



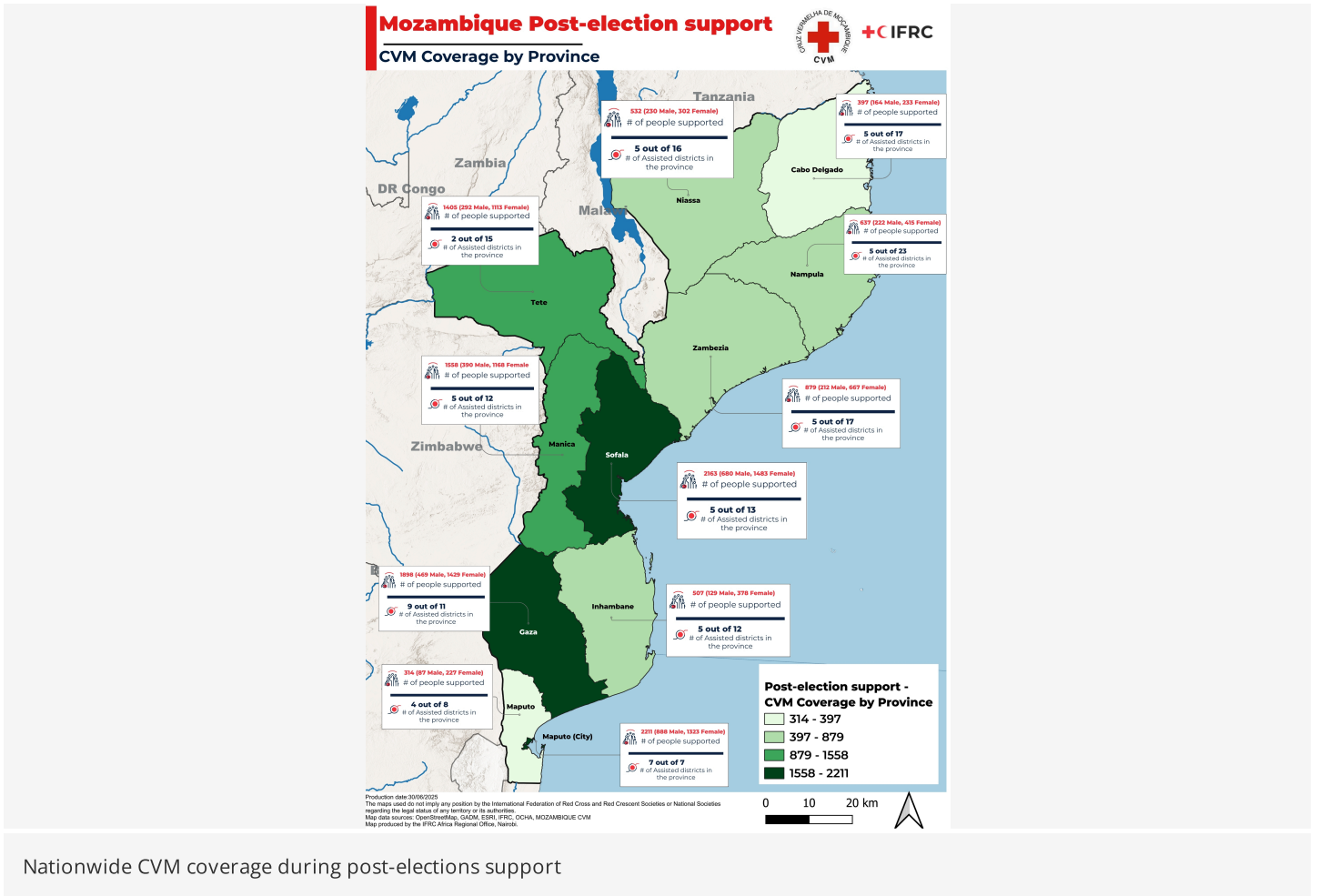
Evacuation of an injured person to Maputo Central Hospital

Appeal: MDRMZ025	Total DREF Allocation: CHF 274,364	Crisis Category: Orange	Hazard: Civil Unrest
Glide Number: -	People Affected: 2,500,000 people	People Targeted: 26,880 people	People Assisted: 12,501 people
Event Onset: Sudden	Operation Start Date: 27-09-2024	Operational End Date: 31-03-2025	Total Operating Timeframe: 6 months

Targeted Regions: **Cabo Delgado, Gaza, Inhambane, Manica, Maputo (city), Maputo, Nampula, Niassa, Sofala, Tete, Zambezia**

The major donors and partners of the IFRC-DREF include the Red Cross Societies and governments of Australia, Austria, Belgium, Britain, China, Czech, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, Liechtenstein, Malta, Norway, Spain, Sweden, Switzerland, Thailand, and the Netherlands, as well as DG ECHO, Mondelez Foundation, and other corporate and private donors. The IFRC, on behalf of the National Society, would like to extend thanks to all for their generous contributions.

