

Human Rights Election Strategy

2017 to 2019

Produced by
Zimbabwe Human Rights Commission (ZHRC) 2017

Acknowledgements

Acronyms

AIPPA	Access to Information and Protection of Privacy Act
BVR	Biometric Voter Registration
CAT	Convention Against Torture
CSOs	Civil Society Organisations
CVE	Civic and Voter Educations
CPRD	Convention on the Rights of Persons with Disabilities
EDR	Election Dispute Resolution Mechanism
ERC	Election Resource Centre
GC	Gender Commission
HR	Human Rights
MoJ	Ministry of Justice
MPO	Mass Public Opinion
NGO	Non-Governmental Organisation
PEST	Political, Economic, Social and Technology
POSA	Public Order and Security Act
SIC	Special Investigation Committees
SWOT	Strength Weaknesses Opportunities and Threats
UNDP	United Nations Development Programme
ZEC	Zimbabwe Electoral Commission
ZESN	Zimbabwe Election Support Network
ZHRC	Zimbabwe Human Rights Commission
ZMC	Zimbabwe Media Commission
ZRP	Zimbabwe Republic Police

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INTRODUCTION

Democratic free and fair elections are an integral component of international human rights law as recognised at the apex of the Human Rights system in the Universal Declaration of Human Rights (Universal Declaration). The Universal Declaration provides for the right of citizens to take part in government of his/her country, directly or through freely chosen representatives¹. Equal, free and fair participation for all in elections enhances and safeguards this right as well as citizens ability to take part in and conduct public affairs on matters that affect them. To this end the Universal Declaration clearly states that:

“The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures”²

Furthermore, the International Covenant on Civil and Political Rights (CCPR) also provides for the right of every citizen to the opportunity without unreasonable restrictions:³

- (a) To take part in the conduct of public affairs, directly or through freely chosen representatives;
- (b) To vote and to be elected at genuine periodic elections which shall be by universal and equal suffrage and shall be held by secret ballot, guaranteeing the free expression of the will of the electors;

Hence, as a State Party to these and other international, regional and sub-regional instruments such as the Convention on the Elimination on forms of Discrimination Against Women (CEDAW)⁴; the Convention on the Rights of Person with Disabilities (CRPD), the African Charter on Human and People’s Rights (ACHPR)⁵ and some of its subsidiary protocols such as the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa⁶ and African Charter on Democracy, Elections and Governance;⁷ Zimbabwe has an obligation to ensure the right to free, fair and credible elections.

Ostensibly, the process by which elections are conducted is of high importance and often gives rise to a large number of human rights issues. Thus, in recognition of such human rights issues the Zimbabwe Human Rights Commission (ZHRC), herein referred to as the Commission, established in terms of Section 243(1) (c) of the Constitution (2013) of Zimbabwe has since 2013 conducted monitoring of human rights adherence in the tripartite election and in other subsequent bi-elections.

Whilst the role of the Commission in elections is not explicitly spelt out in Zimbabwe’s Constitution and subsequent legislation the role is implied in the Commission’s broader mandate to promote, protect and enforce human rights. Consequently, the Commission’s strategy acknowledges and asserts its role during the election period within the remit of its broad mandate as follows:

“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 NHRI’s to participate as observers in Zimbabwe’s future elections.”

[Action Plan Ref: Output 3H]

¹ Article 21 Universal Declaration of Human rights

² Article 21(3) n1 above

³ Article 25 International Covenant on Civil and Political Rights (CCPR)

⁴ Article 7 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

⁵ Article 2 & 13 African Charter on Human and People’s Rights (ACHPR)

⁶ Article 9 Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa

⁷ Article 4 African Charter on Democracy, Elections and Governance

Further, the mandate to participate in elections by the Commission, is amplified by the UN Human Rights Committee that provides the authoritative interpretation of CCPR Art. 25 in its General Comment underlining the need for observers to enjoy access to the election process, recognizing observation as a key element of genuine elections: “There should be independent scrutiny of the voting and counting process [...] so that electors have confidence in the security of the ballot and the counting of the votes”. Thus, according to the UN Human Rights Committee, scrutiny by independent organizations is directly related to the right to political participation and is inherently linked to the legitimacy of the process.

Notwithstanding the above, the Commission has been focusing predominantly on monitoring the election day activities and this was conducted in an ad-hoc manner thus departing from its broader mandate of human rights protection and enforcement during the electoral cycle. Focusing on monitoring election day activities only instead of a whole encompassing approach that looks at the electoral laws and how they affect electoral participation, awareness raising on election related human rights issues to investigation of human rights violations during the electoral cycle subsequently narrowed the scope of the Commissions mandate in elections. A clear election strategy that guides the Commission’s activities during the electoral cycle would in the future allow the Commission to strategically position itself and holistically strengthen its role in elections. It is against this background that the ZHRC commissioned the development of an election strategy that speaks to its 5-year strategic plan (2015-2020) as well as its mandate of protecting and enforcement of human rights during the elections period as set out in different international and regional standards.

This strategy set out a framework for the Commission’s involvement in elections that focuses on human rights issues, during election periods without straying into issues of social, economic or political concern that lie beyond the scope of human rights in elections.

Structure of the Strategic Plan

The structure of the strategic plan is divided into the following sections:

- Section I:** Background and institutional framework
- Section II:** Methodological approach
- Section III:** Environmental Scan and the Situation Analysis. Highlights key issues affecting elections in Zimbabwe as the country builds up to the 2018 harmonized election. This section also identifies key social, political, economic and legal issues in Zimbabwe that might inform the strategy
- Section IV:** Strategic Direction 2017 to 2019. Discusses the goal and strategic objectives and sets out the strategy principles and the key themes to inform the content of the strategy.
- Section V:** Monitoring and evaluation framework. This includes Log frame as well as the risks, assumptions and the work plan.
- Section VI:** Annexures in support of the strategy

Overall the Commission will adopt human rights based approach to programming in the implementation of the strategy to ensure that citizens know and claim their rights in elections. Thus, the Commission will ensure mainstreaming of crosscutting issues such as gender, youth and disability in its election strategy.

SECTION I: BACKGROUND AND INSTITUTIONAL FRAMEWORK

1.1. Background

The Zimbabwe Human Rights Commission (ZHRC), was established in terms of Section 243(1) (c) of the Constitution (2013) of Zimbabwe. It is operationalised by the Zimbabwe Human Rights Commission Act (ZHRC Act) Chapter 10:30 which was promulgated on the 12th of October, 2012. It is a hybrid human rights institution incorporating public protector functions. and aim to protect and promote human rights but also broadly address other issues related to maladministration, corruptions and the environment. It is an independent institution with a mandate to protect, promote and enforce human rights and administrative justice. The functions of the ZHRC are stipulated in the Constitution of Zimbabwe 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.

Given its hybrid nature the Commission has a broad mandate to promote, protect and enforce human rights. The challenge it faces is that there is no direct reference to the role of the Commission in election within the its mandate as currently provided by the constitution. However, the election mandate falls within the remit of the broader mandate of the Commission as it has the responsibility for the promotion and protection of human rights at all times and this does not preclude the election period which is inclusive of all the entire electoral cycle. The Commission has the responsibility of the promotion and protection of human rights and the election cycle is no exception. This is further supported by section 133(h) and (j) of the Electoral Act [Chapter 2:13] that provides for the setting up of the special investigations committee to investigate violations of human rights during the election period.

In 2013 the Commission deployed commissioners to different parts of the country to monitor the election day voting process in the tripartite elections. Thereafter, it was also actively involved in the monitoring the Hurungwe, Norton and Mwenezi bi-elections. Inadequate financial as well as human resources as well as absence of a clear election focused strategy during these processes relegated the Commission's activities to monitoring only the election day activities at the expense of the whole electoral process. Furthermore, because monitoring teams were only dispatched into the field a few days before the by-elections when resources became available, overall this narrowed the scope of the Commission's interventions and ultimately affected its ability to make pronouncements on the election processes as a whole. On this background and further compounded by time limitations and constraints the Commission's ability to form an accurate analysis on the protection of human rights and civil liberties of all citizens in the affected areas was severely hampered. This included the ability of the Commission to make an informed opinion on the conduct of campaign as well as media access by all stakeholders as provided for in the Bill of Rights (Constitution of Zimbabwe (Amendment No. 20 of 2013)).

1.2. Lessons Learnt

Lessons learnt from the Commission's past elections efforts have informed its approach to election activities within the electoral cycle framework. Lessons learnt have highlighted the following:

- The need for a clear roadmap that will give the Commission clear guidelines on how to conduct its election activities and narrow the scope of their work to remain within their mandate of human rights protection. The absence of a clear strategic approach within which specific interventions can be placed negatively affected these past elections efforts of the Commission.
- Focus on mobilizing resources early for the election activities. Past activities were planned without due regard to resources required to support the effort hence narrowing the scope of activities and diluting the reports.
- Strengthen the Commission through adequate technical assistance for the design of monitoring approaches that remain within the mandate of the Commission as well as investigation of human rights violations during elections is needed.
- Align the scope of the Commission's elections activities with that of its protection and enforcement of human rights mandate.

1.3. Institutional Framework

To fully appreciate the Commission's institutional background, it is important to understand its functions as provided for in the Zimbabwe Constitution Chapter 12 Section 243(1). These are:

- a. to promote awareness of and respect for human rights and freedoms at all levels of society;
- b. to promote the development of human rights and freedoms;
- c. to monitor and assess the observance of human rights in Zimbabwe;
- d. to recommend to Parliament effective measures to promote human rights and freedoms;
- e. to investigate the conduct of any authority or person, where it is alleged that any of the rights in the Declaration of Rights has been violated by that authority or person; and
- f. to assist the Minister responsible for the Act of Parliament referred to in subsection
- g. to prepare any report required to be submitted to any regional or international body constituted or appointed for the purpose of receiving such reports under any human rights convention, treaty or agreement to which Zimbabwe is a party.

