

Zimbabwe Red Cross Society (ZRCS)

OCAC Findings Report

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Facilitators:

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Introduction

The Organisational Capacity Assessment and Certification (OCAC) self-assessment exercise (OCAC phase 1) was conducted by Zimbabwe Red Cross Society (ZRCS) between 21st to 23rd November 2023 in Harare, Zimbabwe. Two OCAC trained facilitators were identified by IFRC to support the National Society.

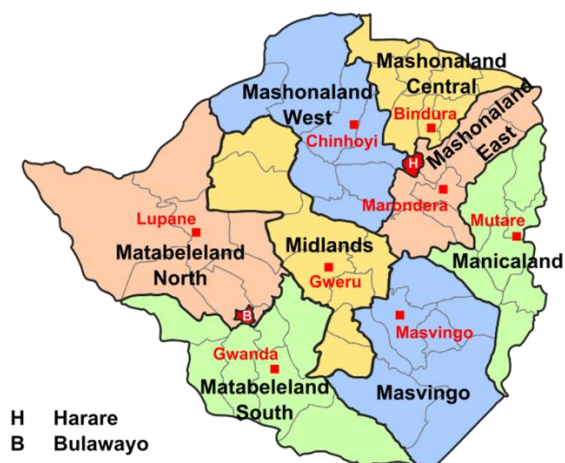
Eighteen (18) participants were selected by the National Society to participate at the OCAC assessment workshop comprising of the National and provincial governance representatives, staff from the headquarters and programs, volunteer, and youth representatives. The facilitators supported participants in understanding the methodology and contextualizing the different attributes, and facilitated an open and constructive discussion. Participants were frank, open and active throughout the workshop. The National Society's Head of programs provided opening remarks on behalf of the Secretary General.

All participants fully participated throughout the workshop, and were honest in assessing the capacities and status of the National Society and expressed their opinions with active discussions to reach ranking consensus and in identifying priority areas of improvement. Having compiled individual ratings by the respective participants, the consensus building process continued on all the attributes in a focused and interactive way. The assessment team critically identified the important, urgent and critical attributes ranked below average and managed to come out with priority issues for improvement and development.

On the last day of the workshop, in the afternoon session, the senior leadership of the National Society including their President and Secretary General, together with IFRC Head of Delegation, ICRC Head of Delegation, PNS representatives including British Red Cross and Finish Red Cross joined the workshop in a hybrid model (physically and virtually). The assessment team presented the identified priorities and together with actions to be undertaken for further improvements. Both IFRC, ICRC and PNS commended the National Society for conducting a self-assessment and promised to continue collaborating and supporting the OCAC results in line with the National Society Development Plans. The National Society President provided the closing remarks, thanked the IFRC and other partners for supporting ZRCS to conduct the OCAC workshop, appreciated for the openness of the assessment team, and appealed to the IFRC and other Movement partners to continue supporting the National Society efforts in addressing all the identified capacity gaps/priority areas for further development.

Context

The country



Zimbabwe is a landlocked country situated in Southern part of Africa with a total land area of 390,580 square kilometers, and a population of around 15 million people. The country gained independence from the British colonial rule on 18th April 1980. Zimbabwe is divided into ten administrative provinces of Bulawayo, Harare, Manicaland, Mashonaland Central, Mashonaland East, Mashonaland West, Masvingo, Matabeleland North, Matabeleland South and Midlands. The country holds a world record of having large number of official languages, 16 languages namely; Shona, Ndebele, English, Chewa, Chibarwe, Kalanga, Koi-san, Nambya, Ndau, Shangani, Sign Language, Sotho, Tonga, Tswana, Venda and Xhosa. The country experiences its rainy season along with relatively high temperatures from October to March, and it encounters dry seasons with low temperatures from June to August. Zimbabwe is bordered by countries of Mozambique to the east, Zambia to the north, Botswana and Namibia to the west, and South Africa to the south.

Zimbabwe's economic growth largely depends on mining, agriculture, and tourism sectors. Agriculture is the main source of subsistence for most of the population. The country is endowed with many minerals including diamond, gold and platinum which are most economically significant produced natural resources. Before COVID-19 pandemic, Zimbabwe's economy was already in recession, contracting by 6.0% in 2019. Output fell because of economic instability and the removal of subsidies on maize meal, fuel, and electricity prices; suppressed foreign exchange earnings; and excessive money creation. The country is facing a high rate of unemployment due to decrease of opportunities for formal and informal sector activities and recently was exacerbated by the pandemic which delivered an economic shock to the country. Poverty is widespread and according to the World Bank, more than 70% of the population still lives below the poverty line of USD 1.90 per day. Manifestations of poverty in Zimbabwe include inadequate access to water and land, malnutrition and a high prevalence of HIV/ AIDS.

The country is prone to natural hazards which leads to disasters such as recurring droughts, cyclones, floods and related landslides which results in loss of human life and economic

devastation. There are also environmental challenges facing the country including land degradation, deforestation, inadequate quantity and quality of water resources, air pollution, habitat destruction and loss of biodiversity, waste (including toxic waste). The climate change is one of the key issues impacting on the environment including changing the agriculture seasons due to rainfall variability.

