

ABSTRACT

The study seeks to analyze the human rights advocacy for prisoners by human rights organizations in the context of Zimbabwe Human Rights Commission .It majors on the impact of human rights organizations in line with ZHRC's decision to engage in such advocacy. It analyzes the strategic tools and plans implored by humanitarian organizations to fight for human rights particularly related to prisoners .The research address the gap in the literature by assessing the existence of human rights violations in prisons and the commitment of human rights organizations to counter the ill-practices through advocacy strategies .Adding on, the research seeks to arrive at a point it assess the need of strategic planning for advocacy. It also assesses the interventions by human rights organizations, the problem identification, investigations work done by the human rights organizations as well as the strategic plan and the strategy for impact. It will also be a fact finding mission why the human rights organizations chose to engage in such work and how strategically they engage in such work, delivering what results .More to that theories were the support base of the thesis. Also both qualitative and quantitative research methods were used to gather information with the use of secondary and primary sources, having with qualitative research more widely used than the later. The researcher made use of questionnaires and interviews in gathering data from a selected population sample. The target population comprised of the officers from ZHRC, Zim-Rights, Prisoners and People from the society, being the general public from Bulawayo and Harare. About 53 questionnaires were administered. The researcher were necessary had to use the native language thus shona and Ndebele to assist in the interpretation of questions. The data gathered from the field was presented by the use of tables, bar graphs and pie-charts. Also the researcher had to analyze the data collected and presenting it in summary. The data gathered shows that human rights organization's mandate of human rights advocacy is affected by poor strategic planning and that the human rights organizations are less responsive to the humanitarian needs of prisoners. As a result the researcher had to give recommendations on what has to be done to redress humanitarian responsiveness and proper strategic planning of human rights organizations.

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ABBREVIATIONS/ACRONYMS

BSC	Balance Score Card
CSO	Civil Society Organization
NGOs	Non-Governmental Organizations
IACHR	Inter-American Commission on Human Rights
ICRC	International Committee of the Red Cross
LRF	Legal Resource Foundation
MDT	Les Memes Droits Pour
OAS	Organization of the American States
OIC	Officer in Charge
OHCHR	High Commissioner for Human Rights
PRO	Public Relations Officer
MOU	Memorandum of Understanding
S.I	Statutory Instrument
SMART	Specific Measurable Attainable Reasonable Timely
SRP	Special Report on Prisons
SWOT	Strengths Weakness Opportunity Threats
UNDG	United Nations Development Goals
UNDP	United Nations Development Project
ZDHR	Zimbabwe Doctors For Human Rights
ZLHR	Zimbabwe Lawyers For Human Rights
ZHRC	Zimbabwe Human Rights Commission
ZWLA	Zimbabwe Women Lawyers Association

CHAPTER ONE

1.0 INTRODUCTION

This chapter will cover the human rights advocacy for prisoners ,it will outlay the violations of human rights and strategies done and used by the Zimbabwe Human Rights Commission in Zimbabwe .The main objectives of the Zimbabwe Human Rights Commission is “promoting human rights awareness’ , and advocacy of respect of human rights and freedoms at all levels of society , promoting the protection , development and attainment of human rights in Zimbabwe (ZHRC report, 2015).The study will focus on the intention to engage in promotion and protection of Human rights of the detained persons/prisoners and the strategic system used , this will reveal the genuine work of NGOs in citizens rights rather than the regime change agenda they are often accused to be representing or the political interference norm .

In this chapter, the study will venture into relevance of human rights advocacy for prisoners in line with its protection and promotion mandate, Adding on, the Zimbabwe Human Rights Commission’s Chikurubi maximum prison advocacy work .will be used as a case in response to human rights catastrophe identified in Zimbabwe. This study examines the human rights advocacy, investigations, monitoring and evaluation strategies of promoting human rights used by the Commission in Zimbabwe as well as the need and the level of impact the Commission has in such instances. More so, to demonstrate the human rights promotion and advocacy as well as the strategies being undertaken by the Zimbabwe Human Rights Commission in Zimbabwe. This chapter focuses on cases such as provision of decent shelter as well as decent living conditions in line with human rights principles in Zimbabwe in the mentioned prison (Chikurubi Maximum prison). This chapter also briefly focuses on some intervention strategies used by other Human rights organizations operating in Zimbabwe such as Zimbabwe Lawyers for Human rights.

Adding on, Human rights are a relative phenomenon that can only be understood through a holistic approach, hence various approaches continue to be implemented by multilateral agencies, civil society organizations and governments towards its promotion. Having said this , the primary

objective of this academic study is to arrive at the identification for the effective strategic plan for human rights advocacy ,also the degree of impact and effectiveness of advocacy work , this can be possible through assessing an in-depth analysis of human rights abuses and the alleviation strategies used by organizations at prisons in Zimbabwe. In this context the study focuses on the work done by the Zimbabwe Human Rights Commission paying particular attention to Chikurubi maximum prisoners case, to be precise.

In light of that, the main objective of Zimbabwe Human Rights Commission in its humanitarian work is human rights advocacy in enforcement of human rights in Zimbabwe through monitoring mechanisms and providing in-depth knowledge about human rights (ZHRC report,2012). From the onset it has to be noted that Human rights is measured using different indicators such as extent of protection, promoting mechanism, the strategic plan and strategic methods implored just to mention but a few.

This chapter is purposed to give background information of the whole research study, the statement of the problem , the objectives of the study and the research questions to guide the researcher. This chapter of the study will highlight also on significance, justification, limitations, delimitations methodology, and summary of the study.

1.1 BACKGROUND TO THE STUDY

The problem of human rights abuse that emanated to the “13 March 2015” horrific riot incident has brought concerns on the respect of universal human rights and led to massive criticism of the nation and its Correctional Services Department which was exposed with the unfortunate event, while at the same time raising eyebrows about the commitment of the humanitarian advocacy organizations. The system of negligence of the detained prisoners is a problem affecting the humanitarian civilization in many countries and communities in Africa and most of the developing world. Statistical data by the Special Reporter on Prisons (2011) surveys in Africa , shows that in Zimbabwe , human rights breaching in prisons has reached alarming levels affecting Zimbabwe as

a nation. Studies indicate that the emergence of such human rights violations emerged in the pre-colonial era with the brutal Rhodesian government through repressive detention prisons and the Government inherited the same system after independence. Munochiveyi (2008), describes the Rhodesian prisons as “spatial confinements with curtailed freedoms, radicalized abuse, racial segregation, and heightened repression”. Having said this, the same setup still persists in the Zimbabwean prisons today. Many studies revealed that such human rights abuses are more pronounced in Maximum prisons due to overpopulation, neglected living conditions and facilities having with main prisons in the urban areas affected mostly.

The Government of Zimbabwe has legalized human rights organizations with an mandate to advocate human rights of prisoners. Through the amendment 19 section 100R It is now governed by the current Constitution of Zimbabwe Amendment (No.20) Act 2013, Chapter 12, commonly referred to as “Independent Commissions supporting democracy” and sections 242-244 of the same constitution. It is that the Government of Zimbabwe enacted laws such as the Prisoners Act (Chapter 7:11) and Statutory Instrument 96 of 2012 which provides for minimum dietary scale for inmates. Not just limited to government efforts Human rights organisations have joined hands through MOU signed in March 2016, to try and find lasting solutions to human rights problem. Also the human rights organisations have adopted policy strategies to enable them advocate for human rights. Having said this, of concern is that despite all these commitments there are severe cases of human rights abuse in prisons. Thus the purpose of the research to investigate and asses the impact as well as effectiveness of such organisations through their work and strategic plan.

1.2 STATEMENT OF THE PROBLEM

The research is an examination of human rights adherence and effectiveness of human rights organizations in human rights advocacy through advocacy strategies. Since the aspect of human rights advocacy has emerged as the overriding objective of development in Zimbabwe as it has been one of the main contributing factors in shunning away foreign investors costing the country prospective development opportunities in past two decades. Donor aid community has neglected funding NGOs operating in countries with rampant human rights abuse. In an attempt to address the problem of human rights violations, prisons have been put to priority as they are sites of

concern due to human degrading treatment inhuman in nature .Having said this it is that there are strategies undertaken to promote and protect human rights, these come in the form of Balanced Score Card a reputable organizational strategy , with strategic practices such as investigation, monitoring, interventions and recommendations to mention but a few. The strategic plan arrives at meeting the human rights declaration goals as well as the human rights treaties. Despite these numerous interventions, prisoners continue to live in objective human rights violations and inhuman conditions. It is therefore the purpose of this research to investigate the persistence of human rights violations in prisons against a backdrop of such advocacy strategic plan.