With the foregoing, the Commission's 2015 to 2020 strategic plan envisions a 'Zimbabwean society where human rights and administrative justice are fully enjoyed by everyone' and has set out on a mission to effectively, fearlessly, and independently advance the 'protection, promotion and enforcement of human rights and administrative justice in accordance with the Constitution of Zimbabwe and international human rights standards.' This thus is an apt premise upon which the Election strategy is developed and will be implemented. This is strongly supported by the Commission's own set of Core Values that it defines as:

- 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.

SECTION II: STAREGY DEVELOPMENT METHODOLOGICAL APPROACH

2. From inception to materialisation

The guiding principal that informed the development of this strategy was that it should be developed and owned by the key stakeholders hence the participatory approach towards its development. The process brought together stakeholders under the different clusters of thematic areas within and outside the ZHRC for a visioning discussion on the framework of the strategy as well as agree on key interventions that will inform activities towards the achievement of the strategy goals.

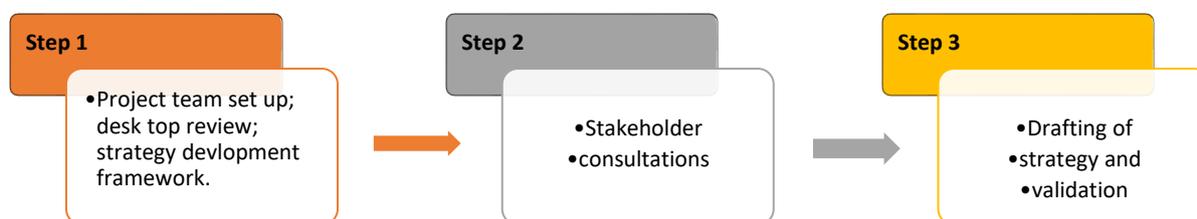


Figure 1: Strategy development steps

2.1. Step 1 Desk top Review

A strategic plan implementation team comprising select members from the Commission was set up to oversee the development and implementation of the election strategy. A desktop review was undertaken to inform the planning workshop and the development of a strategic planning framework. A framework was subsequently developed through the use of scoping discussions, and interviews to test assumptions while developing the approaches to the strategic planning process. Key questions were also formulated to understand the current operating environment of ZHRC and to take stock of its efforts pertaining to human rights electoral oversight. *(A list of the resources consulted are attached as Annex 1).*

2.2. Step 2: Strategic planning working session

A strategic planning working session was held on the 13th and 14th of November 2017 *(see Annex 2 for list of participants)*. Other than the ZHRC participants the working session brought together participants drawn from the Zimbabwe Electoral Commission (ZEC) and from Civil Society Organisation (CSOs) that work closely with the ZHRC. This enabled a participatory review of issues, priorities, intended actions, past performances and emerging trends that will define the strategy. Cumulatively this resulted in the following:

- A situational analysis of the current status and the political environment to inform the development of the strategy
- Defined the strategic direction of the strategy
- Developed the goal as well as the strategic objectives of the strategy
- Define the activities of achieving the strategic objectives
- Develop a work plan for implementing the identified activities.

2.3. Step 3: Validation workshop

A validation workshop for purposes of presenting the draft strategic plan to key stakeholders and providing a platform for stakeholders to provide inputs and exchange experiences and knowledge on implementation of the strategy and ultimately validate the strategy. This process also provided for the identification and proposal of focused, strategic and feasible interventions to support and strengthen implementation, as well as coordination of activities.

SECTION III: ENVIRONMENTAL SCAN AND THE SITUATION ANALYSIS

3. The Political Environment

Zimbabwe is a constitutional democracy with the right to vote and the right to be voted for enshrined and guaranteed in the constitution. Freedoms of assembly, participation, information and assembly are enshrined within the constitution. The country has just transitioned from one head of state to another. Amidst a wait and see approach, there is some expectation that the change in leadership may take some important steps to strengthen civil liberties and democracy. Nonetheless, a number of democratic development challenges still remain a cause of concern and these include: limited government responsiveness as well as limited confidence in government institutions; weak accountability and transparency; low citizen knowledge of their governing institutions; slow implementation of the devolution process; little productive interaction between elected officials and citizens; and the need for greater respect for human rights.

The political environment in Zimbabwe remains fluid and unpredictable. Lessons learnt from review of past election have concluded that the current political environment may not give rise to a credible election. The retention and gaining of power has dominated the political landscape in the country taking focus away from the more pertinent developmental issues. Some of the elections held in Zimbabwe have been heavily contested and characterized by violence. For example, the ZHRC reported on the parliamentary by-elections held in Hurungwe West Constituency in June 2015, the Norton Constituency in October 2016 and Bikita West Constituency in January 2017. It observed that acts of violence and intimidation of voters and opposition candidates and supporters occurred before polling day in all these by-elections.⁸ Harassment and/or intimidation during election periods impact on a range of rights such as the right to freedom of expression, association and assembly and also the right to participate in public life.

Not only have past elections been characterised by some level of violence but also by unequal playing field and selective application of laws. Laws have been crafted that do not mirror international and regional standards governing the conduct of elections. The political environment remains polarised despite the events that led to the change in the head of state. The agenda for deepening and consolidation of democracy has been set as a result and the Commission should define its space and contribution within the new dispensation to usher a political culture that allows for full and equal participation by all citizens in electoral processes. In periods of transition, human rights institutions, such as the ZHRC, have a unique opening for effective action to ensure free, fair and democratic elections. The agenda is no longer about holding regular elections in line with the constitutional provisions but to ensure that the elections are free, fair and credible as a result of the full and unfettered enjoyment of human rights.

3.1. The Economic Environment

The economic fortunes of the country have drastically plummeted since the 2013 elections. Currently, the economic landscape is characterized by instability and volatility, both of which are hallmarks of excessive government interference and mismanagement of the economy. As a result, the country experienced ten consecutive years of contraction and had one of the worst cases of hyperinflation of all time which resulted in the suspension of the national currency the Zimbabwe dollar.

Massive corruption, unemployment and disastrous economic policies have plunged the country into poverty. The introduction of a surrogate currency, (bond notes), to ease illiquidity has failed to bear any fruits with queues for cash at various banks returning and unfortunately becoming the order of the day. The informal sector and diaspora remittances have again taken centre stage in keeping the families and driving the national economy. The economic meltdown has meant that levels of poverty, marginalisation, human rights violations have increased. It has also meant that resources allocated to institutions such as the ZHRC have declined affecting its operations

⁸ ZHRC bi-election reports, Hurungwe, Norton and Bikita West

3.2. The Social Environment

The economic slowdown has affected the social fabric of the country. The family unit has been torn apart and the social nets that once supported families have broken down. Inequalities have increased with the gap between the rich and poor widening by the day. These inequalities among social classes the polarization of the classes have contributed to gross human rights violations that are witnessed today, be they social, political, economic and cultural rights. Unless these are addressed the country will continue to witness increased levels of poverty which might lead to social unrest and upheavals.

3.3. The Technological factors

Since 2009 there has been a consistent increase in internet use. Internet penetration in 2009 stood at 5.1%, by the third quarter of 2013 it had grown to 39.8%. At the end of the third quarter of 2015, this number came to 46.6% and now stands at 50.1% of the population.⁹ This is still below the regional average internet penetration and more is still required to increase the coverage. It should, however, be acknowledged that the opening up of information centres in most cities of the country by the government has increased accesses to ICT for those who cannot afford and for those in remote areas. Establishment of a specific ministry shows government's commitment to ICTs for all. The ZBC digitalisation provides an opportunity for access to TV and radio.

The mobile penetration has been set at 106% but POTRAZ estimates that only 60% of the Zimbabweans are actually on mobile device or have multiple-active mobile SIM cards (Unique subscriber penetration).¹⁰

The Commission has an opportunity to ride on these figures to increase visibility of the commission and also use this as a media for increased awareness of human rights of the electorate during elections. The advancements in ICTs and ease of access has also provided the Commission with an opportunity to improve its case management system.

Notwithstanding the foregoing progressive advancements in ICTs they at the same times conversely a negative connotation if unchecked. That is, they could also be an instrument for infringements of certain rights including the right to information, right to privacy, freedom of speech and expression during elections.

3.4. The legal factors

The Zimbabwe Constitution (2013) ushered in provisions that protect and promote human rights through its Bill of Rights. However, alignment of the constitution to the general laws is still lagging behind. The drawn-out process of aligning the electoral laws to the constitution will likely play an important role over the 2018 election cycle. The country has witnessed a piecemeal approach to alignment of the major laws to the Constitution leading up to the 2018 elections instead of expediting the process to ensure legal certainty. Subsequently this has led to delays in the alignment of the ZHRC Act to the Constitution thereby compromising the independence of the Commission.

Furthermore, existing laws such as Access to Information and Protection of Privacy Act (AIPPA), and the Public Order and Security Act (POSA) affect the human rights situation in the country in terms of Chapter 4 of the constitution. They affect the rights of people to demonstrate, freedom of expression and assembly during the election period.

Whilst a lot of work has gone into reforming the electoral laws and aligning them to the constitution much more still needs be done to ensure full and unfettered participation in elections by the citizens. The country is going into the coming tripartite election in 2018 with a miscued electoral framework that does not allow for the equal participation by citizens.