The Zimbabwe's healthcare system is divided into public and private sectors, the government owns around 70% of the country's healthcare facilities, while the private sector owns the remaining 30%. The country's health system has been affected by the socio-economic conditions that prevailed over earlier decades which led to a collapse of primary health care. The presence of communicable diseases such as HIV/AIDS, malaria, respiratory infections and Tuberculosis, and non-communicable diseases like diabetes, depression, hypertension and stroke is also burdening the health sector. There is inequitable access to basic health services between urban and rural areas, 99% of households in urban areas are within 5Km of a health facility as compared to only 50% in rural areas. The Zimbabwe government through its Ministry of Health and Childcare has a vision to have the highest possible level of health quality of life for all Zimbabweans as laid out in the national health strategy. The onset of COVID-19, whose first case was reported on the 20th of March 2020, it further resulted into disruptions of people movement and supply chains, affecting the healthcare provision of essential services in the areas of maternal and child health, sexual and reproductive health services, care for chronic conditions and access to oncological and other specialist services. The government continued with efforts to combat the disease while also giving due attention to other essential health services inclusive of Sexual and Reproductive Health services in a rights-based approach (SRHR) and chronic illnesses (Dzinamarira et al., 2021). The climate change is noted as another challenge that will continue to influence changes to the range of infectious disease vectors, including the geographical range of malaria and other mosquito-borne diseases, and affect increases in the prevalence of diarrheal diseases and of water-borne pathogens such as cholera.

Zimbabwe recognise education as one of the basic human rights. The education system mandates seven years of primary school, encompassing Grades 1 to 7. Urban primary schools teach in English while rural primary schools teach students in their local native language, typically in Shona or Ndebele, then transition to English by Grade 3. Zimbabwe is among countries with high rate of literacy (around 89% of the population). The country is currently working toward the Sustainable Development Goal of providing universal and free education to all students by 2030.

The above statistics on the country shows the importance for Zimbabwe to have a strong and trusted Red Cross National Society, not just able to deliver humanitarian services during emergencies and disasters but also contribute to long-term community resilience.

The National Society

The Zimbabwe Red Cross Society (ZRCS) was officially recognized by the Zimbabwe government by an Act of Parliament Number 30 of 1981 also known as Chapter 17.08 as an official auxiliary to the

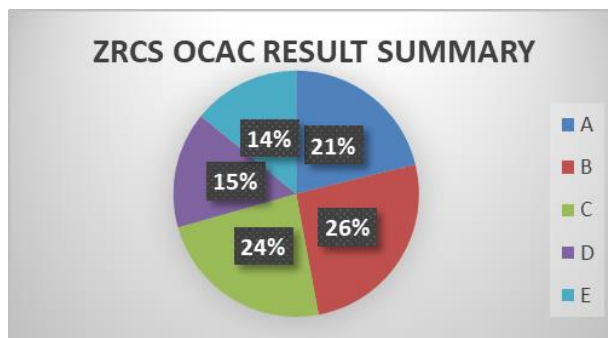
public authorities in the humanitarian field. The National Society complements the government efforts on health, water, sanitation and hygiene (WASH), disaster management and Emergency Response, First Aid and Early Warning, and sustainable development. It was recognized by the ICRC in 1983 and became a member of IFRC in the same year.

Zimbabwe Red Cross Society (ZRCS) is a voluntary organisation whose aim is to alleviate the suffering of most vulnerable communities. Its vision is a resilient Zimbabwe, able to withstand and quickly recover from natural and man-made disasters, with the mission to provide timely, appropriate and sustainable humanitarian service.

The Zimbabwe Red Cross Society (ZRCS) headquarters is in Harare with a presence in all ten provinces, it operates 168 branches across the country, has approximately 18,000 members and 1,520 volunteers, 65 in school clubs and 180 staff members. The ZRCS has governance and leadership structure at national, provincial, district and branch levels. Operations are centrally coordinated and led through the Secretary-General's office at the headquarters in Harare. The SG's office is supported by a Senior Management Team (SMT) comprising of Directors (Finance, HR and Administration, and Operations) and managers from different departments such as Operations, Human resource and Administration, Finance, Communications, and Internal Audit. This team supports the decentralized structure of provincial and branch offices that leads the implementation of activities and community engagement.

From its inception to date, the ZRCS has been responding to humanitarian needs during normal and disaster situations. It has been receiving both technical and resources support from IFRC, ICRC and other Movement partners (British RC, Danish RC and Finnish RC) to respond to the needs of the most vulnerable. Some provincial branches do raise funds locally to support their humanitarian activities. The NS is currently implementing a number of programs including Climate Smart Resilience, ZERO Hunger (focusing on Food security & Livelihoods, WASH, Health and Nutrition), Saving Lives and Livelihoods, Health and WASH-Cholera (partly covered by DREF for six months from July 2023 and ECHO HIP from June 2023 to May 2025, Restoring Family Links and Early Action Protocol. In addition to these programs the NS have set up a strategic 'business model' to generate revenue for the NS with sustainability as it's goal. The core of this business model is running a high school offering day and boarding facilities as well as a medical clinic both in Harare. Both these projects are self-sustaining and contribute to the core-funding mechanism of the NS.

