



5-YEAR STRATEGIC PLAN (2015-2020)

Dated: 30 July 2015



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GLOSSARY OF KEY TERMS

The following definitions apply throughout this Strategic Plan, unless the context requires otherwise. The use of singular words imports the plural, and masculine words import both feminine and neuter, and words importing natural persons shall include juristic persons (whether corporate or incorporate) and vice versa:

“BSC”	Balanced Score Card System;
“Civil Society” or “CSO”	The totality of voluntary civil and social organisations and institutions that form the basis of a functioning society, including, but not limited to, NGOs, churches, universities, community-based organisations, trade unions and industry bodies;
“Commission”	ZHRC’s constitutionally appointed Commissioners, as a collective.
“Commissioner”	Any member of the ZHRC appointed in accordance with the Constitution;
“Consultant” or “Genesis”	Genesis Global Finance (Private) Limited, the strategic planning consultant to the ZHRC;
“DFI”	Development Financial Institution
“Executive Secretary”	The Executive Secretary to the ZHRC;
“Goals”	Intended result of successful implementation of a project or program.
“HQ”	Headquarters;
“ICT”	Information and Communication Technologies;
“MJLPA”	Ministry of Justice, Legal and Parliamentary Affairs;
“NGO”	Non-Governmental Organisations
“OHCHR”	Office of the High Commissioner for Human Rights
“Outcomes”	The achieved benefits or evidence of successful implementation of a project or program
“PESTLEG”	A strategic planning tool used for analysing Political, Economic, Social, Technological, Legal, Environmental and Governance factors;
“SADC”	The Southern African Development Community;
“SWOC”	A strategic planning tool used to identify the Strengths, Weaknesses, Opportunities and Challenges of an institution.
“UNDP”	United Nations Development Programme;

"US\$"	The United States Dollar;
"ZHRC"	The Zimbabwe Human Rights Commission and its Secretariat;
"ZIMASSET"	The current economic blue-print, Zimbabwe Agenda for Sustainable Socio-Economic Transformation;

FOREWORD

It is my pleasure to unveil this inaugural 5-Year Strategic Plan, marking a historical milestone in the life of the Zimbabwe Human Rights Commission. The Strategic Plan will go a long way in guiding the Commission to fulfil its mandate to promote, protect and enforce human rights and fundamental freedoms in our country. Further, let me also highlight the fact that the Commission has, in accordance with the Constitution, also assumed the functions of the now defunct office of the Public Protector, creating a hybrid institution with a dual mandate. In order to successfully deal with such a daunting task ahead of us, it is important for us to map out clear policy direction in respect of key issues requiring prioritisation and urgent attention.

The Commission recognises that it draws its own relevance from understanding and meeting, to the greatest extent possible, the legitimate needs and expectations of its stakeholders. To this end, the Commission undertook a series of consultative interviews and workshops with its external and internal stakeholders. The workshops were held in both the Southern and Northern Regions and received overwhelming attendance and participation by our key stakeholders. The broad objectives of the planning process were to:

- Define the Commission's short term and long term objectives, its strategic focus areas and carry out a ranking of the strategic priorities so as to allocate resources accordingly;
- Craft appropriate strategies and design programs and initiatives addressing how each of the key objectives would be achieved;
- Identify the resources required to support the strategy in a sustainable manner as well as put in place a comprehensive resource mobilization plan that supports the Strategy; and
- Ultimately, establish the foundation for a robust, independent, credible and effective Human Rights Commission that has the buy-in, support and commitment of key stakeholders.

The result of this process was the successful crafting and documentation of a 5-Year Strategic Plan spelling out the vision, mission and goals of the Commission and setting out our major priorities and allied strategies. The Strategic Plan also informs the manner in which we engage with key stakeholders and partners in the domestic and international human rights community as we seek to fulfill our broad constitutional mandate.

It is my sincere hope that the successful implementation of this Strategic Plan will not only strengthen relationships between the Commission and its partners, stakeholders and members of the international human rights community, but will also improve internal synergies and coordination across the

various departments within the ZHRC. The collective efforts of every member of the Commission and its Secretariat will, above all else, position the Commission as a competent national champion for the advancement of human rights and administrative justice in Zimbabwe.

The ZHRC has received valuable assistance during the strategic planning process. On behalf of the Commission, and on my own behalf, I wish to express our sincere gratitude to the United Nations Development Programme (UNDP) who provided financial and technical support to the process; and to our local consulting firm, Genesis Global Finance (Private) Limited, for facilitating and guiding the process to its logical and successful conclusion.

With the support of the entire Secretariat, the Commission will dedicate itself over the next five years to the successful implementation of the Strategic Plan.

COMMISSIONER E.H. MUGWADI
CHAIRPERSON OF THE ZIMBABWE HUMAN RIGHTS COMMISSION

Harare, 30 July 2015.

1. INTRODUCTION

The ZHRC is a hybrid human rights institution incorporating public protector functions. It is an independent body established in terms of section 242 of the Constitution, with a mandate to protect, promote and enforce human rights and administrative justice. The functions of the ZHRC are stipulated in the Constitution and include the promotion of a human rights culture, receiving complaints, undertaking human rights investigations, monitoring, advising government and supporting the international human rights system.

The Commission believes that developing a strategic plan for the entire institution is the most effective way to identify priorities, consolidate activities and craft a comprehensive institutional development plan. The 5-Year Strategic Plan will result in the identification of strategic priorities for the ZHRC as well as development of short and medium-term operational plans. For planning purposes, indicative budgets and financial estimates will be linked to specific activities and programs.

The ZHRC is founded on the principles of transparency and accountability, and will endeavor to build and sustain a high level of public trust and confidence. The Commission will therefore use the Strategic Plan as a public document in order to share the vision, and the means by which the ZHRC will set out to deliver on its constitutional mandate, and to demonstrate effective management of the institution's resources while ensuring that it addresses the legitimate concerns and aspirations of the people of Zimbabwe in respect of human rights and administrative justice.

The strategic plan will serve as a blueprint for institutional development, including recruitment and training of new staff, continual development of internal policies, procedures, control systems, and staff manuals. It will also guide the development of external relationships, promotional and training activities, as well as development of provincial and district offices, as may be appropriate.

2. APPROACH AND METHODOLOGY

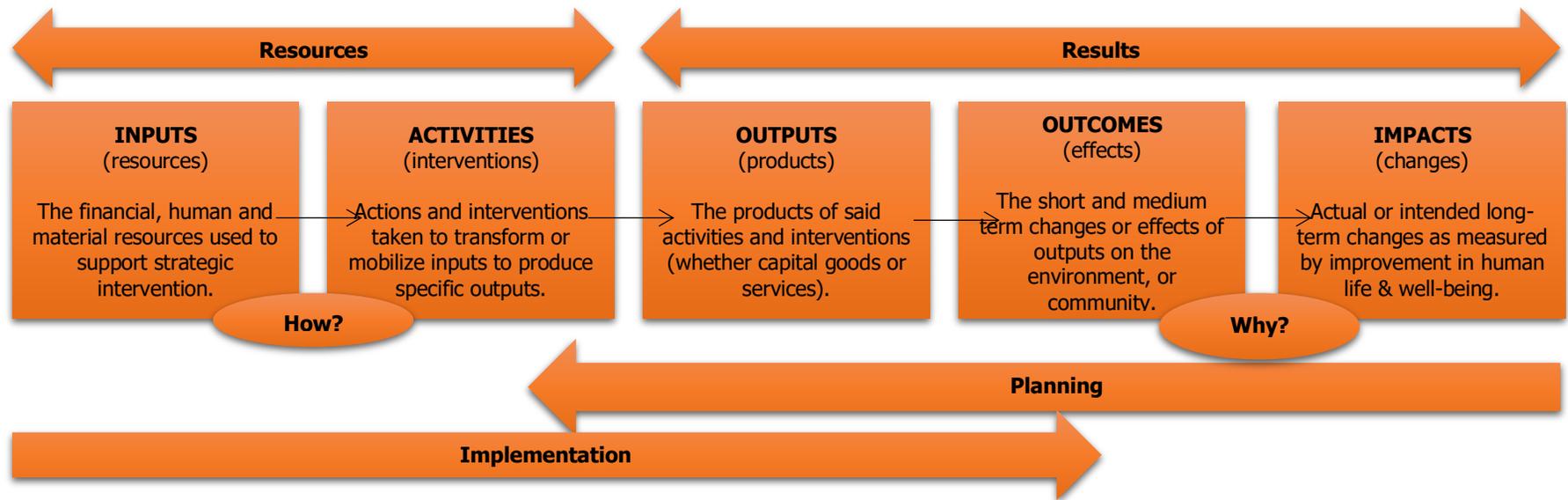
This section outlines the approach and methodology adopted in the Strategic Planning process.

2.1 SCOPE OF THE STRATEGIC PLANNING PROCESS

This Strategic Plan is the inaugural plan crafted by the ZHRC to guide the direction of its operations for the 5-year period to July 2020. The Commission undertook a full-scope planning process, involving extensive consultations with stakeholders, as well as the use of conventional planning tools and strategy implementation models. It goes without saying that, notwithstanding the limitation to a five-year planning horizon, such super-ordinate goals as the vision, mission, and core values are enduring over much longer periods of time.

2.2 PLANNING PROCESS

Beginning with the end, the Commission crafted its vision based on the desired long-term impacts expected as a result of the successful implementation of the ZHRC strategic plan. The Commission proceeded to establish broad medium-term goals and associated outcomes, before developing a detailed Strategic Action Plan based on the Impact Plan and the Outcomes Plan, and following the balanced scorecard framework.



2.3 CONCEPTUAL FOUNDATIONS OF THE BALANCED SCORECARD FRAMEWORK

The balanced scorecard (“BSC”) is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. The BSC is divided into four perspectives, namely the

- A. Financial Perspective;
- B. Customer/Stakeholder Perspective;
- C. Internal Processes and Systems Perspective and the
- D. Human Resources/Learning and Growth Perspective, in that order, to cover the broad areas of an organisation’s performance.

However, the ZHRC BSC framework has been adjusted to suit the Commission’s desire to have internal organisational issues addressed first, and have the Customer Perspective right at the end, in pursuit of a top-down approach. The ZHRC strategic goals, strategic priorities and Action Plan therefore follow this approach.

2.4 PROCESS BUILD-UP

This strategic plan has been drafted to reflect the thinking process adopted by the Commission, starting with the legal framework to specific action plans as outlined in the table below. Each section of the document should therefore be read as a building block towards the crafting of a detailed action plan. At the end of the document, Section 15 outlines the **Implementation Plan**, crafted to ensure that the strategic plan is fully implemented.

Constitutional Establishment of ZHRC	Vision. Mission. Core Values.	Impact Plan.	Strategic Goals.	Outcomes Plan.	Strategic Priorities.	Leadership & Organisational structure.	Output Plan Log-frames. (Action Plan)
Sections 3-6	Section 7	Section 8	Section 9	Section 10	Section 11	Section 12-13	Section 14

2.5 STAKEHOLDER CONSULTATIONS

As part of the strategic planning process, three stakeholder consultation workshops were conducted to cater for internal stakeholders as well as external stakeholder representatives such as various arms of the State and law enforcement agencies, as well as members of Civil Society, including

the Law Society, chiefs, NGOs, and development partners. The two external stakeholder workshops were held in Bulawayo (southern region) and Harare (northern region) respectively, and the consultation workshop for internal stakeholders was held in Harare. Further, a series of interviews were undertaken with leaders of the following stakeholder institutions:

- Ministry of Justice, Legal and Parliamentary Affairs;
- Ministry of Women Affairs, Gender and Community Development;
- Judicial Service Commission;
- National Prosecution Authority;
- Zimbabwe Prisons and Correctional Services;
- Zimbabwe Republic Police;
- Law Society of Zimbabwe;
- National Association of Non-Governmental Organisations
- Zimbabwe Lawyers for Human Rights; and
- Zimbabwe Women Lawyers Association.

Information gathered during this consultative process, was consolidated into reports that were presented to the Commission for validation, marking the commencement of the drafting process. The final Plan was adopted by the Commission for implementation in July 2015.

2.6 PLANNING TOOLS

The ZHRC relied on the following conventional strategic planning tools (as described in the glossary of terms hereto) to gather and analyse information:

- PESTLEG analysis to assess the external operating environment;
- SWOC analysis to evaluate the current internal status of the ZHRC;
- GGF-SSC analysis to extract stakeholders' opinions on the performance of the ZHRC;
- McKinsey 7-S model to define the desired leadership culture within the ZHRC;
- the Value Chain analysis to unpack the internal processes, systems and critical support functions;

2.7 ENVIRONMENTAL SCAN

The Commission recognizes that strategic planning must be done in context. A thorough review of the external environment was carried out to determine macro-environmental factors that may affect ZHRC's operations, directly or indirectly. The PESTLEG analysis identified those factors (Political, Economic, Social, Technological, Legal, Environmental and Governance), in the macro-environment that affect the operations of the Commission. A table summarizing the PESTLEG Analysis of ZHRC is included as Table 1 in the Appendix of this Strategic Plan. The table highlights the factors in the left column; and analyses, in the right column, the potential implications (if any) of such factors, to ZHRC's strategy.

2.8 INTERNAL ANALYSIS

In order to identify issues requiring strategic intervention or redress, a SWOC Analysis was undertaken to evaluate the ZHRC's internal strengths and weakness, as well as the opportunities and challenges emanating from the external environment. Participants developed various strategies to **consolidate** ZHRC's internal strengths, **exploit** external opportunities, **address and turn around** internal weaknesses and develop defensive mechanisms to **protect it** from external challenges. Table 2, summarizing the SWOC Analysis of ZHRC is included as part of the Appendix of this Strategic Plan.