⁹ <https://www.techzim.co.zw/2016/12/zimbabwes-internet-penetration-rate-stalls-50-1-will-government-intervene/> accessed 29/11/17 time 14:18

¹⁰ <https://www.techzim.co.zw/2014/11/60-zimbabwean-population-connected-mobile-potraz/> accessed 03/12/2017

3.5. The Situational Analysis

Swot Analysis

During the strategic planning workshop, a SWOT analysis was undertaken to determine the impact the internal and external environment on the ability of the Commission to implement the election strategy. The SWOT will help ZHRC to focus on its strengths, minimize threats, and take the greatest possible advantage of opportunities available to it. (*See Annex 3*)

SECTION IV: STRATEGIC DIRECTION 2017 TO 2019

4. Overall Strategy Goal

To contribute to the promotion and enforcement of fundamental human rights and freedoms during the electoral process for free, fair and credible elections

4.1. Strategic Goals

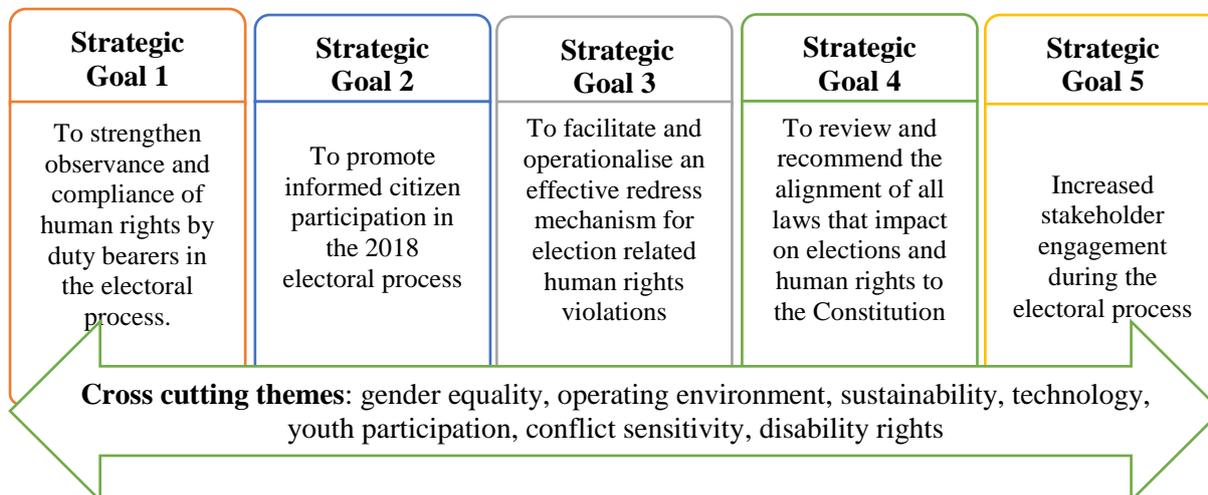


Figure 2: Strategic Goals

4.1.1. Strategic Goal 1: To strengthen observance and compliance of human rights by duty bearers in the electoral process.

Objectives

The objectives for monitoring elections by the Commission are to:

1. Assess the observance of human rights and freedoms during elections with particular reference to the realisation of the rights and freedoms enshrined in Section 67 of the Constitution;
2. Fulfil the obligations of election monitoring as stated in Section 40G of the Electoral Act and;
3. Ensure the political environment is conducive to a peaceful, fair and credible election.

Context

Assess the observance of human rights and freedoms

Zimbabwe has the most highly contested elections compared to other countries in the Southern Africa region. The retention and gaining of political power has dominated the political landscape in the country taking focus away from the more pertinent developmental issues. Most, if not all, of the elections held in Zimbabwe since the 1990s have been heavily contested and characterized by violence and human rights violations culminating in legitimise of those elected into office being called into question. Not only has some of these elections have been characterised by violence but also by unequal playing field and selective application of laws. Laws have been crafted that are inconsistent with international and regional standards governing the conduct of credible elections and consequently grossly violet the rights of those participating in elections. Genuine free and fair elections are a necessary and fundamental component of sustained efforts to protect and promote human rights. All citizens have the right to participate in government and public affairs through the casting of votes or by being elected through free and fair elections held periodically. However, participation cannot be effectively exercised unless a wide range of other rights and fundamental freedoms are excised without discrimination.¹¹

¹¹ Manual on Human Rights Monitoring UN p4

Fulfil the obligations of election monitoring

It is important to highlight that the focus of the ZHRC in elections will be towards monitoring human rights during the electoral process as opposed to the observation of all elements of elections done by local observers that tends to be passive. The approach that the Commission will take will entail advocacy and intervention with the authorities to redress election-related human rights violations. The approach will be geared towards monitoring human rights during elections which is essentially concerned with violations of rights that are relevant to the electoral process (e.g., freedom of association, prohibition of discrimination). In the event of human rights violations and abuses, the Commission react appropriately to prevent further violations and abuses and investigate any allegations thoroughly, holding those responsible accountable.

Sustained mapping and monitoring of hot spots across the country will be conducted for informed intervention in potential conflict situations,

Ensure the political environment is conducive to a peaceful, fair and credible election

The Commission election monitoring effort will focus on the three phases of elections, the pre-election, the election and the post-election period. Focus will be on the observance of the following rights and freedoms that are enshrined in the Bill of Rights;

- The right and opportunity, without any distinction or unreasonable restrictions, for citizens to participate in government and public affairs through periodic genuine elections
- Equality and non-discrimination (56)
- freedom of assembly and association (section 58);
- Freedom to demonstrate and petition (59)
- freedom of expression and freedom of the media (section 61);
- access to information (section 62);
- freedom of movement and residence (section 66);
- and political rights (section 67) that is the right to make political choices freely.

The monitoring of rights during the election period by the Commission will aim at assessing if,

- all those involved in the elections are able to exercise their political rights and fundamental freedoms without hindrance, sanction or reprisal;
- the authorities have taken the necessary measures to protect the political rights and fundamental freedoms of all those involved to facilitate access to political and voting processes;
- the overall electoral process is conducted in a fair, free and non-discriminatory manner.

Approach to monitoring

The Commission monitoring effort will follow the electoral cycle approach and the following phases of the electoral cycle will be monitored to ensure compliance with international and regional human rights standards governing the conduct of elections.



Figure 3: Phases of Election Monitoring

Monitoring of the pre-election period

- Monitoring the continues Bio-metric Voter Registration (BVR) to ensure that in is inclusive and does not discriminate against certain constituencies within the society.
- Monitoring the delivery of voter information, voter education and civic education ensuring that it does not discriminate against certain constituencies of people.
- Monitoring the establishment of the electoral legal framework (*see strategic goal number 4*)

Monitoring Election period

- Monitoring the candidate nomination, with focus on the rights to participant in elections as candidates.
- Monitoring the campaign period with a focus on the use of hate speech and incitement to ethnic hatred and violence, violation of the electoral codes of conduct and the misuse of public resources,
- Monitoring the media with specific focus on the rights to information and access to information by all.
- Monitoring the voting with focus on the secrecy of the ballot and the right to participant in the elections especially for marginalised groups such as youths, those leaving with disabilities and women.
- Monitoring the acceptance of the results

Monitoring Post-Election Period

- Monitoring the resolution of electoral disputes, to ensure that rights of those who participated in elections as candidates or voters are respected and protected.
- Monitoring the electoral reform process,
- Reporting

Process Activities

- Strategic planning: development of the monitoring strategy and methodology
- Materials development and assessment
- Recruitment, training and deployment of the Commission's monitors
- Setting up of the monitoring data centre
- Setting up of the election monitoring internal communications system
- Data analysis, verification and reporting
- Outreach and engagement

Process activities will be undertaken in all the phases of the electoral cycle

N.B. It should be noted that the Commission might not be able to deploy monitors throughout the whole country to monitor the state of human rights during the election period and will also rely on information that will be provided by other stakeholders who will be monitoring the elections. It should be emphasized that this will be done whilst maintaining the independence of the Commission and ensuring that the reports received from these organisations are verified first before they are acted upon. A framework for collaboration will be established to allow for seamless exchange of information between the Commission and these key stakeholders (*see strategic goal number 5*)

Information obtained from the Commission's monitoring effort will be used effectively in a variety of different ways. It will be used to raise public awareness through awareness campaigns (*see strategic goal number 2*), as well as to apply direct pressure on the government to resolve issues identified in the monitoring effort that have a negative bearing on people's participation in the elections. The Commission will bring the monitoring results to the attention of policy-makers, political parties, law enforcement agencies, relevant Chapter 12 institutions and in the international community. Further the Commission's Human rights monitoring will provide valuable early warnings in situations of escalating conflict, and will assist the Commission in determining whether the environment is conducive for the conduct of free, fair and credible elections.

4.1.2. Strategic Goal 2: Promoting informed citizen participation in electoral processes

Objective

To sensitise the general population on their human rights during elections periods.

Context

Past elections in Zimbabwe have been characterised by violations of human rights before, during and after elections such as the rights to freedom of assembly, association, expression; the right to participate in elections; and the right to information. Whilst efforts have been directed towards awareness on human rights in general, little effort has been directed towards human rights awareness during elections. There is limited understanding of voter's rights during the electoral process. The net effect of human rights violations during the election period is a reduction in citizen participation in elections as well as reduced confidence in the electoral process. In its end of year report 2015 Zimbabwe Peace Project noted:

'By and large Freedom of Assembly and Association; Freedom to Demonstrate; Freedom of Expression; Equality and Non-discrimination; as well as the socio-economic rights of citizens were violated with impunity left right and centre'¹².