Description of the Event



Nationwide CVM coverage during post-elections support

Date of event

07-11-2024

What happened, where and when?

Ahead of the Presidential election 2024 in Mozambique, there was a risk scenario analysis with likelihood of escalation and communities being impacted. This analysis that favored the launched on this DREF operation was based on the combination of parameters, include the history of unrest, ongoing fragile context and already reported violence events, include until the election campaign period.

Following Mozambique's elections on October 9, 2024, the political landscape devolved into a period of intense demonstrations, marked by allegations of electoral irregularities and a growing protest movement. The situation escalated dramatically on October 19, when two opposition figures were shot, igniting calls for large-scale protests and a nationwide seven-day strike beginning on October 31.

The shooting of opposition figures led to widespread outrage, sparking large-scale protests and a nationwide strike. The seven-day strike, which began on October 31, saw significant participation and culminated in a massive protest on November 7, with an estimated 1 million people occupying Maputo. Security forces responded with measures to maintain order, which resulted in numerous injuries and fatalities. The demonstrations disrupted public services and paralyzed key areas, particularly in Maputo and Nampula.

Opposition leaders framed the strike and protests as a response to the alleged murders during the elections and called for unity within the security forces. This raised concerns about potential internal confrontations within police ranks. Internet, mobile, and social media networks faced disruptions across the country, increasing fears of communication shutdowns to prevent the spread of information. Joint statements regarding the electoral process were issued by political parties and foreign embassies, but it remained uncertain if mediation efforts could prevent further escalation.



On November 7, the protests caused significant disruptions, with military and police presence across Maputo. Road access was blocked, businesses remained closed, and communication lines were inconsistent. The main border with South Africa was closed after being burned down by protestors, and there was significant looting of shops and trucks. At the end of the day, the opposition leader gave a speech indicating that further protests would continue until there was a resolution regarding the electoral process. This triggered a scale-up of the response.

The unrest persisted well beyond the initial strike, with tensions continuing through January 2025 and intermittent protests flaring into February. Although the early months of 2025 were relatively calmer, the return of the opposition leader and growing socio-economic grievances, including cost-of-living increases, reignited demonstrations and road blockades nationwide.

The most affected provinces included Maputo City and Province, Nampula, Gaza, Sofala, and Zambézia. These regions saw the most significant mobilizations, clashes with security forces, and disruptions to transportation, commerce, and essential services. In addition to casualties and arrests, the unrest resulted in damage to public and private infrastructure and widespread anxiety among the population.



Scope and Scale

Electoral processes had the potential to pose a threat in the pre-, during, and post-election periods, particularly during campaigning, voting, and demonstrations. Long voting lines, outdoor campaigning, and ongoing demonstrations presented significant health and protection risks, especially to children, the elderly, people with disabilities, and those needing to travel long distances to polling stations. Economically disadvantaged individuals and youth were vulnerable to manipulation, and the risk of gender-based and sexual violence, particularly in isolated or poorly monitored areas, was elevated. Pregnant and breastfeeding women faced increased health vulnerabilities due to stress, lack of shelter, and access to medical care. Exposure to risk was not limited to protestors or campaign participants. Indirectly, voters, local residents, and bystanders were also vulnerable to outbreaks of violence or disruptions to services. These threats affected people across all age groups and socio-economic backgrounds.

Based on the electoral calendar and recent history, including post-election unrest after the 2023 municipal elections, it was anticipated that the two-month period encompassing campaigning, voting, and announcement of results (mid-September to end of October) would remain particularly sensitive. In September 2024, ahead of Election calendar, Mozambique Red Cross launched this DREF operation in order to cover the risk analysed from campaign period onward.

Unfortunately, protests continued beyond this window due to unresolved results and culminated in further strikes and public mobilization in January and February 2025, fueled by rising cost-of-living pressures and political developments. Following Mozambique's general elections on October 9, 2024, the political landscape rapidly deteriorated into a series of mass demonstrations and a growing protest movement, initially sparked by allegations of electoral irregularities. The situation escalated on October 19, when the shooting of two opposition figures ignited nationwide outrage, leading to a seven-day national strike beginning on October 31 and culminating in the occupation of Maputo by an estimated one million people on November 7.

During these events, markets, supermarkets, schools, and income-generating spaces were closed or looted, severely impacting livelihoods and exacerbating food insecurity. The unrest spread to multiple urban centers, particularly Maputo City and Province, Nampula, Gaza, Sofala, and Zambézia, and was further compounded by incidents in rural areas. These regions saw road blockages, violent clashes, and



limited access to essential services, placing an additional burden on the most vulnerable. This election period in Mozambique was also marked by several socio-economic challenges, including the El Niño-induced drought, conflict in the northern region, floods, inflation, and others. Additionally, unresolved conflicts from the previous year's municipal elections remained a source of tension and had the potential to resurface during this national electoral period.