Generally, the NS coordinates and collaborates with the RC/RC Movement partners and other humanitarian actors like USAID and ECHO in implementing interventions that falls into its strategic priorities of (i) Climate and environment, (ii) Evolving crisis and disasters, (iii) Health and wellbeing, (iv) Migration and identity, and (v) Values, power, and inclusion.



Out of 85 organisational characteristics, 18 attributes were rated at A (the lowest) level, 22 at B level, 20 at C level (benchmark level), 13 at D level and 12 at E (the highest) level. The result indicates that the National Society met the benchmark level in 53% of the total attributes, while 47% of the total attributes were defined below the benchmark level.

The results

Attached is the list of organisational capacities that were self-assessed using the OCAC self-assessment tool and the corresponding results. The list shows the consensus that was obtained following extensive discussions. As part of the process, it also contains an indication of the priority levels given by the National Society to addressing each of the identified organisational deficits, 1: not relevant in the current situation, 2: relevant but not urgent, 3: relevant and urgent 4: relevant and critical.

The results reflect the opinion of the ZRCs self-assessment team on 85 attributes that make up for the capacity of a National Society. For each attribute, the NS is asked to choose between five situational descriptions (from A to E) which are each "indicative" of a progressive level of proficiency with regards to the given attribute; level A represents the lowest level of capacity while level E represent the highest level of proficiency on that given attribute. For each indicator there is a benchmark level, set at level C; this is the minimum level of proficiency expected from a NS today.

The results as summarised below, has clearly indicated that the National Society has been operating at an average level of proficiency in many of the attribute indicators. Taking into account that few years ago, ZRCs had experienced reputational damage which retarded donor and public confidence, the leadership is very committed to strengthen the NS to regain the lost reputation. The commitment and dedication of the National Society leadership to guide the destinies of the NS to becoming a well-functioning NS was clearly evident.

Findings

Strengths

The ZRCS was established by an Act of Parliament Number 30 of 1981 as a voluntary aid society auxiliary to the public authorities on humanitarian issues aims to alleviate the suffering of the most vulnerable communities. Despite a number of capacity gaps realised during the assessment, the National Society have strengths that has enabled it to continue delivering humanitarian services as enshrined in its auxiliary role, as follows;

- The National Society have governance, management, and structure to run its affairs. It has a headquarters which manages and coordinates the functions of different departments/units and collaborates with different partners. It has branch and volunteer network to carry out humanitarian services/activities to the most vulnerable communities throughout the country.
- The National Society has a number of own office structures and have been taking initiatives to establish and run some Income Generating Activities (IGAs) especially at provincial and branch levels which support them to cover some running costs.
- The NS is well known in the communities as a trusted and reliable service provider during disasters and times of need.
- The National Society has a corporate business unit as a subsidiary generating alternative revenue for sustainability. ZRCS is successfully operating a High School and a Red Cross Clinic in Harare.
- The National Society has a Strategic Plan (2021 - 2025) focusing on strengthening the National Society functions to carry forward its vision and mission.
- The National Society has a number of knowledgeable staff and volunteers with relevant capacities to effectively contribute towards development, communication, and implementation of the National Society plans.

Recommendations

Looking more closely at the attributes that scored at “A” or “B” level, or attributes where ZRCS identified development potential, despite scoring at or above benchmark, a number of themes emerged, linked to several attributes and/or to attributes sharing the same root cause. More specifically, the following themes constitute and consolidate all the key priority attributes identified by the NS self-assessment team at the workshop as key priorities recommended for National Society capacity development. What needs to be considered moving forward is that, three out of the eight areas are deemed as critical, meaning that measures must be undertaken immediately else the NS risks adverse impact, while the other five areas are deemed to be relevant and urgent,

but not critical. In other words the categorization will give the NS a sense of prioritization even among the identified priority areas.

1. Governance management **(Relevant and urgent)**
2. Communication - internal and external **(Relevant and urgent)**
3. Branch Development **(Relevant and urgent)**
4. Volunteer and youth management **(Relevant and urgent)**
5. Financial management **(Relevant and urgent)**
6. Sustainability and Resource mobilisation **(Critical)**
7. Human resource management **(Critical)**
8. Planning, Monitoring, Evaluation and Reporting - PMER **(Critical)**

The NS self-assessment team had time for discussions on the identified priority areas in smaller groups and at least highlighted (in bullet forms) what actions needed to be taken for improvement. However, the NS is expected to have follow-up sessions for further discussions and develop a detailed Plan of Action (PoA) to address the priority areas or incorporate these recommendations in the existing NSD roadmap to address the capacity gaps, the findings and recommendations presented in this OCAC report. That said, all participants agreed that a tracking and monitoring tool should be developed by the PMER unit so that a specific time line is set towards achieving the second phase OCAC certification.

Analysis and recommendations

1. Governance Management

The governance management priority encompass key areas of legal compliance, contract management, members' involvement in planning and decision making, leader's roles and responsibilities.