Over the years, voter turnout in Zimbabwe has slowly decreased from the high 94% in 1980 when support for democracy was at its peak. In 1985, it was still high at 84% but by 1990 it had dipped to 47%. Even in 2000 when there was increased competition on the electoral field, voter turnout was only 52%. In 2008 it had dropped to 45.53% and saw a slight increase to 54, 24% per cent¹³ in 2013. This is very low compared to the Southern Africa regional average of 80% of the registered voters. This points to high levels of voter apathy and to probably low levels of confidence in the electoral process.¹⁴ The strategy is aimed at increasing awareness on human rights during the elections thereby increasing participation in the electoral process. A core responsibility of the Commission is to promote awareness of and respect for human rights and freedoms at all levels of society to contribute towards a universal culture of upholding human rights and this includes awareness of rights during elections periods. The electoral authorities are primarily responsible for informing people of their right to vote and of the procedures for voter registration and for voting. The Commission can encourage electoral authorities to perform these responsibilities effectively. ZHRC does not have the primary responsibility for voter education, that is, for educating potential voters about the political and electoral systems and about how to vote

Activities

The awareness campaign will typically address voter motivations and ability to make informed choices. This includes relatively more complex types of information about voting and the electoral processes, and is concerned with concepts such as:

- The right to vote
- The right to stand for election
- The right and opportunity, without any distinction or unreasonable restrictions, for citizens to participate in government and public affairs through periodic genuine elections
- Link between basic human rights and voting rights;
- Role, responsibilities and rights of voters;
- The right to a secret ballot;
- Importance of each vote and its impact on public accountability.
- The freedom of expression, association, assembly, movement, freedom from discrimination during the electoral period.

¹² End of year report 2015 Zimbabwe Peace Project

¹³ strategic planning and organisational development for the Zimbabwe Election Support Network: 2014

¹⁴ Survey on Voter Registration and related election issues in Zimbabwe: Summary of Results: Prepared by E V Masunungure, Stephen Ndoma, Heather Koga and Richman Kokera (April 2015) Data used was from a nationally representative survey (sample size = 1200) drawn using 2012 population census figures

- The Commission will partner with various state and non-state actors to provide human rights education during the election period.

Awareness raising campaign tools may include:

As the Commission implements the above activities the most marginalised communities such as persons with disabilities, women, youth and the elderly will be strategically targeted to ensure specific, targeted and appropriate provisions for equal participation as well as modes of communication are developed to enable their participation in electoral process on an equal basis with others. As further emphasised below in section 4.6 (*Implementation of the Elections Strategic Plan*) of the strategy, marginalised communities will be mainstreamed in the strategy to address cross cutting issue. Thus, when implementing the above activities, the Commission will utilize various tools that may include those in Fig 4 below:

Awareness Raising Mediums		
Electronic Media	Print Media	Others
Radio	Newspaper adverts	Door to door campaigns by Commission educators
Television	Brochures	Road Shows (awareness education on Wheels)
Social media (Facebook, WhatsApp, Snap Chat, Twitter)	Fact sheets	Branding of public transport
Bulk SMS	IEC Materials	Bill boards
Websites	Infomercials	Existing Social gatherings especially in the rural areas (market days, cattle dipping days, traditional gatherings) religious gatherings, sports events and burial societies meetings, food distribution points.

Figure 4: awareness raising mediums

Activities will include:

- The development of voter awareness strategy, developed and used to improve better conceptualization of awareness programs.
- Baseline studies on public perceptions will be conducted to inform outreach interventions
- Training materials and message development and production
- Training of awareness raising master trainers and awareness raising educators
- Roll out of the voter awareness campaign
- Periodic evaluations of interventions will be undertaken to assess impact and results.
- Increasingly creative use of the media will be applied as one of the mechanisms to promote outreach.

4.1.3. Strategic Goal 3: To facilitate and operationalize an effective redress mechanism for election related human rights violations

Objectives

To provide a forum for resolving grievances and disputes during elections

Context

The ZHRC has statutory powers to determine and provide redress on cases of human rights violations during elections. In addition to the functions and powers set out in section 100R (6) and (7) of the Constitution, the Commission shall have functions and powers— (a) to conduct investigations on its own initiative or on receipt of complaints. This is important given the challenges identified in the implementation of the provision of Section 133 H of the Electoral Act. The Act provides for the setting up of Special Investigation Committees (SIC) made up of the police and the HRC to investigate human rights violations during the electoral period. It was however noted, during the strategic development

workshop, that this framework has a number of challenges. Firstly, the section provides that the Commissioner-General of Police (CGP) shall appoint a senior police officer to be the special liaison officer responsible for the expeditious investigation of politically motivated violence or intimidation within a province. It does not specify when in relation to a general election or a by-election this appointment has to be done. It leaves it to the discretion of the CGP. In light of the foregoing it follows that, Section 133H subordinates the Commission to the special police liaison officer in the investigation of election related violence during the crucial period of an election. It turns upside down the mandate of the Commission.

Section 133H constrains ZHRC as the investigator, to sit down with the potential offenders, report to and request a representative of one of them to carry out any necessary investigation. This is hardly what the Constitution envisages for the Commission. It is violation not only of the Commission's role but also an infringement of its independence and integrity as a Commission charged with promoting, assessing, and monitoring the observance of human rights and freedoms and promoting and protecting their observance during election periods.

From the foregoing it was noted, during the strategic planning meeting, that the constraints placed on the Commission's ability to investigate and seek redress for victims of human rights violence during elections is limited under Section 133H. Whilst the need to have this framework is noble, the Commission is alive to these challenges and will seek to have the provisions of Section 133 of the Electoral Act reviewed so that it does not dilute the role of the Commission to investigate human rights violations during elections and thus leaving victims with no course of redress (*see strategic goal number 3*). Being alive to this, it was proposed that the Commission takes advantage of the Constitutional provision that allows it to conduct investigations on its own initiative or on receipt of complaints.

To this end the Commission will set up a special desk within the Commission that will be responsible for the investigation of human rights related violations during the elections. The Commission will establish linkages between its monitoring efforts envisaged under *strategic goal number 3* and its investigative activities. The human rights monitoring efforts by the Commission, whilst seeking to gather information about the human rights situation in the country during the electoral period, will also consist of investigating specific incidents or allegation of human rights violations. This will entail collecting or finding a set of facts that proves or disproves that the incident occurred and how it occurred, and verifying allegations or rumours before seeking redress.

Further the Commission will build the capacity of its officers to investigate elections related human rights violations especially those of a criminal nature and will set up a case management system to track progress towards investigations and redress for victims. Redress mechanisms that the Commission will follow are provided for under Sections 15 and 16 of ZHRC Act which reads:

- *In its own name or on behalf of any complainant or class of complainants pursue any action in any court of competent jurisdiction for the redress of any human rights violation, for which purpose it shall, where it acts on the basis of a complaint, be cited as a joint party with the complainant or class of complainants in question.*
- *State a special case on the question for the decision of the High Court.*

Cases with a potential to develop human rights jurisprudence and settle systemic violations during the election period will be investigated and effective redress recommended. One of the factors which fuel and perpetuate election related violence is impunity. The Commission has a crucial role to play in curbing impunity. Cases of electoral human rights violations are often difficult to track and report on. Figures on these are usually pulled from police reports, Zimbabwe Electoral Commission, the Zimbabwe Human Rights Commission reports, especially from the conflict mitigation committee.

Activities

- Development of the investigation and redress mechanism strategy
- The Commission will set up a desk specifically dealing with election related human rights violations. The desk will receive related complaints and determine if they constitute election human rights violations before referring these for investigation and possible redress. The desk

will also be tasked with linking issues coming out of the monitoring efforts with the investigative wing of the Commission.

- Development of investigative tools, data collections tools, information management tools and the development training materials
- Capacity building of the Commission investigators on investigating human rights violations during elections as well as referring those of a criminal nature to the Commissioner General of Police.
- Human rights investigations during the election period, this will include those cases that are instituted by the Commission on its own, those that are reported to the Commission by individuals or institutions participating in the elections and those that are coming out of the monitoring efforts of the Commission.
- Establishment of a referral mechanism
- Establish a case management system to track progress towards investigations and redress.
- Awareness raising on the redress mechanism
- Stakeholder engagements on the findings of the investigations and redress of cases

4.1.4. Strategic Goal 4: To review and recommend the alignment of all laws that impact on elections and human rights to the constitution and other laws

Objectives

- To provide advice on changes to law and practice that might be necessary or desirable to ensure that elections are more compliant with international human rights law
- To ensure that electoral rights are part of the broader category of political rights as provided for in international and regional standards

Context

The 2018 Harmonized elections will be held against a backdrop of a number of changes to the electoral architecture in Zimbabwe. Since the 2013 harmonized election, the government of Zimbabwe has failed to address the broad democratic reforms as provided for by the Constitution. The legislative framework that governs the conduct of elections is fragmented and barely provides for the conduct of credible elections. The slow pace and piecemeal alignment of the country's laws to the constitution threatens the entrenchment of democratic values that are enshrined in the constitution.

Today a few changes have been made to the electoral legal framework in Zimbabwe to allow for the alignment of the electoral laws to the constitution. The enjoyment of full rights during the electoral process is dependent on the body conducting elections – ZEC - being independent from the executive. However, the current setup does not allow for the full independence of ZEC in that there are a number of provisions of the Electoral Act that undermine its independence and have not been amended or repealed to align the Electoral Act with the Constitution. For example, it has direct reporting requirements with the Ministry of Justice in respect of hiring and firing of electoral officers, ministerial approval for any regulations and statutory instruments it makes, and the Minister is empowered to direct ZEC to convene a special meeting and discuss business specified by him. The powers of the Minister and the Minister of Finance over ZEC outlined above detract from its independence: it in fact seriously impairs its independence.

