

**INSTITUT FOR
MENNESKE
RETTIGHEDER**



FINAL NARRATIVE REPORT
Grant 2013-15

**Capacity Building of the Zimbabwe Human Rights
Commission**

Awarded by
**The Royal Danish Embassy and the Royal Norwegian
Embassy**

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Table of Contents

Abbreviations	3
1. Executive Summary.....	4
2. Introduction	5
3. Overall objective.....	5
4. Specific objective, expected results and achievements.....	6
5. The roles and functions of DIHR	21
6. Project structure and management of the project.....	23
7. Sustainability.....	24
8. Lessons learned.....	26
Annex I Result reporting	27
Annex 2 List of outputs during project period	33

Abbreviations

CHI	Complaints Handling and Investigation (ZHRC Unit)
DIHR	Danish Institute for Human Rights
DKK	Danish Krone
EPR	Education, Promotion and Research (ZHRC Unit)
EU	European Union
GANHRI	Global Alliance of NHRIs
GiZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoZ	Government of Zimbabwe
HRO	Human rights officer
M&I	Monitoring and Inspection (ZHRC Unit)
MoU	Memorandum of Understanding
NANHRI	Network of African National Human Rights Institutions
NKR	Norwegian Krone
NHRI	National Human Rights Institution
RDEO	Royal Danish Embassy Office (Harare)
SHRA	Senior Human Rights Office (DIHR)
TA	Technical Assistance
TWG	Thematic Working Groups
UNDP	United Nation Development Programme
UPR	Universal Periodic Review
ZHRC	Zimbabwe Human Rights Commission

1. Executive Summary

The project 'Capacity Building of Zimbabwe Human Rights Commission' ran during the period June 2013 to January 2016 and was supported jointly by the Royal Danish and Norwegian Embassies in Harare. The amount was 10,4 mill DKK and in 2015 an additional 3 mill NKR was added to the grant by the Royal Norwegian Embassy.

The overall project objective was 'ZHRC is able to carry out its mandate as an NHRI independently and efficiently'. The specific objective was 'ZHRC Commissioners have the skills and capacity to operationalise the mandate of ZHRC in accordance with national legislation, the Paris Principles and international best practises'

The joint achievements have met the specific project objective. The indicators of the project are partly internal and partly external. The Commission was established, it was made operational and in accordance with criteria set for national human rights institutions. By the end of the project ZHRC provided a series of outputs instructed by the adopted strategic plan.

This included a variety of activities such as case handling of received complaints, prison inspections, awareness raising campaigns, establishing of 3 thematic working groups, conducted public seminars and developing information and education materials.

The evolution of outputs moved from an initial focus on awareness raising activities in Harare and the vicinity targeting the general public to by the end of the project also targeting strategic stakeholders and engage in cooperation with them with the purpose of identify key human rights concerns, formulate recommendations and address changes. By end of 2015 ZHRC published a series of reports responding on various pertinent human rights concerns.

Shortly after this project ended in May 2016 the Global Alliance of National Human Rights Institutions accredited the Commission with an A mark. This decision certifies that the Commission is fully independent and complies with UN Paris Principles; A set of recommendations was posed for ZHRC to follow up on to enhance and strengthen specific areas of its independency.

In 2014 the first budget was provided to the Commission by the Parliament of Zimbabwe. This project contributed toward this achievement along with other donors. This visibility combined with negotiating efforts by ZHRC were stepping stones leading to the financial support provided by the government.

The government budget made it possible to recruit staff and establish a secretariat paving the way for the project to assist the building up internal infra structures, procedures etc.

This project adopted a holistic approach by enhancing the capacity of all 3 programme units of the Commission. The combined training and coaching method 'learning by doing' carried out in the capacity building activities resulted in outputs produced by the programme units including drafting of frameworks describing the visions and directions of each unit as well as developing tools such as drafted procedures and guidelines to guide the staff in the programme units to carry out specific work areas.

A building centrally located in Harare was donated by the Government to ZHRC in 2011 but the Government did not provide for the needed refurbishment. The project catered for this and by the project end, the refurbished and well-functioning office building started acting as the effective headquarter for the Commission.

2. Introduction

The grant, 'Capacity Building of Zimbabwe Human Rights Commission' was awarded in June 2013 jointly by the Royal Danish and Royal Norwegian Embassies in Harare. The amount was 10,4 mill DKK. In August 2015 an additional 3 mill NKR was added to the grant by the Royal Norwegian Embassy. The project period was June 2013 to December 2015. The project was subject to a no-cost extension and came to end by 31 January 2016.

An additional grant was added to this Danish/Norwegian funded project by the European Union (EU) Delegation in Harare on 1 mill EUR. The project period of the EU grant was 2013-2015.

All grants contributing towards the objectives, results and indicators in this project. The grants were managed by DIHR. A joint Project Steering Committee provided the supervision and decision making forum for all donors and ZHRC.

Parallel to this the UNDP, the GiZ and Office of the High Commissioner for Human Rights provided bilateral support to the Commission during this period.

This final report include the funding provided by the 2 embassies. While some activities in the project were funded exclusively by the grant of the embassies, others were exclusively funded by the EU grant. However, a large amount of activities were funded 50-50 by the 2 embassies and EU. This report includes activities funded only by the 2 embassies and those partly funded as well.

3. Overall objective

Overall objective

ZHRC is able to carry out its mandate as an NHRI independently and efficiently.

Verifiable indicator of achievement

ZHRC has the organisational and technical capacity to act as an independent NHRI.

Achievements

In January 2016, the Commission compiled the required documentation and submitted it to the Global Alliance of National Human Rights Institution's (GANHRI) Sub-Committee on Accreditation. The aim was to submit an application to GANHRI for consideration in May 2016 for the Commission to be accredited with the highest attainable accreditation which was 'A' status.

In May 2016 shortly after the project was finalized the Sub-Committee on Accreditation accredited the Commission with an A mark. This decision certifies that the Commission is independent and complies with UN Paris Principles.

GANHRI provided a set of recommendations to ZHRC in order to improve and consolidate its independency in all aspects including the appointment and dismissal procedures of Commissioners, adequate funding, limitation of mandate and procedures relating to the annual report.

This activity was not a planned part of the project but was taken by the initiative of the Commission.

However, the achievements of this project contributed to ZHRC being able to achieve the A accreditation. The project provided targeted inputs towards key areas leading to major results including the physical establishment and infrastructures of ZHRC, enhancing the professional expertise of Commissioners and staff. The project enabled ZHRC to start engaging and cooperating with the government, civil society, media etc. During the project ZHRC started receiving and handling complaints on human right and maladministration and it began carrying out prison inspections. Finally, ZHRC stated to engage in a series of promotion initiatives on selected human rights issues to targeted groups.

Such results are essential for any NHRI holding the ambition to carry out its mandate fully, independent and in accordance with the international standards as formulated in the UN Paris Principles. The Principles establish the essential conditions in order to reach independency such as the formal mandate of the NHRI, appointment/dismissal of commissioners, financing conditions, description of mandate areas and cooperation with international and national stakeholders.

The UN Paris Principles have been the checklist or guidelines to guide all aspects of the cooperation between ZHRC and DIHR in this project. Especially in the training and advising of the Commissioners and staff it was crucial to create not only an appreciation of these standards but to make them an imprinted part of the DNA of the Commission's strategy, work plans, policies, budgets, statements and mandate activities.

As can be seen below in further details the project achievements create a synthesis leading to the successful A accreditation of ZHRC.

4. Specific objective, expected results and achievements

The project is composed of one specific objective and five expected results which contribute towards achievement of this. The achievements are described and considered below. In case of changes these are marked and explained under 'deviations'.