3. ESTABLISHMENT OF THE ZIMBABWE HUMAN RIGHTS COMMISSION

The Zimbabwe Human Rights Commission (“ZHRC”) is established in terms of the Constitution of Zimbabwe Amendment No. 20 of 2013. In respect of the establishment and composition of Zimbabwe Human Rights Commission, Section 242 of the Constitution provides that:

“There is a commission to be known as the Zimbabwe Human Rights Commission consisting of--

- a chairperson appointed by the President after consultation with the Judicial Service Commission and the Committee on Standing Rules and Orders; and
- eight other members appointed by the President from a list of not fewer than twelve nominees submitted by the Committee on Standing Rules and Orders.
- The chairperson of the Zimbabwe Human Rights Commission must be a person who has been qualified for at least seven years to practise as a legal practitioner in Zimbabwe.
- If the appointment of a chairperson to the Zimbabwe Human Rights Commission is not consistent with a recommendation of the Judicial Service Commission, the President must cause the Committee on Standing Rules and Orders to be informed as soon as practicable.
- Members of the Zimbabwe Human Rights Commission must be chosen for their integrity and their knowledge and understanding of, and experience in, the promotion of human rights.”

4. CONSTITUTIONAL OBJECTIVES OF INDEPENDENT COMMISSIONS

Section 233 of the Constitution stipulates the following general objectives of all Independent Commissions, “in addition to those given to them individually:

- to support and entrench human rights and democracy;
- to protect the sovereignty and interests of the people;
- to promote constitutionalism;
- to promote transparency and accountability in public institutions;
- to secure the observance of democratic values and principles by the State and all institutions and agencies of government, and government-controlled entities; and
- to ensure that injustices are remedied.”

5. FUNCTIONS OF THE ZIMBABWE HUMAN RIGHTS COMMISSION

In accordance with Section 243 of the Constitution, "The Zimbabwe Human Rights Commission has the following specific functions:

- to promote awareness of and respect for human rights and freedoms at all levels of society;
- to promote the protection, development and attainment of human rights and freedoms;
- to monitor, assess and ensure observance of human rights and freedoms;
- to receive and consider complaints from the public and to take such action in regard to the complaints as it considers appropriate;
- to protect the public against abuse of power and maladministration by State and public institutions and by officers of those institutions;
- to investigate the conduct of any authority or person, where it is alleged that any of the human rights and freedoms set out in the Declaration of Rights has been violated by that authority or person;
- to secure appropriate redress, including recommending the prosecution of offenders, where human rights or freedoms have been violated;
- to direct the Commissioner-General of Police to investigate cases of suspected criminal violations of human rights or freedoms and to report to the Commission on the results of any such investigation;
- to recommend to Parliament effective measures to promote human rights and freedoms;
- to conduct research into issues relating to human rights and freedoms and social justice; and
- to visit and inspect the following places in order to ascertain the conditions under which persons are kept there, and to make recommendations regarding those conditions to the Minister responsible for administering the law relating to those places (i.e. prisons, places of detention, refugee camps, and related facilities; and places where mentally disordered or intellectually handicapped persons are detained)."

6. KEY RESULT AREAS

Derived from its constitutional mandate, the Key Result Areas ("KRAs") of ZHRC are: (a) the advancement of human rights and freedoms; and (b) the delivery of administrative justice. These KRAs are the fundamental responsibilities of the Commission as outlined in the Constitution, and they contribute towards the attainment of the current national vision as set out in ZIMASSET and in line with the African Union's Agenda 2063. In order to establish an accountability framework for each KRA, the organisational structure of the ZHRC will assign departments responsible for the execution of programs in pursuit of these KRAs. These departments, falling under the division responsible for Human Rights and Administrative Justice programs, will cover Complaints & Investigations; Monitoring & Inspections; Education & Research; as well as Administrative Justice & Good Governance.

7. SUPERORDINATE GOALS: VISION, MISSION AND CORE VALUES

7.1. VISION

The ZHRC adopted the following vision statement, against which the impact plan will be evaluated.

A Zimbabwean society where human rights and administrative justice are fully enjoyed by everyone.

7.2. MISSION

Inspired by its constitutional mandate, the ZHRC expressed its purpose in the following mission statement, against which the strategic outcomes plan will be derived.

To be an effective, fearless, and independent national institution for the advancement, protection, promotion and enforcement of human rights and administrative justice in accordance with the Constitution of Zimbabwe and international human rights standards.

7.3. CORE VALUES

The Commissioners and all members of its secretariat have a unity of purpose in the core values that they each uphold, as individuals and as a team. The organizational culture at the ZHRC is shaped by these shared core values.

Fearlessness – Courage and fortitude are virtues that all members of the Commission cherish in carrying out their Constitutional mandate.

Accessibility – All people in Zimbabwe shall have easy access to a fair, inclusive and impartial Commission that treats all parties equitably before the law.

Independence – The Commission is truly independent and all decisions of the Commission on any matter are made without undue external influence.

Responsiveness – The Commission is sensitive and responds promptly to all human rights and maladministration cases, and facilitates timely redress.

Professionalism – the Commission shall be staffed by well trained and skilled officers of diverse qualities.

Integrity – in pursuit of the highest standards, the Commission shall be guided by strong moral principles.

8. IMPACT PLAN

Impact refers to the broader or longer-term effects of ZHRC’s activities, outputs and outcomes. Often, these are effects on a broader field such as government policy, the legislative framework and on people other than the direct customers of ZHRC.

Impact description	Impact indicator	Measurement Unit/ Criterion (%, no,)	Baseline	Target	
			2015	2025	2035
1. Improved human rights environment; higher levels of socio-economic development; and general well-being of people.	Increase in level of awareness of human rights in the general public	% of general public with human rights knowledge	55%	80%	100%
	Economic, Social and Cultural rights justiciable	Judicial precedent (number of rulings)	0	At least 1	At least 1
	Improved employment and livelihood	% growth in employment levels	30%	50%	80%
	Increased public confidence in human rights institutions	No. of reported human rights cases	100	500	2,000
	Higher GDP per capita	Total income per household in \$	\$1-00	1,500	5,000
	Increased life expectancy	% of human rights cases concluded per annum.	10%	50%	90%
	Human Development Index (“HDI” (access to basic infrastructure and services for all. Life expectancy, and access to education).	HDI	0.6x	3.5x	6.5x
2. Stronger democracy characterized by peace, security, equity and good governance.	Human Development Index (“HDI”) (access to basic infrastructure and services for all. Life expectancy, and access to education)	HDI	0.6x	3.5x	6.5x
	Increased political harmony and safety.	No. of politically motivated violent clashes per year	10	5	0

	Improvement in good governance	% of reported cases investigated by the ZHRC	10%	90%	100%
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9. STRATEGIC GOALS

The Commission has developed its strategic plan around four primary goals, the attainment of which will move the ZHRC towards the realisation of its vision, and the enjoyment of the positive social impact by Zimbabweans. This 4-point plan develops each of the 4 strategic goals by breaking them down into specific outcomes. These are summarized in the ZHRC Outcomes Plan. Pursuant to the attainment of these desired outcomes, the Plan proceeds to craft specific strategies in respect of each desired outcome, and these take the form of programs, projects and initiatives set out in the implementation log frame hereto.

GOALS

1. To mobilise financial, infrastructural and technological resources required to fully establish and operate the ZHRC and position the Commission as a competent national champion for the advancement of human rights.
2. To establish comprehensive internal policies, procedures and processes, supported by well-documented manuals and a robust automated information system.
3. To build appropriate technical capacity within all members of the Commission and the entire management and staff.
4. To establish and strengthen collaboration with a wide range of cooperating partners, stakeholder organizations and groups, with a view to instil awareness of universal human rights values and principles into the very fabric of society. (admin Justice)
(Including Parliament, the Executive, the Judiciary and key actors in the justice sector, other independent commissions, members of civil society, donor agencies, development partners, regional inter-governmental organizations, and international treaty bodies).

10. STRATEGIC PRIORITIES

The Commission has identified the following issues as the key strategic priorities to be taken into consideration during the process of crafting the inaugural 5-year Strategic Plan of the ZHRC. Contributions made by stakeholders during the consultation process building up to the Strategic Plan were synthesized into thirty two (32) major strategic priorities described below. Details of the strategies, programs and actions to be undertaken in respect of these Strategic Priorities, among other considerations, are set out in the Genesis Global Finance Log frames and Balanced Scorecard matrices that form part of the Strategic Plan.

A. CORE MANDATE PERSPECTIVE

Strategic Goal - To mobilise financial, infrastructural and technological resources required to fully establish and operate the ZHRC, and position the Commission as a competent national champion for the advancement of human rights and administrative justice.

10.1. INDEPENDENCE OF THE COMMISSION

Section 235 of the Constitution provides for the establishment of independent commissions that may not be subjected to the direction or control of anyone. The ZHRC, as such independent commission, is established in terms of Section 242 of the Constitution. The Commission plans to protect and defend its independence by discharging its mandate without fear or favour. A number of factors can, however, impede the ability of the ZHRC to operate without undue influence and/or interference from external forces. The Commission is aware of these threats and plans to eliminate all sources of risk to the absolute independence of the Commission, free of external influence or interference; viz:

10.1.1. Funding-related threats to independence – The nature of funding available to ZHRC may pose serious threats to the ability of the Commission to undertake its functions without external influence or interference. The primary source of funding for the Commission's operating expenditure shall be the Government's Consolidated Revenue Fund. Sections 9 (2), 322 and 325 of the Constitution provide for adequate funding of the Commission from Treasury resources. ZHRC is a sub-vote in the books of the Ministry of Finance and submits a proposed budget through the Ministry of Justice, Legal and Parliamentary Affairs ("MJLPA") for review and allocation by Treasury. Admittedly the independence of ZHRC may be compromised by this practice. The Commission should ideally be considered as a direct vote, and should present and defend its own requirements to Parliament for approval, with the Ministry of Finance responsible only for advising and disbursing the approved allocations.

The Commission shall therefore work towards immediate implementation of all Constitutional ideals in compliance with Section 324 of the Constitution, by proceeding to submit direct budgetary proposals and presenting them to Parliament in accordance with Section 325(2), even before

the outstanding process of legislative re-alignment is completed. The Commission will also consider supplementary material support and funding from non-government partners only in respect of specific projects and programs approved by the Commission, pursuant to its mandate. The Commission will, however, not access any resources from funders who attach pre-conditions of any kind to their financial or material support.

(Action Plan Ref: Outputs 2C and 2D)

10.1.2. Appointment of Commissioners and Tenure of Office – The independence of ZHRC may be compromised under conditions where the appointment of Commissioners is irregular, and their tenure of office is not protected. Members of ZHRC are appointed, hold office, and are removed under the specific terms stipulated by the Constitution. The ZHRC will embark on regular awareness campaigns to enhance stakeholder knowledge of Constitutional provisions in aid of transparency in the appointment of Commissioners, guidelines on the composition of the Commission, and protection of office-bearers from arbitrary removal. ***(Action Plan Ref: Output 14B)***

10.1.3. Appointment of Staff and Conditions of Service – Procedures and policies guiding the appointment and the service conditions of all staff members can influence their ability to make independent decisions without fear or favour. The Commission will ensure that appropriate Human Resources policies are put in place and implemented, to protect its staff members. ***(Action Plan Ref: Output 8D)***

10.1.4. Freedom of movement and access to any place – The independence of the Commission may also be compromised by undue external restrictions or limitations on the ability and capacity of its members or officers to move from place to place in accordance with the laws of Zimbabwe, during the normal course of Commission business.

The ZHRC will not accept any limitations or hindrances placed upon any of its members' or officers' freedom of movement or access to any place during investigations, inspections and during the course of fulfilling any other functions of the Commission. No one shall be allowed to stand in the way of the ZHRC as it investigates and reports on any matters relating to human rights, freedoms and the administration of justice. The ZHRC will undertake programs to promote awareness of, respect for and recognition of ZHRC as an independent commission with constitutionally protected powers to execute its mandate without interference. ***(Action Plan Ref: Output 14B)***

10.1.5. Independent Reporting - According to the Constitution of Zimbabwe, although the ZHRC is an independent commission, it is required to prepare and submit reports to Parliament. The independence of the Commission may be compromised if there is external pressure or undue influence to delay the publication of, change or alter in any way the contents of any reports of the Commission, whether to Parliament or to any other recipient. The Commission will not tolerate any attempts by any person or office, to tamper with the contents of its reports. ***(Action Plan Ref: Output 14B)***

10.2. ACCREDITATION AND COMPLIANCE WITH PARIS PRINCIPLES

The Commission is currently in the establishment phase and has not yet attained international accreditation. It is of strategic importance that the ZHRC complies with the Paris Principles and other international treaty bodies, and that it secures international accreditation. Upon accreditation, the ZHRC will be recognized as a fully resourced, competent and compliant national human rights institution. ZHRC will acquire the full rights of a full member of the international human rights community; enabling the Commission to participate and vote in international human rights conventions for NHRIs; and to exploit opportunities to contribute to, and influence international discourse on human rights. The Commission will establish adequate infrastructure and operating systems, fulfill all administrative requirements for accreditation; pay all subscription fees; and secure full accreditation within the timelines set out in this Strategic Plan. The ZHRC will also work towards securing affiliate status with other regional and international treaty bodies. **(Action Plan Ref: Output 4C)**

10.3. HYBRID MODEL

The ZHRC mandate includes both human rights protection functions, as well as public protector ('ombudsman') responsibilities to protect the public against abuse of power and maladministration by State and public institutions and by officers of those institutions. As a result, the ZHRC is a hybrid institution, and the Commission has considered the capacity implications of operating a hybrid institution, and developed appropriate strategies, policies, systems, and procedures. **(Action Plan Ref: Output 3F)**

The ZHRC will be appropriately resourced to carry out this dual mandate effectively without compromising its capacity to deliver on any of its functions. The Commission will take advantage of the constitutional facility provided under Section 325 (2) and engage Parliament as well as other relevant State institutions to consider the full extent of the budgetary resources required in order to effectively operate the ZHRC in light of its dual mandate.