The Commission finds itself in a similar position in that its ability to discharge its mandate, especially during election, is hindered by specific provisions which impinge on its independence. For example, section 9 of the ZHRC Act limits its ability to investigate human rights violations beyond a certain timeframe and neither can it investigate actions relating to relations or dealings between the Government and a foreign Government. Section 20(3) of the ZHRC Act gives the President the discretion whether to suspend a commissioner or not and at any time to revoke the suspension. This violates the Paris Principals that provides that:

“The composition of the national institution and the appointment of its members, whether by means of an election or otherwise, shall be established in accordance with a procedure which affords all necessary guarantees to ensure the pluralist representation of the social forces (of civilian society) involved in the promotion and protection of human rights.”

Section 133 H of the Electoral Act takes away the independence of the ZHRC and its ability to independently investigate the violations of human rights during the elect. It is violation not only of the Commission's role but also an infringement of its independence and integrity as a Commission charged with promoting, assessing, and monitoring the observance of human rights and freedoms and promoting and protecting their observance during election periods. It does not provide for a strong enforcement mechanism leaving victims of human rights violations with reduced space for redress. It has been proposed that the Commission should be excluded from operating under the framework of the Electoral Act altogether and that ZEC be the one at the forefront. That ZEC should take charge of the SIC and use it as one of its instruments to stem politically motivated violence and intimidation during an election. It has been proposed that very strong measures, including immediate disqualification of a candidate who engages or whose election agent or supporters engage in politically motivated violence and intimidation should be taken by ZEC. For ZEC to have the power to disqualify offending candidates the Electoral Act would need to be suitably amended to give that power to it. A review of the Code of Conduct for the political parties to provide for the foregoing should be considered.

The Commission will analyse the foregoing legal framework against the international obligations and commitments the country has agreed to. This should include provisions under the legal framework that consists of the constitution, the election laws and the administrative rules or regulations that govern the conduct of elections. They also should check for internal consistency as well (i.e. a law should abide by the constitution). Analysing the legal framework enables the Commission to identify possible shortcomings and areas of improvement and to focus their advocacy on specific recommendations. Critical flaws in an election law undermine elections well before ballots are cast.

Activities

Legal advice directed towards Parliament of Zimbabwe

A proper alignment of the principal Acts with the Constitution process will ensure that ZHRC, is truly independent commission otherwise intrusions into its independence will continue to the detriment of free and fair elections and the proper observance of human rights and freedoms. The Commission will submit a position paper of alignment of the Commission Act and other laws governing the conduct of elections to the Constitution. (through the Ministry of Justice MoJ)

- The Commission will also provide advice to the parliament on a regular basis in relation to proposed laws on elections, ensuring that they are human rights compliant
- The Commission will make recommendations on reforming some of the current laws that infringe upon the enjoyment of human rights in elections e.g. AIPPA, POSA etc. A process of identifying such laws will be undertaken by the Commission involving interested parties and key stakeholders. Position papers will be developed that will be used in lobbying and advocacy for the review of such laws
- The Commission will contract a consultant to assist with the review of the legal framework and make recommendations on specific provisions that will require alignment

Legal advice directed towards ZEC

- There is a need to understand ZEC and Commission's relationship with the Executive at the practical level in order to determine what influence the latter has, or can have, on the operations of the Commissions.
- Review of S 133H of the Electoral Act and make recommendations on its operationalisation in conjunction with ZEC
- Review all elections regulations and procedures issued by ZEC to ensure compliance with human rights governing the conduct of elections in Zimbabwe
- The review of the electoral Code of Conduct and how it can be enhanced to protect human rights during the electoral process
- The Commission will also use the findings of its election monitoring to advise ZEC on possible areas of law reform
- Further the Commission's human rights monitoring will provide valuable early warnings in situations of escalating conflict, and will assist the Commission in advising the Electoral

Commission on whether the environment is conducive for the conduct of free, fair and credible elections.

Advocacy for the acceptance and implementation of its recommendations and advise

- The Commission will contract legal experts that will work with it to undertake the foregoing. It will also work in conjunction, without compromising its independence, with institutions such as the Law Society, CSOs organisations such as the Zimbabwe Lawyers for Human Rights (ZLHR), Election Resource Centre (ERC) and Zimbabwe Election Support Network (ZESN) to assist with analysis of the lawyers and advocacy and lobbying for their enactment
- Regular stakeholder engagement meetings with key stakeholders to advocate for the acceptance and implementation of its recommendations and advise will be convened by the Commission.

4.1.5. Strategic Goal 5: Increased stakeholder engagement during the electoral process

Objectives

Strengthen engagements with broader stakeholders such as civil society, media and academia in the electoral process

Context

The Zimbabwe Human Rights Commission should engage with a variety of national and international actors involved in different capacities in the electoral process. It should be acknowledged that the Commission has over the past years put in place a framework for engagement but there is need to enhance and formalise the engagement structures especially with likeminded institutions such as Chapter 12 institutions, CSOs, ZEC, the Zimbabwe Republic Police etc.

To start with, the Commission should aim at establishing partnerships that would allow for complementarity of monitoring and awareness raising efforts, greater coverage of the electoral process and more effective advocacy and intervention for corrective action. Regular contact with inter alia civil society, the media, ZEC, domestic election observation groups and those undertaking voter education will enable Commission to better assess the human rights situation during elections and take preventive action, if need be. This can include efforts to develop the capacities of national actors to monitor human rights during elections, including through the establishment of election monitoring networks.

It has also come to the attention of the Commission that there is a lack of understanding of the mandate of the Commission by a number of stakeholders including government ministries. Consequently, effective access to policy makers in the Ministry has been hindered and far from the ideal for the Commission to make substantive and meaningful engagement. The Security Ministries are more sceptical of the work of the Commission and at times do not cooperate with the Commission.

The Commission will develop a stakeholder engagement framework that allows it to interact with its stakeholders regularly and maintain a fluid, transparent relationship. The Commission will facilitate regular consultative workshops with NGOs and CSOs and share information for the advancement of human rights in elections. CSOs periodic human rights reports would provide for useful review and a consolidation source into a joint human rights report. It will publish a monthly human rights bulletin to be distributed with news and updates on the activities of the Commission, and the human rights situation during the election period in the country.

Activities

- Establishment of a focal desk that will spearhead stakeholder engagement within the Commission during the elections period
- Launch of the election strategy
- Convene a conference in collaboration with ZEC in order to assist the security services appreciate their mandate in elections as envisaged by the Constitution.
- Establish a framework for engagement with Chapter 12 institutions
- Establishment of an information sharing platform with ZEC

- Periodic stakeholder engagement meetings held during the course of the electoral process with key stakeholders.
- Enter into Memoranda of Understanding with identified stakeholders for strategic joint initiatives, and implementation of identified programmes and projects around human rights and elections

4.2. Implementation of the Elections Strategic Plan:

The Human Rights-Based Approach to Programming

The ZHRC will adopt a human right based approach to programming around the elections strategy. The approach is designed to empower the citizens to know and claim their rights during elections and increasing the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights during the election period. This will mean giving people greater opportunities to participate in shaping the decisions that impact on their human rights during the election period. It also means increasing the ability of those with responsibility for fulfilling rights during the election period to recognise and know how to respect those rights, and make sure they can be held to account.

The strategy will ensure that both the standards and the principles of human rights are integrated into election programming and the following underlying principles which are of fundamental importance in applying a human right based approach in practice are applied:

- Participation
- Accountability
- non-discrimination and equality
- empowerment and
- legality.

Cross cutting Issues

The Commission has adopted gender mainstreaming as a strategy towards realising gender equality. The election strategy will use the Gender Mainstreaming strategy to infuse and integrate gender within all its activities and programmes. This will entail the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of the election strategy with a view to promoting equality between women and men, and combating discrimination during the election period.

As a Party to the UN Convention on the Rights of Persons with Disabilities (CPRD), Zimbabwe has an obligation under Article 29, “to ensure that persons with disabilities can effectively and fully participate in political and public life on an equal basis with others, directly or through freely chosen representatives, including the right and opportunity for persons with disabilities to vote and be elected, *inter alia*,”¹⁵ thus the Commission will ensure that in the implementation of the strategy rights of rights of people with disabilities (PWDs) are recognised and implemented on an equal basis with others.

