



*Republic of Zimbabwe*



**THE ZIMBABWE HUMAN  
RIGHTS COMMISSION  
FIVE-YEAR STRATEGY  
(2021 - 2025)  
July 2021**

## TOWARDS

*A ZHRC that promotes and protects human rights, enjoyment of freedoms as well as lawful, prompt, efficient, reasonable, substantively and procedurally fair administrative conduct*

*A ZHRC that is decentralised to all provinces to increase accessibility of human rights services by all Zimbabweans*

*A ZHRC that leverages local, regional and international strategic and collaborative networks for the promotion and protection of human rights in Zimbabwe*

*A ZHRC's institutional structures, policy frameworks, systems and procedures which provide for efficient delivery of strategy, goals and objectives*

*A ZHRC whose decisions and recommendations are fully enforced and complied with*

*A ZHRC that has increased administrative and technical competencies to perform its roles and functions to the highest standard*

*A ZHRC that is sufficiently resourced to fund its programmatic and administrative requirements*

## EXECUTIVE SUMMARY

Vision	A Zimbabwean society where human rights and administrative justice are fully enjoyed by everyone
Mission	To protect, promote and enforce human rights and administrative justice of all people in Zimbabwe in accordance with the Constitution and international human rights standards
Values	<ul style="list-style-type: none"> <li>▪ Fearlessness</li> <li>▪ Accessibility</li> <li>▪ Independence</li> <li>▪ Responsiveness</li> <li>▪ Professionalism</li> <li>▪ Integrity</li> <li>▪ Inclusivity</li> </ul>
Strategic Outcomes	<ul style="list-style-type: none"> <li>▪ A ZHRC that promotes and protects human rights, enjoyment of freedoms as well as lawful, prompt, efficient, reasonable, substantively and procedurally fair administrative conduct</li> <li>▪ A ZHRC that leverages local, regional and international strategic and collaborative networks for the promotion and protection of human rights in Zimbabwe</li> <li>▪ A ZHRC that is decentralized to all provinces to increase accessibility of human rights services to all Zimbabweans</li> <li>▪ A ZHRC's institutional structures, policy frameworks, systems and procedures which provide for efficient delivery of strategy, goals and objectives</li> <li>▪ A ZHRC whose decisions and recommendations are fully enforced and complied with</li> <li>▪ A ZHRC that has increased administrative and technical competencies to perform its roles and functions to the highest standard</li> <li>▪ A ZHRC that is sufficiently resourced to fund its administrative and programming requirements</li> </ul>

Strategic Priorities	<ul style="list-style-type: none"> <li>▪ Promoting and protecting human rights and administrative justice in Zimbabwe for the enjoyment of fundamental rights and freedoms by everyone and also contributing to improvement of the country's global human rights image</li> <li>▪ Gradual decentralisation of the Commission's operations to increase accessibility of its services</li> <li>▪ Strengthening existing and establishing new collaborative relationships with local, regional and international actors in human rights work for the advancement of human rights and administrative justice</li> <li>▪ Lobbying for the ratification of the remaining international protocols to widen scope of human rights work through programming in those areas</li> <li>▪ Continuing engagement with Government relevant agencies to improve existing redress mechanisms and enforcement powers for the Commission's decisions including compliance with treaty bodies recommendations</li> <li>▪ Strengthening internal human rights related research capabilities for the enhancement of evidence-based programming</li> <li>▪ Upscaling the capacity building of grassroots volunteers, traditional and religious leadership and other community structures to advance human rights work</li> <li>▪ Upscaling education/training, awareness, advocacy and advocacy on human rights and administrative justice targeting public officials/institutions, security services sector, learning institutions and political formations and the public to increase observance of human rights</li> <li>▪ Upscaling monitoring and inspections of places of detention, mental hospitals, prisons, police cells, old people and children's homes etc. to ensure adherence with human rights standards</li> <li>▪ Lobbying Government to increase its support (financial and human) to the Commission's work to increase its efficiencies and effectiveness in the delivery of human rights services</li> <li>▪ Restructuring the Commission's programmes and support services functions to provide for separate administrative justice function, stand-alone M&amp;E and Research, corporate services, and provincial manager functions to increase efficiencies as well as providing for internal career progression</li> <li>▪ Reviewing all the Commission internal policies and procedures to align with Public Service and Treasury regulations thus addressing policy inconsistencies</li> <li>▪ Continuing to build the internal competences, culture and support systems of the Commission to increase efficiencies and quality service delivery</li> <li>▪ Improving staff employment conditions to attract, motivate and retain skills</li> <li>▪ Widening the Commission's resource base to support delivery of strategy and improving staff employment conditions</li> </ul>
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## List of Acronyms

AU	African Union
CAT	Convention Against Torture and other Cruel, Inhuman or Degrading Treatment and Punishment
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CHI	Complaints Handling and Investigations
CSOs	Civil Society Organisations
DPOs	Disability People's Organisations
DSOs	Disability Rights/Services Organisations
EMA	Environmental Management Agency
EPR	Education, Promotion and Research
FBOs	Faith Based Organisations
GANHRI	Global Alliance of Human Rights Institutions
GoZ	Government of Zimbabwe
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICPR	International Convention on the Civil and Political Rights
ICT	Information Communication Technology
JSC	Judicial Services Commission
LGBTQI	Lesbian, Gays, Bi-Sexual, Transgender, Queer, Intersex
LoE	Level of Effort
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NANHRI	Network of African National Human Rights Institutions
NDS1	National Development Strategy 1
NGOs	Non-Governmental Organisations
NHRI	National Human Rights Institution
OPC	Office of the President and Cabinet
PESTLEG	Political, Economic, Social, Technological, Legal, Environmental, Governance
PR	Public Relations
PSC	Public Service Commission
PWDs	People With Disabilities
SOPs	Standard Operating Procedures
TOR	Terms of Reference
TOT	Training of the Trainer
TWGs	Thematic Working Groups
UN	United Nations
ZACC	Zimbabwe Anti-Corruption Commission
ZGC	Zimbabwe Gender Commission
ZHRC	Zimbabwe Human Rights Commission
ZIMSTAT	Zimbabwe Statistics Agency

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## PART ONE: INTRODUCTION AND BACKGROUND

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### 1.1 Introduction

The Zimbabwe Human Rights Commission (ZHRC) is the National Human Rights Institution (NHRI) as well as the Public Protector for Zimbabwe as provided for by the Constitution of Zimbabwe Amendment (No. 20) Act of 2013. It was operationalized by the Zimbabwe Human Rights Commission Act [Chapter 10:30]. The ZHRC took over the advancement of administrative justice mandate from the now defunct Public Protector (Ombudsman) in line with Section 16 of the Sixth Schedule of the Constitution of Zimbabwe. The functions of the ZHRC are outlined in Section 243 of the Constitution of Zimbabwe as being:

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

The mandate of the ZHRC to protect, promote and enforce human rights and administrative justice is executed through three programmes namely:

**Policy and Administration:** Policy and Administration is responsible for policy and strategy formulation for the Commission and ensuring that all human, financial and capital assets and resources are adequately channelled to areas where they are needed most. The Policy and Administration programme has five sub-programmes namely Commissioners and the Executive Secretary's Office, Human Resources, Finance, Administration and Audit.



**Human Rights and freedoms:** The Commission exists to create a national culture of human rights where tolerance, equality and mutual respect thrive; helping to identify and investigate human rights abuses, bring those responsible for human rights violations to justice, and to provide remedy and redress for victims; monitor, assess and ensure the observance of human rights and freedoms.

**Administrative justice:** The Commission further exists to protect the public against abuse of power and maladministration by State and public institutions and by officers of those institutions.

## 1.2 Overall goal of the strategy

The ZHRC developed this strategy with the view to define the Commission's five-year (2021-2025) strategic direction as informed by its Constitutional mandate, legal and policy provisions, national and sectoral development priorities including existing and foreseeable external and internal operating contexts in the work of human rights and administrative justice. The strategy further seeks to align and respond appropriately to regional and international priorities and standards with regards to advancing human rights work as outlined in regional and global human rights treaties/conventions.

## 1.3 Objectives of the strategic plan consolidation process

The strategic plan consolidation process sought to accomplish the following specific objectives:

- Review the current ZHRC NDS1 strategic document and identify the main gaps that need to be addressed to strengthen the plan;
- Identify issues from the previous strategic plan evaluation report that can be considered to strengthen the new 2021-2025 strategic plan with particular reference to lessons learned and recommendations;
- Facilitate internal consultative meetings with Commissioners and staff members and compile their input for incorporation into the strategic plan;
- Facilitate engagements with external stakeholders to gather their views for consideration in strengthening the strategic plan;
- Produce a report highlighting the key gaps in the current ZHRC strategic plan and the suggested changes based on stakeholder input and the Commission's constitutional mandate;
- Facilitate goal setting in consideration of the opportunities, comparative advantage, and risk assessment. The strategic plan should consider scenario analysis and planning
- Incorporate the agreed additions and changes into the current strategic plan and present the draft document for consideration by the Commission.

## 1.4 The strategic plan consolidation process

The planning process followed the four stages described below;

- (i) Inception meeting held between the ZHRC and the Consultant to develop a mutual understanding of the assignment, sharing of key organisation and strategy related documents and other relevant information.
- (ii) Review of key documents of the Commission's NDS1 strategic plan, the Commission's 2015-2020 strategic plan evaluation report, the Commission's manuals such as Education, Promotion and Research (EPR) manual and the current organisation structure. In addition, a contextual analysis of the work of the Commission from a local, regional and global perspective was done through review of relevant policy and legal frameworks on human rights work. Some of the legal instruments consulted include sections 232 and 242 of the Constitution of Zimbabwe, Amendment (No.20) Act, 2013, the Zimbabwe Human Rights Commission Act [Chapter 10:30], the Public Entities Corporate Governance Act [Chapter 10:31], the Public Procurement and Disposal of Public Assets Act [Chapter 22:23] including the Administrative Justice Act [Chapter 10:28]. Further, both international and regional policy provisions affecting the work of the ZHRC were reviewed. International policy frameworks reviewed comprised the United Nations (UN) Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), UN Convention on the Rights of Persons with Disabilities, International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Set of Principles for the Protection and Promotion of Human Rights through Action to Combat Impunity as well as the Standard Minimum Rules for Treatment of Prisoners ("The Mandela Rules"). On the regional front, key policy provisions reviewed include the African Charter on Human and Peoples' Rights, African Charter on the Rights and Welfare of the Child, the African Union (AU) Convention on Prevention and Combating Corruption and the African Charter on Values and Principles of Public Service and Administration.
- (iii) Stakeholder consultations targeting ZHRC Commissioners, management and staff, external stakeholders who comprised State Institutions, Non-Governmental Organisations (NGOs), Civil Society Organisations (CSOs), Faith Based Organisations (FBOs), other Constitutional Commissions, Higher Education Students Networks/Associations, Political Formations, development partners, other National Human Rights Institutions (NHRIs) and Networks/Associations, among others.
- (iv) Producing a situational analysis report capturing all identified strategic issues for consideration in consolidating and strengthening the ZHRC 2021-2025 NDS1 strategic plan. The approved situational analysis report became the basis upon which the ZHRC's 2021-2025 strategic plan consolidation process was developed.

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## PART TWO: CONTEXT ANALYSIS

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### 2.1. Introduction

In conceptualising the ZHRC's 2021-2025 planning process, a situational analysis was conducted to understand the operating environment within which the Commission works. The analysis sought to identify opportunities that the Commission can take advantage of and challenges or risks likely to stand in the way of goals including deciding on appropriate response measures. To accomplish that, the external operating context of the Commission was scanned using the Political, Economic, Social, Technological, Legal and Governance (PESTLEG) analysis framework while the internal environment was examined through the use of the McKinsey's 7S Model (Strategy, Structure, Staff, Skill, Style, Systems, and Shared Values). Further, the analysis also looked at the constitutional mandate of the ZHRC, the sectoral and national development priorities the Commission is expected to contribute towards as outlined in Zimbabwe's National Development Strategy 1 (NDS1).

### 2.2. External context analysis

The ZHRC explored its external operating context and described below are a brief synopsis of the findings:

#### 2.2.1 Political Environment

According to stakeholder views, the obtaining political environment in Zimbabwe is polarised. There is a huge disagreement among political players on the course the governance of the country should take. As a result, the political differences continue to create political tension, which manifests itself in alleged hate speeches, human rights abuses such as abductions of human rights activists, arrest of opposition political members, media personnel and heavy handedness of the security forces during effort to maintain order and security. In addition, stakeholders are of the view that human rights work in Zimbabwe is associated with anti-government motives, warranting the increasing use of the term "enemies of the state". This situation has potential to hinder effective delivery of the Commission's mandate as some of its work may be viewed as anti-government. Further, there is limited political will to implement reforms that will potentially lead to political stability particularly on the issue of endless electoral disputes and delays in ratifying the remaining global Conventions. Zimbabwe is yet to ratify the Convention Against Torture and other Cruel, Inhuman and Degrading Treatment and Punishment (CAT) and the United Nations (UN) 1961 Convention on the Reduction of Statelessness. All in all, some of these issues have negatively affected the human rights image of Zimbabwe from a global perspective thus standing in the way of current Government efforts to engage and re-engage internationally. With respect to putting in place legal and policy frameworks to help manage human rights and administrative justice issues in the country, stakeholders concur that Government has made significant efforts although there is still limited application of these frameworks. For instance, while the establishment of the ZHRC was instrumental in advancing human rights issues of the country, stakeholders feel that limited enforcement powers weaken the institution's work in that without enforcement, human rights violations are likely to continue.