Specific objective

ZHRC Commissioners have the skills and capacity to operationalise the mandate of ZHRC in accordance with national legislation, the Paris Principles and international best practises.

Verifiable indicators of achievement

Four indicators were formulated to measure the achievements contributing towards the specific objective of the project. Below each indicator the actual achievements are listed.

While the first two indicators concern the internal affairs of the Commission, the last two indicators focus on external engagements and impact. The rationale being that in order to perform well and produce results externally, the internal 'machinery' needs to be in place. As mentioned above both the internal and external aspects are developed by guidance of the international human rights standards.

Indicator 1: ZHRC organisation in place at national and provincial level

- ✓ ZHRC established staffed headquarters and one satellite regional office

Indicator 2: ZHRC Commissioners and staff have been trained

- ✓ Need assessment and two study tours were accomplished to formulate and plan internal training needs and activities
- ✓ ZHRC Secretariat and Commissioners completed 10 trainings
- ✓ Ongoing TA by posted senior human rights advisor in full project period

Indicator 3: Awareness campaigns and stakeholder engagement have been carried out

- ✓ ZHRC completed 8 promotion and education activities and established 3 thematic working groups consisting of external strategic stakeholders
- ✓ ZHRC heads 3 Thematic Working Groups involving strategic stakeholders
- ✓ ZHRC entered one MoU with the Zimbabwe Lawyer for Human Rights and entered one NGO network on prisons

Indicator 4: ZHRC implementing its work according to long term strategy paper in accordance with national legislation, the Paris Principles and international best practices

- ✓ ZHRC submitted documentation for A accreditation at GANHRI (Accreditation gained after project end)
- ✓ ZHRC main budget was provided by the Government of Zimbabwe
- ✓ ZHRC gained independent financial status from the Ministry of Justice and Legal Affairs
- ✓ ZHRC interventions in accordance with international standards and adopted strategy as described in frameworks and manual adopted for CHI, M&I and EPR
- ✓ ZHRC received 754 complaints and 442 closed
- ✓ ZHRC inherited 558 complaints from former Public Protector and closed 279 of these cases
- ✓ ZHRC conducted 5 prison inspections
- ✓ ZHRC issued 6 reports on urgent human rights issues

When the project started in 2013 the ZHRC Act had been adopted and 9 Commissioners were appointed but they were unable to operate since they were without budget, staff or office facilities. There was an acute and obvious need first to address this which fall within the first indicator as well as the second. Technical assistance was provided by the posted senior advisor at this early stage in large and small issues.

This and other projects had a centrifuging effect as in 2014 the first budget was provided to ZHRC by the Parliament of Zimbabwe making it possible to recruit staff and establish a secretariat. In this process the project provided assistance by providing guidance in formulating job descriptions of staff positions and in the recruiting process.

This breakthrough meant that the new secretariat could start operating and thereby the Commission. To carry out work in the mandate areas of ZHRC requires a well trained staff as well as formulation of how to understand, concretize and engage in the mandate areas outlined in the Act. The Commission furthermore needed to establish internal systems of procedures in order to function institutionally.

By assistance of the project systems and procedures were furthermore established in the mandate areas to standardize and ensure a high level of quality and uniformity especially in case handling and prison inspection activities.

The ZHRC staff gained human rights expertise. The staff developed the internal systems and procedures as these tasks were integrated in the training and advising by DIHR. These outputs set directions of the work of mandate areas which gradually unfolded.

To illustrate this the initial case handling carried out in 2014 was done without a uniform system and lack of procedures. There was not yet any internal guidelines to direct the internal case handling. Gradually during 2015 and into 2016 as outputs of the mentioned training and coaching activities, these systems and procedures were developed, adopted and implemented.

The UN Paris Principles made an impact at all levels in this formation process as they are quite explicit on principles to guide formation of internal structural affairs as well as the external roles and ways of conduct.

This process provided achievements to indicator 3 and 4 and these were strengthened gradually and progressively as the qualifications of the staff and outputs of trainings accumulated. With the coming of guidelines and procedures the staff was able to more effectively carry out tasks which made an external impact.

To illustrate this point the training and coaching in case handling streamlined the methods and enabled the staff to process and handle a larger amount of cases and to adopt standard procedures leading to unified case handling. This work was reinforced by entering into partnerships with targeted civil society organisations and informal cooperation with public authorities.

Expected result 1

Secretariat in Harare operational

Verifiable indicator of achievement

Secretariat staffed according to need (technical staff)

Achievements

Overall the achievements of result 1 are remarkable since the secretariat of ZHRC was established in relatively short time and recruited staff filled in all main functions of the Commission including the technical as well as administrative and accounting staff and management.

However, there are certain systemic challenges which hinder a needed reinforcement of staff supported by the government budget as the level of salaries and terms of conditions are not competitive. Also the need by the government to re-approve positions when a staff resign leaves vacuums for long periods.

To cater for this the project provided salaries for additional technical staff positions. This boosted the volume of the 3 programme units and enabled the development of guidelines and other tools leading to enhanced performance by the programme units.

Activities to achieve Result 1 and related achievements include:

A.1 Develop job descriptions and organogram

The initial draft organogram of the Commission and the draft job descriptions of staff of the secretariat were developed by the assistance of the DIHR senior advisor placed in the Commission from May 2013.

➤ Revision

UNDP took over the task to further develop and finalize staff job descriptions of the staff. This work was later complemented by GiZ who provided selected assistance to the organisations development of ZHRC. From 2015 this including a revision of the government approved organogram of ZHRC.

The division of tasks provided an opportunity for this project to focus on the development of the newly established programme units. The posted SHRA's main tasks and inputs was to target the 3 programme units and the Commissioners.

A.1.2: Recruit technical staff

When the Commission was provided with a budget from the Government recruitment of staff was initiated by the Commissioners in June-September 2014 assisted by the SHRA. During this period 55 staff positions were filled. Project assistance in recruitments were linked to developing the initial job descriptions. As management positions gradually were filled the task of recruiting further staff was taken over by them. However, the SHRA provided assistance especially in the development of job descriptions for all human rights officers and assisted in the hiring process.

The project has covered salaries for additional four human rights officers (HRO) and two drivers. Those were divided between the headquarters in Harare and the satellite office in Bulawayo. The fourth HRO was recruited at a later stage.

A.1.3: Develop guidelines, manuals and tools for technical staff

The Framework for the Education, Promotion and Research was developed and completed by the assistance of DIHR experts. The framework development involved several internal workshops. This document establish how ZHRC understand and prioritize its work within education, promotion and research. The EPR framework was adopted but was not printed. (November-December 2015)

A kick of workshop was held in September 2014 for the complaints handling and investigations unit. Several internal workshops followed to development a case handling manual and operational procedures. UNDP provided additional technical assistance in this work as well. The manual was adopted by the Commission in October 2015 but was not printed.

A Monitoring and Inspection of prisons/detentions framework was developed. Later DIHR experts provided inputs to the drafting of inspection of prisons/detentions guidelines including pilot testing.

Additional activity

This is a revision to the outlined activities under result 1.

➤ Revision

On a monthly base the Commissioners meet to reach decisions on policy matters, financial and administrative issues and to supervise and monitor progress of ZHRC. The expenditures to convene and hold the meetings are carried by the project.

In addition to the monthly meeting mentioned above, the Commission convenes at a separate meeting to consider and reach decisions on individual cases handled by the Secretariat. These 2 monthly meetings have been supported by the project. Since the budget provided by the government did not cater for the Commissioners meetings, these were included in the donors approved revised project budget.