¹⁵ <http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf> accessed 6 December 2017

SECTION V: MONITORING AND EVALUATION FRAMEWORK

5.1. Log frame

Overall strategy goal: To contribute to the promotion and enforcement of fundamental human rights and freedoms during the electoral process for free, fair and credible elections

Strategic Objectives	Proposed Activities	Outputs	Performance Indicators	Means of Verification	Risk and assumptions
Strategic Goal 1 <i>To strengthen observance and compliance of human rights by duty bearers in the electoral process.</i>	Pre-election period Monitoring Bio-metric Voter Registration <ul style="list-style-type: none"> • Preparations on training content and design • Materials development and testing (training manual, checklist, reporting protocols and database development) • Training of trainers of monitors • Training of monitors • Deployment monitors and reporting on the BVR • Stakeholder engagements on the findings (escalation and resolving issues) • Monitoring and Evaluation 	Training manuals Monitors training and deployed The BVR monitored for compliance with international and regional standards for human rights during elections.	Number of monitors trained and deployed to monitor the BVR Number of reports produced Number of Stakeholder engagement meetings Number of voter registration related issues resolved	Training reports Monitoring reports Press statements	Risks Resources not available to deploy for the remaining phases of the BVR Assumptions There will be an extension of the BVR blitz Static BVR centres at District Centres will remain open for monitoring
	Election Period Monitoring the Nomination of Candidates <ul style="list-style-type: none"> • Preparations on training content and design • Materials development and testing (training manual, checklist, reporting protocols and database development) • Training of trainers of monitors • Training of monitors • Deployment and reporting on the nomination • Stakeholder engagements on the findings (escalation and resolving issues) • Monitoring and Evaluation 	Training manuals Monitors training and deployed The nomination of candidates monitored for compliance with international and regional standards for human rights during elections.	Number of monitors deployed Number of reports received Stakeholder engagement meetings Number of candidate nominations related issues resolved	Training reports Monitoring reports	Risks Guidelines on nominations released late Monitors not accredited on time The political environment may not be conducive for the monitoring effort Assumptions Guidelines on the nomination released on time Monitors accredited on time

Strategic Objectives	Proposed Activities	Outputs	Performance Indicators	Means of Verification	Risk and assumptions
	<p>Monitoring Elections Campaign and voter education campaigns</p> <ul style="list-style-type: none"> • Preparations on training content and design • Materials development and testing (training manual, checklist, reporting protocols and database development) • Training of trainers of monitors • Training of monitors • Deployment and reporting on the campaign • Stakeholder engagement (escalation and resolving issues) • Monitoring and Evaluation 	<p>Training manuals</p> <p>Monitors training and deployed</p> <p>The campaign and voter education campaigns monitored for compliance with international and regional standards for human rights during elections.</p>	<p>Number of monitors deployed</p> <p>Number of reports received</p> <p>Stakeholder engagement meetings</p> <p>Number of campaign related issues resolved</p>	<p>Training reports</p> <p>Monitoring reports</p> <p>Minutes of stakeholder engagement meetings</p>	<p>Risks</p> <p>The political environment may not be conducive for the monitoring effort</p> <p>Assumptions</p> <p>Monitors accredited on time</p> <p>Political environment conducive to the monitoring of the campaign period</p>
	<p>Media Monitoring</p> <ul style="list-style-type: none"> • Preparations on training content and design • Materials development and testing (training manual, checklist, reporting protocols and database development) • Training of trainers of monitors • Training of monitors • reporting on the media monitoring • Stakeholder engagement (escalation and resolving issues) • Monitoring and Evaluation 	<p>Training manuals</p> <p>Media monitors trained and deployed</p> <p>The media monitored for compliance with international and regional standards for human rights during elections.</p>	<p>Number of monitors deployed</p> <p>Number of reports received</p> <p>Stakeholder engagement meetings</p> <p>Number of media related issues resolved</p>	<p>Training reports</p> <p>Monitoring reports</p>	<p>Risks</p> <p>Insufficient human and financial resources</p> <p>Assumptions</p> <p>Resources released early to allow for deployment of media monitors.</p>
	<p>Monitoring Polling, Counting, tabulation and publication of results</p> <ul style="list-style-type: none"> • Preparations on training content and design • Materials development and testing (training manual, checklist, reporting protocols and database development) • Training of trainers of monitors • Training of monitors • Deployment and reporting on the polling, counting, tabulation and publications of results. • Stakeholder engagements (escalation and resolving issues) • Monitoring and evaluation 	<p>Training manuals</p> <p>Monitors trained and deployed</p> <p>The polling, counting, tabulation and publication of results monitored for compliance with international and regional standards for human rights during elections.</p>	<p>Number of monitors deployed</p> <p>Number of reports received</p> <p>Stakeholder engagement meetings</p> <p>Number of elections day related issues resolved</p>	<p>Training reports</p> <p>Monitoring reports</p>	<p>Risks</p> <p>Monitors not accredited on time</p> <p>Political environment not conducive</p> <p>Polling guidelines released late</p> <p>Assumptions</p> <p>Accreditation done on time</p> <p>Political environment conducive for monitoring</p>

Strategic Objectives	Proposed Activities	Outputs	Performance Indicators	Means of Verification	Risk and assumptions
	Monitoring Electoral Dispute Resolution (EDR) <ul style="list-style-type: none"> • Preparations on training content and design • Materials development and testing (training manual, checklist, reporting protocols and database development) • Training of trainers of monitors • Deployment and reporting on the campaign • Stakeholder engagement 	Training manuals Monitors trained and deployed The EDR monitored for compliance with international and regional standards for human rights during elections.	Number of monitors deployed Number of reports received Stakeholder engagement meetings Number of candidate nominations related issues resolved	Training reports Monitoring reports	Risks Political environment not conducive Assumptions Political environment conducive for monitoring
	Post -election				
	<ul style="list-style-type: none"> • Post-election review • Reforms • Stakeholder engagement 	Report and recommendations Position paper on reforms Feedback from stakeholders		Post-election review report Position paper on electoral reforms Meeting reports	Risks Political environment not conducive Assumptions Political environment conducive for monitoring
Strategic Goal 2 <i>To promote informed citizen participation in the 2018 electoral process</i>	<ul style="list-style-type: none"> • Elections Human Rights Awareness raising strategy development • Baseline studies on public perceptions will be conducted to inform outreach interventions • Preparations on content and design • Message development and testing • Materials development • Training of awareness raising educators • Implementation of awareness for the human rights during the electoral process campaign • Monitoring and Evaluation 	Enhanced knowledge of human rights governing the conduct of elections IEC materials developed and disseminated Awareness raising activities conducted	Number of people reached out by the awareness raising efforts Number and type of IEC materials developed Number of awareness raising activities undertaken Number of M&E reports produces	Awareness raising reports Newspaper articles Press statements Attendance registers M&E reports	Risks Political environment not conducive for conducting awareness raising Resources to conduct a nationwide awareness not availed on time Assumptions Political environment will improve for the conducting of awareness raising There will be elections in 2018 Resources available to conduct a nationwide awareness campaign
Strategic Goal 3 <i>To facilitate and operationalise an</i>	<ul style="list-style-type: none"> • Development of the investigation and redress mechanism strategy • The Commission set up a desk specifically dealing with election related human rights violations. 	Case management system	Number of complaints received and addressed % of cases resolved	Reports Court records	Risks Political environment not conducive for the investigation of

Strategic Objectives	Proposed Activities	Outputs	Performance Indicators	Means of Verification	Risk and assumptions
<i>effective redress mechanism for election related human rights violations</i>	<ul style="list-style-type: none"> • Development of investigative, data collections, information management tools and the development training materials • Capacity building of ZHRC investigators on investigating human rights violations during elections especially those of a criminal nature • Human rights investigations during the election period, • Establishment of a referral mechanism • Establish a case management system to track progress towards investigations and redress. • Awareness raising on the redress mechanism • Stakeholder engagements on the findings of the investigations and redress of cases, engage key stakeholders such as ZEC, the ZRP, the Gender Commission and other Chapter 12 institutions 	<p>Increased number of human rights violations during the electoral process resolved</p> <p>A responsive ZHRC to the needs of rights bearers</p>	<p>Number of prosecutions</p> <p>Number of officers trained on investigating human rights violations of a criminal nature during elections</p>	<p>Police reports</p> <p>Media reports</p> <p>Training reports</p>	<p>human rights violations during elections</p> <p>Assumptions</p> <p>That the political environment would have improved to allow for the investigation of human rights</p>
<p>Strategic Goal 4</p> <p><i>To review and recommend the alignment of all laws that impact on elections and human rights to the constitution and other laws</i></p>	<p>Advisory role to the various stake holders</p> <ul style="list-style-type: none"> • Identification of the laws in need of review as they relate to human rights and elections such as POSA, AIPPA, CAT etc • Review the laws identified • Propose necessary changes to the laws • Engagement with relevant stakeholders e.g. Parliament, Line Ministries and institutions • Advocacy for the acceptance and implementation of its recommendations and advise • Disseminate position paper to stakeholders 	<p>Laws identified</p> <p>Laws reviewed</p> <p>Position paper on proposed changes</p> <p>Position paper on agreed changes</p> <p>Legislation, regulations and policies that are compliant with human rights governing the conduct of elections.</p>	<p>Number of laws identified</p> <p>Number of laws reviewed</p> <p>Proposed amendments to the law</p> <p>Number of meetings held</p> <p>Number of institutions lobbied</p> <p>Number of reports disseminated</p>	<p>Process reports</p> <p>Copies of proposed amendments</p> <p>Meeting reports and registers</p> <p>Reports and minutes of the meetings</p> <p>The Hansard</p>	<p>Risks</p> <p>Lack of cooperation by targeted stakeholders/ delayed responses by stakeholders</p> <p>Political environment not conducive</p> <p>Lack of funds to undertake activities</p> <p>Assumptions</p> <p>Cooperation by targeted stakeholders</p> <p>Prompt responses by stakeholders</p> <p>Favourable political environment</p> <p>Availability of funds</p>