The Commission will establish an appropriate organisational structure to support the effective delivery of its dual mandate. The ZHRC will make efforts to learn from other hybrid institutions, through research, collaborations, and visits to other NHRI's in Africa and beyond, with a similar dual mandate. The Commission will engage Treasury to defend and secure adequate budgetary allocations for the Commission-approved organizational structure. **(Action Plan Ref: Output 8A)**

10.4. MOBILISATION OF RESOURCES

The Zimbabwean economy has been stressed for many years and the Government has in recent years found it increasingly difficult to fund the operations of State institutions. ZHRC is a sub-vote in the books of the Ministry of Finance and submits a proposed budget through the MJLPA for review and allocation by Treasury, in line with Government policy and availability of resources. The level of funding availed has typically been much lower than the requisitions made. This is due to budgetary constraints and limited fiscal space to fund the needs of all applicants. This shortage of resources has been particularly debilitating because ZHRC is an institution in its infancy and requires considerable resources to facilitate the establishment of a fully resourced and well-equipped institution. Lack of funding has hindered its ability to procure adequate technical, human, physical and infrastructural resources to adequately address the needs of customers and other stakeholders. The ZHRC will develop a comprehensive infrastructure plan that will see the Commission adequately housed countrywide, in accordance with the decentralisation strategy. **(Action Plan Ref: Output 10A and 9B)**

10.4.1 Plan within available means – In the context of an economy in distress, and a national Treasury that is operating under severe budgetary constraints, it may be merely academic and perhaps even an exercise in futility for budgetary votes to be approved without confirmation by Treasury of the availability of resources. Therefore, the Commission will, in the meantime, develop a number of planning scenarios, by setting its programs and activities within the limited means available, so that at least some measure of progress can be achieved while concurrently pushing for additional budgetary allocations and negotiating for supplementary financial support from suitable non-government actors. **(Action Plan Ref: Output 2B)**

10.4.2 Supplementary Funding for the ZHRC - The Commission will consider alternative sources of funding to support its non-recurrent expenditure and special developmental projects. ZHRC will reach out for support from NGOs, CSOs, DFIs corporates, trusts, foundations and other non-state actors with a genuine interest in the promotion of human rights in Zimbabwe. However, in order to preserve the independence of the Commission, such assistance must be received with no strings attached, and only for purposes of supporting specific projects and other non-recurrent expenditure. **(Action Plan Ref: Output 2D)**

10.4.3 Three-Year Rolling Budget - The Government is currently running on a three-year rolling budget, which provides a useful basis to institutions such as the ZHRC to forecast the funding available to support their programs. For purposes of strategic planning and such other financial forecasting, the three-year rolling budget can provide a basis for estimating the expected funding gap, and therefore, the supplementary funding that institutions should plan to mobilize over the same period. **(Action Plan Ref: Output 2C)**

10.5 ENFORCEMENT CAPACITY AND REMEDIES

The effectiveness of the ZHRC hinges on its ability to fully execute its mandate as outlined in the Constitution of Zimbabwe. While scarcity of resources poses an imminent threat to the effectiveness of the Commission in general, the Constitution of Zimbabwe, to a large extent, provides the ZHRC with adequate powers, rights, tools and mechanisms with which to enforce the laws necessary for the fulfillment of human rights and administrative justice.

10.5.1 Settlements and Remedies to victims - Closely related to the issue of enforcement mechanisms is the aspect of the Commission's capacity or influence in providing remedies or restitution to victims. In the interests of justice, the ZHRC will play a leading role in ensuring that all victims of human rights violations are equitably compensated, or otherwise remedied, where appropriate. *(Action Plan Ref: Output 2E)*

10.5.2 Integrity and Courage of Commissioners - Over and above the mechanisms and powers provided by the supreme law for the ZHRC to enforce the law effectively, the performance of the Commission will ultimately be a function of the integrity and courage of the Commissioners themselves. The Constitution provides for adequate security of tenure and other protection measures for Commissioners. The Commissioners are distinguished citizens of high integrity. Courage and fearless commitment to the advancement of human rights and administrative justice are culture elements that form part of the Commission's shared core-values.

10.5.3 Funding of Remedies – The Commission will encourage Government through systematic legislative advocacy to set up and develop a basket fund through which to mobilise a pool of financial resources to support the payment by the State of financial remedies, where appropriate. *(Action Plan Ref: Output 2E)*

10.6 IMPARTIALITY OF THE ZHRC

The Commission upholds its Constitutional duty to be impartial and fair in its conduct, and will exhibit no prejudice or favour in the execution of its mandate. Members of the Commission are persons of high integrity with no affiliations to any political parties or groupings.

10.6.1 Risk of Political Manipulation – in order to avert the risk of political manipulation of or such other undue external interference with the Commission or any of its members, the ZHRC will be a transparent and accountable institution in the eyes of the public and all its stakeholders. The Commission will work closely with both State and non-state actors, and will not align itself with NGOs, CSOs nor with Government. *(Action Plan Ref: Output 11A)*

10.7 ADVANCING ACCOUNTABILITY

The Commission has noted with concern, the prevalence of cases of corruption, abuse of office and maladministration in public institutions, and the negative impact on socio-economic and cultural development. In the justice delivery sector for instance, reported cases and complaints are often not investigated, or prosecuted, and sometimes unfair convictions or acquittals are passed due to corrupt officials. In its capacity as the public protector, the ZHRC has developed effective strategies, monitoring mechanisms and initiatives to protect the public against abuse of power and maladministration by State and public institutions and by officers of those institutions. *(Action Plan Ref: Outputs 3F and 3G)*

10.7.1 Culture of Impunity - To eliminate the prevailing culture of impunity the ZHRC will aggressively monitor the prosecution of all human rights violators, with the view to establishing a strong national culture of accountability. The ZHRC will push for enforcement of deterrent measures against human rights abusers and will implement initiatives to strengthen its investigative and enforcement function. *(Action Plan Ref: Outputs 12B)*

10.7.2 Powers and enforcement capacity of the ZHRC - The Constitution bestows significant powers on the ZHRC for the advancement of human rights. The ZHRC will assert its authority to eliminate impunity and bring about positive change. All human rights offenders and public office abusers will be investigated for possible prosecution by relevant authorities, and treated the same regardless of political affiliation, race or financial stature. *(Action Plan Ref: Outputs 12B)*

10.8 HUMAN RIGHTS PRIORITIES IN ZIMBABWE

All human rights are important and cannot easily be ranked in any order of importance. However, given the socio-economic impact of the economic decline in Zimbabwe, there is an urgent need to prioritize basic socio-economic rights such as the right to clean water, food, education, health and shelter. These are indispensable rights and cannot be denied.

10.8.1 Thematic Working Groups - The ZHRC has established a number of thematic working groups with different Commissioners assigned to chair the different groups. Specific budgets and resource mobilisation plans to support programs under each of these thematic focus areas will be developed. Operationalization of these thematic groups will be key in enhancing the ZHRC's effectiveness. Although the Commission may from time

to time review the number of Thematic Working Groups, their respective terms of reference and constitution thereof, currently the eight thematic groups for the Commission are:

1. Capacity Building and Institutional Development;
2. Children's Rights;
3. Civil and Political Rights;
4. Environmental Rights;
5. Women's Rights and Gender Equality;
6. International Treaties and Agreements;
7. Economic Social and Cultural Rights; and
8. Special Interest Groups (youth, elderly and persons living with disabilities). *(Action Plan Ref: Output 3B)*

10.8.2 Outreach framework for marginalized persons - Specific outreach programs will be implemented to safeguard the rights of minorities, marginalised or vulnerable persons, including the rights of people living with albinism, the rights of children, the youth, women, prisoners, refugees, persons living with different kinds of disability, victims suffering the on-going effects of historical human rights violations, as well as the rights of the poor, hungry, sick, homeless and vulnerable people living in abject poverty as a result of sustained economic malfunction. Without derogating from its obligations to execute the entire constitutional mandate without delay, the ZHRC will pay special attention to these stakeholders' needs and address them appropriately. *(Action Plan Ref: Output 11A and 13A)*

10.8.3 Poverty Eradication as a human rights priority - The general economic mal-performance in all key sectors of the economy, and growing poverty at both the household and institutional levels, remain the biggest sources, if not causes, of human rights violations in Zimbabwe. The basic right to clean water for all, to food, to education, to decent shelter, and even the need to maintain decent prison conditions, for instance, are all dependent on financial capacity to establish and maintain the requisite infrastructure, capital expenditure, adequate working capital to keep institutions running effectively (i.e. for line ministries, independent commissions like ZHRC, municipalities, parastatals, utilities, health and education facilities). At a domestic level, the non-availability of employment and other sources of revenue limits the capacity of families to access food, water, decent health and school facilities.

The Government is responsible for poverty eradication, and ensuring sustainable food security. Only the successful turn-around of the economy, will lead to greater institutional and domestic capacity to guarantee and protect basic Human Rights that are currently threatened by poverty. The Commission will raise attention to the urgent need to work with cooperating partners to implement programs that promote macro-economic stability and rapid economic recovery, sustainable growth and development. ***(Action Plan Ref: Output 11B)***

10.8.4 Justiciability of Socio-economic rights - Socio economic rights are a new group of rights introduced by the new Constitution and these rights were previously not justiciable. There is still a general lack of awareness or understanding of these rights. The ZHRC will highlight socio-economic rights in its public education campaigns so that Zimbabweans are aware of their socio-economic rights. To date, the enforceability of these rights has not been tested in the courts. The ZHRC will therefore take an active interest in observing any future court decisions pertaining to socio-economic rights. ***(Action Plan Ref: Output 13A)***

B. INTERNAL ORGANISATIONAL EFFECTIVENESS

To establish comprehensive internal policies, procedures and processes, supported by well-documented manuals and a robust automated information system.

10.9 GOVERNANCE CHARTER

The Commission will develop a comprehensive Governance Charter establishing the internal governance structures of the Commission, and describing how the ZHRC will be governed in order to ensure integrity, accountability, relevance, effectiveness, sustainability, and impact. The Charter will define the policies, procedures and operational manuals required to guide the Secretariat in its operations. The Charter will clearly distinguish the Commissioners' policy formulation and review duties from the technical and operational duties of the Secretariat. The Charter will provide the terms of reference of the Thematic Working Groups to the extent of responsibilities and authority delegated to each, in order to provide effective oversight of the Secretariat. *(Action Plan Ref: Output 6A)*

10.10 DOCUMENTATION OF INTERNAL POLICIES AND PROCEDURE MANUALS

The ZHRC will work towards the development of a robust internal control environment, characterized by well-documented policies, systems, procedures and processes. These documents will include a ZHRC Service Charter issued to all stakeholders and members of the public as a service level agreement; Complaints Handling Procedures; and Internal Code of Standards for internal use by officers; Code of Ethics; Terms of Reference for each Thematic Working Group, Operational manuals, Departmental Procedure manuals and Desk Operating Instructions. *(Action Plan Ref: Output 5A)*

10.11 TECHNOLOGY

The ZHRC will automate all of its internal systems, procedures and processes and embrace the latest available technologies available to increase institutional efficiency and reduce costs. With the advent of mobile technology, the rapid increase in mobile penetration rates, and the rise in the use of social media by the general public, the ZHRC will implement a public awareness framework designed to exploit current technological advancements. The successful implementation of these projects will depend on the successful mobilization of financial and technical resources required to support the automation process, as determined in the strategic budget for the internal systems automation program. *(Action Plan Ref: Output 7C)*

10.12 CASE FLOW

Case flow management is an important strategic priority particularly for the ZHRC's clients as it is their key concern to see their cases investigated and concluded within the shortest time frame possible. The Commission will develop a case flow management system to check the flow of cases from the filing of a valid complaint to resolution and settlement. The rate at which cases are processed and settled is a function of the internal efficiency of the Commission and may reflect on the adequacy of internal skills and capacity. **(Action Plan Ref: Output 7B)**

10.13 AUTOMATED CASE MANAGEMENT SYSTEM

Improved technical and ICT capacity within ZHRC will see an improvement in case management. The ZHRC will put in place a robust computerized Case Management System to analyse whether cases are being processed efficiently and effectively in accordance with set internal procedures and service standards. The system will provide critical management reports to support the Commission's decision making process. **(Action Plan Ref: Output 7B)**

10.14 RESEARCH AND DEVELOPMENT

Notwithstanding the resource limitations the ZHRC is currently grappling with, it is important that adequate investment be made in Research and Development ("R&D") which will allow the Commission to be always current with developments in the human rights sphere, as well as to endeavour to come up with innovations and initiatives on how to improve their service delivery. **(Action Plan Ref: Output 10G)**

10.15 LEGISLATIVE ALIGNMENT

The Constitution confers considerable power and influence on the Commission in respect of monitoring and enforcement of human rights, and generally empowers the ZHRC to execute its mandate effectively. There is urgent need for the ZHRC Act (Chapter10:30) and other relevant pieces of legislation to be reviewed and aligned to the new Constitution in order to address a number of inconsistencies in the laws. **(Action Plan Ref: Outputs 12A and 12B)**

10.15.1 Key examples of legislative inconsistencies - For instance, the ZHRC Act currently imposes limits on the extent to which the Commission can accept funding from non-government sources. The Constitution is less restrictive in this respect. Procedures guiding the approval process for budgetary and staff establishment proposals may also be reviewed, to recognize the full accounting status of the Commission as a direct vote, and

not a sub-vote. Other provisions in the Act purporting to limit the scope of the Commission's constitutional mandate to a specific date in 2009, or through prescription provisions, are inconsistent with the spirit of the Constitution and will be subjected to legislative review.

10.15.2 Strengthening capacity to review legislation - The ZHRC will strengthen its internal capacity to review legislation related to the core mandate of the Commission by establishing a Legal department and deliberately investing in continual training of key staff. In addition, the ZHRC will develop collaborative relationships with stakeholders to minimize delays in concluding the ongoing legislative review process.

C. HUMAN RESOURCES & CAPACITY BUILDING

To build appropriate technical capacity within all members of the Commission and the entire management and staff.