Related to this, there are monitoring visits to the Bulawayo branch by the management of the Commission including head of the units when needed. The purpose of the visits is to provide support to the staff, ensure proper management of the office and to monitor and supervise the office and staff.

Expected result 2

ZHRC building refurbished according to minimum requirements for office space and public access.

Verifiable indicator of achievement

Ground floor refurbished with facilities for public engagement, offices and meeting rooms.

Achievements

A building centrally located in Harare was donated by the Government to ZHRC. However, it was in need of a complete refurbishment in order to be usable as office space. The Government did not provide a budget for this and it was therefore included in the project.

This result was fully achieved and the well functional office building acted as the effective headquarter for the Commission by the end of the project.

Activities to achieve Result 2 and related achievements include:

A.2.1. Identify suitable temporary office space for ZHRC in Harare

When the project implementation started in June 2013, the secretariat was not yet in place. The 9 Commissioners were appointed in 2010 but as the institutional framework of the Commission was not yet in place, they concentrated their engagements in providing inputs to the new Constitution and other legislative initiatives.

The project was in 2013 able to set up an initial and temporary office at Pearl House in Harare where the SHRA operated from to provide assistance to the Commissioners.

Interim office space at 3 Elcombe Road was found in April 2014 for the Harare Office which were rented until January 2016.

The Bulawayo satellite office was rented in July 2014. In spite of negotiations the Government did not provide funds to finance the regional building to ZHRC in the project period.

Both offices also received support for internet connection, water, electricity and other running costs which provided the physical premises for ZHRC.

A.2.2. Engage architects and other specialists to develop refurbishment plan and provide assistance as and when needed

As mentioned the Government donated a building to the Commission. This was located at 144, Samora Machel Avenue in central Harare. This was intended to be the Headquarters for the Commission. However, the building was only partially renovated, this grant provided resources to the required refurbishment. Once completed the Secretariat and Commissioners were able to enjoy full use of the building.

The refurbishment commenced in the 3rd quarter of 2015 with architectural plans for the renovations being done. Pearce, McComish and Tarabuku was the contracted architect firm.

A.2.3. Tender procedure for contractors

Initially, the plan was to refurbish the ground floor only but after much consideration the whole building was renovated.

Prior to the tender process the Architect firm, Pearce, McComish and Tarabuku drafted the tender materials in consultation with ZHRC and DIHR. This was done from May to July 2015.

The public tender process was open during four weeks of August 2015. The evaluation of the incoming 15 bids was finalised in September 2015, and the best option was chosen. The winning bid was given to the construction company "Twenty First Contractors". After all contracts were prepared and signed by all parties, the refurbishment began on September 17, 2015.

A.2.4. Monitoring of progress on refurbishment

The architects Pearce, McComish and Tarabuku entered into a contract with ZHRC. The contract described in detail the design and renovations process, budget and plan for the refurbishment, sub-contractors and the payment rates. Payments were channelled directly from DIHR to the architects.

An advisory group consisting of architects, structural engineers, quantity surveyors and electrical engineers supervised the renovations. The Ministry of Local Government, Public Works and National Housing were regularly updated.

Weekly site meetings were held to monitor progress. Members of the advisory group were represented at the site meetings including ZHRC and DIHR. The DIHR employed project administrator represented DIHR at these meetings. Minutes of weekly site meeting were distributed to all involved parties including ZHRC and DIHR. DIHR Copenhagen was represented at several site meeting during the period. The Norwegian and Danish Embassies were similarly attending from time to time.

- Revision and deviation

The expenditures of the refurbishment exceeded the budget by 28 536.32 USD. This was caused by a number of unforeseen costs appearing during the refurbishment process. The extra costs was accommodated by a donors approved budget revision.

The initial deadline for completion of the refurbishment was December 4, 2015 but due to unforeseen delays the deadline was pushed to 18 January 2016. This and other delays in project implementation lead to a no-cost extension of the project to 31 January 2016.

A.2.5. Purchase furniture and other equipment

One of the larger purchases in the project was 2 project vehicles. These were delivered in April 2015 and a hand over ceremony was held. Insurance for the vehicles was purchased and tracking device were installed. Deloitte was contracted to introduce and initially establish a control system and tracking the driving of the vehicles.

In addition to the purchases mentioned above, furniture, computers and printers were purchased to the DIHR employed staff and contracted HROs by the project.

The project paid the monthly rentals for the Bulawayo office and the interim office in Harare.

The project further covered monthly utility rates, electricity and internet for the offices. Other supported running costs included general office supplies and utilities, such as printers, papers, pencils, toilet accessories, bank charges etc.

A.2.6. Hold opening ceremony for stakeholders and the public

The opening ceremony was delayed since the refurbishment was not completed until the end of January 2016. After this the 3 Elcombe Road office was moved to the newly renovated head quarter building. Here the division of and moving into offices and minor craftsman adjustments took place.

Parallel to this a new grant was negotiated between RDEO, ZHRC and DIHR. This was finalize in March 2016. However, efforts were prioritized to complete this process and caused a further delay of the opening ceremony. In spite of the delay the ceremony was financed by this project and the costs were included in the financial reporting of this project.

The successful ceremony was held on 27 May 2016 which was after this project had ended. The activity is included in the narrative report of the 2016 grant.

Expected result 3

Employees and Commissioners adequately skilled to carry out their mandate and tasks.

Verifiable indicator of achievement

Six training sessions for Commissioners and Secretariat.

Achievements

In the short term perspective the result was achieved. However, it should be noted that upgrading of skills and methods in the ZHRC mandate areas is a long term process.

Overall the achievements of trainings during the project period were substantial and can be divided into two areas.

The new staff recruited in the three programme units from 2014 required specific technical expertise needed to carry out the tasks and activities in the concerned unit. This mainly entail substance knowledge about the specific mandate areas as well as the international human rights standards of relevance. This also entailed a thorough understanding of what a NHRI is and the implications this has on the tasks in the units.

The second area of achievement are the newly developed tools to be applied when implementing the mandated areas and to apply as methods when performing the work. These are outlined in further details below.

Both sets of expertise are essential in order to provide high level quality work in the units. During this project the basic understanding was achieved in the programme units which enabled the staff to start performing the tasks. Such outputs were produced from 2015. The further training and capacity building process continued beyond this project.

Activities to achieve Result 3 and related achievements include:

A.3.1. Prioritise training needs

Study visit by Commissioners to Denmark was conducted in June 2014. The purpose of the visit was to introduce the Commissioners to DIHR being a NHRI including how it is structured, managed and operated. The main mandate areas were presented as well. Secondly, the visit provided an opportunity to discuss the project cooperation in details with a particular focus to assess the training needs. The strategic priorities of ZHRC were also discussed in the light of the cooperation.

A revision of the project was done in Denmark when a group of the newly recruited Secretariat came on another study tour to Denmark from 12 -23 January 2015. This involved a similar presentation of DIHR as well as a strategic revision of the budget which was finalised in Harare in March 2015.

➤ Deviation

The project envisaged to prepare a needs assessment. Instead of having a consultant developing the assessment it was carried out by kick-starting the identification of needs on two study tours to Denmark. This was followed up on in Harare in early 2015. It was jointly decided by ZHRC and DIHR that there was an urgent need to prioritize capacity building involving all 3 units.

A.3.2. Develop training material

The DIHR approach in training was adopted in the project. This involved to first identify the needs with the partner and tailor the training to those. Based on the needs, training objectives were formulated and the training process was developed. Standard training materials was not applied. Instead materials on the relevant human rights standards was compiled along with other types of materials such as on relevant methodological, strategies, studies etc and good examples and cases. The DIHR method apart from bringing targeted knowledge to the partners furthermore introduce examples of methods and spot on advice which act as inputs when the partner through workshop exercises themselves develop their own analysis, strategy, framework, guideline etc. These

constitute the formulated output of the training. As a result of this training approach the partner becomes empowered to develop their own outputs.