#### 2.2.2 Economic Environment

Stakeholders view the economic situation in Zimbabwe as difficult. Unemployment levels in the country are considered extremely high although there are variations in how this is measured between GoZ and other sources. As at year 2019,

the Zimbabwe Statistics Agency (ZIMSTAT), which considers those in subsistence farming and other informal activities as gainfully employed, put the unemployment rate at 16.3 %<sup>1</sup>, whilst other sources estimate it to be in the range of 90%. However, it is not disputable that industrial activity is still subdued, prices of basic commodities continue to rise with cases of economic crimes such as corruption on the rise. Regarding corruption, Zimbabwe's latest (2020) ranking on the corruption perception index stood at 157 out of 180 countries<sup>2</sup> (1 being the least corrupt while 180 being the most corrupt). While efforts are underway to address economic challenges with notable positive developments being experienced on the inflation side and industry capacity utilisation, policy measures being implemented to address economic challenges are yet to largely benefit the ordinary members of the society. As a result, a larger part of the country's population is living in poverty with access to basic essential services such as water, health, education and other social amenities still remaining a pipe dream. The adverse effects of this include an ongoing increase in vending activities as an option to sustain livelihoods, illegal mining activities, increase in corruption, significant school dropouts, early child pregnancies, gender-based violence and limited access to health services. On the other hand, the obtaining economic environment limits Government's capacity to adequately and timely fund public institutions particularly in light of resource constraints and competing priorities. This obtaining position has negatively affected sustenance of public institutions. In addition, employment conditions of Government employees remain unsatisfactory, causing numerous work and service disruptions through strikes or job unrests. The recent outbreak of COVID-19 has made the economic situation more difficult as Government gives priority towards increasing resources for fighting the pandemic.

### 2.2.3 Social Environment

The Zimbabwean society is still viewed as a highly patriarchal society, built around religious and traditional practices of male-dominance. As a result, stakeholders feel males are considered to have more privileges and rights than their female counterparts. Another view is that females themselves have, to a large extent, accepted this belief because women demonstrate limited support for each other in terms of claiming their rights in social, economic and political affairs of their communities. Zimbabwe has produced several Constitutional, policy and legal frameworks which promote women's rights such as the right not be discriminated on the grounds of gender, the right not to be sexually harassed, the rights for equal opportunities, the rights not to be compelled to enter into marriage against one's will, the right not to be subjected to gender violence, among others. However, despite existence of these policy and legal provisions, women's circumstances have largely remained unchanged. They continue to suffer gender-based violence, sexual harassment, limited opportunities for quality education and limited participation in economic and political activities<sup>3</sup>. The outbreak of COVID-19 in 2020 and the subsequent lockdowns created more challenges for mostly the girl child evidenced by an unprecedented population of girls that dropped out of school as a result of early child marriages or pregnancies. Regarding social protection, the recent outbreak of COVID-19 and other environmentally induced disasters such as cyclones has shown unpreparedness in terms of knowledge, awareness and even rescue measures needed for public safety. In addition, stakeholders feel there is a much worse situation in prisons and other areas of detention due to overcrowding, limited food provisions, clothing and other essential requirements. In addition, due to livelihood challenges bedevilling the country, citizens' priorities

are becoming more inclined to livelihood interventions than programmes such as education and awareness on human rights. Given such as situation, the ZHRC audiences may not give the Commission the required attention when it delivers programmes such as outreaches.

## **2.2.4 Technological Environment**

Technology has advanced to an extent that literally everyone is spending much of their time on social media and other digital platforms. Technology is the new platform for social interactions, communications, education, business transactions and even worshipping. According to a 2020 study report by Afro Barometer<sup>4</sup>, it was found out that as of July 2018, more than nine out of 10 Zimbabwean households (95%) had cell phones, while 77% had radios, 49% had televisions and only 23 % had computers. However, the same report identified that while most people in urban areas experienced more use of mobile phone services (99%), the situation in rural zones of Zimbabwe was that one in 7 people (15%) did not thus creating a huge gap on the use of modern technology. On the negative, advancement in technology has equally brought about risks and threats to human safety. Challenges being experienced include a surge in cyber-crimes such as phishing, cyber bullying, identity theft and hacking whilst other ills comprise spreading of falsehoods, sharing of unsuitable material such as child pornography and instigating hate among others.

## **2.2.5. Legal Environment**

Zimbabwe has made significant strides in enacting legal instruments and policies that seek to create equal opportunities and treatment with respect to previously marginalised groups such as women, children, minority groups, people with disabilities and other forms of vulnerability. Examples of these include the National Disability Policy and National Policy on Labour Migration both launched in June 2021, the National Gender Policy (2013-2017), the National Environmental Policy, Domestic Violence Act [Chapter 5:16], Children's Act [Chapter 5:06], among others. In addition, the legal and policy landscape has further embraced the need for a multi-stakeholder approach in addressing issues of gender imbalances, challenges faced by marginalised people and human rights work in general. Resultantly, this facilitated the coming in of many actors in such themes as promoting the rights of children, women, e.g. Lesbians, Gays, Bi-sexual, Transgender, Intersex (LGBTI), environmental and other rights areas. To that effect, numerous actors (government and non-governmental) have come on board and continue to support programmes in these areas. However, challenges on the legal front remains delays to align existing laws with the Constitution. Examples include the ZHRC Act which is yet to be aligned with the constitution thus limiting the Commission from strengthening its mandate when protecting and promoting human rights in the country.

## **2.2.6 Environmental situation**

Stakeholders concur that the obtaining environmental situation in the country is characterised by outbreaks of diseases such as COVID-19 and the country is generally prone to climate-induced natural disasters such as cyclones and droughts. Some of the implications of these environmental challenges comprise limited access of the Commission to its audiences, disruptions of the Commission's plans such as outreaches, risks of staff exposure to diseases such as COVID-19 and related problems. In addition, other parts of the country still experience widespread human-wildlife conflict which continues

to threaten both human life and livelihood. As a way to try and sustain livelihoods, there is growth in illegal activities adversely affecting the environment such as illegal and unsafe mining activities, sand and animal poaching etc. These environmental issues continue to threaten human life, health, education, livelihoods and social well-being of citizens.

## **2.2.7 Governance environment**

The Constitution of Zimbabwe ushered a new system of devolving the governance of the country between national government, provincial metropolitan councils and local authorities. The system is viewed as a vehicle through which localised people become actively involved in decision-making, use of resources and management of administrative issues of their areas including the need to increase accountability. Although not fully implemented, the devolution concept is seen as bringing more opportunities for localised development. However, the overall governance situation obtaining in the country has fallen short of addressing problems such as corruption, limited transparency and accountability on the part of both public and private institutions. Despite enactment of legal and policy instruments to address these challenges, not much improvement has been recorded. These limitations have seen the country experiencing limited economic growth, below-standard service delivery such as perennial water and electricity shortages, difficulties in accessing identity documents (passports, National Identity cards) by nationals, bureaucracy in decision-making just to name a few. Unfortunately, Government's limited responsiveness to these challenges has made it difficult to hold duty bearers to account. Corruption, in both public and private institutions, continues to stifle development efforts thereby making life difficult for the ordinary citizen. The adverse effects of such governance challenges are that they undermine the administrative justice and equally violate human rights. The ordinary people ultimately pay the "price" as they continue to face hardships in accessing basic human needs such as water, health services, quality education, electricity, employment or other gainful activities to sustain livelihoods.

## **2.3 Internal context analysis**

With the view to assess the Commission's institutional capacity and readiness to respond appropriately to its mandate and envisaged direction and outcomes, the ZHRC explored the statuses of its strategy, structure, staff, skills, leadership style, internal support systems and the nature of shared vision. The findings of the internal analysis are briefly described below:

### **2.3.1 Strategy**

The ZHRC's work is guided by an organisational strategy which is informed by the Commission's mandate, local, regional and international opportunities that facilitate effective delivery of goals and benchmarking of best practices. The practice, which has and continues to be the norm since inception of the Commission, has been embraced by the Commission's internal and external stakeholders whose input/views inform key strategic priorities. In addition, with the view to facilitating organisational learning from implementation of strategies, the Commission evaluates these strategic plans to establish what worked well, what did not work well, contributory factors and recommendations to better guide future planning and implementation of the same. Major challenges faced by the Commission in the area of strategy include limited implementation of planned activities owing to funding constraints and delays in release of financial support by Government. Further, full and effective delivery of strategic priorities such as the need to decentralise the Commission's operations across the country to facilitate for easy accessibility of human rights services have been hampered by limited financial and human resources. Limited budget to fund strategic activities and the freezing of recruitment by Government are the current militating factors slowing down strategy delivery.



### 2.3.2 Structure

The structure of the ZHRC should clearly show human rights and administrative justice as separate units to ensure that both functions receive due attention in terms of objectives, activities and resourcing. Currently, the human rights function is more prominent whilst activities to do with administrative justice are incorporated into the Complaints Handling and Investigations (CHI) department. The absence of a separate administrative justice unit in the Commission's structure limits full attention and effective delivery of programming in the area. The Commission has a lean structure made up of Commissioners, Management and Staff. The structure offers limited career growth paths for staff as in some cases junior officers report directly to directors. Efforts by the Commission to review the structure based on the view that it is an independent institution, separate from the PSC has not been successful given the budgetary implications that come along with an expanded structure. As a result, the structure has remained unattractive for staff in terms of career progression. With respect to the Commission's job titles, given the Commission's requirement to align with Public Service regulations, the issue of job titles bring yet another challenge. An exercise to harmonise the Commission's job roles, titles, grading and remuneration structures would be ideal to address this challenge. In addition, there is no clearly defined Monitoring and Evaluation function to plan, track and report on performances against set goals, objectives, targets and activities. This limits the Commission's ability to know what is working well, what is not and contributory factors thereof. While the Commission has a Public Relations (PR) function, it reports to the Education, promotion and Research unit under programmes. In the context of the ZHRC, the function of PR is to provide a dual role; first, responding to the communication needs of programmes department and secondly, it should play the overall role of promoting visibility of the entire Commission to the outside world. Further, the current structure does not provide for corporate services department which usually takes responsibility for legal services as well as PR functions of an organisation. In addition, considering the Commission is still pursuing its decentralisation agenda to establish presence in all provinces of Zimbabwe, it would be appropriate that the structure provides for provincial functional managers/heads to be in charge of those provinces.

### 2.3.3 Policies and systems

The ZHRC's day to day work is directed by a set of internal policies, procedures and standard operating procedures (SOPs). As at December 2020, the Commission had 17 pieces of internal policy documents namely the human resource manual, administration standard operating procedure manual, gender policy, anti-corruption policy, sexual harassment policy, vehicle policy, corporate governance charter, clients service charter, Information Communication Technology (ICT) policy, finance policy, asset management policy, internship policy, records management policy, Monitoring and Evaluation (M&E) policy, travel policy and employee code of conduct. The lists of policies in place demonstrate the Commission's culture and quest to provide for internal operational and administrative efficiencies through these guidelines. Stakeholders are of the view that whilst most of the policies outlined above have been instrumental in guiding the Commission to discharge its day-to-day activities, there are several policy inconsistencies which are a source of misunderstanding between the Commission and the Public Service and Treasury. The fundamental inconsistency is that most ZHRC internal policies were developed from the viewpoint of the Commission being a separate entity from the PSC. The viewpoint can be confirmed by Section 6 part (3) of the ZHRC Act, which states that 'the office of the Commission's Executive Secretary and all staff is a public office but is not part of the Public Service'. However, given the fact that the Commission draws its funding from Treasury, it entails that the Commission becomes bound by the PSC conditions of service. It is from this

administrative matrix that most of the Commission's policies have been rendered misaligned. Further, the largest part of the Commission's operational budget (about 70%) is funded by Government. Given the fact that the Government itself is constrained in terms of resources, it has not been able to improve both conditions of employment neither has it been able to adequately satisfy the staffing needs of the Commission. The implications are that the Commission remains largely understaffed and conditions of employment are unsatisfactory thereby weakening the Commission's capacity to motivate and retain staff.

### 2.3.4 Technology

The ZHRC faces limited technology related infrastructure and systems needed to improve efficiencies in the delivery of both administrative and programming work. The challenges include inadequate hardware and software infrastructure and systems respectively. As a result, the Commission cannot take advantage of the growing use social media and other modern technology-based communication platforms. Some of the challenges include absence of licensed software (Microsoft Office), Antivirus Software, and Case Management System that is not accessible to those without smart phones and absence of an Acrobat Page making software.

### 2.3.5 Staff

To adequately staff its two functions (human rights and the administrative justice) as per its dual mandate, the ZHRC requires a staff complement of about 300. In 2020, 5 new Commissioners were appointed to the ZHRC Commission to bring the number to the required full complement of 9 Commissioners. For its staffing requirements, the Commission recently obtained Treasury concurrence to employ an additional 5 staff members targeted for the administrative justice function. Currently, the Commission has a staff complement of 102 which represents 34% of the desired staffing level. This position adversely affects the Commission's capacity to deliver on its goals, one of which is the need to decentralise its operations across the country to increase accessibility of its services. However, despite the above limitations, the Commission has managed to bring together a highly committed team of Commissioners, Executive Management and staff who have demonstrated a great deal of passion in their work despite numerous challenges confronting the organisation in particular and the economic environment in general. The achievements of the Commission such as the "A" status accreditation, tabling of their reports in Parliament, membership with including collaborations with regional and international human rights institutions and associations, attracting Civil Society and other actors to partner with in programming and the publishing of reports are some of the outputs demonstrating the commitment and capacity of existing staff. Due to current staff shortages, the Commission's strategy has been to multi-task its staff to cover for the shortages- a strategy which, although very commendable, is not sustainable long-term. Despite the commitment and capacity levels demonstrated, the Commission's staff are generally less motivated, endure long hours of driving to remote areas exposing them to risks associated driving fatigue. As indicated earlier, under structure section, there is no career progression and thus staff do not see opportunities to grow within the organisation. Linked to career progression is the existing remuneration structure which does not differentiate between one who has been in the organisation for a longer period and an entry level incumbent. Owing to these challenges, the Commission's ability to attract and retain the best skills is weakened. There is need for the Commission to continue engaging PSC and Treasury to adequately staff its operations including strengthening resource mobilisation efforts to help improve staff conditions and avert potential staff turnover.