The self-assessment team viewed the legal compliance and contract management below the benchmark. The NS maintains a basic knowledge of the law and normally has access to legal advice whenever needed. The assessment team was of the view that, the NS should be verifying legal compliance requirements, taking note of any relevant changes and disseminate them in all branches. For contract management, the NS has contract procedures which provides space for departments to do vetting before signature, and when deemed necessary legal advice can be secured. The NS is however advised to ensure contracts are tracked internally at the relevant level and the headquarters maintains the oversight of contracts made at provincial and branch levels. It is worth considering having a Legal Advisor in the NS structure.

The NS assessment team rated member involvement in planning and decision making, Leadership roles and responsibilities below benchmark. The NS should develop appropriate mechanisms at every level to consult members as part of the decision-making processes. The assessment team discussed transport as a constraint to reach some of the branches in remote areas affecting the involvement of members in decision making. Though the statutes clearly define roles and

responsibilities for long term strategic thinking and day to day implementation within the NS, there should be a practical system which ensures roles and responsibilities for strategic thinking and implementation as defined in the Statutes are understood by all and fully respected. Generally, all levels of the National Society should be widely involved to ensure all members and volunteers, governance and staff have a truly shared vision, this is key for “Building a shared identity”. This enables a NS to move and operate as a single entity with more focus.

2. Communication - internal and external

The self-assessment team ranked five out of seven attributes related with internal communication and decision making below average, likewise the external communication was also ranked below average. The National Society maintains strong external communications capacities during emergencies. What is lacking is an effective internal communication in terms of sharing and updating information at lower levels of the National Society. The assessment team revealed that there is structured induction to new staff, governance and volunteers to understand the National Society’s mission, structure and functioning. Meetings such as General Assemblies (GA) at national and branch levels are held in full respect of all applicable stipulations in the statutes and rules and procedures, however the National Society should promote and facilitate discussions of all agenda points at branch levels prior to every GA to ensure information sharing and transparency.

Members, Volunteers and Youth are occasionally involved in decision making processes. This further contributes to lack of a shared understanding or a shared vision on how the National Society functions as an organisation (single entity). The leadership and management of the National Society should be aware of the existing communication gaps on shared objectives and vision as it can be a potential source of confusion or tension between headquarters and branches.

The ZRCS should maintain an effective internal and external communication system. There should be regular two ways communication between headquarters and provinces and branches. It is important to continue maintaining a smooth overall operation which are well communicated and coordinated among volunteers and staff. The NS must bear in mind that volunteers and staff of the branches and programmes are prime ambassadors of the organization. But they cannot represent the National Society adequately unless they are thoroughly informed and knowledgeable about the organization. To strengthen communications internal and external will pave the way for effective Humanitarian Diplomacy at all levels.

Furthermore, there is a need to develop a packaged information about the NS and its mandate and be regularly disseminated and communicated through different methods within and outside the NS. It is paramount to holistically look at branding and visibility related issues. The Communication policy/strategy which is being finalized should take this aspect into account. Communicating packaged information will create a common understanding about the National Society.

The assessment team ranked external communication below average but did not consider as relevant currently. Facilitators are of the view that, not only during emergencies but at all times, the National Society should strengthen its external communication channels with stakeholders, put more effort in regular and pro-actively engaging with the public, the Media, Governmental authorities, Diplomatic community and potential donors on a more strategic level on its work and achievements. This will further profile and position the National Society to be the humanitarian partner of choice in the country.

The Information Communication and Technology (ICT) infrastructure attribute was viewed below the benchmark. The NS relevant staff at headquarters have access to computers and internet. However, the antivirus systems are inadequate and not updated regularly, and not all key data are backed up regularly and stored in a safe place. Facilitators strongly recommends the NS to strengthen its ICT infrastructure and support, ensuring all staff has the ICT skills required to use the tools available to them. Facilitators suggest to reach out to IFRC, ICRC and partners to obtain support both technical and financial to scale up 'Digitalization' at the NS.

3. Branch development

The self-assessment team indicated that ZRCS has insufficient number of branches to cover existing workload, meaning that there is no optimal network of branches across the country to cater to the growing needs in the country. The NS should develop a vibrant membership and volunteer recruitment strategy to strengthen and expand its branch network across the country which is relevant, effective and efficient in view of today's needs.

The NS should consider conducting Branch Organization Capacity Assessment (BOCA), exercise across the branches that would afford an opportunity for branches to carry out a branch self-assessment to realize their strengths, capacity gaps and priorities that needs urgent attention. This will enable branches to develop its own Branch Development plans, that will enable branches to effectively deliver their humanitarian mandate in the local communities. Establishing a pool of BOCA National level master trainers will no doubt be the first step for the roll out of BOCA in all branches.

4. Volunteer and youth management

Red Cross/Red Crescent National Societies are members and volunteer-based organizations. Members and volunteers are recruited and managed through branches.