1.3AIM

1. To unravel and assess the impact of the work and strategic plan of human rights advocating organizations on prisoners rights advocacy in Zimbabwe.

1.4 Research objectives

1. To identify the strategic plan used by human rights organizations in human rights advocacy.
2. To assess the strengths and impact of human rights violation alleviation strategies undertaken by human rights organizations.
3. To ascertain the nature ,and determine impact of advocacy work and strategic system against human rights violations in prisons.
4. To determine the effectiveness of the strategic plan of human rights advocacy.
5. To proffer recommendations on strengthening the role of human rights organizations in human rights advocacy work in Zimbabwe.

1.5 RESEARCH QUESTIONS

The study on its conclusion will have answered the following questions:

1. What is the strategic plan used by the ZHRC in its advocacy framework?.
2. How effective is the strategic plan adopted by Zimbabwe Human Rights Commission in prisoner's rights advocacy?.
3. How have been the strategic plans adopted by your organizations enabled effective human rights abuse alleviation?
4. What role did the Zimbabwe Human Rights Commission play in promoting prisoners human rights?.
5. What are the challenges being faced by human rights organizations in prisoners rights advocacy?.

1.6 JUSTIFICATION OF THE STUDY

The research will explore the reasons why there are continued cases of human rights violation in prisons and detention places in Zimbabwe, despite the human rights violation intervention strategies used by different players such as the government, civil society organizations and NGOs to find the lasting solutions to the problem of human rights violations pertaining to prisoners in Zimbabwe. ZHRC and other human rights advocacy organizations have implemented manifold initiatives to conquer the detained people's human rights violation problem as well as to promote them. The impact of these interventions on human rights violations has been minimal. Instead of investigating this sad reality, most studies have fallen into the trap of concentrating much on the derogation of the detained people's rights than on the humanitarian aspect they deserve as human beings entitled by various legal frameworks. It is out of this realization that the researcher seeks to establish or unravel the silent factors that are working against the goal of detained peoples human rights protection and promotion strategies in Zimbabwe. This researcher hold the view that persistence of detained person's human rights abuse and violation in most areas

in Zimbabwe has been immensely caused by the failure by key players in the sector to cross examine their various approaches to the problem. It is hoped that this study will expose the factors that are sustaining detained person's human rights violations in Zimbabwe and ultimately come up with recommendations towards such human rights violation alleviation.

1.7 RESEARCH DESIGN / METHODOLOGY

Firstly, the qualitative research method will be employed in this research project. Patton (1994) acknowledges that the qualitative researcher examines the entire process believing that reality is holistic and cannot be divided. Qualitative research is a non-numerical examination and interpretation of observation for the purpose of discovering underlying meanings and patterns of relationships Babbie and Mouton (2001). Also Babbie, E and Mouton J.(2001) suggest that it entails the in-depth analysis of relatively few subjects for which a rich set of data is collected and organized. It takes as its point of departure the insider's perspective of the social actors themselves. It is also the use of a variety of empirical materials that describe routine and problematic moments. Qualitative research also gives an opportunity for the researcher to get in perceptions, attitude, knowledge and understanding from the insider's world. It also uses detailed descriptions of the phenomenon under study in its natural setting. Qualitative research can be used to uncover hypothesis or insights. The research will be located in its natural setting and the researcher does not manipulate and human behavior thoughts are partly determined in their context. There is an attempt to view the world through the eyes of the actors themselves and try and put oneself in the shoes of the people who are studied to understand their actions. Qualitative data is useful when the researcher is yet unclear about what specific data should be discerned. Therefore, in this research project, the program officer for the Zimbabwe Human Rights Commission will be interviewed in order to gain an insider's perspective of how their programs intends through advocacy strategies to alleviate human rights violations in prisons .

Adding on, Quantitative research will be used to compliment the qualitative acquired information. Quantitative research is a specific research method which involves numeric or statistical approach of surveying and experimentation on existing theories Leedy and Ormrod (2001). It is that the

quantitative research maintains the assumption of an empiricist paradigm, Creswell, (2003). The notion behind this research method is that it seeks explanations. The main objective of the research is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory, Leedy and Ormrod, (2001 , pg 102). Creswell. (2003) . pg 18, states that quantitative research employ strategies of inquiry such as experimental and surveys and collect data on predetermined instruments that yield statistical data. This type of research will be used through numerical research with diagrammatical representation of sampled data.

In addition, structured interviews will be used in the research so as to gather appropriate information. Leedy (1998) defines structured interview as a quantitative research method employed in survey research. The aim of this is to ensure that each interviewee is presented with exactly the same questions in the same order. This also ensures that answers can be reliably aggregated and that comparisons can be made with confidence between sample groups or survey periods (Leedy, 1998). Another advantage of using structured interviews is that data will be collected by an interviewer rather than a self-administered questionnaire. More so, the structured interview standardizes the order in which questions are asked and in this case questions were answered within the same context.

Semi-structured interviews will also be employed as a method of qualitative research technique. Leedy (1998) acknowledges that semi-structured interviews are conducted with a fairly open ended framework which allows for a focused, conventional, two-way communication. Another advantage is that semi-structured interviews start with more general questions or topics rather than questionnaire framework where detailed questions are formulated ahead of time Leedy, (1998). Also it is argued that often information that is obtained from semi-structured interviews provides not just answers, but the reasons for the answers Leedy, (1998).

Unstructured interviews will also be employed in gathering information relevant to the study. Unstructured interviews have a benefit that there is direct interaction between the researcher and the respondent. It is often cheap to conduct. Unstructured interviews also provides a door to door services that is researcher visits the respondents and promoting an in-depth investigation unlike

the respondents may not be willing to share information due to boredom hence researchers turn to reward to motivate the exercise.

Focus groups will also be employed in collecting information. A focus group is a small group of representative people who are questioned about their opinions as part of ongoing research Sharma, (2006). Focus group combines elements of both interviewing and participant observation. In this research a focus group consists of a team of the ZHRC employees, Zim Rights employees and the Zimbabwe Lawyers for Human rights as well as the general public. The focus group can also be described when a group of people is interviewed at the same time. It is also conducted under a moderator and gains a variety of opinion, in this case the 2016 Human Rights Day Commemorations to be held in Masvingo will be used , since the human rights organizations will be interacting with the public through their exhibition stands. More so, different types of questions are asked in interviews. The benchmark of focus groups is the explicit use of chosen group interaction to generate data and insights that would be unlikely to emerge without the interaction found in groups Tashakkori, (2006: 618).

Focus groups are a gathering of at least eight to twelve people who share some characteristics relevant to evaluation , Leedy (1998), in this case show how they design the human rights strategic plan of advocacy .Muranda (2004), asserts that focus group technique involves bringing together a small group of people for an unstructured discussion under the guidance of a moderator. The moderator is a researcher whose job is to guide discussion and ensure all areas of the topic were covered. The main objective of the focus group centers on generating ideas, revealing consumer motives, perceptions, beliefs and attitudes Muranda, (2004). According to Muranda (2004) in some instances, the focus group is used to complement results of a major study.

Furthermore, the document research will be used as a method of data collection. This method is about dealing with the already available information. The information concerning human rights violations and advocacy and reduction strategies and strategic planning will be used by other organizations operating in Zimbabwe as well as in Africa and the world at large. It will be extracted from the internet and websites of such organizations. The advantage of the document research approach is that it has no reactivity as the documents were written for some other purposes Leedy,

(1998). Secondly the method does not change the data collected since the participant's behavior cannot be affected.

1.7-1 Case study- though the study is anchored on analyzing human rights advocacy strategies in Zimbabwe, it will use other models and practices implemented in some countries as cases of analysis. Thus the countries namely South Africa, Uganda, Mississippi and United States of America will be used as representatives of other countries. Cresswell, (1998) pointed out that case study refers to either a single case or a case bound by time and place. Muranda (2004) also argues that a case refers to a unit of analysis in research that supplies the sought answers and could be human or inanimate. According to Muranda (2004) a case analysis tends to focus on past situations whose experiences could assist in explaining the current problem. Because a case study starts from a point of ignorance or near ignorance, it is very essential for uncovering clues, insights and hypothesis into a particular problem. Whilst the principle in research is to move systematically using predetermined guidelines, in a case study there has to be flexibility that is determined by the circumstances of the case Muranda, (2004). Muranda (2004) argues that only with this kind of flexibility is the case method useful. This is the main reason why the researcher used countries in Africa, and America as a case study.