10.16 ORGANISATIONAL STRUCTURE

The Commission will organise its human resources around the identified key result areas in order to implement its strategic plan successfully. The ZHRC intends to establish and strengthen its Secretariat, headed by an Executive Secretary with a unitary reporting link to the Commission Chairperson. The Executive Secretary will directly supervise three major divisions, each headed by: (a) the Deputy Executive Secretary responsible for Programs (*Human Rights and Administrative Justice Programs*); (b) the Deputy Executive Secretary responsible for Finance and Administration; and (c) the Commission Secretary responsible for Legal & Corporate Services. The Executive Secretary will provide administrative supervision to the Chief Internal Auditor, although the Auditor will enjoy a direct functional reporting line to the Commission Chairperson.

Each of these divisional heads will supervise (whether functionally or administratively or in both respects) departments that are led by Heads of Department ("HODs"), each with a reasonable span of control in accordance with the Commission's Human Resources policy. The organizational structure illustrated in Section 13 hereof, is limited to the first three reporting tiers and does not purport to represent the complete structure of the ZHRC. The structure is subject to change from time to time in response to the needs of the Commission and emerging strategic imperatives.

10.16.1 Decentralisation - The ZHRC is a people-driven institution, and the majority of its stakeholders are located in areas outside major cities. In order to effectively carry out its mandate, the ZHRC will work with partners in provincial and district centres, through satellite representative offices that are empowered with sufficient authority and resource capabilities to serve their stakeholders efficiently, and thereby eliminating unnecessary bureaucratic processes that may hinder efficient service delivery. *(Action Plan Ref: Output 9A)*

10.16.2 Authority And Responsibility - The Commission will decentralize authority to the provincial offices to allow all relevant decisions to be made as close as possible to the branch or office through which the service will be delivered. ZHRC recognizes that officers can only be held accountable and responsible for specific results, if they have commensurate authority and control over the operations that yield such results. Consequently, all branch staff will report through their respective functional lines so that the head of each unit is fully responsible for the tasks falling within their ambit, regardless of physical location. *(Action Plan Ref: Output 9A)*

10.16.3 Lean and Responsive Structure – Notwithstanding the decentralization strategy and the need to be accessible to people countrywide, the ZHRC will maintain a lean structure that is driven by international best practice and benchmarked against comparable National Human Rights Institutions (“NHRIs”) in the region and beyond. *(Action Plan Ref: Output 8A)*

10.16.4 Adequate Staff Establishment - ZHRC is generally understaffed in key areas, resulting in serious operational bottlenecks, inefficiencies and delays in the investigation and conclusion of cases, as well as other key administrative functions. In order to achieve appropriate and sustainable staffing levels in line with the intention to create a lean, flat and responsive structure, the Commission will carry out an assessment of staffing levels and will, on this basis, adopt an appropriate recruitment plan, having taken into account process flows and critical vacancies. *(Action Plan Ref: Output 8D)*

10.17 CAPACITY BUILDING WITHIN THE ZHRC

The ZHRC is a relatively new organisation, with new Commissioners and officers. In order to effectively deliver on its mandate, the ZHRC should capacitate itself with relevant diverse skills. ZHRC will recruit highly qualified and experienced staff, competent to do the job prescribed. The Commission will train all key staff and develop relevant technical capacity to exploit modern information and communication technologies necessary to enhance institutional performance. The strategic plan provides for continual professional development and technical skills capacity building programs; and where resources allow, ZHRC officials will visit peer institutions in other jurisdictions to gain global exposure. As part of its capacity building strategy, ZHRC will work together with other local institutions that already possess years of institutional experience in promoting human rights, or other administrative expertise.

10.17.1 Training Needs Assessment – The Commission will undertake skills audits to identify capacity gaps and training needs. ZHRC will ensure that all its members are adequately qualified and experienced. *(Action Plan Ref: Output 8C)*

10.17.2 Induction and Orientation of Staff - ZHRC will ensure that induction and orientation courses and related initiatives are carried out for all new, promoted and transferred staff members. *(Action Plan Ref: Output 6B)*

10.18 GENDER SENSITIVITY

The ZHRC is a gender sensitive institution and will maintain gender balance at all levels of its staff establishment and in all its operations. *(Action Plan Ref: Output 8D)*

10.19 PERFORMANCE MANAGEMENT SYSTEM FOR THE ZHRC

ZHRC will install a Performance Management System that is linked to the Strategic Plan and helps to appraise performance, and monitor implementation of the Strategic Plan. This performance management system will assess ZHRC staff performance in their respective key result areas through regular appraisals and reviews. Top performers will be rewarded in line with the system, whilst disciplinary measures will be instituted against those who under-perform. *(Action Plan Ref: Output 8E)*

10.20 CONDITIONS OF SERVICE AND STAFF MORALE

The ZHRC will aim to improve the conditions of service for its employees across the board. The Commission will establish its own conditions of service (distinct from those of the Public Service Commission) and will, subject to Treasury concurrence, undertake a complete review of salaries and benefits. Within the limits of resource availability, the Commission will benchmark its terms and conditions against comparable NHRIs in the region. The Commission will gradually introduce the necessary policies and guidelines to make the ZHRC an equal opportunity employer. This includes a staff welfare policy and other policies and guidelines necessary to create a truly inclusive work place. *(Action Plan Ref: Output 8F)*

10.21 ADEQUATELY EQUIPPED STAFF

ZHRC will take steps to acquire adequate and appropriate motor vehicles, computers, printing facilities, telecommunication facilities, office furniture and other essential tools of trade without which the Commission and its Secretariat will not be able to function properly. Such tools of trade will be maintained under careful custody. *(Action Plan Ref: Output 8F)*

10.22 JOB EVALUATION AND GRADING

ZHRC will undertake a comprehensive job evaluation exercise with a view to establishing internal and external equity for all staff members. The process will include the drafting of comprehensive job descriptions for every job, standardisation of work processes, grading of each job in accordance to a selected grading system and installing a promotion and remuneration structure that is linked to the relative value of jobs. *(Action Plan Ref: Output 8B)*

10.23 CODE OF ETHICS

ZHRC will develop a Code of Ethics by which the behaviour and conduct of all ZHRC staff will be regulated. *(Action Plan Ref: Output 8G)*

D. CUSTOMER SERVICE QUALITY

To establish and strengthen collaboration with a wide range of cooperating partners, stakeholder organizations and groups, with a view to instill awareness of universal human rights values and principles into the very fabric of society. (ZHRC stakeholders include parliament, the executive, judiciary and key actors in the justice sector, other independent commissions, civil society, donor agencies, regional inter-governmental organizations, and international treaty bodies).

10.24 SERVICE STANDARDS

The Commission will put in place appropriate Service Standards and communicate them to stakeholders so that they are aware of the level and quality of service to expect from the ZHRC, no matter where they are being attended. Training of all staff members will be key to the successful service delivery. **(Action Plan Ref: Output 10D)**

10.25 HUMAN RIGHTS EDUCATION

An important part of the ZHRC mandate is the promotion of the knowledge and respect of human rights in Zimbabwe, and human rights education is the foundation of that pillar. The Commission will develop a comprehensive, consultative and participative human rights education framework that will provide all its stakeholders with requisite human rights knowledge. The ZHRC will need to develop sector/stakeholder specific human rights education frameworks to cater for the different stakeholder groups.

10.25.1 Human Rights Education Collaborations - The ZHRC will partner with various State and non-state actors to provide human rights education.

Such partnerships allow for effective sharing of limited resources, and will improve the visibility of the Commission in each respective area of functional collaboration. **(Action Plan Ref: Outputs 11B and 13A)**

10.25.2 Promoting public accountability – In the interests of administrative justice, ZHRC will develop content and materials for its human rights education programs to promote the cultural dimension that members of the public have a role to play in supporting the Government's capacity to deliver services. Human rights can only be guaranteed sustainably if citizens behave responsibly at the individual and household levels, condemn corruption and report cases of bribery, contribute meaningfully to economic productivity, pay taxes, and voluntarily pay for public services such as water, sanitation services, road maintenance and power supply, where applicable. The Government depends on the support it receives from its productive citizens in order to be fully functional and capable of supplying basic services, including social services, education, health, state security, and crime prevention, which are central to the protection of basic human rights. **(Action Plan Ref: Output 13A)**

10.25.3 Access to Human Rights Education (Demographics as a Factor) - Most human rights actors focus their attention and concentrate their activities in urban and semi-urban centres. This practice unfortunately ignores the fact that the majority of Zimbabwe's population lives in remote rural locations with limited access to transportation and telecommunication infrastructure. The ZHRC is not sufficiently visible in the rural areas of Zimbabwe, where over 60% of the population resides. The ZHRC will therefore make deliberate efforts to engage the public through a broad nationwide awareness campaign based on the country's demographics. The ZHRC is a people-oriented Commission, and will therefore establish a national infrastructure that reflects the spatial distribution of the population. *(Action Plan Ref: Output 13B)*

10.25.4 Translation of the Constitution and Educational Materials into Local Languages - Some citizens require language translations, and simplified versions of educational materials in order to effectively educate them on human rights and related issues. ZHRC will translate (as well as facilitate and encourage other relevant institutions to translate) reading materials on human rights education from English to Shona, Ndebele and other local languages recognised in the Constitution. This will broaden the reach to the wider rural population. *(Action Plan Ref: Output 13A and 13B)*

10.26 STAKEHOLDER CONSULTATION FRAMEWORK

ZHRC will develop a stakeholder engagement framework that allows it to interact with its stakeholders regularly and maintain a fluid, transparent relationship. ZHRC will facilitate regular consultative workshops with NGOs and civil society organisations ("CSO") and share information for the advancement of human rights. CSOs will produce periodic human rights reports for review and consolidation into a joint human rights report. ZHRC will publish a monthly human rights bulletin to be distributed with news and updates on the operations of the ZHRC, and the human rights situation in the country. *(Action Plan Ref: Output 11A)*

10.27 PUBLIC AWARENESS CAMPAIGNS

In its broadest sense, the mandate of the ZHRC is to bring awareness, promote, protect and enforce human rights. The ZHRC is therefore tasked with the duty to ensure human rights are upheld in Zimbabwe, and to provide credible information to regional organisations by providing evidence on the state of human rights in Zimbabwe. The Commission has observed that public awareness of ZHRC improves significantly whenever the Commission is seen on the ground dealing with actual cases, pursuing the protection, promotion and enforcement of human rights.

As part of a broader human rights education framework, the ZHRC will carry out public awareness campaigns throughout Zimbabwe using various forms of media, in an effort to increase the general level of awareness of the existence of the ZHRC. This may be in the form of road shows, regular newspaper articles, social media publications, brochures, pamphlets, billboards and television and radio programmes. **(Action Plan Ref: Output 14B and 14C)**

10.27.1 Awareness of ZHRC Public Protector functions - Most people are not aware that the ZHRC has under the new Constitution taken over the functions of the Public Protector (formerly Ombudsman's Office). The Commission will undertake initiatives to raise awareness of this development so that members of the public know where and how to channel their grievances for resolution. **(Action Plan Ref: Output 14B)**

10.27.2 Awareness of international human rights principles – The ZHRC will undertake initiatives to promote public awareness of the global human rights community and the relationship of the ZHRC with regional and international treaty bodies. **(Action Plan Ref: Output 14B)**

10.28 COLLABORATIVE APPROACH VS SELF-SUFFICIENCY

The ZHRC has the option to establish its operations on the assumption of absolute self-sufficiency under its Ancillary Powers as outlined in the ZHRC Act Second Schedule Section 3 (3), or alternatively, a collaborative model that is based on cooperation with other institutions. Ideally, the Commission will operate as a fully resourced and self-sufficient entity, with capacity to independently deliver on its mandate without reliance on third parties. However, taking into account the limited resources available, the Commission will, without comprising its own independence, take full advantage of suitable opportunities to share resources and cooperate with other players in the human rights sphere. The collaborative approach offers the advantages of eliminating duplication, sharing of resources, speeding up the rate at which programs are implemented and completed, increasing public access to knowledge and generally enhancing efficiency and effectiveness.

10.28.1 ZHRC Leadership of Human Rights (Champion) - The ZHRC recognizes its constitutional role as the leader and key driver of all human rights promotion and protection efforts in Zimbabwe, and will demonstrate its leadership by initiating relations with players in the human rights sphere, spearheading and coordinating programs and action for the advancement of human rights and proper and efficient administration of justice. ZHRC will be the champion and defender of human rights for all Zimbabweans, and the voice of marginalized and vulnerable persons.