Concerning the management of volunteers, the self-assessment team viewed that volunteers play a key role in all aspects of the National Society undertakings. They acknowledged that the needs at the community level today demands a response which is well beyond the capacity of public actors, thus having a committed volunteer network is one of the important methods to cover existing gaps. It is obvious that Youth constitute a large percentage of the National Society volunteers. The attributes related to volunteer recruitment and retention, volunteering development strategy and

policy were rated (at A) below the benchmark. The assessment team confirmed that the National Society has a policy on volunteering but there is no volunteering development strategy. The assessment team further revealed that, the big number of existing volunteers are program-based volunteers attracted by paid incentives, it is seen that after a program ends a good number of the volunteers also disappear. The NS is advised to build its capacity to recruit adequate number of volunteers to enable it to scale-up its activities if required, having multiple pathways for volunteer recruitment as well as mechanisms for volunteer retention. It might be prudent that the NS takes a critical look at the current 'Volunteering model' and decide on the ideal model to deal with all aspects of volunteering considering all contributing factors, internal and external. This new model could be reflected in a Volunteering policy of the NS.

The assessment team viewed that the NS meets a benchmark on the attribute related to youth policy/engagement. However, ZRCS should maintain a dedicated budget to support youth development and strengthen youth programs considering the multiple roles youth can play in the National Society including as innovators, early adopters of communication, social media, and other technologies, inter-cultural ambassadors, peer-to-peer facilitators, community mobilisers, agents of behavioural change, and advocates for vulnerable people as humanitarian diplomats.

The assessment team viewed the volunteer's records/database below benchmark. Some branches have basic information about their volunteers, but the NS is currently not maintaining an up-to-date volunteer records/database across all branches including qualitative information regarding volunteers' trainings, expertise and experience. Facilitators recommends the ZRCS to develop a volunteer and membership digital database (several NS in the Africa region has this kind of online database and peer experience could be vital to move ahead in this aspect), develop a Volunteer development strategy that will guide the NS to improve its capacity on volunteers' management and strengthening the recruitment and retention of volunteers and give them a voice in the decision making processes of the NS. This could potentially address all issues related to volunteer recruitment, retention, trainings, engagement, and recognition. The ZRCS is recommended to refer to the IFRC Volunteers policy/strategy and customize to its context and ensure volunteers recognition is institutionalized.

5. Financial management

The self-assessment team viewed the NS to be having capacity gaps on financial management especially on treasury management, finance staff and financial information system attributes which were assessed below the benchmark (all at level B).

The National Society has financial information systems at its Headquarters, but financial data are not consolidated at all levels. The consolidation of financial information does not cover all provinces/branches. The self-assessment team further viewed that the NS has inadequate finance staff to meet national financial regulations and requirements and is lacking a treasury management function to ensure bank and cash reconciliations are conducted at least once every

month; they include an independent verification that is documented, and additional spot checks/verifications are conducted.

The National Society should therefore review its existing financial system, policies and procedures, and ensure that key financial management functions are effectively implemented at both the branch and Headquarters level. Other issues to be considered include financial management capacity building trainings, recruitment of additional finance staff and upgrading the finance server to move to cloud based storage. The ZRCS must realize that consolidation of full financial information is key for the National Society to properly monitor its financial flow, to timely capture significant over or under-spending at branch/provincial or project levels, allowing the management to immediately decide on corrective measures to avoid returning or reimbursing funds to donors or create deficits due to overspending. This will provide all the information for a proper financial oversight by the NS leadership, limit integrity risks, and build confidence among partners. It is important to strengthen the financial system at the NS which will improve inter-alia management of funds, accountability and transparency. By having a strong financial system the NS would be able to timely communicate and show what it does throughout the country and not just for programs or for headquarters and some branches and provinces.

6. Sustainability and Resource Mobilization

The self-assessment team viewed the NS to be having serious capacity gaps on financial sustainability and resource mobilization. Most of the related attributes were assessed below the benchmark (at A). The NS is currently having an unhealthy financial situation impacting on its capacity to deliver and limits the potential of the NS in what it can do.

The ZRCS needs to re-think and strategize its resource mobilisation approach. The self-assessment team viewed capacity gaps on attributes related to restricted and un-restricted income, fund diversification and financial stability, unrestricted reserves, business continuity, working capital, resource mobilization capacities – all were rated below the benchmark.

The National Society's main sources of unrestricted income are only limited to trainings and annual membership subscriptions and the restricted income comes from partners' support provided in short term basis through projects. This over-dependency on project based funds always subjects the NS to risk and further impedes its growth towards self-sustainability.

Given the underpinning issue of financial sustainability, it is strongly recommended that, ZRCS look systematically at how it generates resources. This needs to be approached with an investment mentality, that the National Society or a partner will need to invest time and finance now in order to secure a medium-term return. Innovative and relevant income generation streams should be explored, and investments made accordingly. It is also paramount for the NS to ascertain its net-worth and this can be realised by putting in place an updated asset registry and conducting an asset valuation that will provide the NS a macro picture of the total net assets of ZRCS. It will also provide an insight into potential areas of investment.

