



ZIMBABWE NETWORK FOR HEALTH – EUROPE
(ZimHealth)
(RÉSEAU ZIMBABWÉEN POUR L'ACCÈS À LA SANTÉ)

ZIMHEALTH STRATEGIC PLAN

2016-2020

Table of Contents

Introduction	1
Situation Analysis	1
Vision	16
Mission	16
Values	16
Goal	16
Strategic Objectives	16
Strategic Principles (Keys to Success)	17
Strategic Intervention areas	17
Leadership, governance and management	17
Offices of ZimHealth	18
Legal Entity	18
Publicity & Communication strategy	18
ZimHealth Project Sites	19
The Beneficiaries	20
ZimHealth Five year Plan (US\$)	20

Introduction

The Zimbabwe Network for Health (ZimHealth) continues to inform and engage interested individuals, stakeholders and partners about the success and needs of the public health system in Zimbabwe towards equitable and sustained health care for all Zimbabweans. ZimHealth supports the rehabilitation of primary, secondary and tertiary public health facilities by utilising in a partnership and team based, transparent and highly targeted project support system.

The Zimbabwe Network for Health is a registered association in Geneva, founded by Zimbabweans as a non-profit organisation. Zimbabweans within the country and in the diaspora, as individuals, continue to show tremendous willingness and generosity to contribute to the health and welfare of family and friends in Zimbabwe. ZimHealth builds on this collective responsibility and solidarity to expand the contribution to achieve more by providing not only for family and friends but also including other fellow countrywomen and men.

ZimHealth unites Zimbabweans and friends of Zimbabwe from all walks of life in order to mobilise resources which are urgently required to further develop and sustain health services in Zimbabwe. After six years, ZimHealth's mission and objectives were as relevant as ever. Health services in Zimbabwe continued to need assistance and it was therefore not appropriate for ZimHealth to consider winding down. Instead, he said, ZimHealth's membership needed to expand. It was encouraging to note that founding members Dr Francis Ndowa and Dr Mike Mbizvo, both of whom have returned to Zimbabwe, had met Farai Mahaso, Sheena Maurin and Panganai Dhliwayo to discuss the modalities of a more structured representation in Zimbabwe of ZimHealth-Europe. A follow-up meeting was planned for early May and it was hoped more people would attend this meeting when a more formalised approach would be elaborated. Decisions would be reported to ZimHealth-Europe in Geneva.

Situation Analysis

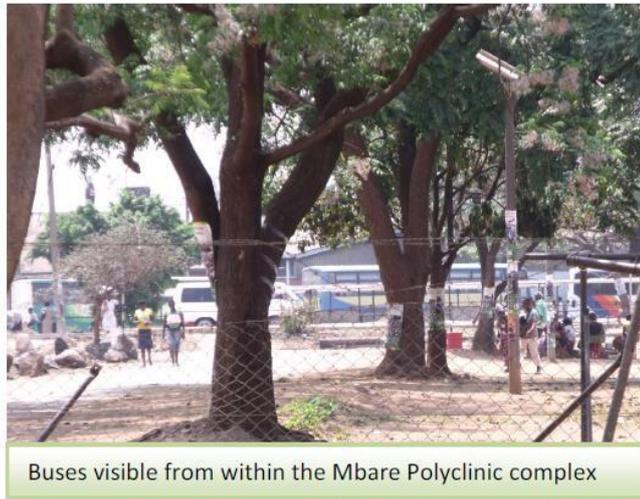
ZimHealth is currently working on a project in 2015-2016 to expand Mabvuku Polyclinic in Harare through construction, equipping and staffing a maternity theatre and neonatal unit to improve access to quality primary and secondary health services for the population of Mabvuku and surrounding areas. We have partnered with ELMA Philanthropies, Oak Foundation, City of Harare, Ministry of Health, Higher Life Foundation and Mabvuku Community Trust to mobilize US\$1 million dollars for construction and equipment. This will be our biggest project to date and we are very excited about it. Mabvuku Polyclinic currently serves a population of approximately 500,000 offering general outpatient services, antenatal care and delivery, immunization, HIV and TB diagnostic and treatment services. The clinic has 35 maternity beds and handles on average 250 deliveries a month and of these half are transferred to the already overstretched Harare Hospital for management of complications. The maternity theatre and neonatal unit will help reduce the time and distance travelled by women for emergency obstetric and neonatal services, lessen the pressure on Harare Central Hospital and facilitate provision of better quality care for mothers and babies, thereby reducing maternal and neonatal deaths. The building is now near completion and the procurement of equipment is in progress.

Below is a summary of the projects undertaken by ZimHealth from 2009 to 2014.

Project 1: Edith Opperman Maternity Hospital, Mbare, in Harare

Mbare Polyclinic is centrally located in one of the country's highly populated residential suburbs. With a catchment population of approximately 135, 400 the polyclinic provides maternity services at its Edith Opperman Maternity Hospital and other primary health-care needs not only of its Mbare catchment area but also of people from other Harare

area but also of people from other Harare suburbs and the rural areas. This is primarily because the complex is situated a short distance from the main bus terminus to rural areas and other parts of the city. The Edith Opperman Maternity Hospital is one of the country's longest standing maternity homes in the country. Many Zimbabweans were born there and one can safely say that Edith Opperman has become a household name when it comes to maternity homes. With a bed capacity of 30 the clinic delivers an average of 350 babies per month.