1.7-2sampling, since it is not possible to involve all individuals, prisoners and ex-detainees in the country, non-probability sampling will be used. Non-probability sampling will provide estimates on how closely the sample characteristic approximates the parameters of the population from which the sample is drawn from the identification of information rich cases.

1.7-3 Participatory Appraisal- this involves the making of visits by the researcher in the study area, interacting, observing, sharing ideas and experiences with prisoners, Transect walks across the research site with the aim of assessing all aspects of prison life will be made. The researcher will also visit organizations which once explored or undertook action to combat or intervene in the challenges of human rights faced by prisoners, also seeks to examine how they are run. Review of secondary sources documents, publications, internet, and articles, among other things, pertaining or relevant to this study shall be utilized.

The main advantage of this, as Parton,(1990) puts it, is because it gives the researcher the opportunity to gather live data from live situations. The researcher will have the opportunity to observe the human rights organization day to day work conducts as well as the response of the challenge at hand in the prisons .

1.7-4 Questionnaire - this is an enquiry form aimed at capturing an abstract to a certain context. It promotes seeing things beyond the smoke screen and attempting to measure them in what research is all about Leyman, (1995). Its messages are detailed and they may be about a subject or a problem leading to a solution hunt. This specifies the exact aspects to be measured. However this method involves visiting the respondents at their work place or office hence susceptible to interview cancellation due to other commitments. This creates serious time consumption on the size of the researcher.

1.7-5 Triangulation - Furthermore, the researcher will opt to employ triangulation to reduce bias on the research. More so this research combines different methods such as qualitative research, case study, document research and quantitative research techniques. Triangulation is defined by Ritchie and Lewis (2001) as the use of multiple methods, is a plan of action that will raise sociologists (and other social science researchers) above the personal biases that stem from single methodologies. By mingling methods and investigators in the same study, observers can partially overcome the deficiencies that flow from one investigator or method Ritchie and Lewis, (2001).

Triangulation is simply using different methods to research the same issue with the same unit of analysis for example an in-depth un-structured interview with each member of the organization on human rights advocacy strategies and the effectiveness of the organization on prisoner rights , thus cross-checking one result against another and increasing the reliability of the results. It is preferred in the social sciences because by combining multiple observers this overcomes the weaknesses or intrinsic biases and the problem that come from single metro, single observer and single theory studies.

In addition, it is combining multiple observers' theories, methods and empirical materials, researchers can overcome the weaknesses or intrinsic biases and the problem that come from single

metro, single observer and single theory study Ritchie and Lewis, (2001). In this regard, studies will be able to benefit from the advantages of sample surveys and statistical methods (quantification, representativeness and attribution) and the advantages of the qualitative and ethnographic approach Ritchie and Lewis, (2001). The triangulation is just mixing methods in order to understand the phenomenon under study.

1.8 Ethical considerations

The researcher observed ethical considerations that include the fact that the consent of the respondent was sought; the confidentiality of the respondents was respected to the extent that the direct quotations from them were made on anonymous basis, no judgement was passed in relation to their response and their human dignity was respected.

1.9 DELIMITATIONS

The main focus of the dissertation will mainly be concentrated on human rights advocacy pertaining to detained prisoners in Zimbabwe. Chikurubi maximum prison in Harare is a favorable location for the research as the site is the place demonstrations emanated. Zimbabwe human Rights Commission (ZHRC) will give a detailed information on the human rights advocacy they are conducting in the prisons in Zimbabwe and the strategic plans they have adopted. Furthermore, the prison is one of the largest prisons in the country accommodating more than 10 thousand inmates. Adding on, the study will be conducted for a timeframe of at least five months in Harare and also for further insight of living conditions it will also be extended to Bulawayo's Khami Maximum prison. The idea of using Harare prisons and Bulawayo prisons enables more information as there are cities having with largest prisons and also the Zimbabwe Human Rights Commission directly operates in such areas, this will enable the researcher to have a broad research in different areas. More so the study will be confined to examining the strategies used by Government and civil society organization, and Non Governmental Organizations and the Zimbabwe Human Rights Commission in dealing with the problem of human rights abuse in

prisons to detained inmates. The population sample will be mainly drawn from people, organizations involved in the case study areas and prisons if permitted and also from ex prisoners.

1.10 LIMITATIONS

The research will rely on three human rights organizations for data collection to save costs , also the if not permitted to undertake prison inspection and investigation it will use the ones undertaken by the Zimbabwe Human Rights Commission. Adding on, the Chikurubi Maximum Prison issue is a sensitive one as it was linked to political treason as well as the mafia escape strategy organized by RMG Pastor Robert M. Gumbura and colleagues (ZBC news online 2015). It is a challenge to get access to sensitive information of organizations in the field as they may fear risks of being quoted as a result affect their operations or even existence as organizations .Having said this , it can be difficult to access materials of operation in the event the organizations fear that they may release anti government information (though the research is not an anti government fact finding mission , rather the adherence of the human rights in Zimbabwe's prisons) .More so , another aspect is that the researcher can meet constraints of garnering information as the organizations or individuals might suspect the research to be state linked since human rights are a censored issue as they have been used by international and national forces and pressure groups against the state , hence can be a sensitive issue .In addition , the ex-prisoners are difficult to locate .The research period is not so favorable as in two years time the nation will be having Presidential elections , this will have the implications as the docile community of Zimbabwe will fear to reveal their suggestions .Apart from that , the Zimbabwean laws governing the organizations are unfavorable to some information the research might intend to unveil.

1.11 COCLUSION

This chapter has given the direction of the whole research project. This includes the aims and objectives of the research, the significance of the research, the delimitation and the research problem just to mention but a few. It has also justified the need of human rights advocacy for prisoners and highlighted on the availability of the strategic plan in the human rights organizations

framework. This research project is of uttermost importance as it brings some of the Human Rights advocacy strategies used by human rights organizations in Zimbabwe.

CHAPTER TWO

2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This Chapter is a review of relevant literature from various authors and other scholars who wrote about human rights advocacy and related strategic plans . This literature relates to the strategic planning in human rights advocacy work.

A scrutiny of the human rights advocacy literature reflects the centrality of strategic planning in improving the promotion and protecting mechanism in an endeavour to eradicate the human rights problem. United Nations has undertaken many researches in both developed and developing countries, together with governments, human rights organizations, pressure groups and civil society organizations in an attempt to have a broad understanding of human rights, its violations and map out strategies for the advocacy against such practices in the short run there will be eradication of such violations. It has been established that at least 70% of prisons in Africa are organized against UN Rules on the treatment of prisoners provided in Article 10 (SRP, 2011). It is reported that almost half of the prisons are 69.9% overcrowded, having with 2 270 inmates in a prison with holding capacity of 1 360 (ZHRC March 2015 report). Analysis indicates that much is done to arrest and incarcerate more prisoners while little or none is done to improve living conditions in prisons. Furthermore, it has been noted that the human rights violations of prisoners account for 80% of human rights violations (United Nations, 2000). Hence in countries such as Zimbabwe, human rights advocacy through intervention by NGOs and civil society organizations has become an overriding objective in human rights promotion and protection. The degree of human rights violations has raised eyebrows on the availability of strategic planning system in human rights organizations. Hence, the problem of human rights has thus, attracted the attention of scholars, investors, policy makers and human rights advocates.

An overview of the studies or literature on this matter shows some loopholes, which this research attempts to address. Most of the studies on human rights violations have mainly concentrated on the political and civil human rights examining the need of such advocacy, little effort has been put on why there are high human rights violations levels in prisons which have reached horrifying levels and the strategic plans of advocacy organizations despite the numerous interventions from them and all the concerned stakeholders. The United Nations Organisation for Human Rights (2006) extensively dealt with the impact of human rights violations in Africa. Its study was limited to a couple of African countries and this saw the exclusion of some countries such as Zimbabwe. Though the study was not exhaustive in every sense it managed to establish that lack of training mechanisms to prison wardens and officers, lack of involvement of human rights organizations in strategic partnerships, traditional systems and mindset which views the prisoner as a slave, as well as lack of humanitarian will, has left prisoners a forgotten group in the human rights circle.