Kindly see A.3.4 for the list of outputs produced by the ZHRC units as a result of the training activities.

A.3.3. Carry out training

This part of result 3 concerns the internal capacity building of the Commission in order to carry out the mandate areas. The activities to do so were both internal but others involved external stakeholders whom acted as resource persons, facilitators or experts with the purpose of providing expertise to the Commission or to engage in dialogue/discussions about the unfolding of the mandate areas and to identify strategic stakeholders to engagement in cooperation as this is closely linked to the capacity building of the Commission.

Internal training activities exclusively addressing the capacity of the Commissions, included:

A strategic planning workshop was conducted in May 2014. The ZHRC Act, the Constitution and the UN Paris Principles were key documents which were used for consideration. It was facilitated by a DIHR expert.

An inception training on Complainants Handling was held in September 2014 to enable staff to learn from best practices and to develop a CHI manual for ZHRC. Between September 2015 and October 2015, the manual was consistently revised to come up a model that best suited the ZHRC when dealing with complaints. Another internal follow up workshop was held in October 2015 to further develop and finalize the case handling manual including the Standard Operational Procedures. DIHR experts provided inputs.

Prevention of Torture Training in April 2015. This was facilitated by external expertise. The objective of the workshop was to equip secretariat on how to deal and document cases of tortures during their work.

Education, Promotion and Research (EPR) had an initial workshop to develop the framework for their mandates, this was conducted October 2015 by DIHR experts and other experts in the field.

Monitoring & Inspection (M&I) had a workshop in November 2015 to come up with framework and tools for monitoring prisons and places of detention. Resource persons were from DIHR and a consultant from Uganda. Inspection visits were made to 4 institutions during the workshop. Adoption and approval of monitoring of prison manual. (December 2015)

Prison inspection visits carried out. In February 2016 prison visits were made to Connemara Open Prison, Whawha Prison, Bulawayo Prison, Khami Remand Prison and Mulondolozwe Female Prison.

Train the Trainer course in November 2015 which imparted participants with skills to design and prepare training aids appropriate to give training objectives and target populations. Local experts facilitated the training.

➤ Revision

It was planned to assist the Commission in developing a strategic plan. However, UNDP had also planned to carry out this activity. It was decided by UNDP and ZHRC that UNDP should be responsible for this initiative.

The ZHRC strategic plan once final has been a steering document in this project due to the important status it holds.

A.3.4. Develop/update manuals based on training

Several outputs came out of the trainings. The outputs serve as frameworks, manuals, procedures and guidelines for each of the units in the Commission.

Manuals

- Complaints Handling

The 1st draft manual of the case handling manual was done in 4th quarter 2014 and final version adopted October 2015.

The project also facilitated assistance of the development of the ZHRC Regulations on how complaints can be registered with the Commission. Input was given by Veritas in the development of the Regulations. The ZHRC Regulation were gazetted through the Ministry of Justice, Legal and Parliamentary Affairs and were thereby adopted as legislation.

- Education Promotion and Research

Framework was developed and adopted but after the project had ended.

- Monitoring and Inspections

The framework and guidelines for monitoring places of detention and prisons were developed and adopted.

A.3.5. Evaluate training and follow up on implementation

Evaluation of internal trainings was carried out by the end of each activity where the participants were asked a list of questions to express their views on the training objectives, methods, topic of training, trainers, training materials and the outcome. The inputs from participants was summarized and included in the training reports.

In planning of subsequent training, the results of the evaluation of earlier trainings were taken into accounts.

Additional activities

With the purpose of becoming exposed to international and regional NHRI structures and mechanisms additional activities were added in 2015 enabling the Commission to engage with other NHRIs and to attend regional and international meetings.

The purpose was to provide knowledge within ZHRC about how other NHRIs work and act as inspirations and models in the development ZHRC's mandate areas and to assist setting directions for ZHRC's promotion of human rights in Zimbabwe.

Especially in subsequent internal training activities ZHRC has drawn on experts from sister NHRIs in the African region to facilitate capacity building and to advice on the development of the ZHRC mandate areas.

The additional new budget lines from Norway in 2015 enabled the Commission to participate in the

networks of other NHRIs. This included Global Alliance of National Human Rights Institutions (GANHRI) and Network of African National Human Rights Institutions (NANHRI).

Participation in GANHRI Meetings

- ✓ 28th session of the annual GANHRI meeting in Geneva 2015
- ✓ Mexico biannual GANHRI meeting held in October 2015
- ✓ GANHRI member meeting in South Korea on the rights of the elderly 2015

Participation in NANHRI Meeting

- ✓ Meeting in Cameroon focusing on the enhancement of the role of NHRIs in the preventions of torture

Expected result 4

National outreach to the public.

Verifiable indicators of achievement

ZHRC present in all provinces.

Achievements

This result to achieve national outreach can be regarded as a long term effort which cannot be achieved in a 3 years project. Out of 10 provinces in Zimbabwe ZHRC managed to establish one satellite office in Bulawayo indicating that compared to the original plan to establish several regional offices, the achievement is modest.

The satellite office operated as an extension of the ZHRC headquarter in Harare. The distance in geography and dependency on the head quarter had an effect on the operations and outputs of the satellite office. Experiences indicate that more effective organisational and management procedures between the head quarter and the satellite office could have be established. An alternative to be considered is to grant the satellite office an independent status and provided with the needed resources to act as such.

The financing of the satellite office was provided by this project including the staffing. A part of the consideration beyond this project is the sustainability of the Bulawayo office.

Activities to achieve Result 4 and related achievements include:

A.4.1. Identify suitable office space in provinces and recruit employees

An office space was identified and a leasing contract entered to establish a satellite office in Bulawayo. The project covered the rentals of this as well as providing the initial furnishing and equipment. In A.2.5. It is further specified which running costs are in addition provided to this office.

At the inception stage the project recruited 2 HROs and 1 driver from the project in July 2014. By the time the parallel funding from EU ended in October 2015 the project took over and funded 4 HROs and 2 Drivers.

➤ Revision

In the project document it was planned to establish several regional offices. However, it was at an early stage decided to open one satellite office in addition to the head quarter covering the Harare province. The project documents did not specify the amount of regional office. The decision to only establish one regional office was approved by donors including in the budget revision.

Initial negotiations with the Government to finance the regional office did not lead to any results.

A.4.2. Develop internal manual for responsibilities and tasks at provincial offices

➤ Revision

The establishing of the satellite office in Bulawayo reflects the acknowledgement by the Commission that there is a need to reach out and provide services to the provinces outside the capital. As a starting point one regional office was established.

An internal manual for tasks and responsibility was not developed. The Bulawayo office acted as a part of the head quarter and it therefore fell within the internal systems, structures and procedures developed for the head quarter. Consequently it was not relevant to develop and set up independent systems and procedures for the office in Bulawayo.

The information brochures on the Commission include facts about the satellite office in Bulawayo and how it can be reached. An official opening ceremony was not held due to the status of the office in Bulawayo.

A.4.3. Develop information material about provincial offices

See revision in A.4.2.

A.4.4. Hold opening ceremonies at provincial offices

See revision in A.4.2.

A.4.5 Establish investigative committees at provincial level during elections

See revision in A.4.2.

Expected result 5

Improved knowledge about the mandate of ZHRC among stakeholders and the public.