The Mbare project was supplied with both medical and non-medical items in three phases. Funds raised from ZimHealth members in Europe, the United States of America and Africa enabled the first procurement in May 2009 amounting to US\$ 12,441.94, including freight and insurance. The items were

exempt from duty by the authorities in Zimbabwe with the support of the Zimbabwe Ministry of Health and Child Welfare – a feature that has become the standard for all ZimHealth donations. The goods were officially handed over to the City of Harare on 30 July 2009. Some of the people who were present at the ceremony were the Zimbabwe Minister of Health and Child Welfare, the Mayor of the City of Harare, city councillors, the Swiss Ambassador to Zimbabwe, administrators and other officials and nursing staff. Zimhealth-Europe and ZimHealth-USA were represented by Francis Ndowa and Daniel Makuto.

The items donated included a state-of-the-art newborn resuscitator, several blood pressure machines (sphygmomanometers), glucometers, linen, kitchen equipment and bathroom scales. In September 2009, with a donation from the City of Geneva of 15,000 Swiss francs, ZimHealth was able to procure the second consignment worth US\$ 14,837.23, which was delivered in October 2009. Part of a generous donation of US\$ 50,000 from The Oak Foundation in Geneva enabled the procurement of the third, and final, consignment in October 2010 amounting to US\$ 25,840.16. A full list of items procured for the clinic can be viewed on the website, <http://zimhealth.org/projects/mbare-procurement-list/> showing that the total amount spent on this clinic by ZimHealth was US\$ 53,119.33. Of this amount, US\$ 22,837 was from the donation from the Oak Foundation, 15,000 Swiss francs (approximately, US\$ 13,050) from the City of Geneva and the rest, US\$ 17,232.33 (32.4%) was from the regular donations made by the members of ZimHealth in Geneva, USA and Africa.

Throughout the whole process, several visits were made to the clinic by members of Zimhealth-Europe to track progress and make sure the needs were being met (details can be found on the website under the ZimHealth Gallery section, <http://zimhealth.org/gallery/>).

Not only was Zimhealth successful in meeting almost all of the clinic's clinical requirements, but it also acted as a catalyst for other social humanitarian organizations to act and support the clinic, including extensive renovations by the City of Harare itself. Thus, a synergetic outcome ensued where the City of Harare renovated the clinic's flooring, walls, ceilings, toilets and bathrooms and ZimHealth and other donors supplied equipment and medicines. During the visits by representatives from ZimHealth, reports were received of donations from others such as the Red Cross and Red Crescent Society in Zimbabwe which supplied hospital bedside cabinets for inpatients, among other things. There were other benefactors already as well providing the clinic with medicines and safe drinking water, which meant ZimHealth did not have to worry about these areas of commodities for the clinic.

The image of the clinic has changed dramatically; it has turned into a pleasant clinic to see and such an attraction for users that when visited in October 2010, the number of deliveries per month had increased in 2010 as follows, 309 in January, 315 in February, 322 in March, 359 in April, 352 in May and jumped to 442 in June 2010. The ambiance of the clinic and the warmth and smiles of welcome from staff and clients alike are often attributed to the donations and renovations. This project has become a

good reflection of how important it is for everyone to play their part however small or big – when pooled together, the resources go a long way to make an impact!

Project 2: Pelandaba Polyclinic, in Bulawayo

Pelandaba Polyclinic provides primary health and maternity care services to a catchment population of about 37,500. It is situated in the south-western Zimbabwe city of Bulawayo. This Polyclinic plays such a big role in providing health services that the authorities in the City of Bulawayo identified it as the priority project for ZimHealth.

This project was responded to in four phases. The first shipment of clinical materials dispatched in October 2009 was worth US\$ 9, 653.12. The funding for this consignment was from the contributions made by the members of ZimHealth, supplemented by a very successful first ZimHealth fundraising event held in Geneva on 3 October 2009. The supplies included, dental syringes, gloves, sphygmomanometers, an autoclave, wheelchairs, linen for the maternity unit, an electric generator and laundry equipment. A full list can be seen on the website, <http://zimhealth.org/projects/pelandaba-procurement-list/>. The second shipment worth US\$ 11, 712.03 followed in April 2010. This one contained items such as medicine trolleys, kitchen equipment, suction machines and fluid resistant mattresses. One of the special items in this consignment was a baby resuscitaire sponsored specifically by Arjuna Sivakumaran who raised 2,095 Swiss francs (approximately US\$ 1,976) in support of ZimHealth-Europe by successfully running a half marathon in Edinburgh in March 2010. The third shipment was in May 2010, valued at US\$ 15, 423.31. This shipment was of a state-of-the-art Belmont Economy Clesta II dental chair with a 4-way foot switch for chair operation and other dental accessories. Part of the funding for the dental chair was from a donation of US\$ 5,000 made by the Assistance Abroad Committee at John XXIII Parish in Geneva. Also included in the third consignment was an Adec Doctor's stool at US\$ 1,171.60 funded through the grant made by the Oak Foundation. The fourth shipment was done two months later in July 2010, worth US\$ 24,177.13, enabled entirely by a grant from the Oak Foundation. The items in this final consignment included HB meters, counterpanes (bedspreads), latex gloves, glucometers, dental syringes, gauze rolls, linen, X-ray films, rechargeable torches, wheelchairs, a television and DVD player, as well as tearoom chairs for staff and patients.

Project 3: Thorngrove Infectious Diseases Hospital, in Bulawayo

The Thorngrove Hospital in the city of Bulawayo is an isolation hospital for the accommodation and treatment of people suffering from infectious diseases. It caters not only for residents of the city, but also provides care for patients from the southern region of the country. Built in 1941, it holds 200 inpatient beds. The hospital, however, is in need of refurbishment, clinical materials and equipment. A request received from the authorities in Bulawayo listed items such as bed sheets, pillows, blankets, hospital gowns, an autoclave, television sets and DVD players, and an industrial washing machine.