Recognizing the risk of extended unrest, a new humanitarian and security analysis was conducted, resulting in the development of three escalation scenarios. These formed the basis of Mozambique Red Cross's (CVM) preparedness and response strategy to ensure safe and effective delivery of first aid and protection services during this volatile period:

- Scenario 1: Short-lived unrest post-November 7 with minimal injuries.
- Scenario 2: Continued protests through December with moderate injuries.
- Scenario 3: Widespread civil unrest due to political instability, resulting in long-term closures and severe impact.

The DREF was updated twice to align with the major shift on the situation and ensure relevance against the risk evolution. Impact and Key Achievements through the IFRC-DREF Allocation include:

- Volunteer Readiness: 1,100 volunteers trained in First Aid, Safer Access, and Community Engagement & Accountability (CEA).
- First Aid Deployment: 42 mobile first aid units strategically positioned across high-risk areas.
- Timely Medical Support: First aid services were delivered swiftly to individuals injured or in distress during protests.
- Community Peacebuilding: CVM promoted peaceful engagement and clarified the Red Cross's neutral role to communities.
- Operational Coordination: CVM coordinated closely with national and provincial branches to deploy volunteers and allocate emergency supplies efficiently.
- Covered 38% of districts: During this post-electoral tension period, CVM provided support in 57 out of 151 districts across the country. It is important to note that CVM was more active in districts where demonstrations were more intense, although volunteers were mobilized in all districts where the organization operates.

National Society Actions

Have the National Society conducted any intervention additionally to those part of this DREF Operation?	No
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IFRC Network Actions Related To The Current Event

<p>Secretariat</p>	<p>The IFRC maintained regular contact with the CVM and coordinated closely with Movement partners to monitor the electoral campaign, assess coverage, and align support with the contingency and response plan developed by the CVM. The IFRC also provided support through the delivery of security trainings and conducted additional briefings with Movement partners. It further developed election contingency plans and managed risks associated with potential violence.</p> <p>At the request of the National Society (NS), the IFRC approved this IFRC-DREF allocation to support Electoral Preparedness and Response. The Secretariat also supported its implementation. Included with the deployment of a security focal point to Mozambique to conduct safe access trainings for volunteers, perform security assessments, and facilitation of external coordination with the United Nations and other relevant stakeholders. The IFRC also supported the development of the NS's readiness and response plan, which informed the request for scaling-up the DREF as scenario have evolved.</p>
<p>Participating National Societies</p>	<p>Following their expressed interest at the onset of the situation, the Belgian and German Red Cross later confirmed their support for the response plan. This support included the provision of fuel and first aid equipment such as stretchers and first aid</p>



kits.

The German Red Cross was in the process of confirming its contribution in the days that followed.

Partner National Societies (PNSs) support had contributed to the broader readiness and capacity building of the National Society (NS) through ongoing long-term projects implemented across the country. In 2024, the Belgian Red Cross trained 45 volunteers in first aid. Since 2022, a total of 450 volunteers had been trained in first aid by the Belgian Red Cross.

ICRC Actions Related To The Current Event

ICRC was involved in the election contingency plans and had been part of conversations with NS about potential support they could provide to the Electoral Contingency Plan. They committed funds for election activities both during and after, as well as in-kind items (bibs, hats, and flags) for the Contingency Plan. The funding contributed to the broader contingency plan. The DREF complemented these efforts.

Together, ICRC and IFRC funds covered the training of 55 ToTs and 1100 volunteers. ICRC strongly focused on the country in Cabo Delgado province due to the ongoing conflict. However, the support for the contingency plan was not limited to Cabo Delgado but included it as a key hotspot for potential violence. ICRC supported the training of volunteers in Cabo Delgado and Nampula on safe access and also provided support for volunteer insurance.

Throughout the preparedness and response phases, the ICRC and IFRC remained in close coordination, conducting joint security assessments and planning additional support to the CVM. Final confirmation of ICRC's commitment to the response plan was expected in the days following.

Other Actors Actions Related To The Current Event

Government has requested international assistance	No
National authorities	<p>The Provincial Government agency that organizes voting and statistical analysis was contacted to make available the lists of the polling stations of all districts, which allowed the placement of teams in the Assemblies with the largest number of polling stations and those places suspected of probable disturbances.</p> <p>Contacts were made by NS with the Health authorities for actions integrated into Health coverage at all levels, and the possibility of making medicines available for assistance was considered.</p>
UN or other actors	<p>The UN agencies were active in the country and supported coordination and identification of needs and capacities of humanitarian actors. Humanitarian Country Team (HCT) meetings were carried out. The European Union deployed an Election Observation Mission to observe the elections.</p>



Are there major coordination mechanism in place?

The Humanitarian Country Team (HCT) was active. IFRC was present at this meeting. CVM participated in clusters FSL, shelter, protection - yet these were active for drought and conflict and were not focused on electoral preparedness at the time. However, issues could have arisen and been discussed in these forums.