Verifiable indicators of achievement

Activities to achieve Result 5 and related achievements include:

1. One public awareness campaign carried out
2. Four stakeholder seminars
3. Four public seminars
4. Resource centre established at ZHRC building

Achievements

ZHRC engaged in a variety of promotion activities contributing toward the result. This included awareness raising campaigns, establishing of thematic working groups, public seminars and developing information and education materials. The testing of different types of activities have provide ZHRC with experiences and enabled especially the EPR unit to start developing larger scale outreach activities.

The achievements reflect the scale and nature of activities carried out by ZHRC. These are focused on the capital province and targeted the public. This constitutes the initial promotion engagements and the intention was to engage the most accessible environment and from there gradually expand the outreach.

From late 2014 and during 2015 ZHRC achieved to become known to the public and main human rights stakeholder especially in the capital and closest environment. The initial received complaints were primarily received from here.

Throughout 2015 ZHRC starting engaging specific and strategic stakeholders to promote prioritized rights or groups. The three established Thematic Working Groups (TWG) is an example of this. This and other types of initiatives involved public authorities, civil society and other independent Commissions. Initially the outcome of the promotion activities were awareness raising. It is the ambition that the various ways of ZHRC to engage with strategic stakeholder will result in jointly addressing and advocating for specific areas of human rights changes.

The direction and nature of the ZHRC promotion activities take point of departure in the ZHRC strategy which put emphasis on raising broad awareness about the existence of ZHRC as well as about human rights in general.

Activities to achieve Result 5 and related achievements include:

A.5.1. Carry out stakeholder analysis

- Revision

UNDP supported the development of the strategy plan and a ZHRC stakeholder analysis was also carried out by them. Consequently, these activities were taken out of this project and the corresponding budget revision approved by the donors.

A.5.2. Develop external communication strategy for ZHRC

- Revision

A communication strategy for ZHRC was also developed by the assistance of UNDP. This activity was taken out of this project and the subsequent budget revision approved by the donors.

A.5.3. Develop public awareness campaign strategy and material

The Commission did not develop a strategy for public awareness and outreach activities. However, a practice emerged where the EPR unit especially started engagements.

Through public commemoration events the Commission provides broad public awareness on the topic of the events, on promotion on human rights in general and on the existence and mandates of ZHRC.

To compliment the commemoration events press statements were issued to reach a wider range of stakeholders. This was quite successful as the coverage was extensive.

The Commission developed information brochures about ZHRC and its mandates and services. They were disseminated during public awareness and stakeholder events, campaigns and meetings.

A.5.4. Carry out one public awareness campaign

Harare Agricultural Show was conducted in August 2014. This was the Commission's first interaction with various stakeholders and provided a learning curve for the Commission on how to conduct and improve on public awareness campaigns.

International Women's Day was held in March 2015. This included stakeholder engagement with CSOs and GoZ, radio shows and press releases about the rights of women and informing them about the mandate of the ZHRC.

Press Statement on the 9th of December 2015 to mark commemoration of 16 days of Activisms against Gender Based Violence. This was prepared by the TWG on Gender Equality and Women's Rights.

Press Statement on 4th of December 2015 to commemorate International Day for the Persons with Disabilities. This was prepared by the TWG on Special Interests.

Commemoration of International Human Rights Day was carried out in December 2015. The project supported through the assistance of IEC materials which increased the visibility of the Commission.

➤ Deviation

Rather than one, three public awareness campaigns were carried out. Instead of carry out one large campaign consisting of several activities, ZHRC engaged in several small-scale awareness activities with different topics, type of activity and targeting different groups. This enabled the Commission to collect various experiences and reach a wider and diverse audience.

A.5.5. Hold four stakeholder seminars

The establishment of TWGs is a strategy to institutionalise external stakeholder engagements as established in the ZHRC Act. Each TWG developed ToRs, members were appointed, and TWG meetings held at regular intervals. The rationale being it carries weight to promote these topics jointly and strategically. The TWGs involve strategic stakeholders from CSOs, Faith Based Organisations, Government ministries and departments, academic institutions and any other relevant organisation that may have expertise in that specialised area. This project supported 3 TWGs.

Environmental TWG: A stakeholder and a one day workshop for identified members (December 2015 and January 2016). Meetings and workshops with various stakeholders - Ministry of Local Government, Public Works and National Housing, National University of Science and Technology and Chamber of Mines among others (December 2015).

Gender Equality and Women's Rights TWG: Several Stakeholder engagements were held (November 2015)

Special Interests TWG: A stakeholder and a one day workshop for identified members (October and November 2015)

Engagement meetings with the Ministry of Primary and Secondary Education & the Ministry of Higher and Tertiary Education at different forums on human rights integration in school curricula (December 2015)

➤ Deviation

Instead of the planned 4 stakeholder seminars 3 were held. However, see also below 'additional stakeholder engagements.

Additional stakeholder engagements

○ Entering into Memorandum of Understanding and Cooperation

Consultative meeting on the referral system in April 2015 on how to refer human rights violations and to develop a formal working relationship through MoUs. One MoU was signed with Zimbabwe Lawyer for Human Rights (ZLHR).

○ Cooperation with schools

Engagement with the education sector was conducted through a seminar held at Prince Edward High School with various secondary schools in November 2015 to encourage formation of human rights clubs in schools to engage with the Commission and increase their knowledge and appreciation of human rights issues.

○ Engagement with other stakeholders

Engagement various stakeholders in May 2014 including Members of Parliament, Civil Service Commission, Media, Zimbabwe Union Journalist, Ministry of Justice, Legal and Parliamentary Affairs. The questions discussed was how can these institutions can assist the Commission to establish itself and implement its mandate.

○ Networking

As another way of creating stronger relations the Commission engages in this project period with civil society networks. It has become member of the prison working group in 2015 and contributed to various meetings.

○ Engagements with public authorities

The Commission also engages with public institutions. The Commission was involved in the UPR Steering Committee formed by the Government. To a growing degree the Commission is invited by various government institutions to provide advice on specific topics.

○ ZHRC attendance in external activities

The Commission organised the commemoration of International Human Rights Day in Bulawayo in December 2014 and in Chitungwiza Aquatic Complex in December 2015 which increased awareness of the mandate of the ZHRC. This was covered by press releases and radio talk shows. This increased the visibility of the Commission and several complainants that have brought complaints to the Commission cited that they had gone to know about the Commission during human rights day celebrations. The project contributed to both human rights days.

These are just a few examples of the continuous stream of engagements in events where the

Commission by its presence brings awareness of its existence and widen the knowledge about the work of the Commission. Especially in larger events the media coverage is extensive and thereby the awareness of the Commission reaches out and becomes more extensive.

A.5.6. Hold four public seminars

- Deviation

This activity was not carried out. Instead the awareness raising activities were implemented in a larger scale than anticipated as can be seen above in A.5.4.

A.5.7. Purchase information material, equipment and furniture for Resource Centre

- Revision

It was decided not to prioritise the establishment of a Resource Centre due to prioritization of resources to other activities. This was reflected in the budget revision which was approved by the donors.

A.5.8. Hold opening ceremony at Resource Centre

See above in A.5.7.

5. The roles and functions of DIHR

Empowering the partner

One of the main principles for the Institute in its partnership approach is empowerment. The partner is in the driving seat and the role of the Institute is to provide the partner with technical expertise, introductions to methods and coaching processes where a partner such as ZHRC is enabled to develop it's own policies, strategies, manuals or other tools.

Other agents provide technical assistance by delivering a final product such as a strategic plan, a baseline survey or a onetime training on a specific topic. In contrast to this approach DIHR provides knowledge, skills and professional coaching to partners in order for them to produce the outputs they have decided to develop. This method is initially slow and time consuming as the combined learning by doing process takes time.