2.2 Human Rights

The study cannot be successful without a full understanding of the human rights topic. Foster, S. (2011), defined human rights as rights for one reason or another regarded as fundamental or basic to the individual, or group of individuals, who assert them. Human rights are defined as rights which are inherent to all human beings, regardless of nationality, place of residence, sex, national or ethnic origin, color, religion, language, or any other status (OHCHR, 2013). The High Commissioner for Human Rights asserts that Humans are all equally entitled to human rights without discrimination. The notion depicts human rights as inseparable with human beings in whichever society. It is also that they can be regarded as moral principles to be protected in any level of society.

Adding on, a right protects individuals or groups from injustice, it allows individuals to grow to their full potential as a positive and active member of their society, it is a responsibility that each person or group has to others, and it is about respect of oneself and others. A right creates a moral and legal obligation that nations and people must fulfill. Whereas recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world. Policies of states in the activities of non-governmental organizations have become a cornerstone of public policy around the world. Human rights do not have to be bought, earned or inherited they belong to people simply because they are human. Human rights are inherent to each individual.

Human rights are the same for all human beings regardless of race, sex, religion, political or other opinion, national or social origin. We are all born free, and equal in dignity and rights, human rights are universal. Human rights cannot be taken away, no one has the right to deprive another person of them for any reason. People still have human rights even when the laws of their countries do not recognize them, or when they violate them, for example, when slavery is practiced, slaves still have rights even though these rights are being violated. Human rights are inalienable. To live in dignity, all human beings are entitled to freedom, security and decent standards of living concurrently. Human rights are indivisible. The exercise of right may be subject to restrictions but

the restrictions must be provided for by law and must be necessary to protect national security, public order, public health and morals or the rights and freedoms of others. The right to work, medical and social services and social security and limitations which compatible to the enjoyment of the rights. For serious breach tribunals have been set to adjudicate over cases- gross abuse of human rights .Institutions have been set up to deal with matters and were reporting can be done.

2.3.0 Human Rights Advocacy Strategies

This section provides evidence of strategic plans used by different organizations in dressing for the human rights abuse challenge and also it will dwell on the practices and outcomes of alleviating human rights abuse in detention prisons. Different organizations have employed different strategies in alleviating human rights abuse in prisons. One study in Zimbabwe reveals that the Zimbabwe Lawyers for Human Rights (ZLHR) undertook to action the investigation strategy and called upon urgent government intervention. The organization also implored the monitoring plan of the state handling of the human rights violations in prisons .The outcomes of the organization's investigating and monitoring strategy yielded success. The practice from a human rights reduction perspective indicated that the strategy was very effective. Having said so , this section provides evidence on the outcomes of the investigation and monitoring strategy by Lawyers for human rights in Zimbabwe, focusing mainly on issues relating to reduction of human rights violations in prisons. It presents evidence from individual case studies dotted around Zimbabwe. Data from most prisons Chikurubi maximum prison after the tabled report indicates massive reforms from diet as the report lambasted the diet as a huge result of death due to malnutrition. The data proves the impact of investigation and monitoring strategy used by the organizations' to eradicate human rights violations in prisons.

2.3.1 Human rights advocacy strategies used by the Zimbabwe Human Rights Commission

The Zimbabwe Human Rights Commission has used different strategies in response to human rights violations especially in the Zimbabwean context. In the year 2015 the organization adopted

a five year plan, due to human rights violations concerns raised since the inception of the organization in 2010. Zimbabwe has been reeling under immoral human rights conditions in prisons. The five year strategic plan acts in-response, it focuses mainly on Result Based Action plan that is tangible with SMART objectives. The strategic plan includes the Balanced Score Card framework .

The Balanced Score Card (“BSC”) is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals (Kaplan , R.S and Norton , D.P, 1996). The BSC is divided into four perspectives, namely the Financial Perspective; Customer/Stakeholder Perspective; Internal Processes and Systems Perspective and the Human Resources/Learning and Growth Perspective, in that order, to cover the broad areas of an organization’s performance. However, the Zimbabwe Human Rights Commission’s , Balanced Score Card framework has been adjusted to suit the Commission’s desire to have internal organizational issues addressed first, and have the Customer Perspective right at the end, in pursuit of a top-down approach. The Zimbabwe Human Rights Commission strategic goals, strategic priorities and Action Plan therefore follow this approach. The diagram below illustrates the balance score card.

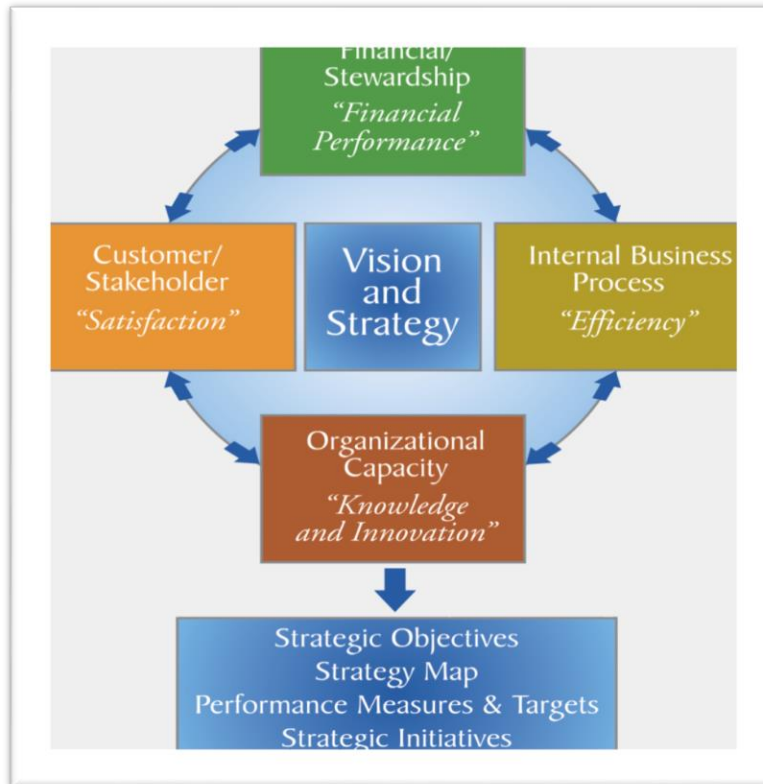


Fig 2.1

Source Kaplan R,S and Norton P.D 1996 . *Harvard Business Review*

Adding on, there is also stakeholder consultation through workshops with both internal stakeholders and external stakeholder representatives such as various arms of the State and law enforcement agencies, as well as members of Civil Society, including the Law Society, chiefs, NGOs, and development partners. The stakeholders include Ministry of Justice, Legal and Parliamentary Affairs, Ministry of Women Affairs, Gender and Community Development; Judicial Service Commission, National Prosecution Authority, Zimbabwe Prisons and Correctional Services, Zimbabwe Republic Police, Law Society of Zimbabwe; National Association of Non-Governmental Organisations. Zimbabwe Lawyers for Human Rights; and Zimbabwe , Women Lawyers Association. Having such setup after conducting the consultation the Information gathered during this consultative process, is consolidated into reports to be presented to the Commission for validation, marking the commencement of the advocacy process.

More to that, the commission adopts the planning tools as strategic move to gather and analyze information. The tools include PESTLEG analysis to assess the external operating environment,

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

In addition, environmental scanning for both internal and external environment is implored to review and determine macro-environmental factors that may affect ZHRC’s operations, directly or indirectly. It is that the 2015 environmental analysis identified the factors such as Political, Economic, Social, Technological, Legal, Environmental and Governance, in the macro-environment that affect the operations of the Commission, (ZHRC 2012, report).

Also internal analysis is a strategy used in order to identify issues requiring strategic intervention or redress. In 2015 the commission undertook a SWOT analysis to evaluate the Zimbabwe Human Rights Commission’s internal strengths and weakness, as well as the opportunities and challenges emanating from the external environment. Participants developed various strategies to consolidate Zimbabwe Human Rights Commission’s internal strengths, exploit external opportunities, address and turn around internal weaknesses and develop defensive mechanisms to protect it from external challenges (ZHRC 2012 report). Fig 2:2 shows the strategic plan used by the organization in its advocacy work, also the same strategy used in Chikurubi prison advocacy.