### 2.3.6 Skills

The Commission has qualified and competent Commissioners, Management and Staff. The current team of Commissioners are from different professional backgrounds which include legal, public relations, social sciences, human resources and development. In order to build and continually increase internal competences, the Commission invests in numerous capacity building initiatives. These comprise staff pursuing professional courses, delivery of short courses to staff, holding of training workshops including learning exchange visits to other regional and international human rights settings for purposes of benchmarking best practices. While the investment efforts in capacity strengthening is a highly commendable practice, the Commission does not carry training needs assessments to inform its capacity strengthening needs. More often, the absence of training needs identification process potentially leads to limited impact of such investment as training is often not linked to existing or identified future performance or knowledge gaps. In addition, its absence compromises the selection criteria for those to participate in certain trainings, which might be viewed as preferential and hence can be a source of internal conflict. The Commission is encouraged to have a clear system which identifies learning gaps and appropriate learning interventions. The Commission also needs clearly defined and well communicated criteria for identifying those who receive training to ensure transparency. The Commission also targets persons with disabilities and who include those with hearing and speech impairments. Currently the Commission has two officers trained in sign language. While this is a key initiative, given the population of people with disabilities in Zimbabwe, the number of Officers trained in sign language remains low and hence the need to have more officers trained. It also emerged during stakeholder consultations that effectiveness of Thematic Working Groups (TWGs) are mainly hampered by limited expertise related to the thematic areas. The major challenge identified was that expertise related to the thematic areas was not a key consideration during staff recruitment.

### 2.3.7 Style (Leadership)

Internal stakeholders share a general view that the ZHRC leadership style has to a greater extent managed to build a culture of commitment and hard work across the organisation. This is demonstrated by the successes the Commission has registered to date such as achieving an 'A' status, continual implementation of internal competence building initiatives across the Commission albeit under conditions of limited resources. However, despite these achievements, it was widely felt that these gains can be strengthened if there can be increased transparency, effective internal communication, increased use of participatory and inclusive approaches on issues that have direct and indirect impact on all staff. Examples include making clear how incentives are applied to staff based on Level of Effort (LoE) and the criteria for staff upgrading including identification of participants for attending trainings. In addition, the decision-making process of the Commission is considered generally slow. Limited involvement and consultations with all staff has the potential to adversely affect commitment to duty due to limited buy in, often breeds suspicion and increases grapevine. Implementing leadership management and development initiatives coupled with training in effective communication and delivering team-building initiatives are some of the measures that can address the above leadership issues. The initiatives have the potential to increase a culture of information sharing, collective planning and decision-making and collective problem-solving.

### 2.3.8 Shared Values

There is consensus among internal stakeholders that there is a sense of shared values within the ZHRC. The Commission's leadership and staff demonstrate collective understanding of what the Commission's mandate and vision are and equally so, the respective values that lead to ensuring attainment of the mandate and vision. To a greater extent, the Commission has demonstrated fearlessness when discharging its duties has largely remained responsive to issues brought before it by its audiences/beneficiaries and continues to be independent in its approach to human rights issues, among others. The Commission is recommended to continue to upscale this sense of shared values by continuing to inculcate these values across the organisation through regular collective reflections on the values to identify what is working well and what is not and reasons thereof, inviting collective input, ideas, among others to facilitate for collective problem solving.

## 1.4 National and sectoral level development priorities

As a state institution, the ZHRC plays a contributory role towards national development. To that end, it is expected that its strategy also responds appropriately to national and sectoral development priorities set out in the Government of Zimbabwe (GoZ)'s National Development Strategy 1 (NDS1). According to the NDS1 sectoral classifications the ZHRC falls under the Governance sector and is thus expected that its strategy contributes towards both national and sectoral level outcomes as reflected in the table below:

Table 1: National and sectoral development priorities, key result areas and expected outcomes

National vision: 'Towards a prosperous and upper middle class economy by 2030'			
PRIORITY LEVEL	PRIORITY AREAS	KEY RESULT AREAS	OUTCOME LEVEL
National	<ul style="list-style-type: none"> <li>Governance</li> <li>Economic growth &amp; stability</li> <li>Image building, international engagement and re-engagement</li> </ul>	<ul style="list-style-type: none"> <li>Justice delivery</li> <li>Inclusive economic growth</li> <li>International engagement &amp; re-engagement</li> <li>Image building</li> </ul>	<ul style="list-style-type: none"> <li>Improved justice delivery</li> <li>Improved financial inclusion</li> <li>Improved country image</li> <li>Improved international relations</li> </ul>
Sectoral		<ul style="list-style-type: none"> <li>Social cohesion</li> <li>Justice delivery</li> <li>Public safety &amp; order</li> <li>Combating corruption</li> <li>Human rights &amp; freedoms</li> <li>Secure property rights</li> <li>National unity, peace and reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>Improved rule of law</li> <li>Improved access to justice</li> <li>Enhanced public safety &amp; order</li> <li>Reduced corruption</li> <li>Improved human rights</li> <li>Improved financial inclusion</li> <li>Improved international relations</li> </ul>

## 1.5 Overview of ZHRC strategic pillars, outcomes, objectives and actions

An overview of the ZHRC's strategic pillars/priorities, strategic outcomes and objectives is given in the table overleaf. Each pillar is given, followed by the strategic outcome and objective, key strategic issues informing the objective and a set of actions recommended accomplishing delivery of the objective.

*Table: II: Overview of ZHRC strategic pillars, outcomes, objectives and actions*

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
Strategic Pillar 1: Promoting and protecting Human rights and administrative justice		
Strategic Outcome : A ZHRC that promotes and protects human rights, enjoyment of freedoms as well as lawful, prompt, efficient, reasonable, substantively and procedurally fair administrative conduct		

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
To promote and protect human rights and administrative justice in Zimbabwe through conducting education, awareness and advocacy, capacity building, research, monitoring, inspections and investigations, and related interventions for the full enjoyment of fundamental rights and freedoms by all Zimbabweans	<ul style="list-style-type: none"> <li>It is viewed that there is still limited understanding of human rights in Zimbabwe by citizens, State and other institutions such as political formations. Most citizens especially in remote rural areas are the most affected and can hardly claim their rights. Alleged continued heavy handedness of the security forces when maintaining order and security, politically motivated violence especially during election campaigns, alleged abductions and torture of human rights defenders among others demonstrate limited understanding and respect for human rights on the part of State institutions and political formations. Other views suggest that the obtaining human rights challenges in the country are not necessarily as a result of lack of understanding but other underlying political factors which can be investigated through conducting studies to surface root causes</li> <li>During times of disaster outbreaks such as droughts, floods and diseases such as COVID-19, ordinary citizens suffer from hunger, lack of food, limited health services, disrupted education among others thus affecting their fundamental rights as citizens</li> <li>There is growing violence and other forms of abuse against women e.g. sexual violence and gender based violence. To a greater extent, Women continue to be treated less favorably than males on access to economic and educational opportunities, whilst children's rights continue to be violated especially young girls some of who are dropping out of school, facing sexual abuses at tertiary institutions such as colleges and universities, increased child pregnancies, early child marriages, sharing of child pornography on social media and other virtual platforms, ritual murders, statutory rape etc. Persons with disabilities (PWDs), orphans, minority groups, the elderly and key populations (sex workers, LGBTIs) continue to be marginalised and stigmatized. The elderly face lack of basic health care services, struggle to access pensions and other social services. Minority groups are often sidelined from active participation in development issues, access to basic services such as education and other amenities</li> </ul>	<ul style="list-style-type: none"> <li>Carry out research studies to identify root causes of human rights abuses to inform evidence-based interventions</li> <li>Continuing outreaches (informed by outcomes of research) through radio or Television (TV), social media platforms such as Twitter, Facebook, Instagram etc., physical meetings, commemorations, disseminating IEC material including audio and braille and video etc. to be shared through social media platforms and physically.</li> <li>Advocating for the integration of human rights education in learning curricula and targeting trainers and learners for human rights education.</li> <li>Monitoring and inspecting observance of human rights during disasters or emergencies such as droughts, floods, outbreak of diseases such as COVID-19 etc. to ensure equality in provision of aid and other interventions such as access to health services and related social support.</li> <li>Continuing human rights education targeting the security services institutions such as Police Officers, Correctional Officers, and political formations to respect human rights when discharging their work</li> <li>Continuing to mainstream disability and gender across the entire work of the Commission through disability and gender inclusive designs, planning and implementation of requisite interventions. This will ensure that persons with disabilities, women and girls are not left out of the Commission's interventions through strengthening collaborations with Disability People's Organizations (DPO) and Disability Rights/Service Organizations (DSO), women organisations and the Gender Commission, among other actors.</li> <li>Training members of the media on human rights and administrative justice.</li> <li>Expanding human rights awareness and training of village and district-based duty-bearers, members of parliament, volunteers and traditional and religious leaders so that they become both local watchdogs as well as human rights ambassadors, capable of cascading human rights education within their</li> </ul>
<b>Strategic Pillar 2: Decentralisation</b> <b>Strategic Outcome: A ZHRC that is decentralized to all provinces to increase accessibility of human rights services by all Zimbabweans</b>		

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
To decentralise the operations of the ZHRC through a phased process of establishing offices in provincial centers of the country to increase accessibility of human rights services by all Zimbabweans	<ul style="list-style-type: none"> <li>▪ The ZHRC's operations are being mobilized from the Commission's Harare and Bulawayo offices. The current operational modalities result in: <ul style="list-style-type: none"> <li>○ Inefficiencies and costs associated with travelling long distances in an effort to try to cover all the country's locations</li> <li>○ Risks associated with long hours of driving by staff</li> <li>○ Delays in attending to human rights issues which require the attention of the Commission</li> </ul> </li> <li>▪ While pursuing a more permanent solution to infrastructural resources (land to build own offices or properties to purchase), in the interim, the Commission can engage with provincial authorities for reasonable leasing rates to occupy unused/vacant office spaces in the earmarked provinces.</li> <li>▪ The status of human rights conditions in places of detention, refugee camps and related facilities, institutions/places where mentally disordered or intellectually retarded or handicapped persons are detained require constant monitoring. Most of them do not meet the human rights standards expected.</li> <li>▪ Section 243 (1) of the Constitution and section 4 of the ZHRC ACT mandates the ZHRC to receive and handle complaints from members of the public, conduct investigations and make appropriate recommendations.</li> <li>▪ The new GoZ national development trajectory (NDS1) has given priority, under the governance sector of the country, to ensure improved justice delivery, financial inclusion, country image and international relations</li> <li>▪ pension claims, allegations of abuse of public resources, shady deals involving public resources, unsatisfactory delays in processing and issuing of national identity documents such as birth certificates, passports etc.</li> <li>▪ Out of the existing 8 Thematic Working Groups (TWGs) of the ZHRC, 6 are active while 2 (International Treaties and Agreements, and Capacity building and Institutional Development), although they were operationalised, they are not active due to resource constraints.</li> </ul>	<ul style="list-style-type: none"> <li>▪ communities.</li> <li>▪ Educating the public against abuse of social media e.g., cyber-crimes, use of hate language, sharing of illicit material/content such as child pornography, spreading falsehoods, among others.</li> <li>▪ Monitoring and inspecting places of detention, places where children, the elderly, the mentally retarded persons and refugees to make them conform to human rights standards</li> <li>▪ Expediting the first phase of establishing a ZHRC office in Mutare from the beginning of September 2021 as has already been planned</li> <li>▪ Plan for and implement the next phase and subsequent phases of establishing ZHRC offices in other provinces of the country until all provinces are covered to enable accessibility of human rights services across the whole country.</li> <li>▪ Negotiate with provincial authorities for open/unused office space for reasonable leasing rates to help establish ZHRC offices in the provincial areas</li> </ul>
<b>Strategic Pillar 3: Strategic and collaborative networks</b> <b>Strategic Outcome: A ZHRC that leverages local, regional and international strategic and collaborative networks for the protection and promotion of human rights in Zimbabwe</b>		

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
To strengthen and maintain collaborative networks with a wide range of cooperating partners and stakeholders, at local, regional and global levels through establishing partnerships, cooperation, joint operations, knowledge sharing and exchange of best practices for the increased protection and promotion of human rights	<ul style="list-style-type: none"> <li>▪ A multi-stakeholder approach to promoting and protecting human rights has proven highly effective for the ZHRC. This is evidenced by successes registered to date wherein the Commission worked alongside local, regional, and international actors in advancing human rights work in Zimbabwe. More and more local CSOs/NGOs and even existing development partners are showing interest to support the work of the ZHRC.</li> <li>▪ The Commission can take advantage of other stakeholders' expertise, resources and influence in the work of human rights</li> <li>▪ While the ZHRC is mandated to promote and protect human rights in Zimbabwe, there are other Commissions also mandated to deal with related issues such as Gender Commission (ZGC) on gender violence and other issues, Zimbabwe Anti-Corruption Commission (ZACC) on corruption issues, the Judiciary Services Commission (JSC) on promoting independence, accountability and transparent administration of justice, and the recently established Independent Complaints Commission on public complaints against security sector members. There are possibilities of overstepping into other Commissions' roles or duplication of such.</li> <li>▪ With the establishment of the Independent Complaints Commission, some of the matters the ZHRC is working on are likely to be taken over by the new Commission</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthening existing collaborations with other State and non-State actors such as local CSOs/NGOs, line ministries and agencies to advance human rights and administrative justice</li> <li>▪ Establishing collaborations with more CSOs/NGOs who are expressing interest including those considered pertinent to work alongside the ZHRC. Conducting a stakeholder mapping exercise to identify them, their areas of work and expertise, their level of influence within their areas of work etc.</li> <li>▪ Strengthening working relationships with other chapter 12 Commissions such as ZACC, the newly established Independent Complaints Commission, and Gender Commission, Judicial Services Commission etc. to avoid duplication of roles but work to complement each other and share expertise in addressing cross-cutting issues. <b>NB:</b> As for the Independent Complaints Commission, once operationalised, seek to understand their mandate and legal framework, engage them to identify and define areas of cooperation and establish a working relationship towards enhancing observance of human rights, public safety and maintenance of order</li> <li>▪ Continue to satisfy requirements for NANHRI, IOI, AOMA, ACHPR membership and accreditation status with GANHRI and the Paris Principles to continue to benefit from regional and international human rights principles, standards and best practices for the advancement of human rights</li> <li>▪ Increasing interaction with media (both mainstream and community-based) actors to promote reportage of human rights information and reach out to remotest parts of the country</li> <li>▪ Increasing interaction with learning authorities and institutions to advocate for and promote incorporation of human rights related learning</li> </ul>





STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
<p>To strengthen internal organisational structure, systems and leadership style, policies and procedures, supported by well documented manuals and a robust automated information system through carrying out necessary reviews to increase the efficiencies and responsiveness of the Commission's work.</p>	<ul style="list-style-type: none"> <li>▪ The ZHRC organisational structure has limited room for staff progression thus weakening the Commission's ability to motivate and retain staff.</li> <li>▪ The structure does not provide for a separate administrative justice function despite it being one of the dual mandate of the ZHRC.</li> <li>▪ The structure does not show a clear M &amp; E function to help plan, track and report progress. The function of this role may, the context of ZHRC, assume the responsibility to also track, follow-up and reporting on resolved or pending human rights matters and reasons thereof</li> <li>▪ The role of Public Relations is rather subdued thus limiting the communications for programmes and the overall organisation's visibility requirements of the Commission</li> <li>▪ The structure does not provide for legal services unit to handle both strategic litigations (taking human rights violation cases to court) and other corporate related legal issues such as those involving lawsuits against the Commission.</li> <li>▪ While the ZHRC is pursuing its decentralisation agenda, the current structure does not provide for provincial managers posts responsible for overseeing provincial operations</li> <li>▪ The ZHRC policies are not consistent with the PSC and Treasury regulations thereby bringing policy inconsistencies currently obtaining.</li> <li>▪ The Commission's job titles do not align with positions obtaining in the Public Service thereby making grading and compensation decisions difficult since the Commission's compensation management is now under the purview of the PSC.</li> <li>▪ The Commission does not have a fully-fledged research unit responsible for human rights related researches to inform evidence-based programming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reviewing the Commission's organisation structure to allow for separate administrative justice</li> <li>▪ Review the organisation structure to incorporate a separate M&amp;E unit responsible for planning, tracking and reporting on the Commission's programmes, follow-up and reporting on statuses of human rights cases to monitor level of compliance</li> <li>▪ Review the organisation structure to provide for career progression</li> <li>▪ Establishing a separate research unit to promote internal researches for evidence-based programming and collaborating with institutions of higher learning in carrying out researches. The research unit can be combined with M&amp;E to form one unit.</li> <li>▪ Creating a corporate services unit to be responsible for strategic litigations and other corporate related legal issues.</li> <li>▪ Defining the Public Relations function to articulate a dual role of communications for the Commission's programmes as well as the overall visibility of the Commission.</li> <li>▪ Creating provincial managers' posts to oversee provincial operations</li> <li>▪ Reviewing all Commission internal policies and procedures by aligning them with Public Service and Treasury regulations to avoid policy inconsistencies.</li> <li>▪ Engaging the PSC to jointly carry out a job evaluation exercise to align the Commission's job grading and compensation structure with that of the Public Service sector.</li> <li>▪ Reviewing manuals, SOPs and referral system to match the changes made in relation to creation of a separate administrative justice function.</li> <li>▪ Reviewing the functions and effectiveness of all the Thematic Working Groups and come up with a new strategy for TWG.</li> <li>▪ Increasing investment on technological infrastructure for both administrative and programmatic purposes e.g. computer hardware and software including increased use of social media platforms</li> </ul>
<p><b>Strategic Pillar 5: Redress mechanisms and compliance</b></p> <p><b>Strategic Outcome: A ZHRC whose decisions and recommendations are fully enforced and complied with</b></p>		

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
To strengthen redress mechanisms on human rights and administrative justice through lobbying for reviews of current legislative frameworks, and seeking redress of human rights violations through courts to strengthen the enforcement powers of the Commission and to ensure full compliance with the Commission's recommendations or decisions.	<ul style="list-style-type: none"> <li>International Treaties and Agreements as well as the Capacity Building and Institutional Development TWGs are not active despite having been operationalised</li> <li>The Commission still lags behind on technology related infrastructure despite growing use of technology, social media and related digital platforms</li> <li>Zimbabwe's is considered to be lagging behind on enforcement of laws and policies regarding human rights violations thus compromising justice delivery, promoting impunity, unending corruption. This negatively affects the country's international human rights image and relations</li> <li>The ZHRC lacks enforcement powers for its decisions, creating risk of disregard of recommendations made by the Commission. While some of the recommendations were enforced, some recommendations either receive limited attention or take longer to be implemented thereby trivializing the work of the Commission.</li> <li>As the NHRI in Zimbabwe, the ZHRC has vital expertise and capacity to provide information and advisory services as a third-party intervenor when matters to do with human rights violations are handled by tribunals, courts etc. but this role has not been fully explored.</li> <li>Although Parliament plays oversight roles on public institutions such as the ZHRC, increasing interactions with Parliament can enhance improvement and compliance on the Commission's decisions.</li> <li>Continuation and strengthening of implementation of treaty bodies recommendations is key in ensuring the country aligns itself with international resolutions and thus help improve the country's human rights image</li> </ul>	<ul style="list-style-type: none"> <li>Engaging relevant authorities such as Parliament, JSC, Ministry of Justice, Legal and Parliamentary Affairs for the ZHRC to have improved enforcement powers for its decisions such as arresting powers.,</li> <li>Working closely with the Parliament, JSC, the Commissioner of Police and the National Prosecution Authority in ensuring fair, impartial and timely delivery of justice on all matters to do with human rights violations and maladministration</li> <li>Taking matters to court in line with the existing legal provisions which mandates the Commission to go to court to seek redress regarding its decisions.</li> <li>Strengthening of internal capacities and resource mobilization to enable the Commission to act as 'Amicus curiae' or provide human rights advisory services to both public and private institutions.</li> <li>Increasing interactions with the Office of the President and Cabinet (OPC) to facilitate the Commission's advisories to the executive arm of state on human rights issues</li> <li>Continuing to closely monitor and follow-up with State on progress with implementation of treaty bodies recommendations to ensure that the State acts on treaty bodies recommendations</li> </ul>
<b>Strategic Pillar 6: Human resource development</b>		
<b>Strategic Outcome: A ZHRC that has increased administrative and technical competences to perform its roles and functions to the highest standard</b>		
Strategic objective	Strategic issues	Strategic actions

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
<p>To strengthen the administrative and technical capacities of the Commissioners, management, and staff through a wide range of competence building initiatives in order to deliver quality service</p>	<ul style="list-style-type: none"> <li>▪ of the thrust of human rights work is fast changing, hence the need to align the ZHRC's internal competences with the dynamic human rights environment changes increases delivery of quality results</li> <li>▪ There is more to improve on the Commission's internal leadership and communication style to promote increased internal consultations and inclusiveness. The predominantly top-to-bottom approach limits views/input from the bottom to the top. It limits the Commission from benefiting on views and ideas of those in lower levels, undermines the widely shared understanding that ownership and commitment towards organisational goals require collective planning, collective decision-making and collective problem-solving.</li> <li>▪ The Commission's capacity strengthening efforts require to be informed by a learning needs analysis which identifies learning gaps and appropriate learning interventions that help improve learning outcomes</li> <li>▪ .</li> <li>▪ While the Commission also targets persons with disabilities, the Commission is limited when it regards sign language skills and thus cannot adequately communicate with complainants who have hearing and speech impairments</li> <li>▪ Whilst performance management is being carried out, it is not being consistently done. Employee performance management helps to ensure attainment of both employee and organisational related developmental needs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementing an internal learning needs identification process to guide on key learning needs of the Commission</li> <li>▪ Building internal research capabilities to facilitate carrying out of researches to inform evidence-based programming of the Commission's work</li> <li>▪ Building an M&amp;E capacity to plan, track and report on the Commission's programmes</li> <li>▪ Building internal technology related competences for administrative and programming efficiencies</li> <li>▪ Continuing staff development initiatives such as staff pursuing studies relevant to their work in the Commission. With resources permitting, assisting staff in funding for such studies. Devising internal mechanisms for incentivising or recognising those who have upgraded their knowledge and skills to promote continual self-development among the Commission's staff. A salary notching system is a good example.</li> <li>▪ Strengthening capacity building of Commissioners, Management and Staff on global human rights developments through exchange visits with other regional and international human rights institutions and other interactive platforms to benchmark best practices and become acquainted with emerging trends in the human rights arena.</li> <li>▪ Build internal sign language skills to facilitate easy communication with persons who have hearing and speech impairments e.g. during programming or when they approach the Commission with complaints.</li> <li>▪ Continuing to strengthen the capacity of the ZHRC leadership in leadership and management development initiatives to build and sustain effective leadership for the Commission.</li> <li>▪ Implementing regular staff performance management to measure and improve the performance of staff.</li> </ul>

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
<p>Strategic Pillar 7: Resource mobilisation</p> <p>Strategic Outcome: A ZHRC that is sufficiently resourced to fund its administrative and programming requirements</p>		

STRATEGIC OBJECTIVE	STRATEGIC ISSUES	STRATEGIC ACTIONS
To mobilise financial, human, infrastructural, material, and technological resources by widening the current resource base and lobbying Government for more financial and human resources support to sufficiently fund the delivery of this strategy, continual building of internal competences and improvement of working conditions of staff and sustain the Commission as an effective national institution for the advancement of human rights and administrative justice,	<ul style="list-style-type: none"> <li>▪ The ZHRC's funding support from Government is not sufficient to meet its requirements such as funding administrative and programming requirements, capacity strengthening needs, equipment such as computers, furniture, printers and related office equipment, vehicles) and infrastructural requirements (own offices). The Government is financially constrained due to an under-performing economy and this position is likely to remain the same in the next five years</li> <li>▪ The Commission's ability to decentralise its operations is largely dependent on availability of sufficient financial, human and infrastructural resources, yet Government funding support is limited</li> <li>▪ The ZHRC's staff employment conditions particularly compensation are unsatisfactory thus weakening the Commission's ability to motivate and retain skills.</li> <li>▪ Out of the approved staff positions, the ZHRC is yet to fill 14 of these positions due to resource constraints and lack of Treasury concurrence.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing a resource mobilisation strategy and appointing a team to drive the strategy and mobilise resource for the Commission's work</li> <li>▪ Lobbying Government to increase funding support towards the Commission's work to adequately fund programmes and administrative requirements</li> <li>▪ ZHRC to seek representation at the forum that considers and determines employees' conditions of service.</li> <li>▪ Persistently engaging Government and development partners to fund the Commission's programmes, continually develop staff and improve staff conditions</li> <li>▪ Leveraging resources of other cooperating partners through sharing platforms, expertise and resources when discharging human rights work.</li> <li>▪ As a way to try and facilitate decentralisation of the Commission's work, engagement with provincial leadership in light of the ongoing devolution exercise may help to identify possibilities for support for the Commission's work at provincial levels</li> <li>▪ Lobby Treasury for additional funding to facilitate and expedite the recruitment of staff to fill the already approved 14 staff positions, and approval to recruit additional staff for the new positions as per the finally approved organisation structure.</li> <li>▪ Lobby Government for financial support to procure land/office spaces for the ZHRC's own offices in provincial locations of the country</li> <li>▪ Mobilise financial resources or engage Government for support with additional vehicles required for the newly created staff positions to enhance mobility and efficiency of the Commission staff</li> </ul>

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## PART THREE: ZHRC STRATEGIC OUTCOMES AND OBJECTIVES

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### 3.1 Introduction

The above context analysis (PESTLEG) and 7S Model), the Commission's constitutional mandate, national and sectoral development priority areas and outcomes, regional and international priorities and standards relating to human rights including recommendations and lessons learned from the Commission's previous strategy were used to inform the organisation's strategic outcomes for the period 2021-2025. The broad outcomes are presented hereunder:

- 1.1.1 A ZHRC that promotes and protects human rights, enjoyment of freedoms as well as lawful, prompt, efficient, reasonable, substantively and procedurally fair administrative conduct
- 1.1.2 A ZHRC that is decentralised to all provinces to increase accessibility of human rights services by all Zimbabweans
- 1.1.3 A ZHRC that leverages local, regional and international strategic and collaborative networks for the protection and promotion of human rights in Zimbabwe
- 1.1.4 A ZHRC's institutional structure, policy frameworks, systems and procedures which provide for efficient delivery of strategy, goals and objectives
- 1.1.5 A ZHRC whose decisions and recommendations are fully enforced and complied with
- 1.1.6 A ZHRC that has increased administrative and technical competences to perform its roles and functions to the highest standards
- 1.1.7 A ZHRC that is sufficiently resourced to fund its programmatic and administrative requirements
- 1.1.8

### 3.2 ZHRC strategic priorities/pillars

In order to deliver the above outcomes, the ZHRC identified the 7 strategic pillars provided below which will guide the Commission's five-year strategic plan.