Strategic Objectives	Proposed Activities	Outputs	Performance Indicators	Means of Verification	Risk and assumptions
Strategic Goal 5 <i>Increased stakeholder engagement during the electoral period</i>	<ul style="list-style-type: none"> Establishment of a focal desk that will spearhead stakeholder engagement in ZHRC during the elections period Launch of the election strategy Put in place a framework that will allow for engagement with Chapter 12 institutions Establishment of an information sharing platform between ZEC and the ZHRC Regular stakeholder engagement meetings held during the course of the electoral process with stakeholders on the role of the ZHRC and sharing of the findings of the monitoring effort Execute Memoranda of Understanding with identified stakeholders for joint initiatives, and implement identified programmes and projects around human rights and elections 	<p>Linkages with key stake holders established and maintained</p> <p>Partnerships formed</p> <p>Election strategy launched</p> <p>Joint initiatives with key stakeholders</p> <p>MoUs with key stakeholders signed</p>	<p>News reports</p> <p>Number of stakeholder engagement meetings</p> <p>Number of partnerships formed</p> <p>Number of MoUs signed</p>	<p>Reports and minutes of stakeholder engagement meetings</p> <p>Signed MoUs</p>	<p>Risks</p> <p>Lack of interest on engagement by stakeholders</p> <p>Assumptions</p> <p>There is appetite among key stakeholders to engage with the ZHRC</p>
Strategy Implementation					
<i>To make the strategy plan a key reference document for the next two years and to ensure its full implementation</i>	<ul style="list-style-type: none"> Set up the strategic plan implementation team Prioritise and sequence strategic goals Conduct orientation of the ZHRC staff and members on the plan Develop and implement a human rights election communication strategy Organise the official launch of the strategy Develop annual plans that respond to the strategy Undertake a mid-term review of the plan Conduct external review end of 2019 	<p>Implementation plan key reference document for ZHRC throughout its elections programme</p>	<p>Implementation of the strategy plan</p>	<p>Minutes and reports from the implementation team</p> <p>Press release and media reports on the launch</p> <p>Mid team reports and end of term evaluation report</p>	<p>Risks</p> <p>ZCC members not adopting the strategy and fully implementing the strategy</p> <p>Assumption</p> <p>There is strong buy in from member organisations of the strategy development process</p>
Strategy resource mobilisation					
<i>To mobilize resource mobilised for the implementation of the plan</i>	<ul style="list-style-type: none"> Development of guidelines for fundraising Training on resource mobilization Resource mobilisation for the implementation of the strategy 	<p>Resources mobilised for the implementation of the strategy</p>	<p>Number of staff members trained on resource mobilisation</p> <p>Resources mobilised</p>	<p>Training reports</p> <p>Income statements</p>	<p>Risks</p> <p>Donor partners not funding the strategy</p> <p>Cluster members not willing to work together</p> <p>Assumptions</p>

Strategic Objectives	Proposed Activities	Outputs	Performance Indicators	Means of Verification	Risk and assumptions
					Political environment will be stable to allow for implementation of activities Donor partners willing to fund the strategy

5.2. Implementation plan

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
Strategic Goal 1 <i>To strengthen observance and compliance of human rights by duty bearers in the electoral process.</i>	Monitoring the BVR																									
	Development of BVR monitoring strategy	█																								
	Preparations on training content and design	█																								
	Materials development and testing (training manual, checklist, reporting protocols and database development)	█																								
	Training of trainers of monitors	█																								
	Deployment and reporting on the BVR	█	█																							
	Stakeholder engagements on findings	█	█																							
	Monitoring and Evaluation	█	█	█																						
	Monitoring the Nomination of Candidates																									
	Preparations on training content and design		█																							
	Materials development and testing (training		█																							

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
	manual, checklist, reporting protocols and database development)		■																							
	Training of trainers of monitors and cascade training			■																						
	Deployment and monitoring of elections campaigns			■																						
	Stakeholder engagement			■																						
	Monitoring and Evaluation			■																						
	Media Monitoring																									
	Preparations on training content and design	■																								
	Materials development and testing (training manual, checklist, reporting protocols and database development)		■																							
	Training of trainers of monitors and cascade training		■																							
	Media monitoring		■	■	■	■	■	■	■	■																
	Monitoring and Evaluation		■	■	■	■	■	■	■	■																
	Monitoring Elections Campaign																									
	Preparations on training content and design	■																								
	Materials development and testing (training manual, checklist,	■																								

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
	reporting protocols and database development)	■																								
	Training of trainers of monitors and cascade training	■																								
	Monitoring the campaign period		■	■	■	■	■	■																		
	Stakeholders engagement on findings		■	■	■	■	■	■																		
	Monitoring & Evaluation		■	■	■	■	■	■																		
	Polling, Counting, tabulation and publication of results																									
	Strategy development			■																						
	Preparations on training content and design			■	■																					
	Materials development and testing (training manual, checklist, reporting protocols and database development)					■	■																			
	Training of trainers of monitors and cascade training						■	■																		
	Deployment and monitoring							■	■																	
	Monitoring and evaluation			■	■	■	■	■	■	■																
	Monitoring the Electoral Dispute Resolution																									
	Strategy development		■																							
	Preparations on training content and design		■																							
	Materials development and testing (training		■																							

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
	manual, checklist, reporting protocols and database development)		■																							
	Training of trainers of observers and cascade training		■																							
	Deployment and engagement		■	■	■	■	■	■	■	■																
	Stakeholder engagement		■	■	■	■	■	■	■	■																
	Monitoring and evaluation		■	■	■	■	■	■	■	■																
	Post-election period and cross-cutting issues																									
	Post-election review																									
	Electoral Reforms informed by the review and the monitoring									■																
	Post-election engagement meetings									■																
Strategic Goal 2	Elections Human Rights Awareness raising strategy development	■																								
<i>To promote informed citizen participation in the 2018 electoral process</i>	Baseline studie on public perceptions	■																								
	Preparations on content and design	■																								
	Message development and testing	■																								
	Materials development	■																								
	Training of awareness raising educators	■	■																							

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	
	Implementation of CVE for the human rights awareness raising during the electoral process		■	■	■	■	■	■																			
	Monitoring and Evaluation	■	■	■	■	■	■	■																			
Strategic Goal 3 <i>To facilitate and operationalise an effective redress mechanism for election related human rights violations</i>	Development of the investigation and redress mechanism strategy	■																									
	Set up a desk on elections and H/R	■																									
	Development of investigative, data collections, information management tools and the development training materials	■																									
	Capacity building of ZHRC investigators	■	■	■	■	■	■	■	■																		
	Identify and profile human rights violations during elections period	■	■	■	■	■	■	■	■																		
	Investigations	■	■	■	■	■	■	■	■																		
	Alternative dispute resolution mechanism	■	■	■	■	■	■	■	■																		
	Engage key stakeholders such as ZEC, the ZRP, the Gender Commission and other Chapter 12 institutions	■	■	■	■	■	■	■	■																		

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
Strategic Goal 1 <i>To review and recommend the alignment of all laws that impact on elections and human rights to the constitution and other laws</i>	Advisory role to the various stake holders																									
	Identification of the laws in need of review as they relate to human rights and elections such as POSA, AIPPA, CAT etc	■																								
	Review the laws identified	■																								
	Propose necessary changes to the laws	■																								
	Engagement with relevant stakeholders e.g. Parliament, Line Ministries and institutions		■																							
	Advocacy for the acceptance and implementation of its recommendations and advise		■	■																						
	Disseminate position paper to stakeholders		■	■																						
Strategic Goal 5 <i>Increased stakeholder engagement</i>	Establishment of a focal desk that will spearhead stakeholder engagement in ZHRC during the elections period	■																								
	Launch of the election strategy	■																								
	Put in place a framework that will allow for engagement with Chapter 12 institutions	■																								

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
	Establishment of an information sharing platform between ZEC and the ZHRC	█																								
	Regular stakeholder engagement meetings held during the course of the electoral process with stakeholders on the role of the ZHRC and sharing of the findings of the monitoring effort	█	█	█	█	█	█	█	█	█																
	Execute Memoranda of Understanding with identified stakeholders for joint initiatives, and implement identified programmes and projects around human rights and elections	█																								
Implementation	Set up the strategic plan implementation team	█																								
<i>To make the strategy plan a key reference document for the next two years and to ensure its full implementation</i>	Prioritise and sequence strategic goals	█																								
	Conduct orientation of the ZHRC staff and members on the plan	█																								
	Develop and implement a human rights election communication strategy	█																								
	Organise the official launch of the strategy	█																								

Objectives	Proposed Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	
	Develop annual plans that respond to the strategy																										
	Undertake a mid-term review of the plan																										
	Conduct external review in 2019																										
Resource mobilisation	Development of guidelines for fundraising																										
<i>To mobilize resource mobilised for the implementation of the plan</i>	Training on resource mobilization																										
	Resource mobilisation for the implementation of the strategy																										

5.3. Monitoring, evaluation and reporting

Monitoring and Evaluation

The Project monitoring and evaluation procedures will be guided by the Commission guidelines on M&E. The Commission will be attentive to performance monitoring based on the identified performance indicators and assumptions and risks in the Log Frame to ensure effectiveness of the project, efficient utilization of resources, accountability and transparency. The evaluation plan will consist of the following:

Internal and joint evaluation

These will be in standard Commission progress report format from the various components consolidated by the Project Manager. The progress reports will also be forwarded to the partners once approved by the Commission Executive Secretary.

Final Project Review

In the 2019 a final assessment will be undertaken. The purpose of the project self-assessment is conducted to document lessons learned throughout the project implementation.

Staffing

Management Plan

The Executive Secretary will have the overall oversight of the project. For a structured and focussed implementation of the election strategy the Commission will establish a core implementation team to spearhead the activities articulated in this election strategic plan. The team will drive an ongoing, active process to identify, prioritize, and recommend actions on programme initiatives. It will coordinate with the Executive Secretary and regularly report to the Commission on progress toward achieving the goals of the election Strategic Plan. The following are some of the roles of the team:

- Orient Commission staff and members on the election strategy
- Develop and implement a human rights election communication strategy
- Organise the official launch of the strategy
- Develop annual plans that respond to the strategy
- Oversee a mid-term review of the plan and the external review end of 2019

Budget

A detailed budget to support implementation of this strategy is attached in the annex....