The Commission will therefore be visible and will take a prominent leadership role in championing the national agenda on human rights. **(Action Plan Ref: Outputs 11B and 11C)**

10.28.2 Inter-sectoral human rights platform - ZHRC will play a bridging role between government and civil society on all matters concerning human rights enforcement, promotion and protection in Zimbabwe. The ZHRC will set up and chair an inter-sectoral committee on human rights with membership from government and civil society that meets regularly to discuss the human rights situation in Zimbabwe. The Commission will facilitate discussion between government and other human rights actors to promote consensus on policy formulation, policy review and implementation. **(Action Plan Ref: Output 11C)**

10.28.3 Stakeholder Mapping – The ZHRC will identify State and non-state human rights actors including civil society and map their respective areas of specialization and key strengths, as shown in the table below, in order to match their special competencies against strategic focus areas under each thematic focus area. Based on the mapping process, the ZHRC will develop a framework for collaboration with organisations on relevant projects. This approach will help the ZHRC to link programs to institutions with relevant capacity, avoid duplication and reduce wastage. **(Action Plan Ref: Output 11B)**

#	PARTNER AREA OF SPECIALISATION ZHRC THEMATIC COMMITTEE	Political	Treaty Bodies & NHRIs	Legal	Funding	Media & Publicity	Capacity Building	Gender	Children	Infrastructure sharing
1.	Capacity Building and Institutional Development;	-	-	CS02	Ministry6		NGO1	-	-	CS06
2.	Children’s Rights;	-	-	-	DFI9	NGO4	-	-	DFI9	-
3.	Civil and Political Rights;	Ministry5	DFI3	NGO2	-	CS03	-	-	-	CS03
4.	Environmental Rights;	-	-	CS07	CS07	Ministry1	-	-	-	-
5.	Women’s Rights and Gender Equality;	-	DFI2	-	NGO1	-	Ministry4	DFI2	-	CS04
6.	International Treaties and Agreements;	-	NGO8	CS06	CS06	-	-	-	-	-
7.	Economic Social and Cultural Rights; and	Ministry3	-	NGO3	-	CS05	Ministry3	-	-	-
8.	Special Interest Groups (youth, elderly and persons living with disabilities).	-	-	-	DFI8	-	CS01	Ministry7	DFI8	-

- 10.28.4 Infrastructure sharing** - The ZHRC will develop and implement a comprehensive infrastructure plan that will see the ZHRC partnering with other institutions to secure appropriate housing countrywide. *(Action Plan Ref: Output 13D and 9B)*
- 10.28.5 Nationwide stakeholder engagement framework** – Consistent with the stakeholder mapping initiative, the ZHRC will develop a comprehensive nationwide stakeholder engagement framework in terms of which the ZHRC will coordinate program design, content, and execution. The Commission will monitor the implementation of agreed projects, maintaining ownership of outcomes and leadership of the process at all times, while the selected partners provide technical expertise. As an example, the Centre for Applied Legal Research (“CALR”), which drafts legal documents and offers legal and policy solutions, could be mapped under the Capacity Building and Institutional Development thematic focus area of the Commission and be requested to provide legal opinions and comprehensive proposals for alignment of key legislation to the Bill of Rights in the Constitution and relevant regional and international human rights instruments. *(Action Plan Ref: Output 11A)*
- 10.28.6 Media Liaison framework** - In line with the Collaborative Approach, the Commission recognizes the media is an important stakeholder with the power not only to play a critical role in propelling the ZHRC’s human rights education and public awareness campaigns, but to influence the public image and perception of the ZHRC. To that end, as part of the public awareness strategy of the ZHRC, the Commission will develop a media-specific liaison and engagement framework, which will see the ZHRC engage members of the media community regularly to share information, as well as address any issues they may need clarification on. *(Action Plan Ref: Output 11B)*
- 10.28.7 Cooperation with other human rights institutions** –The ZHRC will develop strong working relations with national human rights institutions (“NHRIs”) from other countries in the region and beyond, in order to create a platform for the mutual exchange of ideas and institutional development through exchange programmes and other forms of collaboration. *(Action Plan Ref: Output 11D)*
- 10.28.8 Strategic relationship with the business community** - The business community in the private sector can partner with the ZHRC by sharing information, providing resources and channels for public awareness through advertising and marketing. These relations must be at arm’s length and should not compromise the independence of the Commission. *(Action Plan Ref: Output 11B and 14B)*
- 10.28.9 Monitoring And Evaluation Framework** – Without compromising the independence of the ZHRC, a monitoring and evaluation framework will be developed to enable the Commission and its stakeholders to monitor the work of the ZHRC with a view to improving internal efficiencies. *(Action Plan Ref: Output 11A)*

10.29 BUILDING PUBLIC TRUST AND CONFIDENCE

The Commission recognizes the critical importance of establishing a strong foundation of integrity, upon which stakeholders can develop confidence and trust in the ability of the ZHRC to carry out its Constitutional mandate. Public perception of the ZHRC will be a direct function of how courageous the Commission is in defending its independence and effectiveness in resolving cases.

10.29.1 Responsiveness of the ZHRC - In the process of building public trust and confidence in the effectiveness of the ZHRC as the defender of human rights, the Commission will structure its operations and develop internal systems and policies that enable it to be highly responsive in reaction to cases of human rights violations and maladministration. An efficient system for complaints and case handling will be developed to enable the ZHRC to respond to human rights violations regardless of the nature or geographical location of the alleged violation. The ZHRC will remain on high alert to provide leadership through its swift response and publication of recommendations in respect of human rights and maladministration cases. *(Action Plan Ref: Output 7A, 7B)*

10.29.2 Visibility of the ZHRC - The Commission recognizes that the visibility of the ZHRC is intricately linked to the level of public awareness, accessibility and ultimately its effectiveness in the promotion of human rights. The ZHRC will therefore enhance its visibility by implementing an expansion program that will see the Commission establish branches and representative offices countrywide. The ZHRC will also publish regular editorials in the national press and reports in relevant electronic and social media. The ZHRC will also increase its social media visibility, as well as promote access through its website. The Commission will also deploy teams comprising human rights educators, investigators, and public relations officers to all parts of the country, as part of a sustained campaign to promote the increased visibility of the institution. *(Action Plan Ref: Outputs 14A and 14B)*

10.29.3 Accessibility of the ZHRC - The Commission carries a people-focused mandate, and will therefore facilitate easy access at various levels. However, public access to the ZHRC can be limited by distance, physical, technological, financial, and/or language barriers. The ZHRC will put in place appropriate physical and technological infrastructure to improve its accessibility. Apart from operating a decentralized organizational structure, the ZHRC will extend its reach to people in all parts of the country by setting up a toll-free public communication system to allow the public easy access to the Commission at no cost to the complainant. A public email system, website linked mailbox, and active social media presence, will be put in place as part of a comprehensive plan to enhance accessibility of the Commission. Promotion materials will be simplified and translated into all major local languages. People with impaired vision will be issued with promotional materials in braille, while television publications will be translated into sign language in order to reach the deaf. *(Action Plan Ref: Outputs 14A, 14B and 7A)*

10.30 GENDER MAINSTREAMING

The rights of women and men should be consciously upheld through gender mainstreaming and all gender based human rights violations should be dealt with swiftly and in accordance with existing laws and international treaties. ZHRC will work together with the Ministry of Women Affairs, Gender and Community Development, the Zimbabwe Gender Commission and other non-state actors on measures to streamline gender-driven economic initiatives including SME ventures and informal trade into the mainstream economy, in order to empower both women and men, particularly those living in impoverished and marginalized rural communities. The empowerment of women and men in this manner will enable them to defend their rights to decent living conditions. There is need for an annual Gender Audit of the ZHRC, which will seek to assess the state and extent of gender mainstreaming by the organisation. *(Action Plan Ref: Output 11B and 13A)*

10.31 RIGHTS OF INSTITUTIONALIZED PERSONS.

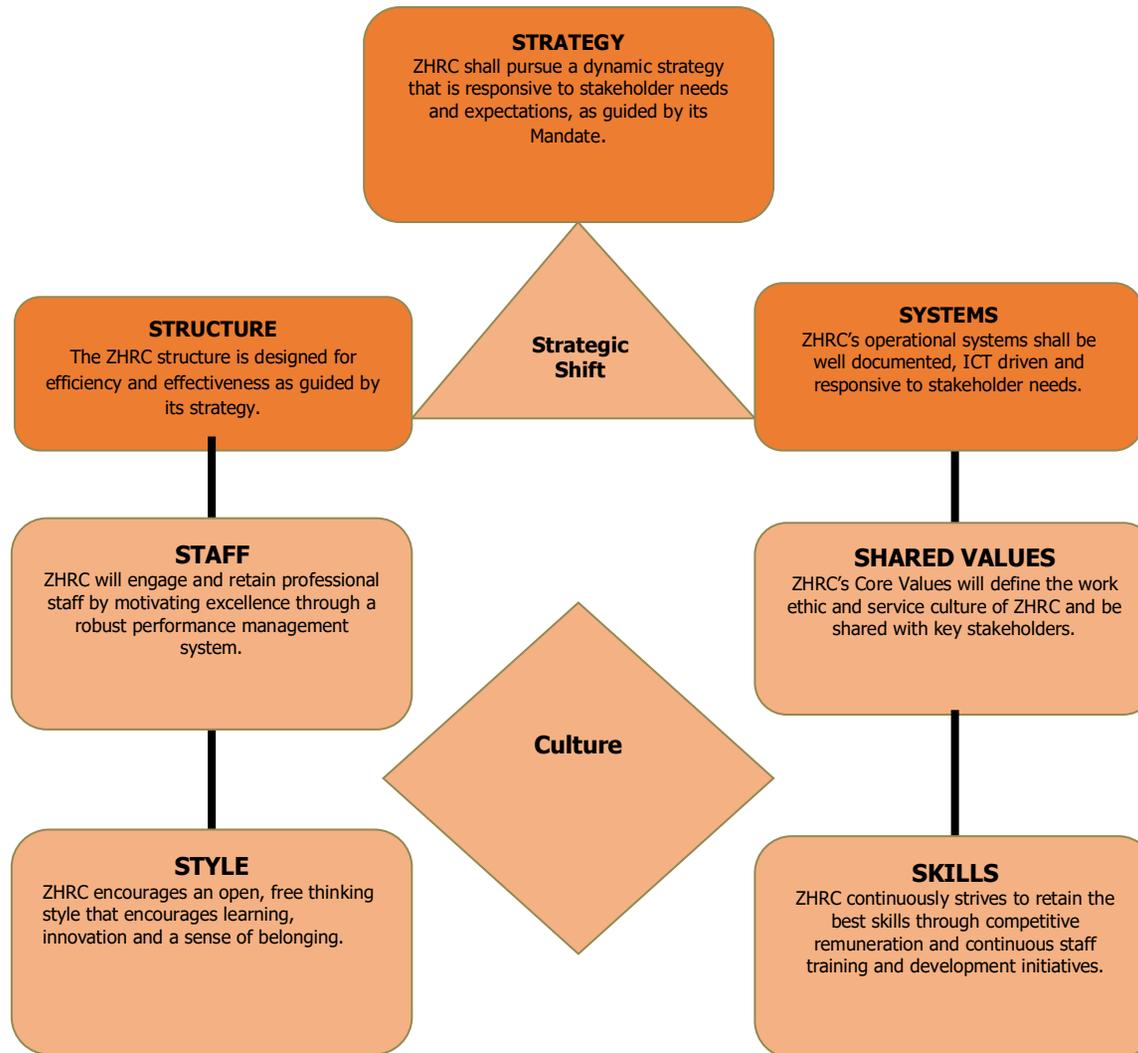
The ZHRC will carry out regular visits to institutionalized persons, including prisoners, refugees, mentally disordered persons, and orphaned children, to monitor living conditions, provide advice on areas requiring improvement and assist in lobbying relevant stakeholders for resources to be channeled towards such improvements. *(Action Plan Ref: Output 10E)*

10.32 ELECTIONS MONITORING

Given the high incidence of human rights violations reported in previous elections, the ZHRC will play an active role in monitoring domestic elections to ensure that they are carried out in a manner that respects the fundamental rights of all voters. The ZHRC will also monitor and observe international elections whenever invited. To this extent, the Commission will actively lobby for active participation in regional and international election monitoring, and will lobby for the invitation of other NHRIs to participate as observers in Zimbabwe's future elections. *(Action Plan Ref: Output 3H)*

11. LEADERSHIP AND MANAGEMENT STYLE

The shared core values of the ZHRC are the central inspiration to the culture and style of management established by the Commission. These leadership principles are summarised in the diagram below.



13. ZHRC OUTCOMES PLAN

Outcomes are the changes, benefits, learning or other effects that happen as a result of your work. They can be wanted or unwanted, expected or unexpected. The ZHRC Outcomes plan comprises 13 key outcomes that are expected to come from the successful implementation of this strategic plan.

Outcome description	Outcome indicator <i>/(Qualitative Baseline)</i>	Measurement unit/ criterion (%, no, etc)	Baseline Target		
			2015	2017	2020
A. To mobilise financial, infrastructural and technological resources required to fully and effectively establish and operate the ZHRC and position the Commission as a competent national champion for the advancement of human rights.					
1. ZHRC operations guided by a comprehensive and well-crafted strategic plan that is implemented effectively to yield a highly competent institution. (Effective implementation of plans).	Strategic plan in place and approved (BL: No strategic plan is in place)	Approved ZHRC Strategic Plan	1	1	1
	Organisational structure, approved and implemented (BL: No approved structure)	Approved organisational structure in place	0	1	1
	Key Infrastructure (including premises, transportation, telecoms, ICT systems, etc).	% of (fully resourced) ZHRC offices / stations	10%	30%	60%
	Implementation of ZHRC programmes in line with strategy	% of programmes implemented annually	50%	75%	100%
2. Adequate financial and technical support rendered to ZHRC by Government and co-operating partners to yield a well-resourced institution with capacity to fulfill its mandate. (Mobilisation of resources).	Level of government support for operational capital	% of ZHRC budget funded by government	60%	80%	100%
	Increased financial resources mobilized	% of Budgeted activities funded	90%	95%	100%
	Increase in donor support funded programmes	% of programmes funded by donors/development partners	50%	75%	100%
	Staffing levels within the ZHRC	% of vacant posts within ZHRC organisational structure	50%	25%	0

3. Enhanced culture of democracy, human rights protection and a high prevalence of good governance and administrative justice in conformity with the Constitution, particularly the Bill of Rights, and regional and international human rights instruments. (Fulfilment of core Mandate)	Enhanced monitoring and reporting on the national Human Rights status.	Annual report on the national human rights situation	0	1	1
	Thematic Working Groups operationalized	Annual reports produced by thematic working groups	0	8	8
	Comprehensive work plan developed	% of programmes on the work plan implemented per annum	50%	75%	100%
	Reduction in the prevalence of maladministration cases	% decreased in number of abuse of power cases reported per annum	25%	35%	50%
	Increase in collaborative support for anti-corruption campaigns	Number of provincial collaborations in support of anti-corruption campaigns per annum	10	10	10
4. Compliant ZHRC with full International Coordinating Committee Accreditation. (Accreditation)	Comply with all ICC requirements	Reports and minutes of the ZHRC	N/A	Full Accredited	Fully Accredited
	Secure OHCHR assistance in the preparation and submission of the ZHRC Accreditation Application	UNDP reports	N/A	Full Accredited	Fully Accredited
	Accreditation by International Coordinating Committee	Extent of accreditation	N/A	Full Accredited	Fully Accredited
B. To establish comprehensive internal policies, procedures and processes, supported by well-documented manuals and a robust automated information system.					
5. Comprehensive set of well-documented administrative and operational policies, procedures in process manuals in place. (Internal Systems & Procedures)	Documentation of internal processes and procedures	% of required procedure manuals in place	75%	100%	100%
	Level of automation of manual systems	% of ZHRC operations automated	30%	60%	80%