- 1.1.1 Promoting and protecting human rights and administrative justice
- 1.1.2 Decentralisation of the Commission's operations
- 1.1.3 Strategic and collaborative networks
- 1.1.4 Institutional support structures, policies and systems
- 1.1.5 Redress mechanisms and compliance
- 1.1.6 Human resource development
- 1.1.7 Resource mobilisation

### 1.3 ZHRC strategic objectives

The Commission came up with 7 objectives which the strategic plan needs to accomplish in order to deliver the outcomes identified above. The objectives are outlined below:

- 1.3.1 To promote and protect human rights and administrative justice in Zimbabwe through conducting education, awareness and advocacy, capacity building, research, monitoring, inspections and investigations, and related interventions for the full enjoyment of fundamental rights and freedoms by all Zimbabweans
- 1.3.2 To decentralise the operations of the ZHRC through a phased process of establishing offices in provincial centres of the country to increase accessibility of human rights services by all Zimbabweans
- 1.3.3 To strengthen and maintain collaborative networks with a wide range of cooperating partners and stakeholders, at local, regional and global levels through establishing partnerships, cooperation, joint operations, knowledge sharing and exchange of best practices for the increased protection and promotion of human rights
- 1.3.4 To strengthen internal organisation structure, systems and leadership style, policies and procedures, supported by well documented manuals and a robust automated information system through carrying out necessary reviews to increase the efficiencies and responsiveness of the Commission's work
- 1.3.5 To strengthen redress mechanisms on human rights and administrative justice through lobbying for reviews of current legislative frameworks, and seeking redress of human rights violations through courts to strengthen the enforcement powers of the Commission and to ensure full compliance with the Commission's recommendations or decisions
- 1.3.6 To strengthen the administrative and technical capacities of the Commissioners, management and staff through a wide range of competence building initiatives in order to deliver quality service
- 1.3.7 To mobilise financial, human, infrastructural, material and technological resources by widening the current resource base and lobbying Government for more financial and human resources support to sufficiently fund the delivery of this strategy, continual building of internal competences and improvement of working conditions of staff and sustain the Commission as an effective national institution for the advancement of human rights and administrative justice.

### 3.4 ZHRC 2021-2025 strategy

Given the above operational context and the opportunities, challenges and risks obtaining, the Commission's mandate, sectoral and national development priorities, identified outcomes and objectives, the ZHRC reflected on its vision and mission statements and value propositions to align the statements with the new 2021-2025 strategic thrust.

#### 3.4.1 Vision

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

### 3.4.2 Mission statement

To protect, promote and enforce human rights and administrative justice of all people in Zimbabwe in accordance with the Constitution and international human rights standards.

### 3.4.3 Values

Below are ZHRC value propositions which describe the organisation's core ethics or principles to be enshrined in the day-to-day work and engagement with all its internal and external stakeholders.

*Table III: ZHRC value propositions*

VALUE	VALUE MEANING
Fearlessness	Consistent exhibition of courage and fortitude when discharging constitutional mandate
Accessibility	At all times, the Commission remains easily accessible to all people and guarantee equal treatment for all parties before the law
Independence	The decisions of the Commission are completely free from undue external influence
Responsiveness	Giving prompt responses to all human rights issues including guaranteeing timely redress or resolution
Professionalism	Committed to the highest standard of practice in everything the Commission does
Integrity	Complete absence of dishonest and earn the respect and trust of those served
Inclusivity	Providing equal access to opportunities and resources for all people who might otherwise be excluded

### 3.5 Stakeholder engagement strategy

The ZHRC further identified key stakeholders, their roles including outlining the nature of relationship the Commission will have with the stakeholder groups in promoting and protecting human rights and administrative justice.



Table IV: ZHRC stakeholder engagement strategy

RELATIONSHIP	STAKEHOLDER GROUPS	STAKEHOLDER ROLE	RESPONSE STRATEGY
Strategic	Human rights Institutions	Provide opportunities for sharing best practices and continual learning	Partner with them
	Development Partners	Provide financial support to ZHRC work	
	Other Commissions	Provide opportunity for joint programming in human rights work	
	Parliament	Provides oversight and facilitate enactment of laws to advance human rights	
	Government Agencies	Enforce other environmental, administrative and governance policies	
	Line Ministries	Provide policy measures on human rights	
Collaborative	CSOs/NGOs/FBOs/Trade Unions	Offer potential partnerships and collaborations on human rights work	Work alongside them
	Primary, secondary & Tertiary learning institutions	Provide research capabilities and space for education and awareness on human rights	
	Media	Provide space for human rights related reportage	
	Local Traditional structures and Faith-based Leadership	They have influence over their communities which is key for the advancement of localized human rights work	
Accountability	Citizens	They are targeted beneficiaries and they expect better service and justice	Adhere to their needs and expectations
	Government and Parliament	Develop and enforce human rights related laws and policies	
	International Human Rights Bodies & Treaties	Expect conformity to standards and best practices in the advancement of human rights	

### 3.6 Risk analysis and mitigation measures

The ZHRC identified threats or risks likely to stand in the way of delivering both its mandate and strategy and accordingly identified mitigation measures as shown in the table below:

Table V: Risk factors, implications and mitigation measures

RISK FACTOR	IMPLICATIONS ON MANDATE/STRATEGY	RESPONSE/MITIGATION MEASURES
Politically motivated backlash in response to the Commission's reports, findings of investigations of abuses of power, violations of human rights and maladministration by state agents or political figures	The Commission's audiences particularly those who have limited appreciation of their human rights mostly the rural folk may tend to believe the voices of influential political figures. This can negatively affect the trust that the Commission has so far built among its stakeholders and audiences.	Remain apolitical, focus on mandate as provided for in the Constitution and the ZHRC Act. The Act provides for non-interference with the Commission's work by the state, any state official, agent, body, local authority etc.
Due to limited understanding and often for political reasons, human rights work is associated with anti-government politics	The Commission may be regarded as aiding anti-government motives or viewed as working alongside opposition politics	Remain apolitical, continue to discharge mandate in terms of the Constitution, the ZHRC Act and other legal and policy instruments
During difficult times such as when the Commission's audiences are facing other critical challenges like hunger and other threats, paying attention to human rights work such as awareness campaigns, education etc. may become limited.	Limited attendances to human rights education and awareness which may result in limited turning up for engagement programmes	Consider jointly programming with other humanitarian organisations for instance when livelihood programmes are being implemented, the Commission can also participate and take advantage of such platform to educate the public.
Potential mandate overlaps especially with such Commissions as the Zimbabwe Anti-Corruption Commission (as corruption has links with abuse of power) and the newly independent Complaints Commission (considering that the ZHRC has been receiving complaints against the security forces Police and members of the military.	Conflict may arise which may adversely affect the reputation and work of the ZHRC. There may be duplication of roles which becomes a recipe for confusion among beneficiaries	Seek to thoroughly understand the mandates of other Commissions, engage and enter into MoUs to define areas of cooperation and collaborations to avoid role duplication
Potential loss of skilled staff and management due to unsatisfactory working conditions	Adversely affects the Commission's quest to continually deliver quality service	Strengthen resource mobilization efforts to generate resources and develop an internally administered staff incentive scheme.
Outbreaks of environmental disasters eg COVID-19 and other natural disasters such as flooding	Limits the Commission's reach to its audiences and or limiting audiences' accessibility to the Commission services including safety and other related risks on the Commission staff	Develop a risk reduction plan, increase accessibility of the Commission through technological means, community radios etc., train staff in disaster risk management and provide adequate resources and information during disasters

### 3.7 Operationalising the strategic plan

To effectively operationalise this strategy, ZHRC will:

- (i) Develop an annual operational plan for each year (2021, 2022, 2023, 2024 and 2025). Each plan will be more specific in detailing operational activities and months of the year/dates during which the activities will be implemented.
- (ii) Have each department/pillar team members develop own annual plans drawing from the organizational annual plan/strategy.
- (iii) Have each individual staff member develop own annual plans drawn from their relevant pillar/ annual plans over and above their usual administrative, operational or leadership roles, with monthly targets to ensure functional staff roles contribute to delivery of strategy.
- (iv) Hold weekly/fortnightly/monthly M&E meetings to share progress of activity implementation, make recommendations for improving identified challenges including measures to strengthen gains attained.
- (v) Hold quarterly and bi-annual strategy implementation reflection and review meetings to take note of any changing circumstances warranting review, modification or complete change of certain planned activities.

### 3.8 Monitoring and evaluation of the strategy

Annex 1 overleaf presents the ZHRC 2021-2025 detailed strategy showing specific objectives for each strategic pillar, performance indicators, key drivers (persons responsible for specific actions), and means of verification of implementation of objectives and activities. This strategy is thus prepared with clear indicators of success to facilitate easy monitoring, evaluation and reporting of progress.

## ANNEX 1: ZHRC 2021-2025 STRATEGY

**Strategic Pillar 1:** Promoting and protecting human rights and administrative justice

Pillar **1 Coordinator:** (DES Programmes)

**Strategic Outcome:** A ZHRC that promotes and protects human rights, enjoyment of freedoms as well as lawful, prompt, efficient, reasonable, substantively and procedurally fair administrative conduct

**Strategic Objective:** To promote and protect human rights and administrative justice in Zimbabwe through conducting education, awareness and advocacy, capacity building, research, monitoring, inspections and investigations, and related interventions for the full enjoyment of fundamental rights and freedoms by all Zimbabweans

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Continuing outreaches through radio or Television (TV), social media platforms such as Twitter, Facebook, Instagram etc, physical meetings, engagements commemorations, disseminating IEC material including audio and braille and video etc to be shared through social media platforms and physically.	<ul style="list-style-type: none"> <li>100 radio programmes, 10 television programmes, 50 physical meetings held, 100,000 IEC materials (including braille, audio, video) distributed, increase social media utilization (twitter, Facebook, Instagram)</li> </ul>	<ul style="list-style-type: none"> <li># of radio, TV, physical meetings held, IEC material distributed. <b>MOV:</b> Reports of post radio/TV/Physical meetings/IEC materials distributed</li> <li>% Increase in social media traffic of additional social media platforms created. <b>MOV: Social media likes, followers etc)</b></li> </ul>	31/12/25	Director EPR
1.2 Strengthening of human rights education in learning institutions targeting trainers (training) and learners (education)	<ul style="list-style-type: none"> <li>10 engagement meetings with relevant authorities</li> <li>10 educational programmes delivered to learners at learning institutions</li> <li>5 training of trainers programmes delivered to learners and educators at learning institutions</li> </ul>	<ul style="list-style-type: none"> <li># of engagement meetings held. <b>MOV:</b> Minutes or reports of such meetings produced</li> <li># of educational/training programmes delivered to learning institutions. <b>MOV:</b> Videos/Pictures taken during delivery of educational programmes</li> </ul>	31/12/25	Director EPR

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.3 Lobbying Government to ratify the UN Convention Against Torture and other Cruel, Inhuman, and Degrading Treatment or Punishment (CAT) and the 1961 UN Convention on the Reduction of Statelessness to pave way for the formulation of a framework for programming in this area, thus expanding human rights work for the ZHRC.	<ul style="list-style-type: none"> <li>Engagement plan developed and approved</li> <li>5 engagement meetings with relevant Government organs</li> </ul>	<ul style="list-style-type: none"> <li>Approved engagement plan: <b>MOV:</b> Signed engagement plan showing approval</li> <li># of engagement meetings with Government organs. <b>MOV:</b> Documentary evidence (post engagement reports) of such engagements</li> </ul>	31/12/25	ES
1.4 Monitoring observance of human rights during disasters or emergencies such as droughts, floods, outbreak of diseases such as COVID-19 etc to ensure equality in provision of aid and other interventions such as access to health services and related support.	<ul style="list-style-type: none"> <li>20 monitoring and inspections conducted in all disaster hit areas of the country</li> </ul>	<ul style="list-style-type: none"> <li># of monitoring and inspections programmes conducted. <b>MOV:</b> Monitoring and inspections reports produced</li> <li># of disaster related issues addressed: <b>MOV:</b> Reports produced after addressing disaster related issues</li> </ul>	31/12/25	Director M&I
1.5 Continuing human rights education targeting the security services institutions such as Police Officers, Correctional Officers, and political formations to respect human rights when discharging their work	<ul style="list-style-type: none"> <li>10 human rights education programmes delivered to Police, Prisons, Political formations</li> </ul>	<ul style="list-style-type: none"> <li># of education programmes delivered to the Police, Prisons, and Political parties. <b>MOV:</b> Videos/pictures taken during such educational programmes</li> </ul>	31/12/25	Director EPR

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.6 Continued mainstreaming of disability and gender in all projects and programmes of the Commission through disability and gender inclusive design, planning and implementation of requisite interventions. This will ensure that persons with disabilities, women and girls are not left out of the Commission's interventions. This can be facilitated through strengthening collaborations with Organisations for Persons with Disability (DPOs) and Disability Rights/Service Organizations (DSOs), women's organisations, Zimbabwe Gender Commission, among others.	<ul style="list-style-type: none"> <li>Disability mainstreaming plan/strategy developed and approved</li> <li>Gender mainstreaming plan/strategy designed and approved</li> <li>4 MoUs with DPOs and DSOs, Women organisations, Zimbabwe Gender Commission</li> </ul>	<ul style="list-style-type: none"> <li>Approved disability mainstreaming plan/strategy. <b>MOV:</b> Signed disability mainstreaming plan/strategy</li> <li>Approved gender mainstreaming plan. <b>MOV:</b> Signed gender mainstreaming plan</li> <li># of MoUs entered with DPOs and DSOs. <b>MOV:</b> Signed MoUs</li> <li># of operationalised MoUs. <b>MOV:</b> Reports/pictures/videos of programmes delivered post signing of MoUs</li> </ul>	31/12/25	DES Programmes
1.7 Continuing human rights awareness programmes to educate traditional and religious leaders, councilors, village heads, Parliamentarians, members of the media sector	<ul style="list-style-type: none"> <li>50 awareness programmes delivered to traditional leaders, Councilors, Village Heads</li> <li>5 awareness programmes delivered to Parliamentarians and media (both mainstream and community-based)</li> </ul>	<ul style="list-style-type: none"> <li># of awareness programmes held with traditional leaders, councilors, village heads per province. <b>MOV:</b> Pictures/Videos, post awareness programs' reports produced</li> <li># of awareness programmes held with Parliamentarians and media. <b>MOV:</b> Post awareness programmes reports</li> </ul>	31/12/25	Director EPR