Internally: The flow of information followed the lines of command structures according to CVM's organizational chart. Thus, all information on volunteers and DCs was sent to the Provincial Secretaries of the CVM and then to the Central Headquarters.

Communication with the press was made by the presidents of the DCs, Provincial Secretaries and the Secretary-General of the CVM or persons appointed by him.

A strategy-level movement meeting and an operations meeting were held with all stakeholders involved in the response on a daily basis, with the possibility of adjustment in the following days.

Needs (Gaps) Identified



Health

Despite stabilization in certain parts of the country, several humanitarian and operational needs persisted in the aftermath of the post-election unrest. Sporadic incidents of violence continued to threaten the safety and well-being of communities, requiring ongoing first aid and medical evacuation support in high-risk areas. The sustained emotional impact of the crisis also highlighted the need for continuous psychosocial and psychological first aid (PSS/PFA) services for both affected families and Red Cross volunteers who had been directly involved in response operations.

The experience underscored the importance of enhanced coordination between the CVM, IFRC, and local health authorities to ensure timely patient referrals, efficient case management, and continuity of healthcare services during periods of instability.

Furthermore, the evolving security context called for strengthened protection and safety measures for Red Cross staff and volunteers, in accordance with IFRC's duty of care and security standards. Continued investment in training, communication systems, and safety protocols was deemed essential to safeguard humanitarian personnel and sustain the delivery of critical services to vulnerable populations.

Despite stabilization in some areas, humanitarian and operational needs persisted following the post-election unrest. Ongoing first aid and medical evacuation support remained critical in zones with sporadic violence. Continued psychosocial support (PSS/PFA) was needed for affected families and volunteers. To ensure readiness, logistical preparedness, including prepositioned stocks and fuel reserves, required reinforcement. Stronger coordination between CVM, IFRC, and health authorities was essential for timely referrals and service continuity. Finally, protection and safety measures for volunteers in high-risk areas remained a top priority under IFRC duty of care standards.



Protection, Gender And Inclusion

During the demonstrations, people already in vulnerable situations found themselves in even more difficult circumstances. Those with specific needs, including pregnant and lactating women, persons with disabilities, and the elderly, were particularly affected. Roadblocks and the lack of public transportation limited access to hospitals, especially for pregnant women requiring urgent care. Individuals waiting in queues, including young children and the elderly, were often exposed to heat and dehydration, increasing the need for immediate first aid support.

Volunteers were trained and briefed on the Code of Conduct and Protection, Gender and Inclusion (PGI) principles, with particular emphasis on the prevention of gender-based violence (GBV) and protection from sexual exploitation and abuse (PSEA). This aimed to strengthen their capacity to protect themselves and to safely identify, refer, and support survivors. The operation focused on reducing the risk factors for GBV, ensuring that volunteers were equipped to identify incidents and provide appropriate assistance and referrals.





Community Engagement And Accountability

At all times, but especially during elections, the importance of sensitization and engage with communities was one of the key priority pillars identified gains the foreseen escalation risk and to ensure proper access and contribute to NS teams' safety.

Based on NS contingency analysis, the sensitisation was essential for communities but also all political forces. With the intention to cover messages on the mandate, role, mission, and principles of the Red Cross, but also on the mechanism to put in place, while laying emphasis the principles of neutrality and impartiality. In past electoral times, there were confusions with RC volunteers wearing red shirts that could have been seen as affiliated with one of the political parties. In these elections, there were reports of volunteers having to explain the role of the RC in order to gain safe access through an area.

To this effect, the volunteers needed to be re-briefed on the RC movement mandate, role and principles and train in safety and security. Visibility materials (vests, ID cards, bibs, stickers, and flags) had to be made available to the branches for security and visibility purposes, both playing an essential role in this type of intervention.

Operational Strategy

Overall objective of the operation

The overall objective of the operation was to respond to the first aid needs of 26,880 people throughout the electoral period, including campaigning, voting, and the post-election phase, by training and equipping 1,100 volunteers to promote well-being and prevent harm.

Operation strategy rationale

Strategy was developed CVM Intervention covered the readiness ahead of elections and the response services such as protection, awareness, and first aid as a mitigation of elections unrest (pre- and post-elections). The various planning phasis were based on scenario monitoring and considered two main scenarios:

Non-Violence to low violence Scenario: Volunteers provided basic first aid support, monitored potential risks, and assisted communities. Operations concluded one week after election results were announced, provided there were no protests.

Violence Scenario with escalations: Protests continued intermittently throughout the year, resulting in moderate to significant injuries, with various degrees of impact in different cities. Volunteers remained on standby post-election, responding to demonstrations and political unrest with first aid services for up to one month. If protests persisted, a new humanitarian analysis would determine an escalation response plan.