The benefit is that the process result in enhanced capacity of the partner and the output they have developed themselves. Another benefit is that the partner in the future is able on its own to master a similar process to develop a report to a treaty body, a baseline study or another type of output.

Peer to peer

This peer to peer partnership is a constructive and inspiring match as both ZHRC and DIHR are established in similar fashions and in spite of structural and other type of variations they are basically the same. NHRI is a unique structure and operates different from other state established institutions.

As a newly established NHRI the Commissioners and secretariat strike to understand the nature and specific traits of the institution to develop it in the right tracks as outlined in the UN Paris Principles. Experiences have shown that other NHRIs are well placed to assist especially in the formative stages of new NHRIs.

Acting as a model

Capacity building initiatives relating to the core mandate of the Commission especially in the start of the partnership included in this project introducing Commissioners and Secretariat to how DIHR operates as a NHRI. Study tours to Denmark were carried out. This was guided by the UN Paris Principles and international human rights norms and principles and the introduction to DIHR provided concrete examples of how the international norms and principles can be translated into concrete structures, initiatives and activities.

Needs based advising

The most comprehensive form of TA in this project was provided by the posted senior human rights advisor acting on a daily base from the start to the end of the project as an advisor to the Commission on matters relating to how an NHRI. This included how to handle the core mandate in relation to the state and other key actors such development partners, CSO and international systems for protecting and promoting human rights. The assistance of the advisor can be divided into three main groups.

Advising on organisational structure, roles and functions of ZHRC

- Provided technical input on institutional building relating to NHRIs functions and mandate to the ZHRC including the establishing of internal structures, systems and procedures;
- Provided technical assistance and advice in the adoption of a ZHRC bill that is harmonized with the Constitution and the UN Paris Principles;
- Provided technical assistance to the ZHRC to enable it to fulfil its mandate of advising the Government of Zimbabwe on harmonizing new and existing legislation, particularly that which has an effect on the work and mandate of the Commission, with the Constitution and international best practices;
- Advised the commissioners and ZHRC management on how to approach the government to ensure adequate budget allocation for the complete operations of ZHRC;
- Provided technical assistance to ZHRC management and staff in development and articulation of ZHRC's goals, strategic focusses and interventions within all mandate areas including complaints handling, prison inspection, monitoring, education, promotion and research.

TA to capacity building of ZHRC

- Provided technical support to the thematic working groups of the Commission on i) which roles, functions and approaches they could apply in advancing the identified human rights in Zimbabwe, and ii) relevant international human rights principles, standards and best practices of the addressed human rights;
- Participated and provided technical assistance in organized capacity building activities targeting the secretariat and external stakeholders. This included providing first draft or

commenting and providing quality control on guidelines, manuals, frameworks, concept notes, reports etc developed by ZHRC.

Advising on strategic and policy decisions

- Attended the monthly commissioner meetings and provided requested advice on general decisions, policies, administrative issues etc in ZHRC;
- Attended the monthly commissioner meeting on complaints handling and investigations, and provided advice as requested;
- Provided advice to the ZHRC commissioners on how to meet the requirements of GANHRI in order to obtain A accreditation.

The pool of experts from DIHR provided additional *ad hoc* assistance in requested concrete activities in some of those listed above when specific knowledge on human rights topics or in matters relating to unfolding of mandate areas through workshops and seminars. The assistance was extended to advice on documents such as developing frameworks, guidelines etc and to provide feedback on drafts if and when needed. The following experts at DIHR provide TA during the project:

Bent Vase, corporate advisor: Strategic planning workshop

Ulrik Spliid, legal advisor: case handling system and procedures

Cecilia Decara, strategic advisor: human rights education, promotion and research

Thomas Martin, researcher: prison inspections

Lis Dhundale, project advisor: EPR framework and guidelines

6. Project structure and management of the project

A Project Steering Committee (PSC) was established for all donors contributing to this project as well as others providing bilateral support to ZHRC. The PSC met with regular intervals and provided the highest body for supervision, monitoring and the decision making. ZHRC hosted the meetings and prepared jointly with DIHR the financial and narrative reporting for the meetings.

DIHR acted as the fund manager. Initially DIHR was single handed managing all funds but when the ZHRC secretariat was established in 2015, parts of the grant was channelled to ZHRC who took over a growing part of the implementation of the project activities. An external audit was carried out to review the financial management of the project funds provided by ZHRC.

Prior to this in 2014-15 DIHR posted a financial manager in ZHRC, Mads Gottlieb, for a 9 months period. The role of his position was to provide and monitor all payments and ensure proper reporting of payments. A local project administrator, Blessing Muchena, was recruited to support the preparing of payments, collect quotations, assisting preparing of tenders etc.

The responsible DIHR project manager, Mikkel Schmidt-Hansen, who was later replaced by Lis Dhundale, was operating from Denmark but made frequent missions to Harare. This position involved the overall management of the project including entering of contracts, donor contact,

preparing of project documents, budgets, plan of actions etc. The monitoring of financial progress and revisions were other responsibilities as well as the coordination of joint financial and narrative reporting. Planning and monitoring of project progress formed another large part of the tasks.

The DIHR project economist was initially Katrina Palad who was later replaced by Adiba Kholmurodova. The responsibilities of the project economist included budgeting and revisions, monitoring of consumption, payments, audit and financial reviews and financial reporting. During this project the collection of quotations, preparing and reviewing of tender materials and monitoring of the large refurbishment also included main tasks.

7. Sustainability

Financial

The fact that a large part of the project provided investments or rentals of buildings, vehicles, furniture and computers but also financed additional project staff, and met costs such as maintenance, Commissioners meetings, internet, electricity etc is unusual in partnerships which the Institute is engaged in. As a NHRI such fundamental and necessary costs should by principle be provided by GoZ.

This has been a main concern by all involved parties including the Commission, the donors and the Institute and has been subject for discussions since the project started.

However, as time showed the GoZ allocated the first budget for the Commission in 2014 which enabled to establish a Secretariat, recruiting staff and thereby the Government took on the major costs needed to run and operate the Commission. The donated building on 144 Samora Machel was the other major commitment by GoZ to assist the Commission.

The budgets allocated to the Commission in 2014 and 2015 enabled major progress but as it turned out it was insufficient. The Commissioners and management of the Commission addressed this to Parliament, the Ministry of Justice, Legal and Parliamentary Affairs and other governmental bodies but during the project period this did not result in allocation of a larger budget.

In late 2015 the Commission was granted independent status to negotiate its budget with the Ministry of Finance. This constituted a break through as earlier negotiations were done through the Ministry of Justice, Legal and Parliamentary Affairs as the Commission was placed within this Ministry and its resources. Being a NHRI this gained financial independent status was of course one out of several necessary conditions in order to constitute independency from the Government.

Since that time and beyond this project period the Commission has engaged in continuous negotiations with the Parliament and Ministry of Finance and has succeeded in qualifying negotiations beyond what was possible before it gained independent status. There is now an appreciation of the existence of the Commission and the work it carries out. It was the aim to succeed in having a larger budget allocated for 2017. The negotiations have not yet resulted in concrete budget gains.

This project and an exit grant for 2016 awarded by the RDEO as well as support especially by EU, GiZ and UNDP continue to fill the gap budget lines not included in the Government budget. A major

concern is that with the exit of Danish-Norwegian support, only external activities such as workshops, seminars, commemoration events and TA support to produce policy and strategic documents to the Commission will be provided to the Commission by remaining other external donors. If costs for the trained project staff, internet costs, Commissioners meetings and other vital activities are not carried on by those external partners, the Commission will be unable to operate fully and effectively.