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.8 Educating the general public against abuse of social media eg cyber-crimes, use of hate language, sharing of illicit material/content such as child pornography, spreading falsehoods, among others.	<ul style="list-style-type: none"> <li>National awareness plan on abuse of social media developed and approved</li> <li>10 awareness campaigns (messages, press statements etc) on abuse of social media and related crimes per province</li> </ul>	<ul style="list-style-type: none"> <li>Approved national awareness plan on abuse of social media: <b>MOV:</b> Signed awareness plan/strategy</li> <li># of awareness campaigns held per each province; <b>MOV:</b> Videos/ Pictures and post campaign reports produced</li> </ul>	31/12/25	Director EPR
1.9 Monitoring and inspecting places of detention, places where children, the elderly, the mentally retarded persons and refugees to make them conform to human rights standards	<ul style="list-style-type: none"> <li>National monitoring and inspection plan/timetable developed and approved</li> <li>100 monitoring and inspections -places of detention</li> <li>5 monitoring and inspections-refugee camp</li> <li>50 monitoring and inspections- old people and children's homes</li> <li>20 monitoring and inspections- places where persons with mental challenges are kept</li> </ul>	<ul style="list-style-type: none"> <li>Approved national monitoring and inspection plan/timetable: <b>MOV:</b> Signed national plan/time table</li> <li># of monitoring and inspections conducted per each province on each category (children's homes, old people's homes, refugee camps, police holding cells, prisons, places where mentally disordered persons are kept). <b>MOV:</b> Post inspection reports for each category produced</li> </ul>	31/12/25	Director CHI

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.10 Engaging/Educating/training public institutions to increase accountability and administrative conduct by public officials.	<ul style="list-style-type: none"> <li>• National education/training plan on public institutions developed and approved</li> <li>• 5 Engagement meetings with public institutions</li> <li>• 10 education programmes held with public institutions</li> <li>• 5 training (ToT) delivered to public officials per each province</li> </ul>	<ul style="list-style-type: none"> <li>• Approved national education and training plan on public officials/public institutions: <b>MOV:</b> Signed national plan</li> <li>• # of educational programmes delivered to public officials/institutions per each province. <b>MOV:</b> Videos/Pictures/post educational programmes reports</li> <li>• # of TOT programmes delivered to public officials/institutions per each province. <b>MOV:</b> Videos/pictures, post training reports produced for trainings delivered per province</li> </ul>	31/12/25	Director AJ



ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.11 Investigating abuses of human rights and where necessary (without prejudice to victims of violations) offer mediation to resolve issues	<ul style="list-style-type: none"> <li>1,750 cases of human rights abuse investigated</li> <li>100 cases of human rights abuses mediated on</li> </ul>	<ul style="list-style-type: none"> <li># of investigated cases on human rights abuses. <b>MOV:</b> Investigation reports</li> <li># of resolved cases on human rights abuses. <b>MOV:</b> List of resolved cases</li> <li># of mediation initiatives held on human rights abuses. <b>MOV:</b> Mediation reports produced per each case</li> <li># of resolved cases through mediation. <b>MOV:</b> List of resolved cases by way of mediation</li> </ul>	31/12/25	Director CHI
1.12 Investigating public institutions maladministration to hold violators to account and instill public confidence in the country's public administration	<ul style="list-style-type: none"> <li>1,250 cases of public officials/institutions maladministration investigated</li> </ul>	<ul style="list-style-type: none"> <li># of investigated cases of maladministration, abuse of power by public officials/institutions etc. <b>MOV:</b> Reports of investigated cases of maladministration and abuse of power</li> <li># of cases resolved on maladministration and abuse of power by public officials/institutions. <b>MOV:</b> List and reports of resolved cases of maladministration and abuse of power by public officials/institutions</li> </ul>	31/12/25	Director Administrative Justice

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.13 Develop Administrative Justice Manual and Standard Operating Procedures (SOPs) defining the admissibility criteria for the administrative justice function to facilitate procedural steps in handling administrative justice complaints	<ul style="list-style-type: none"> <li>Admissibility criteria defined and documented</li> <li>SOPs for administrative justice approved</li> </ul>	<ul style="list-style-type: none"> <li>Approved and documented admissibility criteria for the administrative justice. <b>MOV:</b> Letter/internal memorandum showing approval of the criteria</li> </ul>	31/12/22	Director Administrative Justice
1.14 Review and assessment of functionality of the existing TWGs	<ul style="list-style-type: none"> <li>Revised TWGs strategy and TORs</li> <li>Enhanced programming in the TWGs</li> </ul>	<ul style="list-style-type: none"> <li># of functional TWGs. <b>MOV:</b> minutes, reports on TWGs meetings and programmes</li> <li>Approved new terms of reference for the TWGs: <b>MOV:</b> Signed terms of reference for the TWGs</li> <li># of programme activities conducted by the TWGs: <b>MOV:</b> List and reports of activities conducted by the TWGs post approval &amp; reorientation</li> </ul>	31/12/22	DES Programmes

**Strategic pillar 2:** Decentralisation

**Pillar 2 Coordinator** Executive Secretary

**Strategic Outcome:** A ZHRC that is decentralized to all provinces to increase accessibility of human rights services by all Zimbabweans

**Strategic objective:** To decentralise the operations of the ZHRC through a phased process of establishing offices in provincial centers of the country to increase accessibility of human rights services by all Zimbabweans

ACTIVITY	TARGET	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Expediting the first phase of establishing a ZHRC office in Mutare from the beginning of September 2021 as currently planned	<ul style="list-style-type: none"> <li>Opening of ZHRC provincial office in Mutare</li> <li>Commencement of operations in Mutare</li> </ul>	<ul style="list-style-type: none"> <li>Operationalisation plan for Mutare office. <b>MOV:</b> Signed/approved plan</li> <li># of staff deployed to Mutare office, list of material resources deployed to Mutare office: <b>MOV:</b> List of staff names, material resources deployed to Mutare offices</li> </ul>	By 1 <sup>st</sup> of December 2021	ES
1.2 Plan for the next phase and subsequent phases of establishing ZHRC offices in other provinces by organising material, infrastructural and human resources required to operationalise envisaged ZHRC provincial offices	<ul style="list-style-type: none"> <li>Next phase plan to establish ZHRC office designed and approved</li> <li>A plan for subsequent phases designed and approved</li> <li>Operationalising the approved plans</li> </ul>	<ul style="list-style-type: none"> <li>Approved next phase (after Mutare office): <b>MOV:</b> Signed Letter/internal memorandum showing approval</li> <li>Approved plan for subsequent phases. <b>MOV:</b> Signed letter/internal memorandum showing approval of subsequent phases of establishing offices in other provinces</li> <li># of offices established (operationalisation of plans): <b>MOV:</b> Addresses of provincial offices</li> </ul>	31/12/25	ES
1.3 Negotiate with provinces for open/unused office space for reasonable leasing rates to help establish ZHRC presence in the provincial areas	<ul style="list-style-type: none"> <li>Designing a strategy for engagement with provincial authorities for identifying open/unused office spaces for reasonable leasing rates</li> <li>Operationalising the engagement strategy with provincial authorities</li> </ul>	<ul style="list-style-type: none"> <li>Approved engagement strategy/plan with provincial authorities. <b>MOV:</b> Signed letter/internal memorandum showing approval of engagement plan</li> <li># of agreements/letters of approval of requests for offices/space. <b>MOV:</b> Signed agreements/letters of approval</li> <li># of operationalised agreements through establishing occupancy of offices. <b>MOV:</b> Signed lease agreements</li> </ul>	31/12/25	ES

**Strategic Pillar 3:** Strategic and collaborative networks

**Pillar 3 Coordinator:** (Executive Secretary)

**Strategic Outcome:** A ZHRC that leverages local, regional and international strategic and collaborative networks for the protection and promotion of human rights in Zimbabwe

**Strategic Objective:** To strengthen and maintain collaborative networks with a wide range of cooperating partners and stakeholders, at local, regional and global levels for the increased protection and promotion of human rights

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Strengthening existing and establishing new collaborations with other State and Non-State actors such as local CSOs/NGOs, Government agencies such as Environmental Management Agency (EMA), OPC, etc. to advance human rights and administrative justice. Regarding CSOs/NGOs, a stakeholder mapping exercise can help identify areas of thematic expertise, geographical locations of operations, scope of influence within the locations of programming and deciding strategies to target them for collaborations	<ul style="list-style-type: none"><li>• Stakeholder mapping plan targeting CSOs/NGOs developed and approved</li><li>• 10 MoUs and or letters of pledge to cooperate with CSOs/NGOs, Government Agencies etc.</li></ul>	<ul style="list-style-type: none"><li>• Approved stakeholder mapping plan. <b>MOV:</b> Signed stakeholder mapping plan showing approval</li><li>• # of MoUs signed or letters of pledge to cooperate. <b>MOV:</b> Signed letters/MoUs</li><li>• # of MoUs and or pledges for cooperation operationalised. <b>MOV:</b> Reports of new human rights activities held together with existing State &amp; non-State actors, and activities held with new State and non-State actors on human rights work</li></ul>	31/12/25	DES Programmes

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.2 Strengthening working relationships with other constitutional Commissions such as ZACC, ZGC, ZEC, the newly established Independent Complaints Commission, JSC etc to avoid stepping into each other's roles or duplicating roles but work to complement each other and share expertise in addressing cross-cutting issues. <b>NB:</b> As for the Independent Complaints Commission, once operationalised, seek to understand their mandate and legal framework, engage them to identify and define areas of co-operation and establish a working relationship	<ul style="list-style-type: none"> <li>Working relationship plan with other chapter 12 Commissions developed and approved</li> <li>3 MoUs signed with Constitutional Commissions</li> </ul>	<ul style="list-style-type: none"> <li>Approved working relationship plan with Chapter 12 Commissions. <b>MOV:</b> Signed working relationship plan showing approval</li> <li># of MoUs signed with Constitutional Commissions. <b>MOV:</b> Signed MoUs</li> <li># of MoUs with Chapter 12 Commissions operationalised. <b>MOV:</b> Reports of Joint programming/cooperation held post signing of MoUs</li> </ul>	31/12/25	ES
1.3 Increasing interaction with media (both mainstream and community-based) actors to promote reportage of human rights information and reach out to remotest parts of the country. Introduce human rights media awards for promotion of human rights reportage	<ul style="list-style-type: none"> <li>Working relationship plan with media developed and approved</li> <li>3 media houses engaged</li> </ul>	# of engagement meetings with media houses	31/12/25	ES

ACTIVITY	Target	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.4 Collaborating with Institutions of Higher learning to work together on human rights related research.	<ul style="list-style-type: none"> <li>Working relationship plan with tertiary institutions developed and approved</li> <li>Working relationship with tertiary institutions operationalised</li> </ul>	<ul style="list-style-type: none"> <li>Approved working relationship with institutions of higher learning in human rights research. <b>MOV:</b> Signed letter/internal memorandum showing approval of the plan/strategy to work with tertiary institutions in research</li> <li># of researches conducted together with tertiary institutions. <b>MOV:</b> Documented/published research studies</li> </ul>	31/12/25	Director EPR
1.5 Continuing to satisfy requirements for NANHRI membership and accreditation status with GANHRI and the Paris Principles to continue to benefit from regional and international human rights principles, standards and best practices	<ul style="list-style-type: none"> <li>Membership (NANHRI) and Accreditation renewal (GAHNRI) plan</li> <li>4 Membership renewal and Accreditation Committee planning meetings</li> </ul>	<ul style="list-style-type: none"> <li>Approved NANHRI and GANHRI renewal plan. <b>MOV:</b> Signed renewal plan</li> <li># of planning meetings held. <b>MOV:</b> Minutes of meetings held by the planning committee</li> <li>NANHRI membership certificate/letter: <b>MOV:</b> New membership certificate/letter of acknowledgement for membership renewal</li> <li>GAHNRI accreditation status. <b>MOV:</b> New accreditation certificate/letter</li> </ul>	31/12/25	ES

**Strategic Pillar 4:** Institutional support structures, policies and systems

**Pillar 4 Coordinator:** (ES)

**Strategic Outcome:** A ZHRC's institutional structures, policy frameworks, systems and procedures which provide for efficient delivery of strategy, goals and objectives

**Strategic Objective:** To strengthen internal organisation structure, systems and leadership style, policies and procedures, supported by well documented manuals and a robust automated information system to increase the efficiencies of the Commission's work

ACTIVITY	TARGET	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Reviewing the Commission's organisation structure to allow for (a) separate administrative justice (b) separate M&E and Research unit responsible for planning, tracking and reporting on the Commission's programmes, status of cases and research work respectively. (c) separate corporate services department responsible for PR & legal services (d) creating new regional manager functions (or appropriate titles based on the outcome of revised and approved organogram) in all of the provinces	<ul style="list-style-type: none"> <li>• Organisation structure review plan developed and approved</li> <li>• Separate administrative justice department established and operationalised</li> <li>• Separate M&amp;E and research unit established and operationalised</li> <li>• Corporate services department established</li> <li>• Provincial Manager functions for provincial operations</li> </ul>	<ul style="list-style-type: none"> <li>• Approved organisation structure: <b>MOV:</b> signed Letter/memorandum of approval</li> <li>• # of separate units/departments/functional units established and operationalised. <b>MOV:</b> List and structures of new departments/units, new positions created/filled</li> </ul>	By 31/12/2022	Director HR