1) The readiness phase and scenario monitoring

As part of the General Election preparedness, the NS anticipated large voter turnout, leading to long waiting hours, potential health concerns, and risks of insecurity, particularly during the post-election period. Drawing from past electoral cycles, the NS implemented a Preparedness DREF to train and equip 1,100 volunteers across 55 districts (5 per province in 11 provinces) in First Aid, Safer Access, and Community Engagement and Accountability (CEA). These volunteers were trained to provide first aid services during campaigning, voting day, and potential post-election unrest.

The preparedness phase included engagement with community stakeholders and political parties to promote peacekeeping and clarify the Red Cross role. A communication tree was established for real-time information sharing and escalation of issues, including rumors and emerging risks. Additionally, strategic deployment of first aid teams (two volunteers per unit) equipped with first aid kits, drinking water, and disposable cups was implemented. Volunteers were positioned 300-600 meters away from polling stations to provide immediate assistance while maintaining neutrality. Ambulances and mobile teams were also on standby.

2) Stock mobilization and procurement for the early actions and response

Essential stock procurement and replenishment were carried out through the Preparedness DREF, including:

- Bibs: 390 replenished, 360 procured
- First aid kits: 13 replenished, 97 procured
- Flags: 72 procured
- Hats: 650 procured



Additionally, the ICRC contributed with in-kind donations of 350 bibs, 24 flags, 350 hats, and funding (2M meticaï) to complement gaps in the preparedness phase.

3) Stock mobilization and procurement for the early actions and response

Following post-election unrest, a new humanitarian and security analysis was conducted, leading to the activation of Scenario 2. The Response block of activities was launched to scale up operations through a second allocation of the DREF. Timeframe was also extended of 1 month. The response part covered under this intervention was to ensure 42 first aid units were set up nationwide, activating the 1,100 trained volunteers in high-risk areas.

There were two phases: intense deployment following the big wave of alerts expected with the planned protests of 7th November and the continuous management of alerts based on evolution of the situation forward.

a) Immediate Response to November 7th Protest planned as follows:

- 42 First Aid Units deployed nationwide
- 1,100 volunteers mobilized to provide first aid
- 11 provincial secretaries and 50+ technical staff and drivers coordinated the response
- Provincial delegations supported volunteer teams with monitoring, logistics, and reporting
- Ambulances remained on standby for urgent evacuations

b) Continuous Response Under Scenario 2:

The continuous priority of the NS was to ensure response to alert, safety of responders, engagement of institutions/communities/branches and local leaders for security coordination but also cohesion and peace. The main output was as follows:

- Volunteers remained on standby for 7-10 additional protests expected in the following two months.
- Continuous monitoring and security assessments were conducted.
- First aid units were strengthened with additional first aid kits, water, cups, and blankets.
- Safe Access messaging was reinforced to ensure the protection of volunteers.

As the demonstrations became more unpredictable, changed locations, and were harder to track, the operation shifted from having fixed first aid units to mobilisation of volunteers upon request by community members, calls to Red Cross, or formal request for ambulance support. This protected both those people injured who indicated being scared of repercussions if showing up to formal hospitals and increased volunteer safety and access to the affected population. The need for volunteer deployment was monitored by a team of volunteers receiving information from community members including volunteers from affected communities and red cross staff doing monitoring rounds in vehicles, and radio/media coverage.

An important element part of the transition out of the emergency was the plan to develop Standard Operating Procedures (SOPs) to improve operational continuity in future electoral cycles in coordination with other movement partners ICRC and PNSs. A SOP for security, with extensive security training by IFRC for CVM was also delivered during this scale-up response phase.

Targeting Strategy

Who was targeted by this operation?

The total response capacity was projected at 26,880 people. However, this represented maximum capacity and full scenario 3, with the goal of minimizing the need for first aid interventions through proactive peacekeeping efforts and community engagement. The operation plan intended to cover 55 districts across 11 provinces, representing 36% of the country, with a focus on five districts per province.

By the end of the operation, a total of 12,501 people were reached, representing approximately 46% of the planned target. This coverage reflected both the challenges faced during implementation, including access restrictions, security constraints, and road blockages, and the strong commitment of trained volunteers who continued to provide first aid, referrals, and psychosocial support in high-risk areas.

A total of 1,100 trained volunteers were organized into 42 first aid units, each with the capacity to assist an estimated 40 people per day. The units were then dissolved in exchange of deploying volunteers on a need-by-need basis, as well as utilizing more mobile first aid units (ambulances and conversion of land cruiser into an ambulance) as these better matched the needs of affected communities and improved safety for volunteers in the field.



Explain the selection criteria for the targeted population

Referring to geographical selection criteria, the highest hotspots districts known by experience for potential violence before, during and later after the elections were priorities, including urban high-density areas and areas with strong links to political campaign representatives across all 11 provinces.

Focus on reaching and ensuring wellbeing of most vulnerable people (pregnant and lactating women, the elderly, people with disabilities, minority groups, the sick people, the injured people, etc

Much attention put on detecting sexual gender-based violence and providing referrals.