Fig 2:2

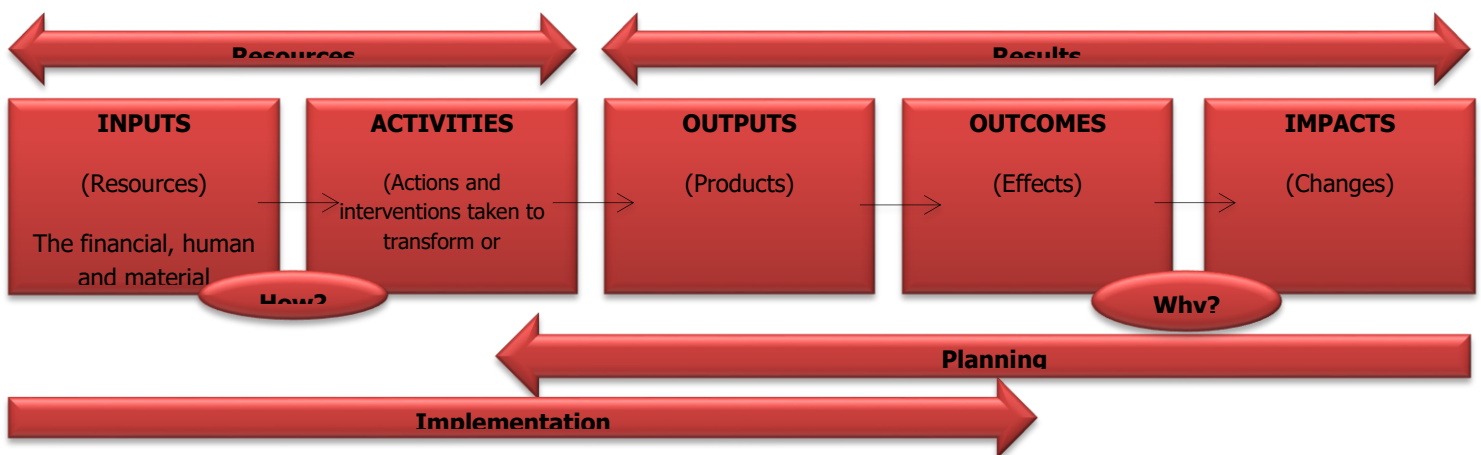


Fig 2:2 elaborate diagrammatically on the strategic plan guide used by the Zimbabwe Human Rights Commission, the organization injects resources as inputs which include human, financial and other material depending on programs identified with need of intervention. The organization goes on to utilize the resources into activities. The transformation is an action by the organization in fulfilling its mandate of human rights advocacy. Adding on, the activities and action undertaken then yields results in form of outputs. The outputs will then be assessed as outcomes, this will be the effectiveness test. Then lastly the impacts it has on problems identified will be figured out. In normal instances they must come up as changes so as to solve the problem at hand.

A survey conducted by the United Nations in partnership with the organization of prisoners and refugees in 2002 focused much on the impact and dimensions of human rights violations in developing countries. Though the study shed some light on the problem of human rights violations, it only managed to provide a general global picture, using countries such as Uganda, Kenya etc as African samples, America, Mississippi as global examples, it revealed that human rights violations is an interlocking multidimensional social inhuman phenomenon that involves degrading treatment, torture, poor sanitary conditions, overcrowding, poor diet, and more of corporal punishing services against the norm correctional hence an inequality with dear need to be addressed.

Adding on, human rights advocacy and violation alleviation strategies can be strategically managed with proper implementation of environmental scanning. Osborn, R.E (2010) alludes that environmental scanning is a strategic tool that enables the human rights organizations foresee areas of improvement, enact goals and development channels. Les Mems Droits Pour Tous (MDT), a grass-roots human rights NGO in Guinea, West Africa, focuses on the rights of prisoners in Maison Centrale, the country's largest prison, located in the capital city of Conakry. In 2007, it completed a survey of the prison population to assess basic human rights conditions, including levels of illegal detention, levels of pre-charge violence by police and gendarmerie, and access to legal representation by prisoners. Osborn, R.E in his book "Health and Human Rights in Practice" revealed that the rights of prisoners are widely and systematically denied at every level of criminal judicial process. Having such a scenario, the MDT's worked in partnership with the International

Committee of the Red Cross (ICRC), and reported that the denial of legal rights to prisoners results in systematic violations of their medical rights as well. The organization is currently involved in the treatment of prisoners in Guinea. Given that physical violence is perhaps the most direct assault on an individual's health and personhood,. The organizations argue for greater use of econometric tools in rights reporting as well as closer partnerships between rights practitioners and academics. Osborn R.E,2010, noted that the involvement of the humanitarian organizations lead to greater involvement by other local organizations, state actors, and members of the international community, this as a result ensures that the legal as well as medical rights of prison populations are protected.

Furthermore, strategic planning is key in strengthening and protecting human rights mechanisms and policies. Advocacy is always unashamedly purposive in its intent and the objective with advocacy is not merely to place concerns in the public arena and then wait for the process to unfold. Chapman (2007, p31). Chapman, (2007) also asserts that once an objective has been set, advocates must seek to maximize support with a strategic plan which incorporates ways to argue the case, engage key stakeholders and put pressure on decision makers for a favorable outcome. The Organization for American States (OAS) , and the Human rights organizations world over have incorporated the Inter-American Commission on Human Rights (IACHR) human rights advocacy standards, The standards include strategies such as Evaluation, at its core.Evaluation is defined as a process of untangling the threads of what happened, why, and to what effect Chapman, (2007).It aims to do so using theory-based approaches and methods, with the goal of producing information that is accurate, reliable, and useful. Choosing the evaluation method often depends on the type of effort being evaluated programs and direct services are best served by some approaches, while others best serve advocacy. The field of advocacy evaluation has recently emerged with approaches and methods suitable for a complex and less predictable advocacy environment (Chapman, 2007).Advocacy evaluation's function has followed advocacy's form, shaping strategies to the particular characteristics of advocacy work. As described above, these characteristics include complex change scenarios with multiple variables influencing policy change and other advocacy outcomes emphasizes the use of data and learning while advocacy efforts unfolding addition to more traditional end-of-project reviews often puts tools in the hands of advocates so they can systematically and robustly review their own progress and apply what

they learn. Another common approach is to embed evaluators within advocacy teams rather than standing outside of the advocacy effort and judging it, Chapman, (2007). This approach makes evaluators part of the team so they can feed helpful information and analysis directly into the advocacy effort. Constructs plausible explanations supported by evidence about the outcomes of advocacy efforts and how organizations contributed to them, but typically does not try to establish definitive cause-and-effect connections; and often hones in on the effectiveness of particular advocacy tactics, such as media and communications, community mobilization, and coalition development efforts

In addition, an internally developed impact monitoring framework, can be strategically used to improve the human rights advocacy in prisons along with accompanying simple tools and processes, to plan activities and learn from campaigns (ISAI, 2014). Monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results UNDP, (2012). The International Secretariat of Amnesty International is using a team of internal evaluation and monitoring professionals in an endeavor to build an organizational culture that values monitoring, Amnesty International, (2014). The International Commission of Jurists is adapting donor-mandated monitoring requirements into useful, relevant, and internally operated systems Ford.G.R, (2010). The case study of 160 countries worldwide by Amnesty International (2014), shows the impact of the adapted monitoring framework to its human rights work, and it highlights the benefits of constructive monitoring for promoting successful human rights advocacy. In December 2011, the International Committee of the Red Cross signed a memorandum of understanding with Bahrain's Ministry of Interior to allow the organization visitation for monitoring rights with detainees based in Jaw prison, the country's main detention facility, Human rights watch (2015). Research shows that Human rights advocacy can be implemented with full practice of monitoring in detention prisons.

More to that, Result Based Management is a strategy that improves outcomes in a human rights organization. Also Result Based Management is a management strategy by which all actors, contributing directly or indirectly to achieving a set of results, ensure that their processes, products and services contribute to the achievement of desired results UNDG, (2012). It is that the strategy

ensures greater outputs, outcomes and higher level goals or impact. This enables the actors in turn use information and evidence on actual results to inform decision making on the design, resourcing and delivery of programmes and activities as well as for accountability and reporting, hence it is a strategy which improves accountability and effectiveness. It starts with elements of planning, such as setting the vision and defining the results framework. Having reached such a stage the partners agree to pursue a set of results through a programme, then the implementation starts and then follows monitoring, this ensures results are being achieved. Monitoring and Evaluation provide invaluable information for decision-making and lessons learned for the future UNDG, (2012).