ACTIVITY	TARGET	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.2 Review the current ZHRC organisation structure to have 1 <sup>st</sup> level staff (drivers, grounds persons, office orderlies etc.), 2 <sup>nd</sup> level staff (assistants e.g. procurement assistant), 3 <sup>rd</sup> level staff (officers, e.g. human rights officer, accounts officer), 4 <sup>th</sup> level (managers e.g. programmes manager, audit manager etc.), 5 <sup>th</sup> level staff (Directors e.g. Finance Director), 6 <sup>th</sup> level ( deputy executive directors), 7 <sup>TH</sup> level (Executive secretary) to provide for career progression and efficient delivery of service	<ul style="list-style-type: none"> <li>• New organisation structure designed and approved by Commissioners</li> <li>• New organisation structure approved by PSC</li> <li>• Final approved new structure operationalised</li> </ul>	<ul style="list-style-type: none"> <li>• Approved organisation structure. <b>MOV:</b> Letter of approval</li> <li>• # of new posts (based on the approved structure) filled. <b>MOV:</b> Letters of appointments</li> </ul>	By 31/12/2022	Director HR



ACTIVITY	TARGET	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.3 Engaging the PSC to jointly carry out a job evaluation exercise to align the Commission's job grading, job titles and compensation structure with that of the Public Service sector.	<ul style="list-style-type: none"> <li>Job evaluation plan developed and approved</li> <li>Job evaluation committee established and its TOR defined</li> <li>Job evaluation exercise completed and its outcomes implemented</li> </ul>	<ul style="list-style-type: none"> <li>Approved job evaluation plan: <b>MOV:</b> Signed letter/internal memorandum showing approval</li> <li>Evaluation Committee TOR. <b>MOV:</b> Documented and signed TOR</li> <li>Completed job evaluation report. <b>MOV:</b> Job evaluation report</li> <li># of new job titles/positions aligned: <b>MOV:</b> Revised posts/titles list</li> <li>Approved new compensation structure. <b>MOV:</b> Documented and approved new compensation structure</li> </ul>		By Director HR

ACTIVITY	TARGET	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.4 Reviewing all Commission internal policies and procedures by aligning them with Public Service and Treasury regulations to avoid policy inconsistencies	<ul style="list-style-type: none"> <li>Policy review plan developed and approved</li> <li>Policy review committee established and its Terms of Reference (TOR) defined</li> <li>17 Policy documents reviewed jointly or in consultation with PSC</li> </ul>	<ul style="list-style-type: none"> <li>Approved policy plan, Policy review Committee and its TOR. <b>MOV:</b> Signed policy review plan, list of committee members and TOR.</li> <li># of policy documents reviewed and aligned. <b>MOV:</b> Documented new or reviewed policies</li> </ul>	31/12/2023	Director HR
1.5 Considering thematic expertise as a basis for recruiting and/or developing staff for respective TWGs	<ul style="list-style-type: none"> <li>Recruitment plan targeting TWGs designed and approved</li> <li>Approved recruitment plan for TWGs operationalised</li> </ul>	<ul style="list-style-type: none"> <li>Approved recruitment plan for TWGs. <b>MOV:</b> Signed recruitment plan (or as part of the overall reviewed human resource recruitment policy)</li> <li>Recruitments/ staff development initiatives done on TWGs. <b>MOV:</b> Documented Job and Person Specifications for TWGs</li> </ul>		ES

ACTIVITY	TARGET	INDICATORS & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.6 Reviewing manuals, SOPs and referral system to align with the changes made in relation to creation of a separate administrative justice function, changes to CHI (addition of mediation) and EPR (removal of Research) and CHI (inclusion of mediation)	<ul style="list-style-type: none"> <li>New manuals, SOPs, Referral system in place</li> </ul>	<ul style="list-style-type: none"> <li># of manuals, SOPs and referral systems reviewed and approved.</li> </ul> <p><b>MOV:</b> Documented new manual and SOPs and referral system (Administration Justice) and Reviewed manuals and SOPs (CHI, M&amp;I, and EPA)</p>	By 31/12/2023	DES Programmes
1.7 Investment in technological infrastructure for both administrative and programmatic purposes including increased use of social media platforms and accessibility of the Commission by those beneficiaries without smart phones or laptops	<ul style="list-style-type: none"> <li>Licensed anti-virus software in place</li> <li>Licensed acrobat PageMaker in place</li> <li>Chat bot developed (e.g. *123#) in place</li> </ul>	<ul style="list-style-type: none"> <li># of licensed softwares installed: <b>MOV:</b> License certificate/Number</li> <li>Functional WhatsApp Bot: <b>MOV:</b> Chat bot code/number</li> </ul>	By 31/12/2023	DES Administration

#### **Strategic Pillar 5:** Redress mechanisms and compliance

**Pillar 5 Coordinator:** (DES Programmes)

**Strategic Outcome:** A ZHRC whose decisions and recommendations are fully enforced and complied with

**Strategic Objective:** To strengthen redress mechanisms available to the Commission on human rights and administrative justice to ensure full implementation and compliance with its recommendations or decisions

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Engaging relevant authorities such as Parliament, JSC, Ministry of Justice, Legal and Parliamentary Affairs for the ZHRC to have improved enforcement powers for its decisions.	<ul style="list-style-type: none"> <li>Engagement plan with relevant Government authorities developed and approved</li> <li>10 engagement meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Approved engagement plan. <b>MOV:</b> Signed engagement plan showing approval</li> <li>10 engagement meetings held. <b>MOV:</b> Minutes of meetings held</li> </ul>	By 31/12/2025	ES
1.2 Working closely with the Parliament, JSC, the Commissioner of Police and the National Prosecution Authority (NPA) in ensuring fair, impartial and timely delivery of justice on all matters to do with human rights violations and maladministration	<ul style="list-style-type: none"> <li>Engagement plan with Parliament, JSC, Commissioner of Police and NPA developed and approved</li> <li>10 engagement meetings held</li> </ul>	<ul style="list-style-type: none"> <li>Approved engagement plan with JSC, Commissioner of Police, NPA: <b>MOV:</b> Signed engagement plan showing approval</li> <li># of engagement initiatives held, <b>MOV:</b> Minutes/reports of engagement meetings held</li> </ul>	By 31/12/2025	ES
1.3 Taking matters to court in line with the existing legal provisions which mandates the Commission to go to court to seek redress regarding its decisions.	<ul style="list-style-type: none"> <li>3 matters taken to court for seeking redress</li> </ul>	<ul style="list-style-type: none"> <li># of human rights matters taken to court for redress: <b>MOV:</b> Litigation papers</li> </ul>	By 31/12/2024	ES
1.4 Upscaling the ZHRC's involvement as an <i>Amicus Curiae</i> (third party intervenor) before tribunals, Commissions of inquiry, courts etc on matters of human rights violations	<ul style="list-style-type: none"> <li>2 Commission appearances/involvement as an <i>Amicus Curiae</i></li> </ul>	<ul style="list-style-type: none"> <li># of Commission appearances as <i>Amicus Curiae</i> before courts/tribunals/Commissions of inquiry. <b>MOV:</b> Letters/documents/Subpoenas to appear before courts/tribunals/Commissions of inquiry on human rights issues as <i>Amicus Curiae</i></li> </ul>	By 31/12/25	ES

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.5 Increasing close monitoring and follow-ups on progress of implementation of treaty bodies recommendations through interactions with the Office of the President and Cabinet (OPC) to facilitate the Commission's advisories to the executive arm of state on human rights issues.	<ul style="list-style-type: none"> <li>5 engagement initiatives held with State on progress of implementation of treaty bodies recommendations</li> <li>5 of advisories made to State on human rights issues</li> </ul>	<ul style="list-style-type: none"> <li>Approved interaction and follow-up plan with State: <b>MOV:</b> Signed interaction/engagement strategy showing approval</li> <li># of meetings/engagements/advisories held/submitted. <b>MOV:</b> Minutes/reports of meetings/reports held/submitted to the State</li> </ul>	By 31/12/2025	ES

**Strategic Pillar 6:** Human resource development

**Pillar 6 Coordinator:** (Human Resources Director)

**Strategic Outcome:** A ZHRC that has increased administrative and technical competences to perform its roles and functions to the highest standard

**Strategic Objective:** To strengthen the administrative and technical capacities of the Commissioners, management and staff through a wide range of competence building initiatives in order to deliver quality service

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Implementing an internal learning needs identification process to guide on key learning needs of the Commission	<ul style="list-style-type: none"> <li>Learning needs plan developed and approved</li> <li>Training plan and budget developed and approved</li> <li>105 staff trainings/staff development initiatives held</li> </ul>	<ul style="list-style-type: none"> <li>Approved training needs analysis plan: <b>MOV:</b> Signed training needs analysis plan</li> <li>Approved training plan and budget: <b>MOV:</b> Approved training budget</li> <li># of trainings/staff development initiatives conducted. <b>MOV:</b> Certificates of attendance/qualifications</li> </ul>	31/12/25	Human Resources Director

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.2 Building internal research capabilities to facilitate carrying out of researches to inform evidence-based programming of the Commission's work	<ul style="list-style-type: none"> <li>Research training plan developed and approved</li> <li>5 research trainings conducted</li> </ul>	<ul style="list-style-type: none"> <li>Approved research training plan. <b>MOV:</b> Signed research training plan showing approval</li> <li># of research training programmes held. <b>MOV:</b> List of trained staff, pictures/videos taken during training</li> </ul>	31/12/25	Human Resources Director
1.3 Building M&E skills to plan, track and report on the Commission's programmes	<ul style="list-style-type: none"> <li>M&amp;E training plan developed</li> <li>5 M&amp;E training programmes conducted</li> </ul>	<ul style="list-style-type: none"> <li>Approved M&amp;E training plan. <b>MOV:</b> Signed M&amp;E training plan showing approval</li> <li># of M&amp;E training initiatives delivered. <b>MOV:</b> List/videos/pictures taken during training</li> </ul>	31/12/25	DES Programmes
1.4 Building internal technology related competences for administrative and programming efficiencies	<ul style="list-style-type: none"> <li>Technology training plan developed and approved</li> <li>10 trainings on use of technology delivered</li> </ul>	<ul style="list-style-type: none"> <li>Approved technology training plan. <b>MOV:</b> Signed technology training plan showing approval</li> <li># of trainings on use of technology delivered. <b>MOV:</b> List of staff trained in use of technology, pictures/videos taken</li> </ul>	31/12/25	Human Resources Director/ICT Officer

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.5 Continuing staff development initiatives such as staff pursuing studies relevant to their work in the Commission. With resources permitting, assisting staff in funding for such studies. Devising internal mechanisms	<ul style="list-style-type: none"> <li>• Staff development needs and plan developed</li> <li>• 14 staff development initiatives implemented</li> <li>• 14 staff received staff development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Approved staff development needs report and plan: <b>MOV:</b> Signed staff development plan showing approval</li> <li>• # of staff participating in staff development initiatives. <b>MOV:</b> List of staff pursuing self-development programmes and documentary evidence of support to staff to pursue self-development</li> </ul>	31/12/25	Human Resources Director
1.6 Incentivising or recognising those who have upgraded their knowledge and skills to promote continual self-development among the Commission's staff. A salary notching system is a good example	<ul style="list-style-type: none"> <li>• A staff development incentive scheme/policy developed and approved</li> <li>• 14 staff recognised</li> </ul>	<ul style="list-style-type: none"> <li>• Approved staff development recognition scheme. <b>MOV:</b> Approved policy for internal staff recognition</li> <li>• # of incentivized/recognised staff. <b>MOV:</b> List of recognised staff and means of such recognition</li> </ul>	31/12/25	Human Resources Director

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.7 Strengthening capacity building of Commissioners, Management and Staff on global human rights developments through exchange visits with other regional and international human rights institutions and other interactive platforms to benchmark best practices and become acquainted with emerging trends in the human rights arena.	<ul style="list-style-type: none"> <li>• Learning exchange plan developed and approved</li> <li>• 14 learning exchange programmes delivered</li> <li>• 56 Commissioners, management and staff participated in learning exchange visits</li> </ul>	<ul style="list-style-type: none"> <li>• Approved learning exchange plan. <b>MOV:</b> Signed and approved learning exchange plan supported by a learning needs identification process</li> <li>• # of learning exchange visits conducted. <b>MOV:</b> List of Commissioners, Management and staff who attended learning exchange visits and post learning exchange reports</li> </ul>	31/12/25	Human Resources Director/DES Programmes



ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.8 Continuing to strengthen the capacity of the ZHRC leadership in leadership and management development initiatives to build and sustain effective leadership for the Commission	<ul style="list-style-type: none"> <li>Leadership learning needs identification plan developed and approved</li> <li>Leadership development learning/training plan designed</li> <li>3 leadership and 2 management development programmes delivered</li> </ul>	<ul style="list-style-type: none"> <li>Approved leadership learning needs analysis plan: <b>MOV:</b> Signed and approved needs analysis plan</li> <li>Designed leadership training programme. <b>MOV:</b> Signed and approved training programme</li> <li># of leadership development programmes delivered. <b>MOV:</b> List of participants, post leadership training report</li> </ul>	31/12/25	ES/Human Resources Director
1.9 Build internal sign language skills by training more officers to facilitate easy communication with persons who have hearing and speech impairments e.g. during programming or when they approach the Commission with complaints	<ul style="list-style-type: none"> <li>Sign language skills development plan developed and approved</li> <li>7 staff identified and trained in sign language</li> <li>Recruitment of a person/s with hearing and speech impairments</li> </ul>	<ul style="list-style-type: none"> <li>Approved sign language skills development plan: <b>MOV:</b> Signed and approved skills development plan</li> <li>Sign language skills development/training delivered: <b>MOV:</b> Videos/Pictures/List/certificates of staff trained in sign language</li> <li># of persons with hearing and speech impairments (per ZHRC office) <b>MOV:</b> signed contracts; medical examination report certifying the nature of disability</li> </ul>	31/12/23	Human Resources Director