ZimHealth took on this project at the same time as the Pelandaba Polyclinic in 2009, but was not able to procure the items until December 2010. The items which have just been procured make up almost the entire list of items requested and amounted to US\$ 34,104.60. This procurement was enabled by a grant of 40,000 Swiss francs (approximately US\$ 39,870) made by the City of Geneva to ZimHealth-Europe, split between Thorngrove Hospital and Harare Central Hospital (see below). The items are due for delivery in Bulawayo soon.

Project 4: Harare Maternity Hospital, Harare Central Hospital, in Harare

Harare Maternity Hospital is situated in the suburb of Southerton in Harare. It is the largest referral maternity unit in the country and forms part of the largest referral hospital in the country, the Harare Central Hospital. The Harare Maternity Hospital caters mostly for low income patients and has had severe shortages of equipment and supplies in the last few years.

The Maternity Hospital has 80 beds and handles approximately 1,200 deliveries per month and sees about 120 women per month for postnatal care. The maternity hospital also has 50 beds for gynaecological emergencies and other elective procedures.

In view of its central role as a major referral hospital, ZimHealth agreed to take it on board as one of its projects following requests from the authorities at the hospital. One of the major arguments put forward by the officials at the hospital was that ZimHealth should note that even the Edith Opperman Maternity Hospital has to refer its complicated maternity cases to Harare Maternity Hospital, and it would not be prudent not to equip such a centre to handle the referrals!

ZimHealth received the official request from the Harare Maternity Hospital in November 2010. The list of items requested consisted of a *Dilatation and Curettage Set*, *Vesico-vaginal fistula instruments* and other obstetric and gynaecological items. The items requested were quoted at US\$ 15,236.58.

Project 4: Harare Maternity Hospital, Harare Central Hospital, in Harare

Harare Central Maternity Hospital is situated in the suburb of Southerton in Harare. It is the largest referral maternity unit in the country and forms part of the largest referral hospital in the country, the Harare Central Hospital. The Harare Maternity Hospital caters mostly for low income patients and has had severe shortages of equipment and supplies in the last few years. The Maternity Hospital has 80 beds and handles approximately 1,200 deliveries per month and sees about 120 women per month for postnatal care. It also has 50 beds for gynaecological emergencies and other elective surgical procedures.

In view of its central role as a major referral hospital, ZimHealth agreed to take it on board as one of its projects in November 2010, following requests from the authorities at the hospital. Phase 1 of this project had items consisting of gynaecological dilatation and curettage set and instruments to repair vesico-vaginal fistulae in women. The items to the value of US\$ 15,236.58 were received and acknowledged by the hospital in February 2011.

In December 2011, ZimHealth embarked on the second phase for this maternity unit. The consignment in the second phase included 40 bassinet trolleys with waterproof mattresses for babies, five suction machines, 10 adult cot beds, 2 cardiotocograph machines and other items, amounting to US\$ 39,246.01, including freight, handling, documentation and insurance. Delivery of these items is imminent.

Project 5: Sakubva Polyclinic, in Mutare

The 5th project that ZimHealth adopted was from the city of Mutare in the eastern border of Zimbabwe. Sakubva Polyclinic situated in one of the oldest, densely populated suburb of Sakubva provides an impressive array of health services to its inhabitants, including provision of important services to the

population of the city of Mutare as a whole. For further details please visit, <http://zimhealth.org/projects/sakubva-clinic-profile/>.

ZimHealth had delivered the first phase of commodities to this Polyclinic in June 2011. The procurement was made through DAETA International Trading in South Africa as before. The clinical commodities and other amenities delivered totalled US\$ 19,265.71, including freight, handling, documentation and insurance. The handover ceremony for the items was held on 15 August 2011.

The second phase for Mutare covered more than one health centre. The Sakubva Polyclinic was supplied with a Speed Queen heavy duty laundry machine, a 4-plate electric cooker as well as one domestic and one industrial sewing machine for the Orphan Project based at this clinic. The total amount for Phase 2 for Sakubva Polyclinic was US\$ 4,309.43.

The second health institution supported was the Mutare Infectious Diseases Hospital. The hospital was supplied with items such as a laboratory centrifuge, an incubator for biological cultures, a laboratory refrigerator and chairs. The total amount of items for this hospital was US\$ 6,368.47.

Procurement of various types of fabric for the self-help Orphan Project based within the Sakubva Polyclinic was made from a local Zimbabwean supplier, Jani's Fabric Centre, based in Mutare. The total cost of the fabric was US\$ 1,586.60. Motivated by the order from ZimHealth, Jani's Fabric Centre donated fabric worth US\$ 100 to the Orphan Project at the time of delivery of the consignment.

Funding for this Orphan project was enabled by donations from the International Olympic Committee in Lausanne, Switzerland.

The total amount of commodities for Phase 1 & 2 for Mutare of US\$ 31,530.21, including freight and handling charges, was enabled by contributions from the ZimHealth membership, supplemented by donations from the International Olympic Committee, the City of Geneva and the Oak Foundation.

Project 6: Mucheke/Mazoredze, Rujeko, Runyararo clinics, in Masvingo

The 6th project for ZimHealth comprised three clinics in the City of Masvingo, namely Rujeko clinic and Runyararo clinic and one polyclinic, the Mucheke/Mazoredze Polyclinic. The Polyclinic has an establishment of 12 trained nurses, 14 auxiliary staff and five ambulance drivers, and it houses 40 inpatient beds. The three clinics together process approximately 2,400 patients per month.

In July 2011, the items requested for these clinics were processed, and the items were cleared through customs formalities and received in Masvingo in September 2011. The total amounts for the consignments were as follows, US\$ 7,673.20 for Mucheke/Mazoredze Polyclinic, US\$ 5,241.41 for Rujeko clinic and US\$ 5,561.78 for Runyararo clinic. Thus, the total amount of goods donated by ZimHealth to the City of Masvingo for the three clinics in the first phase was US\$ 18,476.39, including freight, handling, documentation and insurance.