The National Society should also develop a Resource Mobilisation (RM) strategy that aims at reducing its reliance on non-sustainable funding and develop domestic sources of income, for financial sustainability and to cover its core costs with secure funding without having to depend on others. The current (2021 – 2025) NS strategic plan, is focussed to ensure that, there is a visible, tangible and measurable development of ZRCS that will ensure sustained growth to a targeted 50% income raised through domestic financing. The assessment team brainstormed on some good action points which need further discussion and consolidation. Generally, the ZRCS should do a mapping of all potential sources of income for the National Society (fundraising campaigns, income generation activities, tap into the corporate social responsibility (CSR) opportunities in the private sector, launch on-line fund-raising platforms etc.) and develop a realistic Resource Mobilization plan with clear targets. However, in case the NS is pondering about launching joint ventures, it would be critical to point out that joint ventures will only be viable once the National Society has good and sound business experience and acumen, or the potential investment is handled by setting up a separate entity managed by a professional entity and whose benefits are channelled to the ZRCS. If not acted in a prudent manner investment ventures may bring several financial and reputational risks to the National Society as has been the experience from some African NS's in the past.

For Resource Mobilization strategy to translate into tangible results, all components of the ZRCS should support this effort, and clear roles should be assigned to the Governing Board members, the senior management, the staff and develop a network of dedicated volunteers to support resource mobilization initiatives.

7. Human resource management

The assessment team rated the staffing structure, composition of staff, volunteer and members, working conditions, recruitment performance and surge capacity, staff development and staff compensation below the benchmark. Core staff structure is not filled and covered by secure funding whilst recruitment process from advertisement of vacant positions takes longer (more than six weeks) due to funding challenges. What is of grave concern is that the staff are not guaranteed on receiving their salaries on time. Facilitators are of the opinion that the NS should strive to have secured funds to support its core structure and not be dependent on projects to fund the core structure. This is a challenge that the National Society currently faces and must overcome in the future.

The National Society must develop a long-term strategy to increase more sustainable funding partly to cover at least some of its core costs/key positions at their headquarters and branch level. A serious note should be taken that programmes which are covering salaries to core staff have time limits and at times leave a huge vacuum as and when the project ends or due to force majeure. This is not a prudent practice for any organization. All these situations would mean that the NS would be prone to the risk of being subject to labour litigation which will be detrimental to the NS on many counts including worsening its financial situation.

With regards to job satisfaction, the National Society has neither a process to regularly capture staff satisfaction nor a formal way to discuss job satisfaction as part of the yearly appraisal and evaluation system. The assessment team reviewed the issue of staff insurance to be another concern, as they are not covered by medical insurance, there is no compensation of injury or death whilst on duty and there is no cash in lieu for leave.

The National Society need to build on a realistic number of well-committed and professional staff. Recruitment and retention of staff is therefore a critical issue. Staff training and induction to new staff must be carried out as it is not only important to guarantee the professional quality of the management team of the National Society but it is also an important contributor to the overall satisfaction and retention of staff in any organisation. Bearing in mind that staff members are the first (and highly credible!) ambassadors of the organisation, their reasonable satisfaction is essential for the image of the Society projects to others. Obviously, there is a strong correlation between staff satisfaction and motivation. Hence the facilitators strongly recommend the NS to secure sufficient resources to cover staff compensation, insurance and focus on staff development and to invest in skills building so that it will be a strong motivator and an incentive for the ZRCS staff to remain with the organization. It is worth looking at partner support or to introduce a systematic method of staff to engage in on-line courses on the IFRC e-learning platform which costs nothing. The IFRC Regional Office and Cluster delegation are at disposal to provide support to NS on staff development.

8. Planning, Monitoring, Evaluation and Reporting (PMER)

The assessment team reviewed and rated attributes on evaluation, PMER and investment in innovation actions below the benchmark. The NS has no stand-alone PMER unit/department, and the existing PMER staff and activities are based on donor funded programs. The NS carries out evaluations on an ad-hoc basis as they fall due in program plans. It is emphasized that the PMER function is key to a NS in its centralized planning, monitoring and evaluations of all projects in line with IFRC's New way of working. The NS needs to ensure that there is proper planning, monitoring, and reporting, strengthening systematic (and systemic) learning and advancing the National Society's accountability towards key stakeholders across all services and functions. The NS could use the IFRC - National Society PMER capacity assessment tool to assess its PMER capacity.

The NS should take note that absence of a proper PMER function, ensuring consistent planning, monitoring and reporting across the organisation using a standardised methodology and linking operational plans with the corporate strategy, becomes a huge challenging. It will limit program management, leadership oversight, fundraising from donors and communications to amplify its achievements. The facilitators recommend ZRCS to strengthen its PMER capacities to ensure the best practices, successes and failures are documented for continued learning and improving the National Society program implementations. Furthermore, the NS should consider adopting a standard process to ensure that recommendations from evaluations are systematically followed-up and learning shared to all relevant units within the organization. The 2021-2025 Strategic Plan

focuses to transform ZRCS into a data and evidence based organization, with clear and transparent supporting documentation, that is aligned and clearly contribute towards national, regional and global development goals. Facilitators are of the opinion that, to achieve this strategic focus, the NS should have a stand-alone PMER unit/department.