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.10 Implementing regular staff performance management to measure staff performance, identify areas for improvement and implement performance improvement measures/capacity building	<ul style="list-style-type: none"> <li>Staff performance framework developed and approved</li> <li>Bi-annual performance reviews conducted for all staff</li> </ul>	<ul style="list-style-type: none"> <li>Approved staff performance review framework. <b>MOV:</b> Signed and approved staff performance framework/system</li> <li>Frequency of staff performance reviews held: <b>MOV:</b> Staff performance reports</li> </ul>	31/12/22	Human Resources Director

#### **Strategic Pillar 7:** Resource mobilisation

##### **Pillar 7 Coordinator:** (ES)

**Strategic Outcome:** A ZHRC that is sufficiently resourced to fund its administrative and programming requirements

**Strategic Objective:** To mobilise financial, human, infrastructural, material and technological resources required to diversify and decentralise the operations of the ZHRC, develop the capacity of its staff and sustain the Commission as an effective national institution for the advancement of human rights and administrative justice

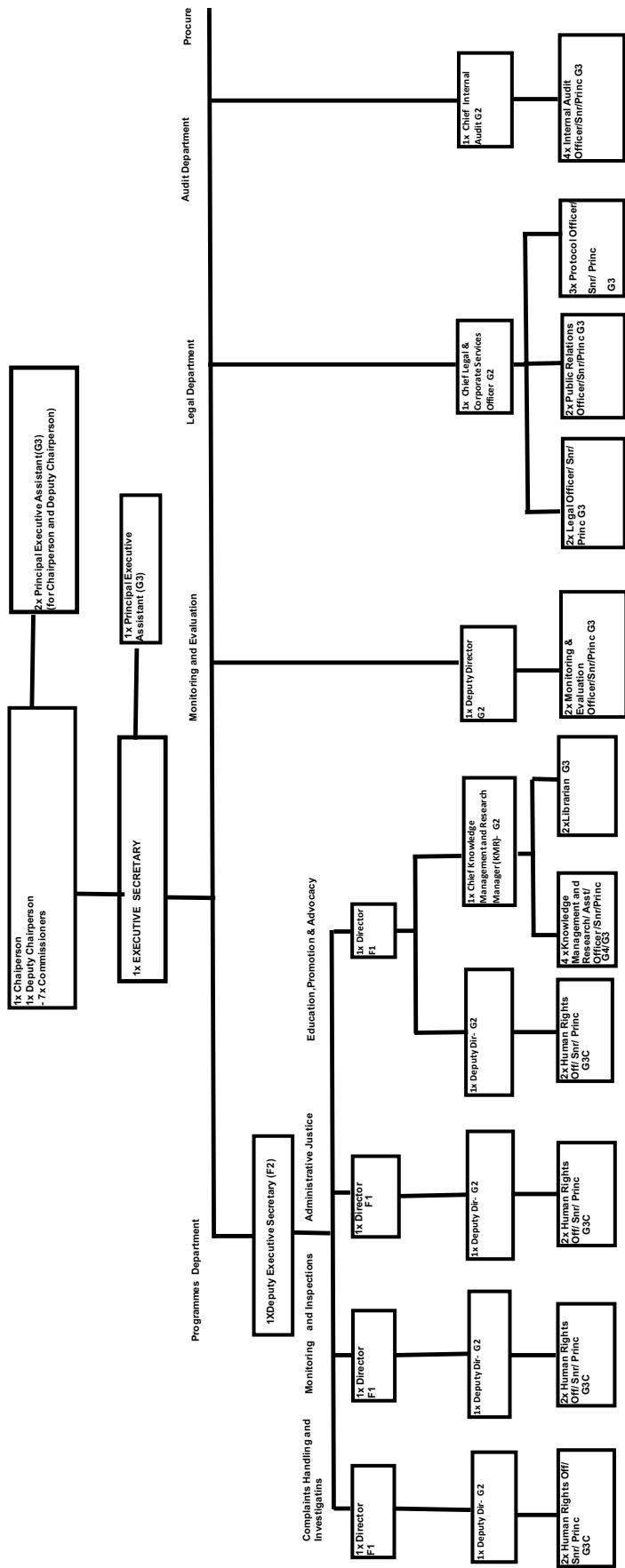
ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.1 Prepare a budget for implementation of this strategy (translating strategy into a budget)	<ul style="list-style-type: none"> <li>Budget prepared and approved</li> </ul>	<ul style="list-style-type: none"> <li>Approved budget for the 2021-2025 strategy (approved by the Commissioners). <b>MOV:</b> Signed and approved budget</li> </ul>	By 31/12/2021	Finance Director

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.2 Develop re-source mobilization strategy for ZHC to fund the strategy and address other resource requirements (This may include seeking support from development partners, possibilities of receiving support from provincial authorities under the devolution concept)	<ul style="list-style-type: none"> <li>• Strategy drafted, documented and approved</li> <li>• Resource mobilisation team established and its TOR defined</li> </ul>	<ul style="list-style-type: none"> <li>• Approved resource mobilization strategy: <b>MOV:</b> Signed and approved resource mobilisation strategy</li> <li>• Approved resource mobilisation team and its TOR.<b>MOV:</b> List of members constituting the resource mobilisation team/committee</li> </ul>	By 31/12/2025 (Ongoing)	ES
1.3 Implement resource mobilisation strategy (proactively fundraising)	<ul style="list-style-type: none"> <li>• 5engagements with potential funders</li> <li>• 5fundraising proposals submitted to potential funders</li> </ul>	<ul style="list-style-type: none"> <li>• 5of submitted proposals for additional donor funding support per quarter: <b>MOV:</b> Proposal documents submitted/Minutes of engagements with potential funders</li> <li>• 5of agreements/contracts for more donor support signed: <b>MOV:</b> Signed agreements/contracts</li> </ul>	By 31/12/2025	DES Programmes
1.4 Track growth of external funding for ZHRC work (external funding relates to funding outside Treasury)	<ul style="list-style-type: none"> <li>• Revenue from external sources is 30 % of annual budget</li> </ul>	<ul style="list-style-type: none"> <li>• % Growth in external funding for ZHRC activities. <b>MOV:</b> Financial statements (income statements)</li> </ul>	By 31/12/2025	Finance Director

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.5 Lobby Treasury for additional financial support to recruit staff for the already approved 14 positions and approval to employ additional staff for the newly created positions.	<ul style="list-style-type: none"> <li>• 40 engagement meetings with Treasury conducted</li> <li>• 14 positions filled (already approved)</li> <li>• 135 additional staff employed (newly created positions)</li> </ul>	<ul style="list-style-type: none"> <li>• 40 of engagement meetings with Treasury. <b>MOV:</b> Minutes of engagement meetings</li> <li>• # of already approved positions filled. <b>MOV:</b> Letters of appointments</li> <li>• # of new positions filled. <b>MOV:</b> Letters of appointment</li> </ul>	By 31/12/2025	Finance Director
1.6 Negotiate with provincial authorities as part of the devolution process for provincial authorities to consider giving support for the establishment of ZHRC offices within the provinces to increase localised observance of human rights, a development which stimulates respect for human rights, inclusive development and increased accountability etc.	<ul style="list-style-type: none"> <li>• Engagement strategy with provincial authorities developed and approved</li> <li>• Engagements with provincial authorities conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Approved engagement strategy with provincial authorities. <b>MOV:</b> Signed and approved strategy/plan</li> <li>• # of provincial authorities engaged: <b>MOV:</b> Minutes of engagement meetings/Agreements signed</li> </ul>	By 31/12/2023	ES
1.7 Engage Government for either financial resources or support for securing additional vehicles to beef up the current fleet as well as for the newly created positions	<ul style="list-style-type: none"> <li>• 20 engagement meetings held with Government</li> <li>• 33 vehicles secured</li> </ul>	<ul style="list-style-type: none"> <li>• 20 of engagement meetings held with Government. <b>MOV:</b> Minutes of engagement meetings</li> <li>• # of motor vehicles secured. <b>MOV:</b> Vehicle registration books</li> </ul>	By 31/12/2025	DES Administration

ACTIVITY	TARGET	INDICATOR & MEANS OF VERIFICATION (MOV)	TIMELINE	PERSON RESPONSIBLE
1.8 Procure office equipment (computers, printers, office furniture for existing and newly created positions)	<ul style="list-style-type: none"> <li>• 75 computers procured</li> <li>• 50 printers procured</li> <li>• 135 swivel chairs.</li> <li>• 135 desks.</li> <li>• 135 laptops</li> <li>• 135 cellphones</li> <li>• 30 fridges</li> </ul> <p>office furniture procured</p>	<ul style="list-style-type: none"> <li>• 75 of computers procured. <b>MOV.</b> GRVs</li> <li>• 50 of printers procured. <b>MOV.</b> GRVs</li> <li>• # of office furniture procured. <b>MOV:</b> GRVs</li> </ul>	By 31/12/2025	DES Administration

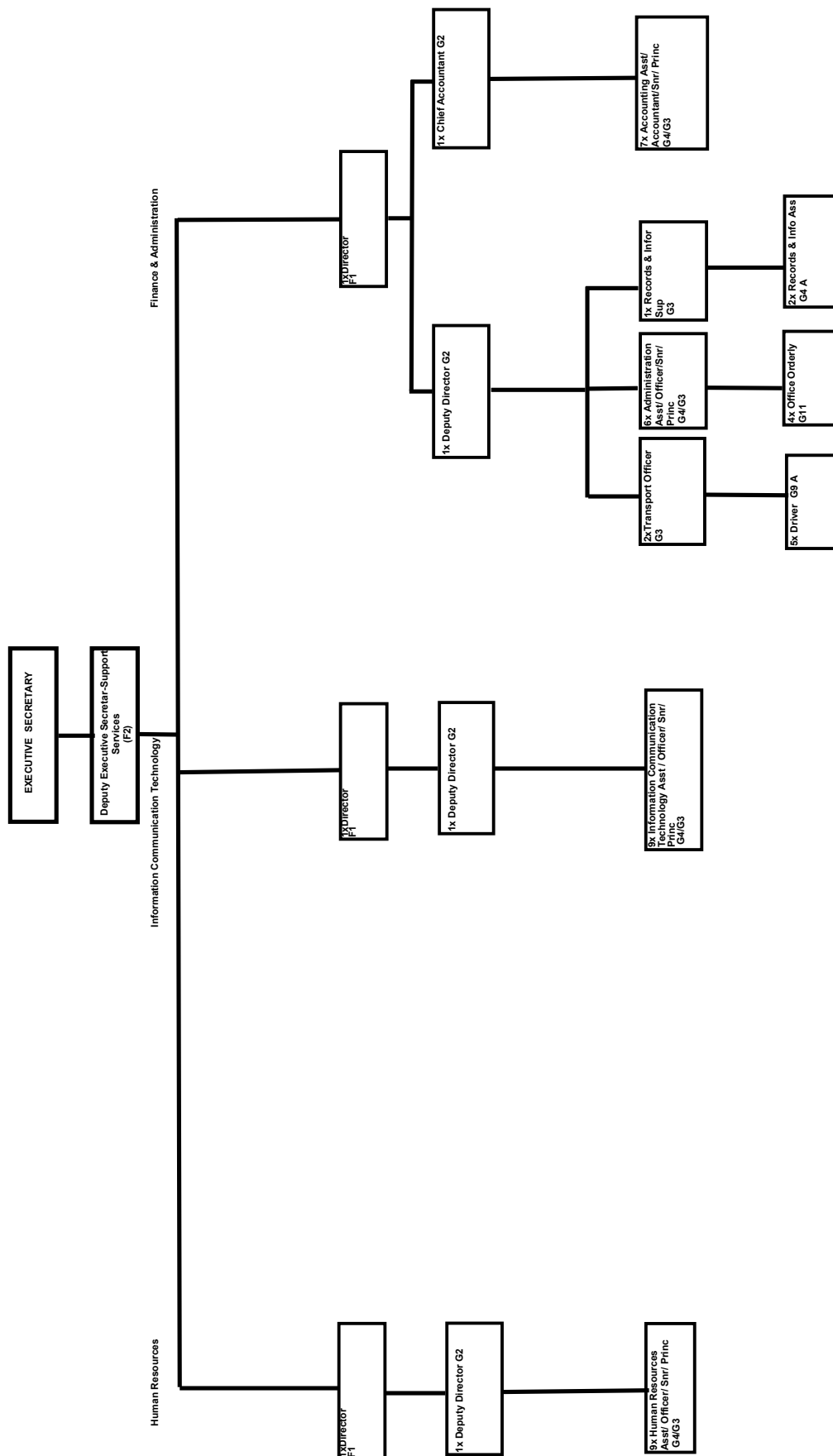
PROPOSED STRUCTURE FOR THE ZIMBABWE HUMAN RIGHTS 2022



**KEY**  
**Lower Level Staff**

- Posts in Deputy Executive Secretary's Office
- 1x Senior Executive Asst G4D
- Posts in Director & Equivalent Grades Offices
- 1x Executive Asst G4C

## PROPOSED STRUCTURE FOR THE ZIMBABWE HUMAN RIGHTS COMMISSION : 2022



PROPOSED PROVINCIAL STRUCTURE FOR THE ZIMBABWE HUMAN RIGHTS COMMISSION : 2022