In October 2011, a letter of acknowledgment of receipt of the goods from the City of Masvingo, signed by the Chief Health Officer, Mr Zvapano Munganasa, was received by ZimHealth.



By December 2011, plans for the second phase for Project 6 were already under way. The three clinics had materials still outstanding which were ordered towards the end of 2011. The consignments included a sterilizer, computers, printers and an obstetric bed for the Mucheke/Mazoredze Polyclinic for the amount of US\$ 5,210.07; laundry machines and a computer, among other things, for Rujeko clinic for US\$ 4,709.14; and the same for Runyararo clinic for the amount of US\$ 4,709.14, all including freight, handling, documentation and insurance. The total amount of Phase-2 goods donated to the City of Masvingo was US\$ 14,628.35.

In summary, the clinics in Masvingo received a selection of essential clinical items and other commodities to the total value of US\$ 33,104.74 from funds collected by ZimHealth in 2011. These items were procured with funds received in 2011 from ZimHealth members and other well-wishers abroad, including the City of Geneva and the Oak Foundation.

Project 7: Mkoba Polyclinic, in Gweru

Gweru City Council runs 10 health facilities, including four polyclinics, three primary health-care clinics, one Infections Diseases Hospital as well as two centres for pre- and post-test counselling for HIV infection. The biggest of the health facilities is Mkoba Polyclinic which is situated in the high density residential area of Mkoba 13. The Mkoba Polyclinic handles 3,000 attendances per month and 110 mothers are delivered per month, with approximately 114 monthly postnatal attendances.

In June, 2011 the first phase of procurements for Mkoba clinic commenced. The consignment included electrical goods such as a washing machine, refrigerator and tea urns as well as linen for patients. The goods amount to US\$ 14,130.01, including freight, handling, documentation and insurance. In November, a letter of acknowledgment of receipt of goods was received from Mr S.C. Ruwodo, Acting Director of Health Services for Gweru City.

In December 2011, the second phase for Mkoba Polyclinic was commenced. Clinical goods, including a baby resuscitator, an obstetric bed, hospital sheets, a computer and printer were ordered. The total amount for the second phase to Mkoba was US\$ 18,944.22, including freight and handling charges.

The total amount for clinical goods and other commodities for Mkoba Polyclinic came to US\$ 33,074.23. The City of Gweru plans to hold an official handover ceremony when both Phases 1 & 2 consignments have been received.

Project 8: Marondera Provincial Hospital

Marondera Provincial Hospital is a referral centre for 19 clinics in nine districts in Mashonaland East Province. Its bed capacity of 300, including 100 maternity beds, increased in 2012 with the opening of a new maternity and gynaecology wing with a capacity of 150 beds. ZimHealth was asked to help to equip the new wing by providing medical and non-medical items such as hospital beds, mattresses and bedside lockers, Caesarian section packs, incubators with monitors, examination lamps, chairs, fan heaters and wall clocks. The first phase of ZimHealth support was received by Marondera Provincial Hospital in November 2012. It focused on the medical equipment requested by the Hospital and comprised 20 obstetric packs, five Caesarian section packs, two neonatal incubators with phototherapy plus vital signs monitors, two digital haemoglobinometers and two paediatric laryngoscope sets.

The total cost of our first shipment was US\$ 21, 144.05. In January 2013 a letter from hospital authorities was sent to ZimHealth, acknowledging receipt of the goods and expressing gratitude for the equipment and instruments which, they said, would “go a long way in providing care for pregnant mothers and neonates”. The letter added the goods were already in use and benefiting the hospital.

Project 9: Nyamhunga Clinic, Kariba

A council clinic serving more than 22 000 people, **Nyamhunga Clinic** is open 24-hours a day and provides primary health care, PMTCT (preventing mother-to-child transmission) services for HIV, maternal health care, HIV/AIDS voluntary counselling and testing, family planning, immunisation, outreach services, ambulance services and community home-based care. Thanks to proceeds from the Kariba People's Project which is a kapenta (fishing) venture, the council was able to upgrade the clinic which now has a maternity wing, a new consulting and counselling room, laboratory, Sister-in-Charge's office, labour room and dispensary.

This ZimHealth project aimed to help to equip the new maternity wing with beds, bedside lockers, drip stands, maternity ward bedding and linen. Our shipment, with a value of US\$ 24,833.86, included four patient examination couches, 10 standard hospital beds, mattresses and bedside lockers, two obstetric delivery beds, two stretcher trolleys, curtaining, bedding and some medical equipment such as a haemoglobinometer and a digital, hand-held foetal stethoscope.

Kariba Municipality is undertaking works at the new wing at Nyamhunga Clinic, following receipt of the items donated by ZimHealth. The Municipality has written to thank ZimHealth and promises to send us photographs once the equipment has been stencilled with the ZimHealth logo.

Project 10: Phakama Clinic, Gwanda

Phakama Clinic is a primary care clinic in a high-density suburb of Gwanda, the provincial capital of Matabeleland South Province. It serves Gwanda Urban's population of between 60 000 and 70 000 people, most of whom have a low income. In addition, the clinic treats a large number of visitors to Gwanda from outlying districts who come to the town to access government services. Open 24 hours a day, it offers treatment on an outpatient basis apart from expectant mothers who are admitted to the clinic's five-bed delivery ward. About 700 babies are born at Phakama Clinic every year.

In a request for assistance from ZimHealth, Gwanda municipal authorities said the provision of basic equipment and materials would enable Phakama Clinic to relieve pressure on the Provincial Hospital, which is itself poorly-equipped. The ZimHealth shipment had a total value of US\$ 22,615.03 and included a baby resuscitation unit, a foetal heart detector, two autoclaves, two refrigerators, an industrial washing machine, a generator, computer equipment, two televisions and hospital linen.