6. All internal systems automated by a robust ICT system (Automation of systems)	Secure vendor through tender process	Tender documents / minutes	0	1	1
	Procure and install the system	Number of system generated reports annually	0	12	12
	Train users and implement	Training manuals in place	0	2	4
7. Strengthened corporate governance structures in place.	Governance Charter with detailed terms of reference and governance practices of the Commission and those of any thematic sub-committees in place	Number of Commission meetings held in line with Governance Charter provisions	0	4	4

C. To build appropriate technical capacity within all members of the Commission and the entire management and staff.

8. ZHRC adequately resourced with competent, qualified and experienced staff (Capacity Building)	Extent of skills gap within the organisation;	Number of skills audits done annually	0	1	1
	Recruitment of skilled and qualified staff and management.	Number of vacant posts within the ZHRC organogram	50%	25%	0
	Training and development of the Commission, staff and management.	Number of internal training programmes carried out	0	2	4
	Technical partnership with CSOs to support training	Number of training exercises done in partnership with CSOs	0	2	4
	Human resources and knowledge management policy in place	HR policy approved and in place	0	1	1
9. Decentralized Organisational Structure in place (Decentralization / Accessibility)	Decentralized operations with appropriate devolution of authority	% of self-administered provincial/district offices	50%	75%	100%
	Sharing infrastructure with partner organisations for effectiveness	Number of satellite offices shared with external organisations	0	4	10

D. To establish and strengthen collaboration with a wide range of cooperating partners, stakeholder organizations and groups, with a view to instill awareness of universal human rights values and principles into the fabric of society. (Stakeholders include parliament, the executive and the judiciary, actors in the justice sector, other independent Commissions, civil society, donor agencies, regional inter-governmental organizations, and international treaty bodies).					
10. Enhanced public trust and confidence in a ZHRC that is widely recognised by the general public as an effective national champion for the advancement of human rights and administrative justice. (Building public trust and confidence)	Increased physical access to the Commission	Number of physical ZHRC branches nationwide	2	10	20
	Regular press updates on ZHRC operations	Number of press articles released by the ZHRC	2	12	24
	Reduced case handling period	Average time taken to resolve reported case (days)	7	4	2
	Increase in number of human rights violation cases reported	Number of cases reported annually	100	500	2,000
	Compliance with Paris Principles	Level of compliance with Paris Principles	C	A	A
	Accreditation by International Coordinating Committee	Status of accreditation	N/A	Fully Accredited	Fully Accredited
11. Strengthened and fully functional collaborative platforms with stakeholders and technical or cooperating partners who are actively supporting the development and promotion of human rights and good governance. (Stakeholder Collaborative Platforms)	Increased cooperation with a wide range of organizations and groups.	Number of stakeholder engagement workshops held annually	2	10	20
	Increased joint initiatives established within the human rights space	Number of Memoranda of Understanding entered into with stakeholders	2	5	8
	Improved relations with media	Number of annual stakeholder consultative workshops for media	0	1	2
12. Legislative, administrative and judicial policies, and programs on	Alignment of human rights laws (ZHRC Act) to the Constitution	% of legislative provisions still conflicting	50%	25%	0

human rights and administrative justice are fully integrated into the law and adopted by all national institutions, in line with the goal to mainstream human rights. (Legislative reform & advocacy)	New Human rights compliant legislative provisions proposed by ZHRC for adoption	Number of reports on human rights legislative reforms submitted to Parliament	1	2	4
	Ratification and domestication of regional and international human rights law into national law	% of regional and international treaties domesticated	50%	75%	100%
13. A high level of public awareness and knowledge of universal human rights values and principles. (Human rights education)	Increased level of awareness of basic human rights and good governance principles in the general public	Number of outreach programmes carried out annually	2	10	20
	Increase in promotional activities	Commemorative events / Bill boards / Information Education Communication ("IEC") materials Estimated numbers reached per outreach	1	10	20
	Reports on human rights published in different formats and languages	Number of reports published annually	1	2	4
	Increased training for various ZHRC stakeholders (political parties, prison officers, police officers etc.)	Number of training programmes carried out annually	1	2	4
14. Improved visibility of the ZHRC (Visibility)	Physical presence of ZHRC offices across the nation	Number of ZHRC offices or licensed offices nationwide	2	10	22
	Increase in media coverage of the ZHRC	Number of press mentions	2	12	24
	ZHRC social media presence	% presence on all social media platforms	20%	70%	100%

14. ZHRC ACTION PLAN (2016-2020)

A. To mobilize financial, infrastructural and technological resources required to fully and effectively implement the ZHRC strategic plan and position the Commission as a competent national champion for the advancement of human rights.					
Outcome description	Outputs	Indicator	Lead Responsibility	Timeline	
1. Strategic Plan - ZHRC operations guided by a comprehensive and well-crafted strategic plan that is implemented effectively to yield a highly competent institution.	1A. Strategic plan in place and approved	Strategy workshops held	Executive Secretary ("ES")	Annually	
	1B. Organisational structure approved and implemented	Approved organisational structure in place	ES	2016	
	1C. Key Infrastructure in place (premises, transportation, telecoms, ICT, etc).	Fully resourced ZHRC offices/stations	ES	2017	
	1D. ZHRC programmes implemented in line with strategy	Programmes implemented	ES	Annually	
ACTIVITIES					
1A. Carry out strategy review workshops annually in line with Strategic Plan.				Annually	
1A. Assess operating environment and review organisational strategy accordingly.				Annually	
1B. Restructure the ZHRC organogram to align it to strategic plan and seek Treasury approval				2016	
1B. Once Treasury approval of structure is granted, carry out recruitment exercise for any vacancies in the organogram.				2016	
1C. Approach developmental partners for capital expenditure support to resource ZHRC offices and stations.				2015-2016	
1C. Carry out phased establishment and refurbishment of ZHRC offices.				2017	
1D. Develop annual work plan for the ZHRC, outlining specific projects and programmes to be carried out by the ZHRC and respective resource requirements				2015	
1D. Obtain Commission approval of the work plan and commence implementation.				2015	

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
2. Mobilisation of resources - Adequate financial and technical support rendered to ZHRC by government and cooperating partners to yield a well-resourced institution with capacity to fulfill its mandate.	2A. Establish dedicated Resource Mobilisation Committee within ZHRC	Resource Mobilisation Committee in place	ES/Deputy Executive Secretary Finance and Administration ("DESFA")	2016
	2B. Internal funding policy	Optimal funding structure in place	ES/DESFA	2016
	2C. Obtain budget support from Government	Budget submitted to government for approval	ES/DESFA	Annually
	2D. Programmatic support received from donors and cooperating partners	Programmes funded	ES/DESFA/Deputy Executive Secretary Programmes ("DESP")	2015/6
	2E. Basket fund for remedies	Basket fund in place	ES/DESFA	2017
ACTIVITIES				
2A. Establish a dedicated Resource Mobilisation and Sustainability Committee responsible for developing alternative and innovative funding mechanisms and canvassing different developmental partners and sources in an effort to attain a sustainable resourcing structure for ZHRC				2016
2A. Develop Resource Mobilisation Plan that outlines the operational strategy for the Committee.				2016
2B. Develop internal funding policy that provides balance between internal (Government/Treasury) and external (donors/cooperating partners) funding sources. Policy approved by Commission				Annually
2C. Prepare comprehensive budget outlining the capital expenditure budget (infrastructure and tools of trade), the recurrent expenditure budget (operational expenses) and the programmes and projects budget for the ZHRC and submit to Treasury for funding				Annually
2C. Review budget in line with allocations and redistribute accordingly, in line with funding policy				Annually
2D. Generate donor/cooperating partner database and actively canvass for funding support from donors and cooperating partners in the database				Ongoing
2D. Implement programmes in line with available resources and funding policy				Ongoing
2E. Lobby government to establish a Basket Fund through which to mobilise a pool of financial resources to support the payment of financial remedies by the State, where appropriate				2017

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
3. Enhanced culture of democracy, human rights protection and a high prevalence of good governance and administrative justice in conformity with the Constitution, particularly the Bill of Rights, and regional and international human rights instruments	3A. Thematic working groups established	Thematic areas identified	ES/DESP/Legal and Corporate Services	2015
	3B. Thematic working groups operationalized	Terms of reference in place and annual report produced	ES/DESP/LCS	2016
	3C. Capacity Needs Assessment	Capacity Needs Assessment report produced	ES/DESFA	2016
	3D. Domestication of human rights instruments and decisions	Treaty monitoring bodies' annual reports	ES/DESP/LCS	2016
	3E. Comprehensive good governance framework	Good governance framework in place	ES/DESP	2016
	3F. Operationalization of public protector function	Operational guidelines in place	ES/DESP	2016
	3G. Collaborative framework in support of Anti-corruption initiatives.	Number of collaborative initiatives undertaken per year	ES/DESP	2017
	3H. Elections monitoring	Election reports produced	ES/DESP	Ongoing
ACTIVITIES				
3A. Identify substantive human rights areas (thematic areas) and establishment of Thematic Working Groups for the same				Done
3B. Commissioners selected to Chair the various Thematic Working Groups				Done
3B. Draft detailed Terms of Reference for each Thematic Working Group				2016
3B. Develop annual work plans for each Thematic Working Group and implement in line with the Terms of Reference				Annually

3C. Conduct capacity needs assessment of the various arms of the ZHRC for policy decision and action to be taken and produce Needs Assessment Report	2016
3C. Implement the Capacity Needs Assessment recommendations	2016
3C. Undertake study to establish innovative mechanisms to support indigent complainants/victims or members of vulnerable groups such as women, children, minorities, etc.	2016
3D. Develop and implement advocacy and technical support initiatives aimed at encouraging domestication of regional and international human rights instruments, decisions and recommendations	2016
3D. Strengthen enforcement and monitoring mechanism for compliance with decisions of regional and international treaty bodies	Ongoing
3E. Promote research on good governance issues including prevention of maladministration, reporting of maladministration cases and case handling	2016
3E. Craft comprehensive good governance framework for operationalization	2016
3F. Establish the scope of the ZHRC's administrative justice oversight role over specific bodies under its jurisdiction	2016
3F. Create awareness of the ZHRC's role as the Public Protector and the scope of its administrative justice function	2016
3F. Develop comprehensive structure for the execution of the role of the Public Protector, with clear operational guidelines and infrastructure	2016
3G. Facilitate, in collaboration with the Zimbabwe Anti-Corruption Commission and other anti-corruption organisations, the development, implementation, and monitoring of a National Anti-corruption Plan.	2016
3G. Develop collaboration and consultation framework for ZHRC and other anti-corruption institutions such as the Anti-Corruption Commission	2017
3H. Monitor domestic elections to ensure that they are carried out in a manner that respects the fundamental rights of all voters	Ongoing
3H. Lobby for active participation in regional and international election monitoring, as well as for the invitation of other NHRIs to participate as observers in Zimbabwe's future elections	Ongoing

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
4. Compliant ZHRC with full ICC accreditation	4A. Full compliance with ICC requirements	All ICC requirements met by ZHRC	Executive Secretary	2016
	4B. Submit ZHRC Accreditation Application	Acknowledgement of receipt of application by OHCHR	Executive Secretary	2016
	4C. Accreditation by International Coordinating Committee	ZHRC accredited by the ICC	Executive Secretary	2016
ACTIVITIES				
4A. Identify and address all ICC requirements				2016
4B. Engage OHCHR for assistance in preparing application.				2016
4B. Submit Accreditation Application to the International Coordinating Committee				2016
4C. Accreditation received from ICC				2016

B. To establish comprehensive internal policies, procedures and processes, supported by well-documented manuals and a robust automated information system.				
Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
5. Internal Systems & Procedures – Comprehensive set of well-documented administrative and operational policies, procedures and process manuals in place and operational	5A. Documentation of internal processes and procedures	Number of procedure manuals in place	ES/DESP/LSC	2017
	5B. Internal Audit	Internal audit reports produced	ES/CIA	2018
ACTIVITIES				
5A. Develop all relevant Operational Procedure Manuals for all the functional areas of the ZHRC, for approval by the Commission.				2016
5A. Train all staff in internal systems and processes relevant to their roles and functions				Ongoing
5A. Develop and implement a full 'Systems Documentation Plan' to map all ZHRC Systems, Policies and Procedures, in advance of the automation				2017
5B. Carry out an annual internal audit to monitor and strengthen the control environment. Submit internal audit reports to the Commission for approval.				Annually

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
6. Strengthened corporate governance structures in place guiding the operations of the ZHRC	6A. Governance Charter	Governance Charter in place	ES/LCS/DESFA	2016
	6B. Induction and training of ZHRC staff	Induction reports	ES/LCS/DESFA	Ongoing
ACTIVITIES				
6A. Draft a Governance Charter defining the detailed terms of reference and governance practices of the Commission and those of the Thematic Working Groups.				2016
6B. Conduct induction workshops for any new Commissioner, senior manager of staff member of the ZHRC, to equip the incumbent with the requisite knowledge of the ZHRC as is appropriate for hers/his position				Ongoing

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
7. Automation of systems: All internal systems automated by a robust ICT system	7A. Online complaints receiving system	Online portal available for receiving complaints	ES	2016
	7B. Case Management System	Case Management System in place	ES	2016
	7C. ICT Automation Plan	Automation Plan in place	ES/DESFA	2017
ACTIVITIES				
7A. Develop online portal which allows the general public to submit complaints application information via the internet so that the efficiency of both the complaints handling and records offices is improved and the public has easier access to the Commissions' services				2016
7A. Establish a system for sieving, prioritizing and scheduling received complaints to ensure close handling and follow-up on complaints received for timely resolution				2016
7B. Procure and install a secure Electronic Documents Management System (EDMS) and Case/Complaint handling Management System(CMS) which includes the electronic filing of cases documents so that efficiency of the complaints and documents process is increased and the public has better access to the Commission's information				2017
7B. Input and transfer current cases into computerized Case Flow Management System				2017
7C. Develop and implement a Three-Year ICT & Automation Plan to computerize the entire Zimbabwe Human Rights Commission and automate all processes.				2018
7C. Develop and implement a User-training program to support the ICT Automation Plan.				2018