Total Assisted Population

Assisted Women	8,738	Rural	-
Assisted Girls (under 18)	-	Urban	-
Assisted Men	3,763	People with disabilities (estimated)	-
Assisted Boys (under 18)	-		
Total Assisted Population	12,501		
Total Targeted Population	26,880		

Risk and Security Considerations (including "management")

Does your National Society have anti-fraud and corruption policy?	Yes
Does your National Society have prevention of sexual exploitation and abuse policy?	Yes
Does your National Society have child protection/child safeguarding policy?	Yes
Does your National Society have whistleblower protection policy?	No
Does your National Society have anti-sexual harassment policy?	Yes
Please analyse and indicate potential risks for this operation, its root causes and mitigation actions.	
Risk	Mitigation action



Delayed procurement to equip volunteers on time for ongoing protest.	CVM Maximised value of prepositioned stocks where feasible and remaining procurement were kick-started during campaign phase, including receiving quotations, to avoid delays.
Difficulty accessing to targeted people due to the presence of violence and lack of security.	Safer access training was prioritised for volunteers and staff with the aim to serve as main preventive measures. This ensured volunteers and staff all the tools they need to facilitate their access the community. Key messages later disseminated were the next steps and this was done. Involve local contacts and local volunteers. Advocacy sessions among the key authorities. Until the end of the operation, NS ensure operation is flexible and adapt to changes in how first aid could be best delivered despite access challenges and context changes.
Escalation of violence with serious injuries and prolonged disruption of public services.	Continuous monitoring of the political context; readiness to scale up response; reassessment of the contingency plan according to scenario evolution. This was applied.
Increased demand of intervention vis-à-vis the affected areas.	Close monitoring of the situation across the country was done. NS has developed response plans for different scenarios with triggers to ensure readiness to scale-up further if needed.

Please indicate any security and safety concerns for this operation:

During times of electoral or political crisis, security becomes a big concern. This is particularly the case in urban areas, where the situation can escalate to violence. Security threats can include demonstrations, spontaneous or planned riots, robbery and vandalism, followed by severe violence, roadblocks by demonstrators or security forces, attacks among parties' members, etc.

The security situation will be assessed regularly among the Red Cross Partners (NS, IFRC and ICRC) for exchanges of information on security and necessary measures that need to be taken. ICRC supports security in the conflict areas in the North of the country where IFRC does not have physical presence. NS will also communicate with the branches of the high-risk localities targeted in collaboration with the community authorities and will provide regular updates on the situation.

To reduce the risk of RCRC personnel falling victim to crime, violence, active risk mitigation measures must be adopted. Security orientation and briefing for all teams prior to deployment will also be undertaken to ensure the safety and security of response teams. Standard security protocols about general norms, cultural sensitivity, and an overall code of conduct will be put in place. Minimum security requirements will be strictly maintained and applied to all NS staff and volunteers throughout the operation. Visibility material will be essential for all volunteers and staff in the field.

Has the child safeguarding risk analysis assessment been completed?	Yes
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Implementation



Budget: CHF 88,763
Targeted Persons: 26,880
Assisted Persons: 12,501
Targeted Male: -
Targeted Female: -



Indicators

Title	Target	Actual
# volunteers trained in first aid	1,100	1,100
# people assisted by RC staff/volunteers	26,880	12,501
# people trained as ToTs in first aid	55	55

Narrative description of achievements

A Training of Trainers (ToT) on First Aid was conducted over a period of five days at the hotel center in Chimoio, at the national level. In total, 55 participants were trained, including 22 staff members and 33 volunteers from all provinces. The training was inclusive and representative, as it was attended by all provincial employees who form part of the CVM's provincial delegations. Following the ToT, replica trainings were carried out at the provincial level. As a result, a total of 1,100 volunteers were trained nationwide in a single day. This activity was organized by training 20 volunteers in each of five districts per province, ensuring comprehensive national coverage.

Deployment of volunteers to provide first aid services took place during the voting phase. First aid supplies were procured. A total of 1,100 trained volunteers were organized into 42 first aid units, each with the capacity to assist an estimated 40 people per day. The team was deployed over 16 different operational days, including multiple campaigning days (3), voting day (1), immediate post-election protests (4), the major November 7th protest (1), and extended demonstrations (7). Volunteers were strategically positioned and placed on standby throughout the campaigning period, voting day, and post-election phase to provide timely first aid services. Given the unpredictable nature of protests, some volunteers remained actively engaged while others were on standby, ensuring a flexible and responsive deployment in areas where demonstrations were more likely to escalate. A cumulative of 12,501 people (of those 70% women) were assisted with First Aid services throughout the national territory reaching out around 47% of the target.

56 First Aid kits were purchased and made available nationwide for volunteers deployed at the polling stations. In addition, Mozambique Red Cross received 300 individual small kits from the Technical Secretariat for Electoral Administration (STAE) Gaza for 14 districts of Gaza. Additionally, gazebos were no longer required due to change in operational strategy of focusing on more mobile units/groups of volunteers.