The Government needs to be continuously engaged, especially when staff resigned and the Commission cannot easily replace them as there is a need for treasury concurrence to do so. This then has a negative impact on the work of the Commission, if for example, it only has two drivers. How can the governing body of the Commission reach decisions on policy, financial and other matters if there is not resources for them to meet? How can a programme units in the Commission carry out their individual mandate if there are only 2 HROs and the head of a unit? How can individual cases be investigated if there are no resources for staff to do so?

Such concerns are valid and have been raised continuously by the Commission, the Danish Embassy and DIHR but no solution has yet been reached by the end of this project. There are indications that one of the development partners might be willing to take over and fill the gap budget lines for a limited period when the exit grant from RDEO comes to an end in November 2016. In fact the exit grant was granted based on these indications.

Institutional and professional

Institutionally the Commission is well established and function within the formal structure. Systems and procedures are there or in the process of being established or refined. The 3 programme units are established and headed by chief human rights officers (CHROs) and so is the financial and administrative pillar. The Commissioners meetings are carried out by routine each month and act as the governing structure of the Commission and reach decisions on the received complaints.

The institutional sustainability of the Commission is not a concern equalling the financial sustainability. However, if the present external resources are not taken over as indicated above, this might have a negative spill over effect and weaken the institutional and professional sustainability.

The professionalism of the Commission including the appreciation of being a NHRI and acquiring the expertise to perform as such have been growing intensely during the project period. There is an acute awareness of the identify of holding the status of a NHRI and the efforts to develop frameworks for the 3 programme areas are evidences of the priority of the Commission to create its own understanding of how to set goals and priorities and translate these into concrete interventions within case handling & investigations, monitoring & inspections and education, promotion & research.

The efforts are progressing but not yet completed as it requires more than a three year project period to do so. Conclusively, it can therefore be said that the expertise and professionalism of the Commission is impressive given the short period it has had to build this up. However, there is a need to continue the process of i) further developing especially the expertise of the 3 programme areas and ii) to provide resources to carry out essential roles in the mandate areas they include.

Concentrated efforts are mobilised by ZHRC, RDEO and DIHR during 2016 when implementing the exit grant to identify and engage a new donor to support the ZHRC and DIHR partnership especially in order to bring the Commission to a consolidation of the program areas. Other donors indicate interest in supporting the Commission. However, it is uncertain if they are willing to channel this through the present partnership.

8. Lessons learned

Approach in establishing a NHRI

The main learning of the project is that the approach has been successful in establishing and making a NHRI operational in 3 years. This is a unique achievement which will hopefully serve as inspiration for NHRIs in other countries in the process of establishing themselves.

Experiences with NHRIs in other countries indicate that a short process of establishing a NHRI is possible if the financial resources are available. However, when available this is most often due to intensive external funding and the risk is that if so the process is externally driven and lack national ownership.

The lessons learned from Zimbabwe is that the establishing of ZHRC rested both on national and external commitment which is a fortunate combination and far better than the experiences described above. In spite of the fact that the Commission did not receive a budget from GoZ when the project started, this materialized shortly after. This is most likely a result of the negotiations initiated by ZHRC or an effect of the external attention and support by this and other project. It could also be a combination where the Commission was a committed and skilled negotiator who managed to benefit from the momentum created by the project.

It remains regrettable that the financial sustainability of the Commission is not fully in place by the end of the project, but in the overall perspective it should be appreciated that the Government during the project period started catering for a budget for the Commission.

Different backgrounds

Differences in how financial, legal and other kinds of affairs are conducted in Zimbabwe and Denmark have been apparent throughout the project period. They have been dealt with when appearing and primarily through thorough discussions leading to solutions agreed upon.

One such example was the refurbishing of 144 Samora Machel. The rules and regulations in Zimbabwe turned out to be quite different and rested on obligatory bureaucratic procedures unknown in a Danish setting. This was realised well into the refurbishment process and required intensive communication between the partners in order to explain, clarify, agree and adjust on the way forward. This might have contributed to delaying the process but it was necessary to take the time to ensure that everyone was on the same page and all required steps were taken into account.

The lesson learned is that in spite of a willingness by all partners to make efforts to create a shared understanding, there should be a readiness and willingness to meet unexpected situations where this is being tested. When under pressure this can be a challenge but it is necessary to take the time to resolve it, and be prepared that such challenges might arise.

Annex I Result reporting

Danish Institute for Human Rights / Zimbabwe Human Rights Commission reporting framework- PHASE 1

	Intervention logic	Objectively verifiable indicators of achievement	Achieved / status by 31 January 2016
Overall objectives	ZHRC is able to carry out its mandate as an NHRI independently and efficiently	ZHRC has the organisational and technical capacity to act as an independent NHRI	ZHRC obtained A accreditation as an independent NHRI by GANHRI
Specific objective	ZHRC commissioners have the skills and capacity to operationalise the mandate of ZHRC in accordance with national legislation, the Paris Principles and international best practises.	<p>ZHRC organisation in place at national and provincial level</p> <p>ZHRC Commissioners and staff have been trained</p> <p>Awareness campaigns and stakeholder engagement have been carried out</p> <p>ZHRC implementing its work according to long term strategy paper in accordance with national legislation, the Paris Principles and international best practices</p>	<p>ZHRC established staffed head quarter and one satellite regional office</p> <p>Need assessment and two study tours were accomplished to formulate and plan internal training needs and activities</p> <p>ZHRC staff and Commissioners completed 10 trainings</p> <p>Ongoing TA by posted advisor in full project period</p> <p>ZHRC completed 8 promotion and education activities and established 3 thematic working groups consisting of external strategic stakeholders</p> <p>ZHRC heads 3 Thematic Working Groups involving strategic stakeholders</p> <p>ZHRC entered one MoU with Zimbabwe Lawyer for Human Rights (ZLHR) and entered one Ngo network as member</p>

			<p>ZHRC submitted documentation for A accreditation at GANHRI (Accreditation gained after project end)</p> <p>ZHRC main budget provided by the Government of Zimbabwe</p> <p>ZHRC gained independent financial status</p> <p>ZHRC interventions in accordance with international standards and adopted strategy as described in frameworks and manual adopted for C&I, M&I and EPR</p> <p>ZHRC received 754 complaints and 442 were closed</p> <p>ZHRC inherited 558 complaints from former Public Protector and closed 279 of these cases</p> <p>ZHRC conducted 5 prison inspections</p>
Expected results	<p>R1: Secretariat in Harare operational</p> <p>R2: ZHRC building refurbished according to minimum requirements for office space and public access</p> <p>R3: Employees and Commissioners adequately skilled to carry out their mandate and tasks</p> <p>R4: National outreach to the public</p>	<p>1.1. Secretariat staffed according to need (technical staff)</p> <p>2.1. Ground floor refurbished with facilities for public engagement, offices and meeting rooms.</p> <p>3.1. Six training sessions for commissioners and staff</p> <p>4.1. ZHRC present in all provinces</p>	<p>1.1 Secretariat staff recruitment completed including project staff to enhance capacity. Additional technical staff recruited and financed by project.</p> <p>2.1 Refurbishment completed according to plans and needs of ZHRC in centre of Harare</p> <p>3.1 8 trainings and 2 study tours carried out for staff and Commissioners</p> <p>4.1 Commission established one satellite office in Bulawayo</p>