Project 11: Monomotapa (Mtapapa) Clinic

ZimHealth's third 2012 project at a primary care clinic, **Mtapapa Clinic** in Gweru is located in the city's oldest high-density area. It serves about 60 000 people living in the surrounding residential areas as well as workers at nearby farms. Maternity services are offered at both Mkoba Polyclinic (the site of a recent ZimHealth project) and at Mtapapa Clinic. About half the population of Gweru accesses the maternity services at Mtapapa Clinic.

The medical equipment requested by Mtapapa Clinic included autoclaves, a suction machine, blood pressure machines, forceps, HB metres and a foetal stethoscope. They also requested non-medical equipment such as an electric stove, a refrigerator, washing machine, tea urn and computer equipment. Procurement was made, as with all our 2012 projects, through DAETA International Trading in South Africa. The clinical commodities and other equipment delivered to Mtapapa Clinic had a total value of US\$ 25,205.56. An itemised acknowledgement of receipt of the goods was sent to ZimHealth, with thanks, in December.

Project 12: Mabvuku Polyclinic

Catering for a population of about 500 000 people, **Mabvuku Polyclinic** is in the Eastern District of Harare, about 22 km from the city centre. It offers a wide range of outpatient health services such as HIV counselling and testing, including an Opportunistic Infections clinic and anti-retroviral services, a TB clinic as well as integrated HIV / TB care and laboratory services. From the Polyclinic's premises, other organisations offer palliative care and treatment for HIV and Aids.

In addition, Mabvuku Polyclinic offers inpatient maternity services. It has 35 maternity beds. About 3,000 babies are born there every year.

Included in the ZimHealth shipment to Mabvuku Polyclinic was a fridge and stove, microwave ovens, a filing cabinet, heavy-duty lawnmower and tea urns. The bulk of the consignment was medical equipment such as suction machines, a hot air sterilizer, portable HB meters, foetal dopplers, umbilical cord scissors and oxygen regulators. The value of the shipment was US\$ 18,585.89.

Project 13: Rimuka group of clinics

While awaiting delivery of the ZimHealth shipment in July 2012, Kadoma City's Director of Health Services Mr Daniel Chirundu wrote to inform ZimHealth of work being undertaken at the **Rimuka group of clinics** by the City of Kadoma to complement ZimHealth's efforts: replacing worn vinyl floor tiles with ceramic tiles; connecting both the adult clinic and the maternity home to powerful generators; creating a store room; converting a veranda into three offices; installing a borehole and replacing a water tank; building a brick incinerator; repairing furniture and re-upholstering chairs.

The consignment sent to the Rimuka group of clinics in the first phase of our Kadoma project had a value of US\$ 18,312.40 and included an autoclave, a resuscitaire, eight instrument trolleys, a portable HB meter, obstetric beds, a hand-held foetal Doppler and non-medical items such as a stove, tea urns and a floor polisher. A detailed checklist, with a letter of thanks from the City of Kadoma, was received by ZimHealth in September. It was noted that five gestational calendars had been omitted from the shipment; they have now been received by Rimuka maternity home.

An additional project was undertaken at the Rimuka complex. It was funded by a donation to ZimHealth by the Soapbox Collaborative, which works towards ensuring universal access to clean care at birth in health facilities, so helping to reduce serious infections in mothers and babies in low-income countries. The Soapbox-funded project, in collaboration with the City of Kadoma, involves training 135 health workers in infection control. A report on the training project is being prepared by ZimHealth for Soapbox and it is hoped this will mark the beginning of ongoing co-operation between the two organizations.

Project 14: Mpilo Central Hospital

A tertiary hospital serving approximately half the country, **Mpilo Hospital** offers a wide range of services, from maternity (with between 800 and 900 deliveries a month) to oncology and radio therapy, from specialised inpatient care (admitting more than 2,000 people a month) to a variety of outpatient clinics, serving about 7,000 people every month. There is no district hospital in the region. This means that Mpilo serves Bulawayo's population of more than 1.5 million people from four surrounding provinces.

Mpilo's chief executive officer Dr Lawrence Mantiziba has reported to ZimHealth that the hospital faces many challenges, ranging from an acute shortage of drugs and medical sundries to a dilapidated infrastructure, poorly-functioning medical equipment and a shortage of ambulances. The hospital has launched a fundraising programme which has attracted support from a number of Zimbabwean private enterprises.

ZimHealth's shipment to Mpilo, worth US\$ 45,911.22, has been ordered and is the highest-value single consignment that ZimHealth has ever sent. It includes two phototherapy machines, five syringe pumps, four delivery beds, five HB meters, two incubators, two infant resuscitation units, three suction machines, an ultrasound machine, two vacuum extractor sets and two hysterectomy sets. Delivery is expected to take place in March 2013.

Project 15: Chinengundu Group of Clinics, Chegutu

Chinengundu Group of Clinics provides services at two sites in Chegutu. Chinengundu Polyclinic is the only public maternity health facility for the town, serving clients from both urban and peri-urban areas. The maternity home has 12 beds. In addition, the polyclinic caters for young children (below 5 years old) on an outpatient basis and offers anti-retroviral prophylaxis to women and children. The second site, Pfulajena Clinic, is an outpatient clinic catering for adults and children aged above 5 years old. Both clinics are situated 4 km from Chegutu town centre on the western side of the town. They serve a total population of about 55,000. Clients come from high-density areas such as Pfulajena Township, Chegutu, Heroes and surrounding peri-urban farms.

Chinengundu Group of Clinics submitted an extensive list of medical and non-medical needs to ZimHealth. Medical needs included autoclaves, resuscitators, foetal stethoscopes and Doppler machines, neonate and adult ventilating bags and masks, blood pressure and suction machines, and instrument trolleys. Non-medical needs included a heavy-duty washing machine and a portable generator.

