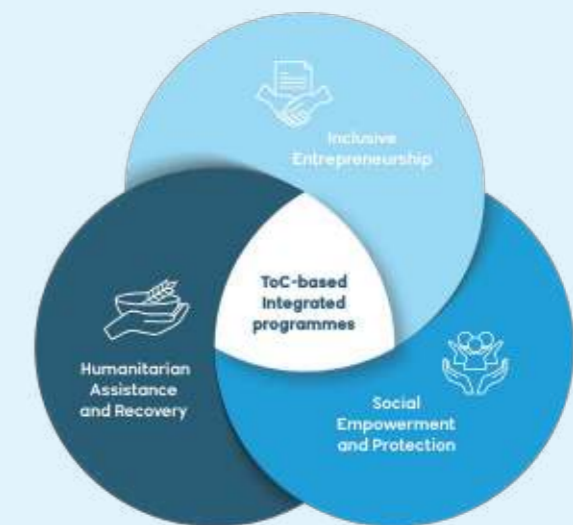


## Realise Coherent and Community-based Programmes

We will position ourselves as an organisation that works in partnerships and will engage all actors, including the key development and relief sector players, to deal with obstacles that prevent significant poverty reduction.

In the area of water, sanitation and hygiene (WASH), we will complement government efforts and continue to plan and implement integrated WASH interventions (with an emphasis on behavioural change) that directly contribute toward improving access of the vulnerable population to safe water and sanitation. Dorcas will promote innovations to enhance integrated programming by introducing micro-entrepreneurship initiatives using trained WASH groups.

Access to food is a major cause of food insecurity, and Dorcas Mozambique will promote interventions that focus on food security and livelihood. We will contextualise and apply an Integrated Farm Planning approach in which households and entire villages start moving towards better stewardship of all natural resources. Dorcas Mozambique will also enable communities to



become more resilient by increasing their capacity to manage and mitigate risks related to natural and man-made disasters.

Themes such as gender, environment, disability, protection, advocacy and COVID-19 prevention will be integrated and mainstreamed. Dorcas will also foster partnerships, enhance evidence-based approaches, and strengthen the monitoring, evaluation, research and communication aspects of programmes. These assets will play a key role in improving programme planning, reporting, innovation and information management.

Dorcas Mozambique will promote advocacy by cooperation fostering dialogue and collaborative platforms through partners to allow communities and the government to work together.



## Increase the Scale and Effectiveness of our Work

Strategic partnerships and networks will be critical for the successful implementation of Dorcas Mozambique's programmes and projects. We will promote complementary synergies through effective partnerships with UN agencies (for humanitarian assistance) and international NGOs, which will facilitate coordination to avoid duplication and strengthen complementarity. Dorcas Mozambique will continue to strengthen the capacity of local partners and improve collaborative relationships with them. We will also develop partnerships and sign memorandums of understanding with local universities and Wageningen University & Research in the Netherlands to acquire the knowledge we need. Our partnerships with the private sector will boost livelihoods and sustainability. Finally, we will strengthen our existing participation in various networks, including key government institutions like the National Institute for Disaster Management (INGD).



## Mobilise Resources and Engage Communities

Dorcas Mozambique will gradually increase the capacity of its grant acquisition unit that will write proposals and actively pursue internal and external funding for interventions in defined strategic areas. The unit will develop a grant strategy to provide guidance targets and ensure that all new grant-funded opportunities contribute to the targets established in Dorcas Mozambique's strategy.

Positioning Dorcas Mozambique as a key partner for grant funding will be a high priority for the grant unit, which will respond to requests for proposals from major donors for emergency assistance. Other donors will also be targeted for resource mobilisation. In addition, the International Office will continue to



play an important role for internal resources mobilisation to ensure a steady funding of projects.

Resource mobilisation will be oriented to ensure funding diversification through a mix of funding streams for the implementation of programmes and projects.

## Become an Agile Catalyst and ConnActor

Dorcas Mozambique will enhance its organisational capacity to achieve its strategic objectives. We will invest in existing staff and recruit for positions that require expertise. Managers will assess existing capacity and fill identified gaps. Dorcas Mozambique will need and continue to rely on specialised support from the International Office for guidance, technical assistance and compliance with international standards. However, we do not anticipate the recruitment of expatriates.

We will maintain a lean structure as that will help to empower our partners to assume more responsibility in implementing projects. Our localisation strategy is to ensure that partners implement about two-thirds of our programme funding.

The positions of Country Director, Finance Manager, and Administration/HR Manager will be covered by core funding and the remaining positions will be funded by projects as funding opportunities allow. New positions will be filled as programmes grow and more human resources are required to improve programming.



## Effect Regional Priorities, Cross-Country Learning and Cooperation

All countries in the region are battling with the negative impact of the COVID-19 pandemic and struggle to obtain sufficient funding to tackle this. Similarly, they are grappling with the impact of climate change on the livelihoods of poor communities and factors that constitute barriers to social inclusion. Well-structured mechanisms for regional cooperation are needed to develop and strengthen strategic partnerships and enhance value-adding technical support in these common themes.

Dorcas Mozambique will play a key role in facilitating the exchange of good practices and innovations to enhance WASH services across the region. We will also contribute to regional, innovative programming that focuses on climate mitigation and adaptation to increase the resilience of poor and vulnerable communities. Further, we will help to coordinate increased resource

mobilisation, including proposal writing and the exchange of expertise for improved emergency response.

Finally, we will identify expertise in each country that could help create a regional learning centre. Such a centre could use digital technologies to share best practices, build capacity for resource mobilisation and raise sector funding by engaging multilateral donors, private corporations and foundations.

## Meet our Country Director



### Florencio Marerua - Country Director Mozambique

'Mozambique has been devastated not just by climate change but also years of internal fighting. When I returned to my country at the end of the 1980s, 13 years of civil war had taken a huge toll. Two decades later, the scars are still felt and can be seen today in the escalating violence and rise of armed groups in the northern province. Although we are not a political organisation, Dorcas cannot ignore these events in our activities - we must also incorporate an element of peacebuilding. Sustainable development and resilient solutions to displacement simply fall apart in the absence of peace. This is our duty - and our challenge - as an international humanitarian organisation.'



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