Lessons Learnt

Timely allocation of first aid kits at polling stations was crucial to ensuring immediate assistance for voters in need. Delays in distribution impacted the ability to provide initial support. Additionally, price fluctuations at the time of procurement resulted in fewer kits being acquired than originally planned, highlighting the importance of flexible budgeting and contingency planning to accommodate market shifts. This lesson underscores the need for efficient logistics coordination and proactive resource management to avoid disruptions in critical electoral assistance.

Challenges

At one of the polling stations in Inhambane City, volunteers assisted a pregnant woman who went into labor. Due to delays in the arrival of an ambulance, the birth had to take place on-site. Additionally, there were delays in the distribution of kits at some of the designated polling stations, which initially affected the ability to assist voters requesting support. Limited availability of transportation (vehicles) also contributed to reduced coverage, preventing visits to certain polling stations.



Community Engagement And Accountability

Budget: CHF 30,009

Targeted Persons: 1,100

Assisted Persons: 1,100

Targeted Male: 482

Targeted Female: 618



Indicators

Title	Target	Actual
# volunteers briefed on mission and trained on safe access and conflict-management	1,100	1,100
# engagements CVM has with key stakeholders on peace keeping, and the role of RC	22	6

Narrative description of achievements

A total of 1,100 volunteers were trained in Community Engagement and Accountability (CEA) and Safe Access to ensure effective and secure interaction with communities. To support their visibility and safety, the response team was equipped with identification and protective materials, including bibs, caps, and flags.

The CVM held three meetings with Movement partners to prepare for health coverage during the elections. Two additional coordination meetings were conducted with provincial delegations, involving internal planning and engagement. It had also maintained continuous engagement with community leaders and local authorities to facilitate access and ensure understanding of its neutral mandate. The National Society also coordinated with ICRC, IFRC, the Humanitarian Country Team (HCT), the Health Cluster, and UN agencies, particularly on security and operational access.

Lessons Learnt

The National Society (NS) effectively strengthened peacekeeping efforts through targeted community engagement and awareness initiatives regarding the humanitarian mandate of the Red Cross. By proactively fostering dialogue with local communities and political actors, NS enhanced public understanding of its neutrality and impartiality, reducing misconceptions and improving safe access for volunteers.

This experience underscores the importance of early and sustained stakeholder engagement to reinforce humanitarian principles, mitigate risks, and ensure seamless operational implementation in future electoral contexts.

Challenges

No significant challenges were encountered.



Secretariat Services

Budget: CHF 31,885

Targeted Persons: 1

Assisted Persons: 1

Targeted Male: 1

Targeted Female: -

Indicators

Title	Target	Actual
# monitoring visits given (virtual or in person one per province)	11	7
# security staff visits to Mozambique	2	2



senior operational support staff deployed	1	1
humanitarian scenario analysis	2	2
# NS plans supported	4	3
# TdRs for coordination platforms developed	3	3

Narrative description of achievements

Throughout the operation, the National Society (NS) conducted seven monitoring visits, achieving 63.6% of the target. Senior-level meetings were held both in person and remotely via teleconference platforms, with participation from the Mozambique Secretary-General (SG), ICRC, and IFRC representatives. In addition to these strategic discussions, the CVM response team organized technical meetings to present and harmonize the DREF with the Maputo Country Cluster operations team.

To further assess the evolving situation, the NS conducted 113 monitoring field visits across 55 selected districts, ensuring a broad and comprehensive assessment of operational needs. Additionally, remote monitoring was carried out across 11 provinces directly from HQ, enhancing oversight and strategic decision-making.

The IFRC security focal point was deployed to Mozambique to strengthen the NS's security preparedness. This included delivering Safe Access training for volunteers, conducting security assessments, and facilitating external coordination with the United Nations and other key stakeholders. Weekly security assessments were conducted, with frequent monitoring missions within Maputo City and ongoing coordination efforts with ICRC, movement partners, HCT, and the Health Cluster to adapt to the evolving humanitarian landscape.

A comprehensive humanitarian scenario analysis was completed and updated. Through the IFRC Maputo Country Cluster, further support was provided to the NS in developing scenario-based contingency and response plans, including drafting three Terms of Reference (ToRs) for the coordination mechanism among movement partners, ensuring greater preparedness and collaboration.

Lessons Learnt

The integration of field-level monitoring with remote oversight mechanisms significantly enhanced situational awareness and informed strategic decision-making. However, the experience demonstrated that early alignment between strategic and operational actors, including the harmonization of plans and tools, is critical to maximizing coordination efficiency and achieving monitoring targets.

Challenges

No significant challenges were encountered.