Unable to meet all requirements, ZimHealth selected items that addressed the clinics' most pressing needs. In July 2013, we sent to Chegutu a shipment that included a continuous blood pressure machine, a nebulizer, suction machine, a drip stand, digital scales, a haemoglobin meter and haemolysing sticks as well as a mobile goose-neck halogen lamp and an examination couch. While most of the goods were supplied by Daeta, some were supplied by the Harare-based company, Surgimed. These included an electric pressure steriliser and two dressing / instrument trolleys.

Project 16: Chinhoyi Clinic, Chinhoyi

Chinhoyi Clinic is open 24 hours a day and offers general outpatient care services as well as HIV counselling and testing and an Opportunistic Infection and an Anti Retroviral Therapy Clinic (OI/ART). Maternal and child health services are offered to mothers and children aged under 5. Chinhoyi Clinic's maternity ward is the town's only public maternity facility. Catchment areas include several high density suburbs and surrounding farms. The clinic also caters for patients passing through the town.

During 2013, ZimHealth sent a shipment to Chinhoyi Clinic of non-medical items such as a four-plate stove, a washing machine, lawnmower and refrigerator. We also sent resuscitation sets, blood pressure machines, medical bins, a suction machine, hospital-grade sheets and many other essential items.

Thanking ZimHealth on behalf of the Municipality of Chinhoyi, Mr William Mayabo said the medical materials supplied to Chinhoyi Clinic would go a long way towards helping the Municipality to provide adequate primary healthcare services. He requested ZimHealth's continued assistance, particularly in making urgent renovations to the same clinic.

Project 17: Amaveni Clinic, Kwekwe

Kwekwe City, situated in a mining and industrial area, is almost equidistant from Zimbabwe's two main cities, Harare and Bulawayo. Kwekwe's population of about 130,000 is served by four municipal clinics. Amaveni Clinic, the oldest, is in a high-density suburb. A primary healthcare institution, Amaveni Clinic offers comprehensive primary healthcare services including treatment for tuberculosis and HIV. The clinic has an 8-bed maternity facility and it coordinates home-based care activities carried out in its catchment area.

In a letter supporting his Director of Health Services' efforts to obtain ZimHealth's assistance in refurbishing Amaveni Clinic, Kwekwe Town Clerk Mr E. Musara wrote that the clinic's equipment was dilapidated and "grossly inadequate" to meet the needs of Kwekwe City's growing population. Escalating demand for health services was coinciding with financial constraints which limited the City's ability to meet needs, he said.

ZimHealth's shipment included items such as sheets, counterpanes, patients' and nurses' gowns, forceps, stethoscopes, stainless steel dishes and bowls, a suction machine and oxygen gauge. A number of other requirements at Amaveni Clinic have not yet been met. It is hoped to send further shipments of vital medical equipment in coming months.

Project 18: Vengere Polyclinic, Rusape

Vengere Polyclinic, run by Rusape Town Council, is one of three public health institutions serving about 55,000 residents in Rusape Town. Situated in the town's oldest suburb which is densely populated, Vengere Polyclinic treats about 2,100 patients a month and has a 13-bed maternity ward handling about 30 deliveries a month. It is currently the only clinic providing health services to patients from both the

suburbs and the CBD. On a visit to Vengere Polyclinic in April 2013, ZimHealth chairman Rutendo Kuwana heard reports of long queues of people awaiting treatment at the centre. He later reported that the needs at Vengere Polyclinic were extensive and that the authorities had been conservative in their request for support.

Non-medical equipment requested by Vengere Polyclinic included mattresses, pillows, beds, bedside lockers and pillows. While ZimHealth was able to include a few non-medical items in our shipment (a heavy-duty lawn mower, washing machine and wheelbarrow, for example), most of the shipment we sent in 2013 was medical equipment such as a suction machine, forceps, thermometers, an autoclave, suture removal packs and stainless steel bowls.

Project 19: Chipadze Clinic and Chiwaridzo Polyclinic, Bindura

Bindura Municipality runs two clinics, Chipadze and Chiwaridzo, that serve a population of 50,000 residents as well as an increasing number of people from surrounding farming areas. Chipadze Clinic was built in the 1970s in the oldest high density residential area of Bindura and offers outpatient services (treatment of minor ailments and injuries). It also offers maternity services (day time only), antenatal care, family planning and deliveries (with an average of about 30 babies born there per month); plus child health services such as immunizations and an HIV/AIDS Counselling and Testing and OI/ART clinic.

Chiwaridzo Polyclinic first opened in 1994 in the high-density suburb of Chiwaridzo. It offers a 24-hour maternity service but Mr. K Chinowaita, Bindura's Director of Health and Environment Services, has reported to ZimHealth that the polyclinic faces "a host of challenges". With a bed-capacity of 24 and with room for expansion, Chiwaridzo Polyclinic averages about 550 deliveries a year and also offers a number of outpatient services.

ZimHealth sent a range of medical and non-medical items to both clinics. Meeting some of the health centres' needs, our shipment included items such as a resuscitator, suction machine, an oxygen regulator, a computer and printer and an examination couch with stirrups.

Project 20 - Zimuto Mission Clinic and Project 21 - Chibi Mission Clinic

Zimuto and Chibi Mission Clinics are run by The Reformed Church in Zimbabwe. Mr Mark Horst's (Health Manager, Reformed Church in Zimbabwe) patience paid off when in 2015 after a 3 year wait ZimHealth finally managed to find resources to support the two clinics.

Zimuto Clinic is situated in Masvingo North, 15 kilometres from City of Masvingo. It is surrounded by smallholder and large farms and serves 21 villages, 2 secondary boarding schools and 5 primary schools - a population of about 6,000. It is an old clinic whose infrastructure went through recent minor renovations. The clinic has 6 beds and averages 6 deliveries a month.