C. To build appropriate technical capacity within all members of the Commission and the entire management and staff.				
Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
8. ZHRC adequately resourced with competent, qualified and experienced staff.	8A. Approved organisational structure.	Recruitment of competent and qualified staff and management for recommendation to the Commission	ES/DESFA	2016
	8B. Job Evaluation	Job evaluation reports	ES/DESFA	2016
	8C. Training and development of the Commission, staff and management.	Internal training programmes carried out	ES/DESFA	Ongoing
	8D. Human resources ("HR") and knowledge management policy in place	HR policy approved and in place	ES/DESFA	2016
	8E. Performance Management Framework	Periodic Performance Appraisals	ES/DESFA	2017
	8F. Staff Welfare Policy (Conditions of Service and tools of trade)	Staff Welfare Policy in place	ES/DESFA	2017
	8G. Code of Ethics	Code of Ethics in place	ES/DESFA	2016
ACTIVITIES				
8A. Draft proposed organogram aligned to the Strategic Plan and submit to Treasury for approval				2015
8A. Lodge an enquiry on the structure approval process with Treasury to guide the ZHRC's efforts in pursuing structural amendments and recruiting				2015
8B. Identify and appoint a consultant to facilitate the execution of a job evaluation exercise to perform job analysis; draft job descriptions; and grade all jobs according to an approved job evaluation system. Consultant to submit job evaluation report for Commission approval.				2016

8B. Prepare a recruitment and transfer plan based on approved job evaluation report. Advertise newly created posts, interview, appoint and deploy candidates in line with the approved ZHRC structure (subject to release of funds).	2017
8C. Carry out skills audit to determine skills gap within the organisation from Commission level to management and staff.	2016
8C. Develop and implement comprehensive training and development programme for Commission, staff and management	Ongoing
8D. Craft a comprehensive human resources and knowledge management policy, incorporating partnership framework with civil society and other relevant partners for training and development	2016
8D. Develop a human resources recruitment and selection plan for the life of the Strategic Plan	2016
8D. Carry out joint training initiatives with civil society for capacitation of human rights sector participants	Ongoing
8E. Identify and appoint a consultant to advise on the installation of a new strategy-linked Performance Management System for the ZHRC that is RBM compliant.	2017
8E. Install a suitable Performance Reward System, linked to the results of performance appraisal system.	2017
8F. Develop a Staff Welfare Policy which stipulates ZHRC staff conditions of service and an elaborate salaries and benefits review framework	2017
8F. Ensure ZHRC are fully equipped with sufficient tools of trade to enable them to carry out their mandate effectively, in line with the Staff Welfare Policy	2017
8G. Develop a Code of Ethics by which the behaviour and conduct of all ZHRC will be regulated	2016

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
9. Decentralized Organisational Structure in place.	9A. Decentralized operations with appropriate devolution of authority.	% of self-administered provincial/district offices	ES/DESFA	2016
	9B. Sharing infrastructure with partner organisations for effectiveness	No. of satellite offices shared with external organisations	ES/DESFA	2018
ACTIVITIES				
9A. Craft comprehensive decentralisation strategy, specifying implementation procedures for devolution of authority				2016
9A. Capacitate provincial staff through training before devolving functions particularly in Administration, Finance and HR Departments.				2016
9A. Carry out annual audit to monitor and strengthen the control environment in line with the devolution of authority. Submit audit reports to the Commission for approval.				Ongoing
9B. Identify partners for infrastructure sharing and enter into Memoranda of Agreement ("MOA") clearly outlining Terms and Conditions of the sharing structure, which terms should not compromise the functional independence of the ZHRC				2018

D. To establish and strengthen collaboration with a wide range of cooperating partners, stakeholder organizations and groups, with a view to instill awareness of universal human rights values and principles into the very fabric of society.

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
10. Building public trust and confidence – Enhanced public trust and confidence in a ZHRC that is widely recognized by the general public as an effective national champion for the advancement of human rights and administrative justice.	10A. Branch roll out	Physical ZHRC branches nationwide	ES/DESP/DESFA	2020
	10B. Media communication framework	Press articles released by the ZHRC	ES/DESP/DESFA	2016
	10C. Case flow management	Time taken to resolve reported case	ES/DESP/DESFA	Ongoing
	10D. Client Service Charter	Client Service Charter in place	ES/DESP	2016
	10E. Institutional Visits	All institutional visit reports produced	ES/DESP	Ongoing
	10F. Compliance with Paris Principles	Accreditation by International Coordinating Committee	ES/DESP/DESFA	2016
	10G. Research and development	Research desk set up within ZHRC	ES/DESP	2016
ACTIVITIES				
10A. Conduct infrastructure needs assessment and produce infrastructure needs report inclusive of a comprehensive branch roll out strategy for the next five years.				2016
10A. Implement phased branch roll out in accordance with infrastructure needs and in line with resource availability.				2017
10A. Have 10 fully capacitated and resourced provincial offices of the ZHRC in place				2020
10B. Draft media liaison policy outlining clear strategies for media communication and press releases, for Commission approval				2016
10B. Draft press articles for media and submit to media houses for release. Articles should educate public on ZHRC operations.				Ongoing
10C. Acquire secure case management software to improve case handling and management of new cases				2016

10D. Develop comprehensive Client Service Charter to enhance service quality including establishment of an annual customer satisfaction survey	2016
10E. Visit institutionalized persons, including prisoners, refugees, mentally disordered persons, and orphaned children regularly to monitor institutional conditions and provide advice on areas requiring improvement, in line with Constitutional mandate	Quarterly
10F. Commission exercise to determine all outstanding issues with regards to compliance with Paris Principles and produce report for submission to the Commission	2016
10F. Address all outstanding Paris Principles compliance issues above and enlist for ICC accreditation	2016
10G. Set up a Research and Development Desk within the ZHRC, responsible for monitoring any developments in the human rights sphere and coming up with innovations and initiatives on how to improve their service delivery.	2016

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
11. Introduction of Stakeholder Collaborative Platforms - Strengthened and fully functional collaborative platforms with stakeholders and technical / co-operating partners who are actively supporting the development and promotion of human rights and good governance.	11A. Stakeholder Engagement Framework	Stakeholder engagement workshops held	ES/DESP	2016
	11B. Joint programmes and initiatives established within the human rights space	Memoranda of Understanding entered into with stakeholders	ES/DESP	2016
	11C. Sector Liaison Committee	Sector Liaison Committee meetings	ES/DESP	2016
	11D. Regional and international collaboration framework	Regional and international interaction	ES/DESP	
ACTIVITIES				
11A. Develop functional stakeholder engagement framework outlining relevant stakeholders and including the stakeholder engagement workshops calendar				2016
11A. Periodically review workshops calendar in accordance with resource availability and stakeholders availability				Ongoing
11B. Establish joint programmes and initiatives with select stakeholders to share resources in addressing human rights related cases/issues.				2016
11B. Execute Memoranda of Understanding with identified stakeholders for joint initiatives, and implement identified programmes and projects				Ongoing
11C. Establish Sector Liaison Committee for relevant stakeholders in the human rights sphere				2016
11C. Hold quarterly meetings with Sector Liaison Committee to address pertinent issues in human rights sector				Bi-annually
11C. Hold Sector Liaison Committee meetings at National, Provincial and District level.				Quarterly
11D. Participate in leading African and international human rights institutions and ombudsman conventions and seminars, and join relevant Associations.				Annually
11D. Establish partnership and working relationship with at least one regional/international NHRI per year				Annually

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
12. Legislative reform & advocacy – Legislative, administrative and judicial policies, and programs on human rights and administrative justice are fully integrated into the law and all national institutions, in line with the goal to mainstream human rights;	12A. Alignment of ZHRC Act to the Constitution	No conflicting legislative provisions	ES/LCS	2016
	12B. Legislative Amendment	Reports on legislative reforms submitted to Ministry	ES/LCS	2016
	12C. Domestication of regional and international human rights treaties	Regional and international treaties recognized locally	ES/LCS	2016
ACTIVITIES				
12A. Identify and outline, accurately, all provisions in the ZHRC Act conflicting with the new Constitution, the supreme law of the land				2016
12A. Submit proposal outlining all conflicting provisions requiring alignment to the Ministry of Justice, for onward submission to Parliament, on the ZHRC's behalf				2016
12B. Review the legal framework of the Commission in an effort to strengthen the ZHRC's enforcement powers and "teeth", for submission to the Ministry				2016
12B. Prepare a comprehensive report outlining all legislative provisions being proposed by the ZHRC for adoption by Parliament, through the Ministry of Justice, Legal and Parliamentary Affairs				2016
12C. Develop and implement advocacy and technical support initiatives aimed at encouraging domestication of regional and international human rights instruments, decisions and recommendations				2016
12C. Strengthen enforcement and monitoring mechanism for compliance with decisions of regional and international treaty bodies				Ongoing

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
13. Human rights education – A high level of public awareness and knowledge of universal human rights values and principles.	13A. Human rights awareness initiatives	Outreach programmes carried out	ES/DESP	2016
	13B. Mainstreaming human rights education	Human rights education in schools	ES/DESP	2018
	13C. Stakeholder training and recognition	Capacity building programmes carried out	ES/DESP	Annually
	13D. Stakeholder collaboration on human rights education programmes	Collaborative educational initiatives carried out	ES/DESP	Annually
ACTIVITIES				
13A. Develop thematic human rights educational and promotional materials that can be used effectively to increase the level of awareness of human rights and good governance principles in the general public. Promotional material should be available in all the local languages recognised in the Constitution.				2016
13A. Develop information packages to promote children's rights including rights of orphans and vulnerable children (OVCs)				2016
13A. Disseminate educational materials on all aspects of ZHRCC's administrative justice function and expected standards applicable in public services				2016
13A. Come up with an comprehensive distribution and dissemination mechanism for these materials to ensure effective distribution to related institutions and public places nationwide				2016
13A. Publish an annual report on the status of and measures to enhance the protection and promotion of human rights and good governance in Zimbabwe				Annually
13B. Introduce human rights clubs in primary, secondary, and tertiary educational institutions				2017
13B. Submit proposal to the Ministry of Education advocating for the incorporation of human rights education into the school curriculum				2016
13C. Develop and undertake periodic capacity building programmes for journalists and media houses on appropriate human rights reporting				Annually
13C. Launch periodic dialogue sessions with leaders and members of political parties to discuss topical human rights and good governance issues				Bi-annually

13C. Develop and undertake periodic capacity building programmes for ZHRC stakeholder institutions on human rights and good governance	Quarterly
13C. Take leadership in developing a strategic programme to support commissioned experts and practitioners to write books and produce multimedia on human rights and good governance issues in Zimbabwe	2017
13C. Design and launch an annual ZHRC Human Rights Award for the personality or organisation from civil society who or which has distinguished him/her/itself through their actions in the field of human rights in Zimbabwe, as a means of increasing awareness and encouraging observance of human rights	Annually
13D. Enter into collaboration agreements/programmes on human rights education with public and civil society organisations with ability to reach grassroots	2016
13D. Enter into Memoranda of Agreement with the Police, Zimbabwe Prisons and Correctional Service ("ZCPS") and the national army for human rights awareness in the security sector	2016
13D. Educate Traditional Leaders and other traditional authorities to capacitate them to become the champions of human rights in rural areas	Ongoing

Outcome description	Outputs	Indicator	Lead Responsibility	Timeline
14. Improved visibility of the ZHRC	14A. Establishment of ZHRC physical presence nationwide	ZHRC offices or licensed offices nationwide	ES/DESP/DESFA	2018
	14B. National campaigns	National campaigns done	ES/DESP	Annually
	14C. ZHRC social media presence	% presence on all social media platforms	ES/DESP/DESFA	2015
ACTIVITIES				
14A. Establish ZHRC offices, satellite offices and booths nationwide to improve the visibility of the ZHRC				2018
14A. Update and administer the ZHRC website so that it contains up to date information that is relevant to stakeholders				Ongoing
14B. Launch an annual national conference on human rights and good governance open to all ZHRC stakeholders and the general public, to enhance the brand equity of the ZHRC				Annually
14B. Participate in national fora least twice a year to profile the ZHRC and distribute relevant information to the public.				
14B. Mount national campaigns and roadshows to inform people of the existence of the ZHRC and its mandate of promoting, protecting and enforcing human rights as well as educating the public about their rights and responsibilities as citizens of Zimbabwe. Will enhance the ZHRC's brand mileage.				Annually
14B. Create multiple channels for dissemination of public information relating to the services and operations of the ZHRC, on an on-going basis.				Ongoing
14C. Establish social media presence by opening ZHRC Facebook, Twitter and LinkedIn accounts, including a WhatsApp hotline number. Promote the ZHRC brand through branded t-shirts, caps, stationery and cups bearing the ZHRC logo.				2015
14C. Develop and implement appropriate policy guidelines for the appointment of a dedicated social media consultant to develop an interactive social media communication strategy for the ZHRC, for implementation on approval by the Commission				2016

15. IMPLEMENTATION PLAN

The Government of Zimbabwe encourages public institutions to adopt the Results Based Management model as their primary strategic planning and management framework. The RBM model is designed to enhance management effectiveness and accountability by defining realistic target results; monitoring progress toward their attainment; and reporting on performance. The ZHRC adopted an implementation monitoring and evaluation framework that is based on two complementary planning models: the Results Based Management (“RBM”) strategic planning model; and the Balanced Scorecard (“BSC”) system, to develop a logical chain of incremental results (i.e. outputs, outcomes and impacts), all of which are related to national priorities as well as the ZHRC’s own mandate. The ZHRC will plan, budget, implement, monitor and measure the changes/results arising from programs and resources applied, as opposed to just measuring the activities conducted.

The BSC is divided into four major operational arenas or perspectives that address each facet of the organisation: Core Mandate and Financial Resources Perspective (A); Customer, Communities and Stakeholder Perspective (B); Internal Systems, Procedures and Organisational Effectiveness Perspective (C); and Human Resources, Learning and Growth Perspective (D).