The National Society's effort to establish the PMER unit and strengthening the ongoing PMER related activities, should go hand in hand with standardizing its filing and archives system. During the assessment it was revealed that, each unit /department within the NS headquarters uses its own filing procedure. Lack of proper archiving of documents makes it difficult for the headquarters (management) to monitor and enforce policy implementation. The ZRCS should be desirous to take this into account, with the understanding that, having a standardized management of filing and archives system allows the National Society to fulfil its legal obligations and maintain institutional memory. The NS also need to establish an information resource centre where all the ZRCS basic information and documents are kept and can be easily accessed for reference.

On another related note, the NS's Strategic plan (2021-2025) provides for 3 strategic goals accompanied by areas of focus for each of these strategic goals. This well- articulated Strategic Plan also includes an operational plan to achieve the strategic goals. However, there was no evidence to suggest that a proper mid term evaluation of the Strategic plan has been conducted. Hence might we take this opportunity to suggest to the NS to carry out an evaluation of the Strategic Plan as we approach the final 2 years (2024. 2025) of the Strategic plan.

It can be safely said that the priority areas that were identified by the OCAC assessment team do align with the strategic goals and could contribute in a meaningful way to achieving it's strategic goals.

Next steps

This report and the detailed findings are addressed to the Zimbabwe Red Cross Society (ZRCS) leadership and shared with the Director of the IFRC Africa Region only. From the closing remarks made by Secretary General and the President, the National Society is determined to share findings with its partners in order to obtain support to its efforts to address the identified issues. The facilitators strongly encourage the National Society to do so as the Society will need that support. The IFRC Regional Director Africa through his representative, the IFRC's Head of cluster delegation, may use this OCAC findings report as the starting point for a discussion with the leadership of the Society on the way forward and to ensure coordinated support in ZRCS transformational plan towards OCAC certification. It is suggested that, based on such discussions, a customized National Society Plan of Action (PoA) be developed, in cooperation with other relevant partners to address various key deficits that were identified through the OCAC process.

Once these deficits are addressed, it may wish to proceed to Phase 2 of OCAC, the peer assessment phase leading to final OCAC certification in due course. This exercise involves representatives of sister National Societies carrying out an external assessment of the ZRCS's impact and internal

cohesion. The Head of Membership services at the Regional office and the Organisational Transformation Senior Officer in Geneva (NS Development Services department) can provide further advice if needed.

The facilitators congratulate the ZRCS leadership and participants in the exercise for their willingness to critically discuss the many attributes assessed through the self-assessment, and to identify opportunities for further organizational development. The quality of that discussion and the cohesion in the individual perceptions comfort them in their belief that the Society is ready to engage in a comprehensive change process and can ultimately evolve into a strong and well performing National Society. The IFRC Africa Regional Office together with the Zimbabwe Country Cluster office remains ready to support the ZRCS and provide expertise whenever needed.

As per the OCAC rules, the IFRC National Society Development unit herewith ends its direct involvement in supporting the ZRCS development unless otherwise requested by the IFRC Regional Office and/or the IFRC Zimbabwe Cluster office.

Closing remarks

The OCAC facilitators and the National Society Development unit sincerely thank the National Society, its leadership, management and all staff and volunteers that participated in the exercise for their serious commitment to positive change and their active and committed participation in the process. They congratulate the National Society's leadership and all participants for their willingness to critically discuss the many attributes that were assessed through the OCAC exercise. The facilitators are grateful for the hospitality extended to them by the team of the National Society and the IFRC Zimbabwe Country cluster office.

On behalf of the Organisational Transformation unit, IFRC Geneva.
Annette Msabeni , Unit Manager


Annex I – OCAC attributes ratings

Criteria	A - E	1 - 4
TO EXIST		
1. Red Cross/Red Crescent Law	C	
2. Statutes	C	
3. Respect for the emblem	C	
4. Strategic Plan	E	
5. Autonomy / choice of leadership at the Headquarters level	E	
6. Autonomy / choice of leadership at branch level	E	
7. Autonomy / programmes and interventions	C	
8. Autonomy / Geographical coverage	D	
9. Fundamental Principles	C	
10. Governing Board	C	
11. Policies	D	
12. Geographical coverage	A	3
13. Integrity framework	C	
14. Reputational risk management	D	
TO ORGANISE		
Human Resources - general		
15. Staff, volunteer and member composition	B	3
16. Working conditions	B	4
17. Violence / abuse of power prevention	A	3
Human Resources - Staff		
18. Staffing structure	B	4
19. Recruitment procedure	D	
20. Recruitment performance and surge capacity	A	3
21. Staff development	A	4
22. Job satisfaction	B	4
23. Staff compensation	A	4
Human Resources - Volunteers		
24. Volunteer engagement in programmes	D	
25. Volunteer recognition	C	
26. Volunteer records/database	B	4
Security and Safety		
27. Security/ Safety Management	C	
28. Security/Safety Training and culture	A	3
Infrastructure		
29. Buildings	D	
30. Fleet	A	3