Support to Zimuto Clinic included an electrical autoclave, Digital BP machine, Sphygmomanometer and dressing towels totalling \$3,079.89.

Non-medical items requested including material for fencing, borehole attachments and a staff house were however not provided as they were not part of Zimhealth core support.

Chibi Mission clinic is located in Chivi district of Masvingo Province, 60 kilometres from City of Masvingo. The population depending on the clinic is just less than 8,000.

The clinic serves a large catchment area where many patients are not able to pay for the services they receive and has 2 delivery beds and no in-patients.

The full request was provided for and included a blood pressure machine, Haemoglobinometer, Glucometer, Bathroom scale and a Dressing trolley. All supplies cost \$692.87.

Project 22 - Zvamabande District Hospital

Zvamabande Rural Hospital is the only hospital in rural Shurugwi. It is a 30 bed hospital located in Shurugwi District of the Midlands Province. Established in 1947, Zvamabande rural hospital is the designated district hospital of Shurugwi District.

Because of its strategic positioning, Zvamabande Rural Hospital caters for 72% of the population of Shurugwi District including being the referral for the 23 clinics in the district with more than 800 deliveries per year.

The community mobilized resources for the construction of a new Waiting Mothers Shelter, and Mortuary.

Support from ZimHealth included a resuscitaire, Electric Suction Machine, Instrument trays/trolleys, Adult and Paediatric Cot beds + mattresses, Bedside lockers and a backup generator set 10kVA totalling \$14,920.77.

Other non-medical supplies, including motor cycles, water tank, ambulance and ambulance rescue equipment could not be supported as they fall outside current Zimhealth core support.

In response to ZimHealth's notification of the impending donation, Dr Milton Chemhuru, the Provincial Medical Director for Midlands Province wrote to ZimHealth

"Thank you very much for this wonderful donation. It will go a long way as we are preparing to upgrade Zvamabande hospital to a district hospital."

Project 23 - Karanda Mission Hospital

Located in Chief Dotito's area in the Mt Darwin District of Mashonaland Central this 36 bed Mission Hospital serves a population of almost 10,000 people. With over 1,200 deliveries each year and over 40,000 attendances, the hospital has three medical doctors in attendance with much publicised objectives emphasizing quality healthcare services, reduction in patient waiting time and maternal + perinatal mortality and morbidity.

The ZimHealth donation included a crash Cart, drug trolley, bedside lockers, 50 waterproof mattresses, a nebulising machine, a suction Machine and crutches totalling \$16,290.98.

Unfortunately, other requested physiotherapy equipment could not be supported. However partners have been identified and approached to support the project.

Project 24 - Makambe Mission Clinic

Makambe Catholic Mission Clinic is situated at Makambe Rural Centre some 80 km south west of the town of Chiredzi. The Clinic serves 14 villages and a resettlement area with a population of 2500. The Clinic previously belonged to the Chiredzi Rural Council but the local community requested that it be taken over by the Catholic Diocese of Masvingo.

The clinic attends to about 150 deliveries and pre-natal visits per month and over 200 post-natal visits per month.

Some renovations (painting) and electrification were done under the Result Based Financing (RBF) funded by Cord Aid through the Ministry of Health and Child Welfare.

The ZimHealth donation included a cooking stove, a water urn, a drug trolley, Obstetric / Delivery beds, a computer, an examination couch, bedside lockers, linen skip, patient screen covers and staff gowns totalling \$8,874.05.

Vision

An international health network that links Zimbabweans and friends of Zimbabwe with the public health system of Zimbabwe to sustain universal access, equity and coverage to high quality health care in Zimbabwe towards better health for all Zimbabweans.

Mission

To be the apolitical, non-partisan health network (Conduit) through which Zimbabweans and friends of Zimbabwe give back to provide relevant, sustainable and universal community-based health care (maternal and child health care)

Values

ZimHealth is guided by five core values of

- *Service*
- *Integrity*
- *Passion*
- *Equity*
- *Innovation*
- *and involvement*

Goal

The goal of ZimHealth is to rehabilitate, support and sustain the public health service delivery in Zimbabwe especially to vulnerable mothers and children.

Strategic Objectives

- To inform, educate, communicate and mobilize on the status and the needs of the Zimbabwe public health delivery system to all Zimbabweans in Switzerland, Europe and worldwide
- To raise funds and other materials in Switzerland, Europe and globally from individuals, civil society, national and international bilateral and multilateral institutions and support public- private partnerships.
- Distribute equitably funds and materials to health services in all provinces and districts of Zimbabwe.

Strategic Principles (Keys to Success)

- Build a strong, active, committed membership and encourage volunteerism.
- Ensure that the offered services satisfy the needs of the beneficiaries.
- Utilize community support and involvement.
- Continuous engagement with community and development partners.
- Secure sufficient funding.
- Design and implement strict financial controls and accountability.
- Effective monitoring, evaluation and control of activities.

Strategic Intervention areas

- Advocacy, communication, and catalysing support for Zimbabwe public health system
- Replacement of essential medical and other equipment in public health facilities
- Renovation and rehabilitation and expansion of public health infrastructure
- Support for Infection control and water and sanitation for public health facilities
- Support use of renewable energy and nutrition projects in public health facilities
- Support for Zimbabwe health work force development with special focus on international exposure and partnership

Leadership, governance and management

The association has a volunteer Executive Committee duly elected annually by the ZimHealth Annual General Assembly meeting. The ZimHealth Executive committee shall consist of up to a minimum ten members, from whom the Chairperson, Secretary General and Treasurer are chosen. Support from non-committee members is strongly encouraged to facilitate sharing of the workload to ensure consistent follow up in all areas of administration and management.