Budget: CHF 123,707
Targeted Persons: 1,161
Assisted Persons: 1,100
Targeted Male: 482
Targeted Female: 618

Indicators

Title	Target	Actual
# staff and volunteers involved in the response	1,161	1,161



# internal coordination meetings held	20	10
# workshops held to develop key operational documents (contingency, response, security SOP))	3	3

Narrative description of achievements

With support from the DREF, Cruz Vermelha de Moçambique (CVM) mobilized a total of 1,161 staff and volunteers for the response. Among them, 1,100 volunteers received training in first aid, safe access, and a CEA refresher, successfully meeting the target for volunteer involvement in the operation.

Throughout the operation, CVM conducted 10 internal coordination meetings, achieving 50% of the planned target. These meetings were essential in facilitating strategic discussions and ensuring response alignment across key stakeholders. Additionally, three coordination meetings were held with Movement partners to prepare health coverage for the VII Presidential and Legislative Elections Mozambique 2024, and two additional coordination meetings were conducted with provincial delegations.

Three workshops were successfully conducted, meeting the planned target. These workshops focused on contingency planning, response planning based on potential humanitarian scenarios, and the development of security Standard Operating Procedures (SOPs). The SOP development process was complemented by comprehensive security training for NS staff and volunteers at both HQ and provincial levels. Moreover, a lessons learned workshop was organized in Ponta D'Ouro from March 29 to 30, 2025, allowing CVM to analyze the operation's successes and challenges to improve future responses.

Lessons Learnt

Through this operation, the National Society (NS) reaffirmed its ability to lead election-related emergency response through Preparedness and Response activities under the IFRC-DREF allocation. By implementing a comprehensive first aid strategy, the NS ensured timely assistance, improved safety management for responders in unrest scenarios, and strengthened community engagement.

A key lesson learned is that integrating training, proactive preparedness, and real-time response mechanisms, enabled the NS to effectively uphold humanitarian principles while reinforcing its neutral, independent, and impartial role in emergency response. This experience highlights the importance of strategic readiness and inter-agency coordination in maintaining operational efficiency and safeguarding humanitarian action during complex situations.

Challenges

Although external coordination and scenario planning were effectively carried out, the reduced number of internal coordination meetings highlighted the need for stronger internal communication mechanisms to ensure strategic coherence, efficient task distribution, and consistent monitoring throughout the operation, especially in high-pressure election contexts.



Financial Report

DREF Operation

Selected Parameters			
Reporting Timeframe	2024/9-2026/1	Operation	MDRMZ025
Budget Timeframe	2024-2025	Budget	APPROVED

FINAL FINANCIAL REPORT

Prepared on 16/Mar/2026

All figures are in Swiss Francs (CHF)

MDRMZ025 - Mozambique - Election preparedness

Operating Timeframe: 27 Sep 2024 to 31 Mar 2025

I. Summary

Opening Balance	0
Funds & Other Income	274,360
DREF Anticipatory Pillar	90,559
DREF Response Pillar	183,801
Expenditure	-174,631
Closing Balance	99,729

II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter			0
AOF3 - Livelihoods and basic needs			0
AOF4 - Health	94,020	75,793	18,227
AOF5 - Water, sanitation and hygiene			0
AOF6 - Protection, Gender & Inclusion			0
AOF7 - Migration			0
Area of focus Total	94,020	75,793	18,227
SF11 - Strengthen National Societies	150,407	77,880	72,527
SF12 - Effective international disaster management			0
SF13 - Influence others as leading strategic partners			0
SF14 - Ensure a strong IFRC	29,939	20,958	8,981
Strategy for implementation Total	180,346	98,838	81,508
Grand Total	274,366	174,631	99,736

[Click here for the complete financial report](#)

Please explain variances (if any)

Total income for the operation amounted to CHF 274,360, while total expenditure reached CHF 174,631, resulting in a closing balance of CHF 99,729. The balance is returning to the DREF pot.

The underspending is primarily due to the scaling down and adaptation of planned activities in response to the evolving context. Improved security conditions and a reduction in anticipated operational intensity led to fewer deployments and lower implementation



costs. Additionally, some planned activities (such as workshops and full readiness measures) were either postponed beyond the DREF timeframe or implemented at a reduced scale.

Detailed variances per area of focus:

- Health (Variance: 18,227 | 19.3%): - Savings resulted from the non-procurement of gazebos. Due to security concerns for volunteers, the strategy shifted from fixed service points to mobile units, eliminating the need for gazebos.
- Community Engagement and Accountability (Variance: 1,449 | 3.2%): - Minor variance due to slight differences between planned and actual implementation costs.
- Secretariat Services (Variance: 8,981 | 30.0%): - The planned BCP workshop was not conducted as it required ICRC participation. ICRC was unavailable within the operation timeframe, and the activity was deferred outside the DREF period.
- National Society Strengthening (Variance: 71,079 | 67.3%): - Variance is mainly due to undeployed volunteer incentives, as the situation stabilised and fewer deployments were required. Additional savings came from readiness funds that were not fully utilised and reduced administrative cost recovery, as not all planned activities were implemented.



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