Furthermore, Balanced Score Card is another effective strategic system. It is defined as a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations world-wide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals Kaplan, R.S and Norton, D.P, (1996). It is a strategy developed for private sector enterprises. According to Kaplan, R.S and Norton, D.P, (1996) the idea behind the balanced scorecard is for managers to define and track performance among multiple financial and nonfinancial measures that were considered important for company success.

Also the Balanced Scorecard does include performance in communities as process perspective and objectives when such performance does contribute to the differentiation in the strategy Kaplan and Norton, (2003). However, Jensen (2001), a financial economics scholar, described, Balanced Scorecard theory as a flawed strategic system as it presents managers with a scorecard which gives no score, that is there will be no single-valued measure how they have performed. Thus managers evaluated with such a system have no way to make principled or purposeful decisions. Stakeholder theorists also criticize the Balanced Scorecard for not having a separate perspective for suppliers, one of their five essential stakeholder groups. Nonetheless, it is a reliable system as it is a management system that enables organizations to translate the vision and strategy into action Margarita I, (2008).

In addition, Accountability for program quality and value for money solutions through learning and maintaining the trust of the humanity, in partnership, stakeholders society at large and those

served, is another viable strategy. African Prisoners Project has built a brand identity as an organization which delivers practical and innovative solutions to African prisons. The organizations is firmly rooted in ethos of honesty and transparent in delivery of objectives and methods (APP, report 2015) .In addition the African Prisoners Project aims to retain an international brand but with a local flair and local accountability (APP report 2015).Also among the Objectives to create a culture of accountability that is relevant to and addresses issues relevant to each country in which it works in. To rebrand the organization to demonstrate African Prisoners Project's changes in focus and developments in our strategic thinking. Finally the organizations are directed in achieving the objective of clear strategic plan in fulfilling the humanitarian mandate.

2.4 Theoretic Framework

Strategic Planning- According to *Schmidt, J. et al, (2009)*, Strategic planning is a systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. Strategic planning helps determine the direction and scope of an organization over the long term, matching its resources to its changing environment and, in particular, its markets, customers and clients, so as to meet stakeholder expectations , (*Johnson and Scholes, 1993*) strategic planning looks at the wider picture and is flexible in choice of its means. It is that the plan defines the organisational activities and availability of resources that will be cash, human resources, space and equipment, required for the achievement of the objectives set. Strategic planning is the establishment of viable connections among long term objectives, resources and environmental conditions of an organisation by using certain methods and activities.

Advocacy is the active support of an idea or cause expressed through strategies and methods that influence the opinions and decisions of people and organizations,(Buckley. S , 2014).Buckley ,S (2014) ascertains that , in the social and economic development context the aims of advocacy are to create or change policies, laws, regulations, distribution of resources or other decisions that affect people's lives and to ensure that such decisions lead to implementation. Having said this , it is notable that such advocacy is generally directed at policy makers including politicians,

government officials , Non-Governmental organizations , Inter-Governmental organizations and public servants, but also private sector leaders whose decisions impact upon peoples' lives, as well as those whose opinions and actions influence policy makers, such as journalists and the media, development agencies and large NGOs. Almost all effective policy-related advocacy efforts commence with observation and monitoring of the implementation and effectiveness of policies already in place (Buckley .S.2014). Having such, ZHRC has developed an observation strategy to conduct its advocacy work , this emanated through following media events and reports, through inclusion of departments such as complaint and investing, education promotion and research, as well as public relations.

More to that , Systems theories view the organization holistically with open systems comprised of sub systems with each, in turn, comprised of inputs, value adding processes, and outputs. In essence, the systems theories combines scientific and human relations theories but can still fall short of strategic planning and forecasting activities. Schendel et al. (1980) identified the strength of systematic strategic management in that it examines the relationship between the external environment or position (strategy) and an organization's responsive internal capability (p. 1). They argued that from the practitioner's perspective, except during the creation of a new organization, strategy and operating management are conducted simultaneously that strategic management starts with environmental scanning for threats and opportunities but ends when a new product has been created, a new market developed, a new technology acquired, threats averted, and a new contract signed within socio-political constraints.

The Balanced Score Card ("BSC") is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals (Kaplan , R.S and Norton , D.P, 1996). It is that the Balanced Score Card is divided into four perspectives, namely the Financial Perspective; Customer and Stakeholder Perspective; Internal Processes and Systems Perspective and the Human Resources/Learning and Growth Perspective, in that order, to cover the broad areas of an organization's performance. However, the Zimbabwe Human Rights

Commission's , Balanced Score Card framework has been adjusted to suit the Commission's desire to have internal organizational issues addressed first, and have the Customer Perspective right at the end, in pursuit of a top-down approach. The Zimbabwe Human Rights Commission strategic goals, strategic priorities and Action Plan therefore follow this approach. However , despite a well organized strategic system adopted by ZHRC , Beinhocker (1999) recommends that instead of choosing singularly focused strategies, organizations need to cultivate multiple strategies, many of which will operate in parallel in order to encourage co-evolution.

2.5 Conclusion

The chapter under review was mainly concerned with unpackaging the concept of human rights advocacy and the strategic planning systems. It analyzed the advocacy work undertaken inline with strategic planning mechanism .There are numerous researches conducted elaborates on the effectiveness of the strategic planning which can yield tangible results if well implemented. The study also reveals the importance of stakeholder engagement approach with strong strategic partnership to produce effective results. Involvement of international organizations in approaching the human rights issue was also discussed

CHAPTER THREE

3.0 DATA PRESENTATION AND ANALYSIS

3.1 Introduction

This chapter will examine on the research methods/tools that were being employed in this project to gather information and to analyze that information. Research instruments which include the qualitative research method and quantitative research methods have been employed in this project. Secondly, in this project Participatory appraisal, structured interviews and focus group discussions were employed in this chapter.

Also, this part of the research study will focus on data analysis, presentation and interpretation. It discusses the findings arising from the research, comparing them with those of the original study and placing them within the context of the broader literature in an attempt to fulfill the research objectives and to provide solutions to the postulated research questions. Tables, graphs, text and pie charts were used to display data collected. Interpretation and analysis is done on each table and figure shown. The chapter begins with analysis of the questionnaires then followed by a review of responses derived from interviews with human rights officers, prisoners and the general public.

Key findings are presented, interpreted and analyzed in a logical manner. All decimal numbers are rounded to the nearest whole number.

3.2. QUESTIONNAIRE FINDINGS

3.2.1. Issued Questionnaires and the response rate

Table 3.0 Questionnaire distribution

Response Class	Questionnaire Administered	Questionnaires Returned	Response Rate %
Public	30	20	67
ZHRC officers	3	3	100
Prisoners	20	12	60
Total	53	35	66

Source: Primary data

Three types of questionnaires were administered: one for public, one for Zimbabwe Human Rights Commission officers and the other for prisoners. There was a high response rate on the questionnaires. A total of 30 public questionnaires were administered and 20 were returned,

representing 67% response rate. All of the three (3) questionnaires administered to Zimbabwe Human Rights Commission officers were returned, thus representing a 100% response rate. Also a total of 12 out of 20 questionnaires for the prisoners were returned, representing 60%. All in all the questionnaire response rate was 66%.

From the researcher's opinion, such a high response rate is significant enough to justify the study and therefore, the creditability of the findings that are presented hereafter. Though choice was granted to the respondents (Public and Human rights officers) whether they preferred to fill the questionnaires right at the spot, at home or at workplaces, the researcher ensured that he obtained the high response rate by persuading prisoner respondents to fill the questionnaires right on spot during the visiting period. Amongst the issued papers some which did not return and also some having no responses mostly from prisoners and citizens were largely due to illiteracy, and negligence to bring back the questionnaires in some instances. Some of the respondents from the public had gone to their homes with questionnaires promising to return them but they failed. In this case, the researcher believed that the response rate is adequate to produce valid results of the situation on the ground.