Annexures

Annex 1: List of Resources Consulted

1. The Zimbabwe Human Rights Commission Strategy Plan
2. The Constitution of Zimbabwe
3. The ZHRC Act
4. The Electoral Act
5. The Zimbabwe Human Rights Commission Annual Report 2016
6. The Zimbabwe Commission Hurugwe bi-election report
7. The Zimbabwe Commission Mwenezi bi-election report
8. The Zimbabwe Commission Norton bi-election report
9. Article National human rights institutions and electoral processes by Chris Sidoti
10. The Zimbabwe Electoral Commission Strategy
11. The Zimbabwe Electoral Commission 2013 Election Report
12. The Zimbabwe Election Support Network Election Report 2013
13. The Election Resource Center Election Report 2013
14. UN Monitoring Human Rights in the Context of Elections Manual
15. UN Convention on the Rights of Persons with Disabilities (CPRD)
16. Survey on Voter Registration and related election issues in Zimbabwe by MPO
17. Convention on the Rights of Persons with Disabilities and Optional Protocol
18. Will young women make a difference in the 2018 elections? Findings from an online survey*. Report produced by Research & Advocacy Unit (RAU)
19. End of year report 2015 Zimbabwe Peace Project

Annex 2: List of participants

Name	Organisation	Position
Wendleen N Mafuta	ZHRC	Executive Assistant
Vincent Makoni	ZHRC	Human Resources Director
Sindiso Nkomo	ZHRC	Officer EPR
Catherine Y Manjengwa	ZHRC	Human Rights Officer
Tipei Sibindi	ZHRC	Human Rights Officer
Makanaka Makonese	ZHRC	Executive Secretary
Kwanele M Jirira	ZHRC	Commissioner
Elesto H Mugwadi	ZHRC	Chairperson
Lineti Manjoro	ZHRC	Accounting Assistant
Vengesai E Mukutiri	ZHRC	Deputy Executive Secretary Programmes
Kurai Makumbe	ZHRC	Chief Human Rights Officer CHI
Ellen Sithole	ZHRC	Deputy Chairperson
Kurukai Ratsauka	ZHRC	Chief Human Rights Officer: Education, Promotion and Research
Xdani Zitha	GIZ	National Advisor
Azhar Malik	UNDP	Chief Technical Advisor
Abel Chikomo	DTL/DAI/TRACE	Programmatic Lead
Tafadzwa Muvingi	UNDP	Programme Specialist

Figure 5: List of participants

Annex 3: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • A clear vision, mission and values • A clear organisational strategy with clear objective developed with stakeholders and communicated to all relevant parties • A clear Governance Charter establishing the internal governance structures of the Commission, and describing how the ZHRC is governed in order to ensure integrity, accountability, relevance, effectiveness, sustainability, and impact. • Duties of the Executive Secretary clearly spelt out in the ZHRC Act Chapter 10:30section 6 • Section 6 of the same act allows the Commission to mobilise resources from donor partners • Chapter 243 section of the ZHRC Act gives it autonomy • The ZHRC has vote status in terms of the appropriation Act • Stakeholder engagement and outreach 	<p>Weaknesses</p> <ul style="list-style-type: none"> • The Zimbabwe Human Rights Commission Act Section 17 stipulates approval of the donor funding affecting the independence of the Commission • Insufficient funds for election monitoring e.g no vehicles and other tools of trade • Inadequate Human Resources leading to overstretching of the existing staff • The ZHRC Act is not aligned to the constitution and aligned to other pieces of legislation • Independence of the Commission not fully guaranteed • Multi reporting requirements from various stakeholders • Lack of a legal department that litigates on behalf of complaints • Limited awareness of the Commission by the general public • No organisation communication strategy and inadequate resources for communications • Lack of a decentralised commission and accessibility • No learning and monitoring framework, still to be developed
<p>Opportunities</p> <ul style="list-style-type: none"> • The citizen is keen to learn and understand human rights • The advancements in information and communications technology could improve the ZHRC's communication and effectiveness through leveraging social media and the its website • Internal and intra-party conflict has helped to depoliticise the understanding of human rights • Legislative alignment agenda provides an opportunity for the alignment of the ZHRC Act to the Constitution. • Universal review process (peer review in terms of acceptance of certain recommendations) • Informed and supportive CSOs • Robust bill of rights in the constitution • Easy information dissemination through well-developed infrastructure • The direct budget vote status, direct negotiation with the Ministry of finance • Development of more sustainable resource mobilisation strategies as opposed to donor funding 	<p>Threats</p> <ul style="list-style-type: none"> • Gatekeepers when trying to penetrate into communities such Chiefs and party Stewarts • Religious beliefs can negatively impact participation in elections • Idolisation of leaders and elders at times stifle participation in elections • Apathy, lack of enthusiasm to participant, no motivation to participant in elections • People not interested in elections, fear of electoral processes, election fatigue • Poverty makes people vulnerable to political manipulation • Politicisation of civil servants and traditional leaders • Participation of women in elections, gender roles and patriarchy • Closing of operating space for institutions such the ZHRC • Donor fatigue and possible exodus leading to loss of partners and funding during the current situation • Derailment of the legislative alignment agenda • Reduced budget allocation by treasury • Poor internet connectivity and hacking of information and systems • Invasion/espionage of information • Misinformation fake news especially on social media • Economic uncertainty as a result of political instability leading to increased human rights violations during elections • Crime and other vices increase

Figure 6: SWOT Analysis

Annex 4: The Stakeholder Analysis

Stakeholder	Functions	ZHRC Collaboration with the organisations	Stakeholder Expectations	Action
Civil Society Organisations	Involved in advancing human rights, election monitoring, awareness raising	The ZHRC can establish working relations with CSOs especially those that are advancing the work of the Commission during elections. The collaboration will take the form of joint programme partnerships, and joint advocacy initiatives on issues towards the advancement of free, fair and credible elections.	<ul style="list-style-type: none"> To engage with CSOs on issues around human rights and elections To form partnerships and find focal points within CSOs in conducting civic education, monitoring and elections monitoring excises. To establish collaborative frameworks with CSOs that will assist with the investigation of human rights violations during the elections, i.e. CSOs can escalate human rights violations with the Commission to investigate To expand the role of the its research support to include research around electoral laws and their relation with human rights. To provide a platform for CSOs to feed in the monitoring and awareness activities of the commission. Capacity building of CSOs on monitoring and raising awareness on human rights and elections CSOs expect the Commission to be more proactive in dealing with human rights violations and to this end be able to recommend suspension of elections to ZEC in the event of gross human rights violations 	<ul style="list-style-type: none"> Create a desk within the commission responsible for enhancing collaboration and partnerships with civil society organisations. Regular stakeholder engagement meetings with CSOs to share information and capacity building especially under the framework of the following thematic working groups: <ul style="list-style-type: none"> Gender Equality and Women’s Rights Civil and Political Rights Economic, Social and Cultural Rights Capacity Building and Development
Zimbabwe Electoral Commission	The ZEC has the mandate to run elections in Zimbabwe	S 133 of the Electoral Act establishes special investigative committees tasked with investigating human rights violations in elections and to this end there has to be strong collaboration between the ZEC and the ZHRC without impinging on each other’s independence	<ul style="list-style-type: none"> ZEC expect the ZHRC to assist with the investigation of human rights violations during elections To advise it on the state of human rights during election and to advise it on what action to take in the event of gross human rights violations in elections To advise on electoral laws and guidelines that violet human rights during elections and capacity building of its members of human rights issues during elections 	<ul style="list-style-type: none"> Establish a working platform for sharing information with ZEC Establish a focal person/desk for easy of engagement with ZEC
Chapter 12 Institutions	Independent Commissions Supporting Democracy	The Commission can establish a framework for engagement with other Chapter 12 institutions without compromising its independence.	To share information with them To build capacity of their institutions to be human rights complaint	<ul style="list-style-type: none"> Establishment of a working relationship with other Chapter 12 institutions Information sharing platform with other Chapter 12 institutions

Stakeholder	Functions	ZHRC Collaboration with the organisations	Stakeholder Expectations	Action
The Ministry of Justice	Provides and facilitates legal services to Government, its allied institutions and the general public	The ZHRC Act provides that the Commission reports to the Ministry and that the can direct the Commission on certain issues.	<ul style="list-style-type: none"> To be provided with reports as prescribed in the Act 	<ul style="list-style-type: none"> Establish a working relationship with the Ministry without compromising the independents of the Commission
Development partners	Support to some of the activities of the ZHRC through funding and technical assistance	ZHRC can establish relationships with these partners and can leverage on such relationship for technical and funding assistance	<ul style="list-style-type: none"> To advance the electorate’s human rights during elections To protect and promote the electorate’s rights during elections To investigate human rights violations during the election period. 	<ul style="list-style-type: none"> Establish working partnerships with these partners Engage them to leverage on funding opportunities and technical assistance
Judiciary	Administers justice according to law. The judiciary apply the law, and settle disputes and punish law-breakers according to the law	The ZHRC requires the judiciary to prosecute cases it has investigated and requires prosecution.	<ul style="list-style-type: none"> To investigate human rights cases and refer for prosecution Provide training to the judiciary on human rights issues 	<ul style="list-style-type: none"> Establish a clear working relationship with the judiciary but ensuring that the its independence is maintained. Regular engagement meeting with the judiciary
Parliament	Enactment of laws and oversight	The ZHRC engages with parliament at two levels, during the law-making process as well as reporting on the state of human rights in the country at the end of each year.	<ul style="list-style-type: none"> Expects the ZHRC to advise on legislation and how it affects human rights Expects the ZHRC to report to it end of each year Protect and promote human rights during the election period 	<ul style="list-style-type: none"> Establish working relationships with the parliament but ensuring that its independence is guaranteed Reporting regularly to parliament on steps it has taken to protect human rights during the elections

Figure 7: Stakeholder Analysis