Information and Communication Technologies (ICT)		
31. ICT infrastructure and skills	B	3
32. ICT communications capacities	C	
Logistics		
33. Procurement and mobilisation of goods and services	E	
34. Warehousing	C	
35. Fleet management	C	
Financial Management		
36. Consolidation	D	
37. Documented processes and procedures	D	
38. Expenditure Authorisation	E	
39. Treasury Management	B	3
40. Finance staff	B	3
41. Financial Information System	B	4
42. Budgeting	E	
43. Financial Reporting	D	
44. Independent advice and oversight	D	
45. External Audit	C	
46. Internal Control/Audit	E	
Administration		
47. Filing and archives	B	4
48. Insurance	A	4
Legal		
49. Legal compliance	B	3
50. Contract Management	B	3
Internal communication and decision making		
51. National and branch assemblies	B	3
52. Internal Communication	C	
53. HQ/Branch roles and responsibilities	C	
54. Volunteer and youth involvement in planning and decision making	B	3
55. Member involvement in planning and decision making	B	3
56. Leadership roles and responsibilities	B	3
57. Work plans	C	
TO RELATE AND TO MOBILISE		
58. External communication	B	1
59. Public image	C	
60. Auxiliary role	C	
61. Humanitarian Diplomacy	E	
62. Communications during emergencies	D	
63. Beneficiary communication	E	
64. Reporting	E	
Volunteers		
65. Volunteer recruitment and retention	A	4
66. Volunteering development strategy & policy	A	3
67. Youth Policy/Engagement	C	

Financial Resource Mobilisation		
68. Unrestricted income diversification and stability	A	4
69. Restricted income diversification and stability	A	4
70. Unrestricted reserves	A	4
71. Business continuity	A	4
72. Working capital	A	4
73. RM capacities	A	4
74. Unrestricted fund mobilisation	B	4
75. Donor mobilisation & care	D	
TO PERFORM		
76. Gap assessment	B	3
77. Operational planning	E	
78. Sustainability of services	A	4
79. Monitoring against objectives and budgets	D	
80. Stakeholders satisfaction	E	
TO GROW		
81. Evaluations	B	3
82. Planning, Monitoring, Evaluation and Reporting (PMER) capacities	B	4
83. Investment in innovative action	B	3
84. Investing in skills	C	
85. Succession management	C	

Annex II – List of Participants



ZIMBABWE RED CROSS SOCIETY
ATTENDANCE REGISTER

PROVINCE.....

PROGRAMME.....

ACTIVITY.....

VENUE.....

DATE(S)..... 21 November 2023.....

NAME & SURNAME	ID NUMBER	GENDER	DISTRICT	DESIGNATION	SIGNATURE
1 PEDZISAI MUKORA	24-123808E24	F	HS	FD	<i>Pedzisa</i>
2 Rujoko Tolotora	18-096057B07	F	HS	PMER	<i>Rujoko</i>
3 Kumbidza I Sechirika	75-488977 K75	F	MANKWAND	P.J.C	<i>Kumbidza</i>
4 PERSISTANCE MALIKO	58-284969A29	F	MIDLANDS	P.J.C	<i>Persistance</i>
5 JEFIA MANKUMBWE	75-342605K07	M	MANKWAND	PTC	<i>Jefia</i>
6 ONKI KUKURUZA	14-0960713	M	MIDWEST	DFO	<i>Onki</i>
7 DAVID CHALIZANIKWA	08-392102F06	M	HS	VP.	<i>David</i>
8 NYASHAWINYAMANDI	032205K66	M	MIDLANDS	PROV CHAIR	<i>Nyashawini</i>
9 Stambuli Kim	09-201050M20	M	HS	CM	<i>Stambuli</i>
10 DOBENS BUKUMBEWE	45-195646B45	F	RUSHINGA	BRANCH CHAIR	<i>Dobens</i>
11 NOBBERO DUBE	39-071557H39	M	Beitbridge	RFL OFFICER	<i>Nobbero</i>
12 Lesley Chisale	42-213090S75	F	Mash East	Branch V. Chair	<i>Lesley</i>
13 LUKWIS FASHION	54-048477T34	F	Masvingo	Branch Chair	<i>Lukwis</i>
14 MUDYIRAYANI SIMWEMU	66-006217	M	MASVINGO	PRO VICE CHAIR	<i>Mudyirayani</i>
15 An J. TAPU	09-2497606A56	M	CIVIL	CD	<i>An J. Tapu</i>
16 MATIAS REGEDE	22-184133-M07	M	MIDLANDS	MANAGER	<i>Matias</i>
17 Siphuthinga Ishura	08-162617J08	F	HS	RDM	<i>Siphuthinga</i>
18 AMON TISI BELLE	68-079365J-68	M	HURUNGWE	DIST CHAIR	<i>Amon</i>
Johannes R. Key				Facilitator	<i>Johannes</i>
SUREIN PEIRIS				Facilitator	<i>Surein</i>
Ernest Mankwira		M		OPS MANAGER	<i>Ernest</i>

Coordinator: Name..... Signature..... Date.....