3.3. SAMPLE PROFILE

3.3-1. Gender Respondents

The researcher ensured balanced views from both male and female respondents. The questionnaires were handed on 50-50 basis, in instances having with 30 questionnaires for the public 15 were handed over to male, while the remaining 15 to females making it 50% to each sex, likewise with the prisoners. This enhanced a balanced representation allowing free findings.

3.3-2. Participatory observation

This is where the researcher had an opportunity to be involved in note taking on the prisoners' living conditions and the response behaviors of human rights organizations in their natural surroundings. Coelacan, H (2009) argued that by coming around and behind the camera into the

social setting as an interactive person, the observer can experience life from the perspective of the individual, group or organizational interest. This method made meanings of their behaviors to be more accessible than with the passive approach and there should be less scope for the gross misinterpretations that can occur with a ‘snapshot’ observation.

3.3-3. Document search

Document search was used to gather data from published materials. Documents such as books, newspapers, journal articles, internet sources and reports by Human rights organizations, were used. Books, journal articles and scholarly internet articles provided a historical back ground of both human rights violations and advocacy strategies. Internet sources were also used to verify the various practices and strategies adopted and used. The online and physical documents enabled the researcher to access information on the work done by human rights organizations.

3.4 DATA PRESENTATION AND ANALYSIS

Patton (1994) describes the qualitative research method in a way that there is no one single reality and that each observer creates reality as part of the research process. In this case the researcher found many answers pertaining to the human rights violation advocacy and alleviation strategies especially the living conditions pertaining to food insecurity , poor sanitary conditions , health related issues in Zimbabwe’s prisons and therefore created his own reality towards methods used to eradicate such human rights violations . More so the qualitative research is subjective and exists only in reference to the observer (Patton, 2004: 140). This means the results produced from the research project about human rights violation alleviation strategies in this case poor living conditions , food insecurity , overcrowding and health hazards are subjective and that there is no single reality.

There are some benefits of employing the qualitative research method. Firstly, in qualitative research the researcher was the main research instrument in collecting data through in-depth interviews and participant observations. In this case, the researcher was an active participant in data gathering and this means the researcher was an active instrument in the data collection. Structured interviews were employed to the program officers of the Zimbabwe Human Rights Commission. Also the semi-structured and unstructured interview questions were asked to the prisoners in Chikurubi and Khami Maximum prisons as well as ex detainees. An analysis of the findings depicts that the human rights violation in prisons is a naked reality, having with the majority of the population aware of it. The human rights organizations have turned a blind eye on the violations in prisons despite speaking about them in instances they media raises noise about the issue. This still affects the development of the field as it will keep on lacking fruitful engagements from varied opinions.

Furthermore, with in-depth interviews, the interviewer interacted with respondents and encouraged them (usually in one-on-one situation) to freely express their opinions, ideas, feelings, thoughts and attitudes. The objective was to go beyond the superficial and to probe into respondent's behavior as (Seale, 2004) denotes. The particular advantage of in-depth interviews is that deep probing into underlying factors and motives is possible, producing material which can be built into a theoretical model of the factors operating beneath the purely surface variables of the problem. Spontaneity is maintained in the in-depth interviews (Seal, 2004). The interviewer must listen with a third ear and not seek to lead the respondent. Human rights violation and the strategic plan of the human rights organizations still remains a sensitive topic as the respondents could not manage to speak freely of the topics.

More to that, structured interviews were used as data collection. The aim of this was to ensure that each interviewee is presented with exactly the same questions in the same order. This ensures that answers can be reliably aggregated and that comparisons can be made with confidence between sample groups or survey periods (Leedy, 1998). Another advantage of using structured interviews is that data will be collected by an interviewer rather than a self-administered

questionnaire. More so, the structured interview standardizes the order in which questions are asked and in this case questions were answered within the same context.

In addition, Semi-structured interviews were also employed as a method of qualitative research technique. Leedy (1998) acknowledges that semi-structured interviews are conducted with a fairly open ended framework which allows for a focused, conventional, two-way communication. Another advantage is that semi-structured interviews start with more general questions or topics rather than questionnaire framework where detailed questions are formulated ahead of time (Leedy, 1998). Also it is argued that often information that is obtained from semi-structured interviews provided not just answers, but the reasons for the answers (Leedy, 1998).

Unstructured interviews were also employed in gathering information relevant to the study. Unstructured interviews enabled direct interaction between the researcher and the respondent. Having said so, it can be noted that it is often cheap to conduct. Unstructured interviews also provides a door to door services that is researcher visits the respondents and promoting an in-depth investigation unlike the respondents may not be willing to share information due to boredom hence researchers turn to reward to motivate the exercise. This worked well with the human rights officers as it brought a positive contribution in response to the research questions. Also the public was free to answer questions without need to worry or compare with next respondent. The research found that it is a moral idea to incorporate prisoners' human rights advocacy in the humanitarian work. The strategic plan of models in Africa, and the world at large must be cooperated with strategic plan methods such as Balanced Score Card and Result Based Management must be adopted and efforts must be put across in full stakeholder engagement and involvement of monitoring, investigation and evaluation strategies.

Fig 3.1 the knowledge of the respondents about the effectiveness of the organization

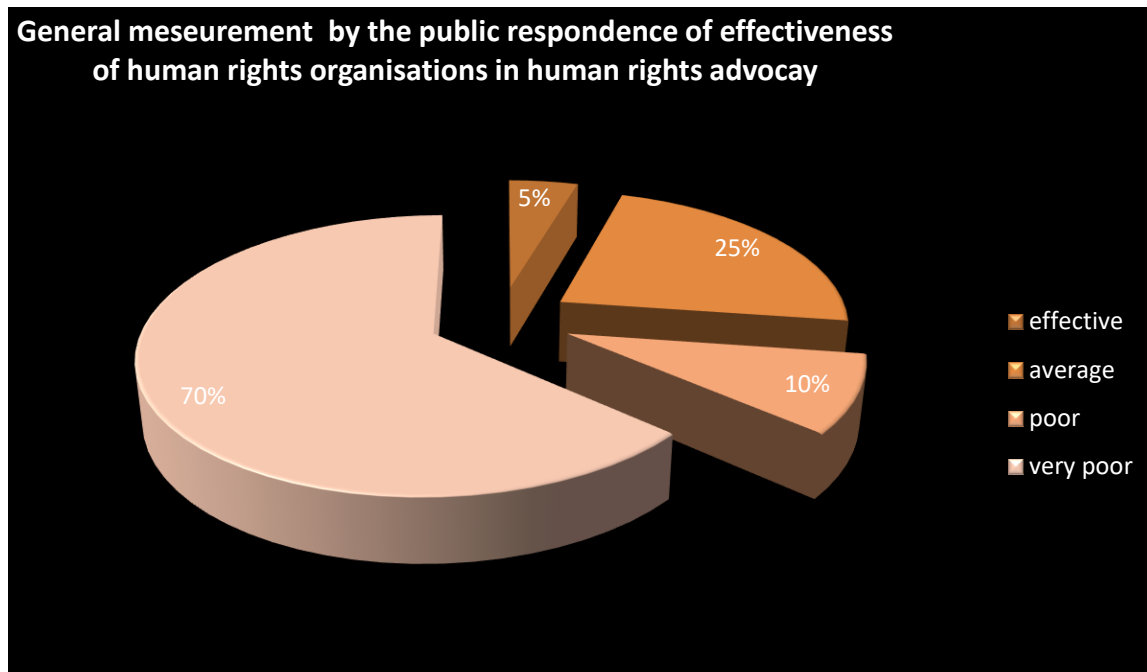


Fig 3.1 shows the percentage response of the questionnaires administered to the general public about their opinion on the degree of effectiveness of human rights organizations in human rights advocacy for prisoners in Zimbabwe. The distribution shows that 70 percent of the 20 returned questionnaires responded that the human rights organizations are very poor in effectiveness of their human rights advocacy for the prisoners. 25% of the people (20) who responded acknowledged the work of the Zimbabwe Human Rights Commission as fair or average. Adding on, 10% of the people commented that it is poor in terms of deliverance, while 5% of the people acknowledged that the work of the Zimbabwe Human Rights Commission in human rights advocacy for prisoners is effective. The general public criticized the ZHRC as a toothless bulldog which has no guts to condemn any human rights issue in Zimbabwe. The respondents linked the organization as a puppet organization which never says anything or condemns the government despite noticing the wrong doing. Adding on, the administered questionnaires revealed that the ZHRC works in cahoots with the ZANU PF government, hence cannot say anything against its appointer, for the appointee cannot disappoint the appointer.