The Executive Committee is the main policy and decision making body will include includes:

- Chairperson
- Secretary-General
- Treasurer
- Deputy Treasurer
- Resource Mobilisation Officer
- Publicity & Communication Officer:
- Committee Member
- Committee Member
- Committee Member
- Committee Member

The Executive Committee will meet regularly, at intervals of no longer than one calendar month, for the despatch of business and to review and regulate the progress and monitor the performance of the association in accordance with the association's constitution.

It shall be the duty of the Executive Committee to keep, or cause to be kept, all usual and proper minutes, books of account and other documents relating to or concerned with the affairs of the association and to maintain a proper record of all their proceedings.

The association shall seek the services of an auditor who shall carry out an annual audit and submit to the Executive Committee on or before 31 March in each year, a report on the financial position of the association at the preceding 31 December and the results of its operations and cash flows for the twelve month period then ended.

Offices of ZimHealth

The operational physical address of the association continue to be maintained without overhead operational costs in keeping in line with organizational principle and values to keep administrative cost minimal:

C/O ERICA KUFA
Rue Virginio-Malnati 26
1217 Meyrin
Geneva,
Switzerland

Legal Entity

ZimHealth is an autonomous entity that is registered in the state of Geneva as non-partisan, non-profit making association. The association shall have perpetual succession and shall continue as an entity in spite of any changes that might occur in the membership of the association. The association shall hold assets distinct from its members. No member of the association shall have any rights in or to the assets of the association by reason of his or her membership.

Publicity & Communication strategy

Advocacy

ZimHealth will hold periodic events and road shows in Zimbabwe and outside Zimbabwe to advocate the needs of the public health systems in Zimbabwe and the work of ZimHealth. High level ZimHealth champions and ambassadors from private and public sector will be appointed to mobilize support for ZimHealth and the public health system in Zimbabwe. Annual events will be held in Geneva during the World Health Assembly in May 2016 with Zimbabwe and SADC health delegations.

Communication

ZimHealth brochure, pamphlets and flyers that will be updated annually with key messages on the work of ZimHealth and the needs of the health system of Zimbabwe. This will be complimented with pull up posters.

Website and Social Media

The website will be updated quarterly to reflect the activities of the association and share progress reports. The website will be used as a resource to provide information to potential donors, members and clients and on the association's projects.

This will be complimented by other social media techniques like Facebook, Twitter

ZimHealth Project Sites

ZimHealth will continue to select its priority project sites for support in collaboration with public health authorities in Zimbabwe such as rural and urban local authorities, faith based authorities and government Ministry of Health.

Zimhealth does not directly run health projects but seeks to empower and catalyse exiting health authorities to take leadership renovate, rehabilitate and expand health facilities and health services towards increased access to quality public health services to all Zimbabwean in need.

ZimHealth will seek to ensure where project sites are established to continue to maintain long term relationship with the local health authorities and health facilities to continue and sustain access to quality services. Priority focus will remain services to women, mothers and children.

The following shall be the fundamental criteria elements to facilitate selection of projects:

- The institution should have a motivated health leadership and team.
- The institution should be a public health facility preferably serving the most disadvantaged, vulnerable and poorest populations.
- The institution should be relatively high volume facility based on, for example, bed capacity, deliveries, consultations per specified period, etc.
- The request for assistance should be institutional and supported in writing by a high ranking official of the institution in the health authority e.g. Director of Health Services, Medical Superintendent or Chief Executive Office, acknowledging support as well as commitment to facilitate continuity of initiatives and other developments.
- Evidence of community participation in the project site implementation and management
- Continued good corporate governance (transparency, clarity and accountability), indication of sustainability, professionalism of the administration
- Regular submission of annual reports with support for periodic visits by members of ZimHealth or its appointed representative(s).

The following documents should be supplied with each application:

- Cover letter from applicant's head of institution
- Clear indication of what support is required e.g. equipment, pharmaceuticals, sundries etc,
- Clear indication of whether any assistance is being received or solicited from other development partners or authority for the same items,
- Completed template Zimhealth health facility request template with lists of requirements and specifications

The Beneficiaries

The Zimbabwe health system is based on a primary health care system distributed in rural and urban settings with referral polyclinics and hospitals at the district, provincial and central levels. This system is further complemented by a network of private clinics, surgeries and hospitals mainly in the major towns and cities for those who can afford a private consultation.

ZimHealth intends to work primarily with the health services within the public health sector administered by either the local authorities (town, municipalities, and city councils), Mission-Faith bases institutions or the Ministry of health. Within this system ZimHealth tends to focus on high population density urban clinics and referral facilities and health facilities in remote rural areas as its priority target for assistance.

The beneficiaries of this association shall be the individuals and communities of Zimbabwe who shall benefit from the refurbishment and support for Zimbabwean health-care facilities from the mobilization in the Diaspora and in Zimbabwe and from any other activities this association shall influence by its actions.

ZimHealth Five year Plan (US\$)

Strategic intervention area	2016	2017	2018	2019	2020
1. Advocacy and communication on status and needs in Zimbabwe health systems	50,000	60,000	70,000	80,000	90,000
2. Replacement of essential medical and other equipment in public health facilities	200,000	300,000	400,000	500,000	600,000
3. Renovation and rehabilitation and expansion of public health infrastructure	500,000	600,000	700,000	800,000	900,000
4. Support for Infection control and water and sanitation for public health facilities	100,000	150,000	200,000	250,000	300,000
5. Support use of renewal energy and nutrition projects in public health facilities	100,000	150,000	200,000	250,000	300,000
6. Support for Zimbabwe health work force development with special focus on international exposure and partnership	100,000	200,000	300,000	400,000	500,000
7. Management and monitoring and evaluation	50,000	60,000	70,000	80,000	90,000