	<p>R5: Improved knowledge about the mandate of ZHRC among stakeholders and the public</p>	<p>5.1. One public awareness campaign carried out</p> <p>5.2. Four stakeholder seminars</p> <p>5.3. Four public seminars</p> <p>5.4. Resource centre established at ZHRC building</p>	<p>5.1 Three public awareness campaigns carried out</p> <p>5.2 Three public stakeholder seminars conducted and attendance in large number of seminars especially with public authorities</p> <p>5.3 Not carried out</p> <p>5.4 Revision</p>
<p>Activities</p>	<p>Result 1:</p> <p>A.1.1. Develop job descriptions and organogram</p> <p>A.1.2: Recruit technical staff</p> <p>A.1.3: Develop guidelines, manuals and tools for technical staff</p> <p>Result 2:</p> <p>A.2.1. Identify suitable temporary office space for ZHRC in Harare</p> <p>A.2.2. Engage architects and other specialists to develop refurbishment plan and provide assistance as and when needed</p> <p>A.2.3. Tender procedure for contractors</p> <p>A.2.4. Monitoring of progress on refurbishment</p>	<p>Result 1.</p> <p>A.1.1. Revision: Implemented in 2015 under the UNDP and GiZ.</p> <p>A.1.2. Assisted recruitment of government financed staff and additional project staff</p> <p>A.1.3. Manuals developed for C&I, frameworks developed for M&I and EPR. Guidelines developed for all 3 units</p> <p>Result 2</p> <p>2.1. Interim office space was found in April 2014 for the Harare Office which were rented until January 2016</p> <p>2.2. Commenced 3rd quarter of 2014 with architectural plans for the renovations. Architect firm contracted as entrepreneur</p> <p>2.3. Tender material developed by architect firm in consultation with ZHRC and DIHR from from May to July 2015. Follow by a tender process and identification of best bid.</p>	

	<p>A.2.5. Purchase furniture and other equipment</p> <p>A.2.6. Hold opening ceremony for stakeholders and the public</p> <p>Result 3:</p> <p>A.3.1. Prioritise training needs</p> <p>A.3.2. Develop training material</p> <p>A.3.3. Carry out training</p> <p>A.3.4. Develop/update manuals based on training</p> <p>A.3.5. Evaluate training and follow up on implementation</p>	<p>2.4. The refurbishment began on September 21st, 2015 and ended January 2016. An advisory group was formed to monitor and weekly site meeting carried out by attendance of ZHRC and DIHR.</p> <p>2.5 2 Furniture, equipment and earmarked running costs were purchased</p> <p>2.6. Opening ceremony was postponed and held on 27 June 2016 by the Vice-President responsible for Ministry of Justice, Legal and Parliamentary Affairs.</p> <p><u>Result 3</u></p> <p>3.1. Two study visits by Commissioners to Denmark was conducted. One main purpose was to assess the training needs June 2014 and January 2015.</p> <p>3.2 Materials developed to target internal trainings. See A.3.3.</p> <p>3.3. In June 2013 election monitoring training for Commissioners.</p> <p>A strategic planning workshop was conducted in May 2014.</p> <p>An inception training on Complainants handling was held in September 2014.</p> <p>Prevention of Torture Training in April 2015.</p> <p>Education, Promotion and Research (EPR) workshop held to develop the framework in October 2015.</p> <p>Monitoring & Inspection workshop in November 2015 to develop framework for monitoring prisons and places of detention.</p> <p>Train the Trainer course in November 2015 on skills to design and prepare trainings to targeted populations.</p> <p>Litigation and Advocacy Training was conducted in January 2016 in relation to complaints handling and investigations.</p> <p>3.4. Manuals</p>
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	<p>Result 4:</p> <p>A.4.1. Identify suitable office space in provinces and recruit employees</p> <p>A.4.2. Develop internal manual for responsibilities and tasks at provincial offices</p> <p>A.4.3. Develop information material about provincial offices</p> <p>A.4.4. Hold opening ceremonies at provincial offices</p> <p>A.4.5 Establish investigative committees at provincial level during elections*</p> <p>Result 5:</p> <p>A.5.1. Carry out stakeholder analysis</p> <p>A.5.2. Develop external communication strategy for ZHRC</p> <p>A.5.3. Develop public awareness campaign strategy and material</p> <p>A.5.4. Carry out one public awareness campaign</p> <p>A.5.5. Hold four stakeholder seminars</p> <p>A.5.6. Hold four public seminars</p>	<p><u>Complain handling manual</u> developed including Special Operational Procedures.</p> <p><u>Education Promotion and Research</u> developed a Framework</p> <p><u>Monitoring and Inspections</u> developed a framework and initial draft for guidelines for prison/detainee inspections</p> <p>3.5 Evaluation carried out at each trainings.</p> <p>Result 4</p> <p>4.1. The project recruited 2 HROs and 1 driver and when the parallel EU grant ended the project expanded funding to 4 HROs and 2 drivers. A lease was entered for rental of office space in Bulawayo for the entire project period.</p> <p>4.2. –4.5. The office in Bulawayo was a satellite regional office to the HQ in Harare. An independent structure and operation was not developed. Consequently these activities were not carried out.</p> <p>Result 5</p> <p>5.1 Revision: Carried out by UNDP</p> <p>5.2 Same as above.</p> <p>5.3 Rather than developing an awareness strategy a practice was developed through commemoration events including IEC materials, press statements and media involvement.</p> <p>5.4 Harare Agricultural Show was conducted in August 2014.</p> <p>International Women’s Day was held in March 2015.</p>
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	<p>A.5.7. Purchase information material, equipment and furniture for Resource Centre</p> <p>A.5.8. Hold opening ceremony at Resource Centre</p>	<p>Commemoration of International Human Rights Day was carried out in December 2015.</p> <p>5.5 Environmental TWG: One day workshop for identified members (December 2015)</p> <p>Gender Equality and Women’s Rights TWG: Stakeholder engagement (November 2015)</p> <p>Special Interests TWG: One day workshop for identified members (November 2015)</p> <p>5.6 Deviation: not carried out</p> <p>5.7 Deviation: not carried out</p> <p>5.8 Deviation: not carried out</p>
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Annex 2 List of outputs during project period

Outputs defining ZHRC structures and tools for staff

- ZHRC Complaint Handling and Investigation Manual, October 2015
- ZHRC Education, Promotion & Research Framework, October 2015
- ZHRC Monitoring and Inspection Framework: Visiting and Inspection of Prisons and Places of Detention. November 2015

Reporting of internal ZHRC trainings

- An inception training on Complainants handling was held in September 2014
- Prevention of Torture Training in April 2015
- Education, Promotion and Research (EPR) workshop held to develop the framework in October 2015
- Monitoring & Inspection workshop in November 2015 to develop framework for monitoring prisons and places of detention
- Train the Trainer course in November 2015 on skills to design and prepare trainings to targeted populations

Reporting of ZHRC attendance in external activities

- Reporting attending 28th session of the annual GANHRI meeting in Geneva in March 2015
- Reporting attending Mexico biannual GANHRI meeting held in October 2015
- Reporting attending GANHRI member meeting in South Korea on the rights of the elderly 2015
- Reporting attending NANHRI meeting in Cameroon focusing on the enhancement of the role of NHRIs in the preventions of torture

Outputs concerning external activities

- Thematic Working Group: Special Interest Groups, meeting agenda, attendance register and minutes 2015
- Thematic Working Group: Environmental Rights, ToR, meeting agenda, attendance register and minutes 2015?
- Thematic Working Group: Gender Equality and Women's Rights, ToR, meeting agenda, attendance register and minutes 2015?
- ZHRC press statements 2015
- ZHRC Prison inspection reports (Chikurubi Female Prison, Harare Central Police Station) 2015
- ZHRC Protecting, Promoting and Enforcing Human Rights (leaflet)