The Log frame set out in Section 14 of this Plan are for implementation at the level of the Commissioners, the Executive Secretary and the Deputy Executive Secretary of the ZHRC Secretariat. This apex scorecard will be cascaded to the lower reporting levels within the Secretariat’s management team, and will serve as the basis for ongoing individual performance appraisal and review.

15.1. PERFORMANCE MANAGEMENT SYSTEM

A performance management system, linked to delivery of the ZHRC strategy as detailed in the scorecard, will be developed and installed by ZHRC as part of the implementation and monitoring strategy. Such a system, whether manual or automated, might include an appropriate performance-linked reward system.

15.2. MONITORING AND EVALUATION

It is the overall responsibility of the ZHRC to monitor and evaluate the implementation of the Plan, including analysis of variances and deviations. The ZHRC will also undertake annual reviews of the Strategic Plan. This will be done through performance reviews to be undertaken on a quarterly or semi-annual basis. The ZHRC will put in place necessary structures within the ZHRC Secretariat to assist in this endeavour.

15.3. STRATEGIC PLAN IMPLEMENTATION COMMITTEE (“SPIC”)

The Commission recognises the fact that its Strategic Plan is only as good as its implementation. The ZHRC developed a clear implementation plan which includes the appointment of a Strategic Plan Implementation Committee (SPIC), instituting a Results Based Management system and corporate governance structures to support the implementation process. The SPIC is constituted by five members, shown in the table below.

15.3.1. SPIC MEMBERS

NAME	EMAIL ADDRESS
• Erick Mukutiri: Deputy Executive Secretary - Programs	• erick.mukutiri@zhrc.org.zw
• Hosiah Gadzai: Deputy Executive Secretary – Finance and Administration	• hosiah.gadzai@zhrc.org.zw
• Abram Mupuwi: Director - Finance	• abram.mupuwi@zhrc.org.zw
• Clifford Mugoto	• clifford.mugoto@zhrc.org.zw
• E. Kachasu	• ekachasu@yahoo.com
• Ratidzo Chidavaenzi	• ratidzo.chidavaenzi@zhrc.org.zw
• Tavengwa Mapondera	• tavengwa.mapondera@gmail.com
• Belinda Malandu	• belinda.malandu@zhrc.org.zw

15.3.2. SPIC TERMS OF REFERENCE

Terms of Reference and Responsibilities of the SPIC
<p>The SPIC will:</p> <ul style="list-style-type: none"> • monitor and evaluate the implementation of the Strategic Plan; • report to the Executive Secretary regarding compliance to and any deviations from the Strategic Plan; and • propose adjustments to the Strategic Plan as and when required.

Meetings
SPIC shall meet once every month and as and when deemed necessary. SPIC shall submit a report after every meeting to the Executive Secretary ("ES").
Quorum
At least three members of the SPIC will form a quorum.
SPIC Operational Guidelines
<p>The SPIC will develop and apply Terms of Reference approved by the Executive Secretary. These will define the full scope of SPIC's activities, including but not limited to the following:</p> <ul style="list-style-type: none">• Convening strategy review meetings every month;• Checking each item on the ZHRC Action Plan to confirm that all targets are on course to being achieved;• Investigating the reasons for any negative variances by liaising with the officials responsible for each deliverable;• Producing reports highlighting implementation compliance and variance to the ES;• Recommending alternative strategic interventions to redress any implementation failures; and• Co-ordinating interim and annual strategic planning review workshops, in liaison with the ES.

APPENDICES

TABLE 1 – PESTLEG ANALYSIS

APPENDIX 1 – PESTLEG ANALYSIS	
ELEMENT	STRATEGIC IMPLICATION
POLITICAL FACTORS	
<ul style="list-style-type: none"> Political polarization in the country 	<ul style="list-style-type: none"> It curtails the ability of the Commission to effectively play its role as a watch dog
<ul style="list-style-type: none"> Regional stability and integration(SADC/AU) 	<ul style="list-style-type: none"> Opportunity for collaborative initiatives due to inter-country relationships.
<ul style="list-style-type: none"> Political intolerance 	<ul style="list-style-type: none"> Impartiality is a critical aspect in ZHRC’s effective execution of its mandate.
<ul style="list-style-type: none"> New Constitution since 2013 	<ul style="list-style-type: none"> Misalignment between the legislative framework and the Constitution. Need for alignment of ZHRC Act to Constitution
<ul style="list-style-type: none"> Lack of Political will to fund the operations of the Commission 	<ul style="list-style-type: none"> Commission will not be able to deliver without sufficient resources
ECONOMIC FACTORS	
<ul style="list-style-type: none"> Economic decline / shrinking fiscal space 	<ul style="list-style-type: none"> Limited capacity by local authorities to deliver basic services such as water may threaten the right to clean water. ZHRC should develop initiatives to protect the rights of vulnerable groups.
<ul style="list-style-type: none"> Low income generating country 	<ul style="list-style-type: none"> ZHRC to consider establishment of a resource mobilization unit in the Commission.
<ul style="list-style-type: none"> Crumbling Economy 	<ul style="list-style-type: none"> Inadequate resources Women and children suffering the most and prone to rights abuse
<ul style="list-style-type: none"> Low foreign direct investment 	<ul style="list-style-type: none"> Lack of financial support from funders, No investment coming in particularly in the Southern Region
<ul style="list-style-type: none"> Stringent economic conditions such as limited financial resources (finance) 	<ul style="list-style-type: none"> Inhibits the extent to which ZHRC can deliver services
SOCIAL FACTORS	
<ul style="list-style-type: none"> Child headed families due to HIV/AIDS 	<ul style="list-style-type: none"> Need to raise awareness of children’s rights and rights of the girl child; Instill a culture of respect for human rights
<ul style="list-style-type: none"> High literacy rates 	<ul style="list-style-type: none"> Incorporating human rights education in the schools’ curriculum

<ul style="list-style-type: none"> Brain drain 	
<ul style="list-style-type: none"> High church penetration Advent of social media 	<ul style="list-style-type: none"> Creating a human rights conscious culture so that we attract investment (cross cutting) i.e. human rights, governance, political, economic
<ul style="list-style-type: none"> Repatriation (Xenophobia) 	<ul style="list-style-type: none"> Led to an increase in human rights cases to be dealt with. ZHRC needs to improve efficiency in service delivery to cater for increased cases
<ul style="list-style-type: none"> Declining quality of health facilities 	<ul style="list-style-type: none"> Increases in outbreak of diseases, lead to various human rights issues
TECHNOLOGICAL FACTORS	
<ul style="list-style-type: none"> Rapid ICT developments 	<ul style="list-style-type: none"> Social media being used to improve accessibility Make use of ICT to enhance communications- expression of any violations
<ul style="list-style-type: none"> Increased levels of ICT penetration 	<ul style="list-style-type: none"> Need to improve cyber security to ensure privacy and human security
<ul style="list-style-type: none"> Expansion of ICT 	<ul style="list-style-type: none"> Opportunity to create awareness of abuses - to monitor and report human rights abuses, disseminate information, increases violation of human rights
<ul style="list-style-type: none"> Advent of technology provides links to global community 	<ul style="list-style-type: none"> Room for ZHRC to collaborate with regional and international counterparties.
LEGAL FACTORS	
<ul style="list-style-type: none"> Weak legal framework 	<ul style="list-style-type: none"> Need for legislative alignment to address the mismatch between the legal framework and the Constitution A policy on cyber security to ensure individual privacy
<ul style="list-style-type: none"> New Constitution in place 	<ul style="list-style-type: none"> Outlines clear mandate for ZHRC, providing room for Commission to work, Delay in the alignment of the ZHRC Act and other relevant legislation to the Constitution;
ENVIRONMENTAL FACTORS (GREEN ISSUES)	
<ul style="list-style-type: none"> Environmental laws and land degradation 	<ul style="list-style-type: none"> To develop a strong regulatory framework on environment To come up with labor laws to protect the interest of local community (e.g. issues around relocation, pollution) Monitoring mechanisms by the Commission to ensure enforcement Close liaison with EMA

<ul style="list-style-type: none"> • Climate change 	<ul style="list-style-type: none"> • Food strategies, increased demand for the Commission
<ul style="list-style-type: none"> • Mining – potential conflict between rights of miners and rights of inhabitants 	<ul style="list-style-type: none"> • Illicit capital flow (maladministration)
<p>GOVERNANCE CONSIDERATIONS</p>	
<ul style="list-style-type: none"> • Corruption/abuse of power 	<ul style="list-style-type: none"> • Frustration of Commissioners through bribes etc • Impunity is rife and needs to be addressed

TABLE 2 – SWOC ANALYSIS

APPENDIX 2 – SWOC ANALYSIS	
STRENGTHS: Any internal asset, which will help ZHRC to meet its mandate and to fight off threats of irrelevance	
Strength	Strategic Implication
✓ ZHRC is substantially constituted with skilled and qualified staff	✓ ZHRC to maximize on diversity of skills and competences and harness them for effective execution of the mandate
✓ Operational flexibility	✓ The Commission is able to make and implement own plans
✓ Has a permanent, accessible physical location	✓ Permanence of accessibility, Reduction in overheads
✓ Geographic location of the offices	✓ Enhances coverage
✓ Have a running website	✓ Can be easily accessed by people with access to the internet. Can also use the internet as a platform for interaction with Clients/Public
✓ Diversity in background and professions among Commissioners and members of staff	✓ Fair and informed representation on a wide range of human rights issues ✓ Integrate diversity into human rights programming and decision making
✓ Constitutionally enshrined independence	✓ Not prone to manipulation
✓ Established partnerships	✓ Strengthen partnerships and collaboration initiatives to enhance capacity and mandate execution
✓ Gender balanced Commission	✓ Regular review through evaluations, appraisals, and assessments to sustain the gender balance in the institution and its programs.

WEAKNESSES: Internal deficits hindering ZHRC in meeting its mandate

Weakness	Strategic Implication
✓ Resource Scarcity	<ul style="list-style-type: none"> ✓ Limits Expanse/Programming outreach and mobility to reach remote areas ✓ Mismatch between resources and work load
✓ The Commission’s operations are centralized	<ul style="list-style-type: none"> ✓ Need to mobilize resources to enable decentralization
✓ Non-Compliance with the Paris Principles	<ul style="list-style-type: none"> ✓ Mobilize resources to enable the Commission to pay its subscriptions and get accreditation
✓ Financial dependence on the government	<ul style="list-style-type: none"> ✓ Lobby to get fund directly from Vote
✓ Limited visibility of the Commission nationwide	<ul style="list-style-type: none"> ✓ Devise a comprehensive Communication strategy
✓ Does not have Case Handling and Tracking Software	<ul style="list-style-type: none"> ✓ Raise resources to buy the software
✓ Weak Linkages with strategic partners	<ul style="list-style-type: none"> ✓ Devise a plan for continuous/reflective Stakeholder identification & Engagement
<ul style="list-style-type: none"> ✓ Commissioners with no substantive Terms of Service ✓ Absence of favorable Conditions of Service for staff 	<ul style="list-style-type: none"> ✓ Engaging the government to put in place these terms ✓ Staff to engage the Commissioners (their superiors) to improve these terms
✓ Current human resource limitations – ZHRC is understaffed.	<ul style="list-style-type: none"> ✓ ZHRC can share resources, where relevant, with other organisations such as government, civil society, academia and related institutions in carrying out their human rights mandate.
✓ Centralized structure limits accessibility of ZHRC from its clients and stakeholders	<ul style="list-style-type: none"> ✓ Resource mobilization necessary to strengthen the capacity and network of ZHRC and improve effectiveness.
✓ Lack of understanding on disability	<ul style="list-style-type: none"> ✓ Outreach programmes and training and capacity building for internal stakeholders.

Opportunities: Any external circumstance or trend that favours the relevance of ZHRC’s specific competence(s)

Opportunity	Strategic Implication
✓ Advent of social media as a promotional avenue	<ul style="list-style-type: none"> ✓ Increase visibility of the Commission ✓ Real time interaction with the stakeholders
✓ Commissioners’ Social Networks/capital	<ul style="list-style-type: none"> ✓ Can help to cut short red tape/open doors

✓ Presence of Vast stakeholders Base including Development and Funding Partners	✓ Technical support and Funding partners can come aboard ✓ Comprehensive consultation framework to exploit these potential partnerships
✓ The Commission is a pioneer institution	✓ The Commission has room to create a good name/niche
✓ Strong legal framework	✓ Gives us a good platform from which to launch operations
✓ Widespread optic fibre (broadband)	✓ Get connected with clients and stakeholders through the internet
✓ New Constitution with room for legislative amendments	✓ Can optimize their legal framework
✓ Legislative framework – ZHRC is constitutionally founded	✓ Formulate policies that build on this strong foundation
Challenges: Any external circumstance or trend which will decrease the relevance of ZHRC's specific competence(s)	
Challenges	Strategic Implication
✓ Restrictive Legal framework	✓ Retrospective issues cannot be dealt with
✓ Restrictive Legal Funding framework	✓ Lobby to address procedures for seeking external funding
✓ Lack of serious political commitment	✓ The Commission to continuously engage Politicians to sensitize them on the Commission's work and importance
✓ Donor Fatigue	✓ Lobby government to sustainably fund the Commission/s core costs and activity based costs
✓ Resource scarcity-Human and Financial	✓ Need for fundraising so that the Commission adequately resourced
✓ Susceptible to political manipulation	✓ ZHRC should endeavor to maintain transparency and accountability to stakeholders
✓ Risk of being dismantled due to budgetary constraints on the government	✓ Fundraising through continuous public/& stakeholder engagement
✓ Limited scope of mandate	✓ There may be need for legislative amendment in order to increase the enforcement powers of the ZHRC
✓ Thin resources base	✓ Need a robust resource mobilization strategy in order to effectively carry out mandate
✓ Diverse needs and expectations from various stakeholders	✓ Commission needs to enhance its service delivery capacity in order to serve the diverse stakeholder needs.