Fig 3.2 *the availability of the organization and the human rights awareness and activities conducted*

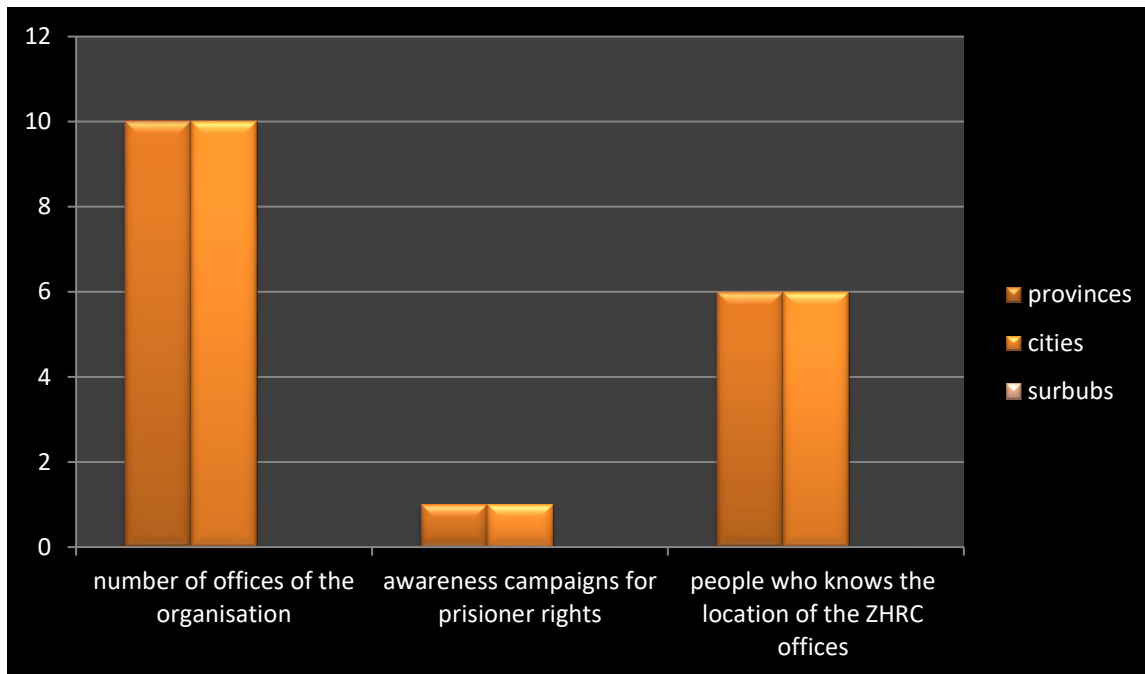


Fig 3.2

The graph revealed that the Zimbabwe Human Rights Commission has offices in all ten provinces in Zimbabwe adding up to 100%. This shows that the organization has managed to avail itself to the country by setting up offices all over the country. The respondents highlighted that the ZHRC offices self transmit the organization's mandate of prisoner human rights advocacy. The offices are welcoming to every individual, citizen or not who needs assistance or insight in issues related to human rights, either advocacy or simply information. Kaplan, R, S and Norton, D, P once described the Balanced Score Card strategic system as a system that is effective in aligning an organization's business activities to the vision and strategy of the organization at the same time improving internal and external communication. The questioners administered to the public revealed that out of 30 people 6 individuals proved to have knowledge about the location of the organization in respective cities. The respondent pinpointed that the ZHRC is not out-veiling itself to the public, making it difficult hear its concerns. Adding on, the organization has since its inception conducted one awareness campaign pertaining to prisoner's rights. The limitations of activities directly conducted with the public is an indication of failure to inform the public about advocacy. Among the 30 questionnaires administered to the public 10% of the respondents agreed that they attended at least one awareness campaign conducted by the ZHRC. the individuals is

evident by The graph elaborates that in spite of the organization being located all over countrywide , there is little done to advocate for human rights for prisoners.

The interviews conducted revealed that the ZHRC is using the monitoring and investigation as human rights violation alleviation strategies for prisoners. The 3 human rights officers interviewed outlined that the monitoring strategy enables the organization to have first hand information about the need of advocacy in prisons. Also the 3 human rights officers interviewed highlighted that the investigation strategy enables an in-depth knowledge about the human rights abuse as a result the organization will be in a position to come up with amicable solutions to counter the human rights abuse challenge. The respondents highlighted that the investigation and monitoring enables the organization to recognize human rights abuses in prisons , a move which will give them proper information they need to adequately address the human rights violation problem. The administered questionnaires pointed out that the ZHRC has been strict about fully conducting this type of strategy and they used it since inception , producing remarkable results .

Fig 3.3 shows ZHRC monitoring and investigating team on a tour at a local prison



Fig 3.3 shows the ZHRC team tour the Chikurubi maximum prison to undertake the monitoring and investigation task. The prison officials and officers are explaining the set up of the prisons to the ZHRC team led by the Chairman , Commissioner E.H.Mugwadi. This shows the practicality of the ZHRC strategic plan .It reveals efforts by the organisation to have first hand information on the prisoners rights .

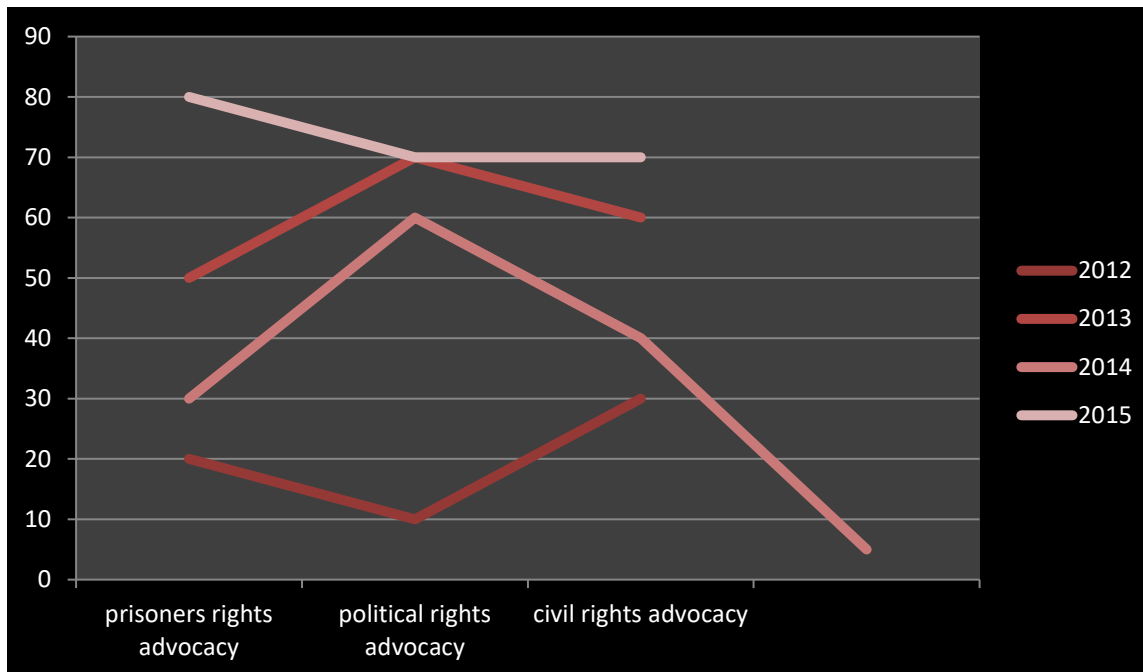
Fig 3.4 shows The ZHRC Commissioner in a discussion with prisoners inmates



Fig 3.4 shows the ZHRC Commissioner E.H.Mugwadi have a discussion with inmates in a prison. The inmates are given a platform to explain to the ZHRC on the human rights violations faced. It is that the organisation enables the prisoners to give a feedback on the effectiveness of the work conducted by human rights organisations and also do the note taking so as to improve or foresee areas of improvements.

From the questioners administered to the ZHRC officers, the organization uses the Balanced Score Card as a strategic plan to carry out their advocacy activities. The strategy gives the organization clear goals inline with the organization's vision. Adding on , the strategy enables the organization to do a follow up on human rights advocacy .The strategy seeks to bring effectiveness in countering the human rights abuse problem.

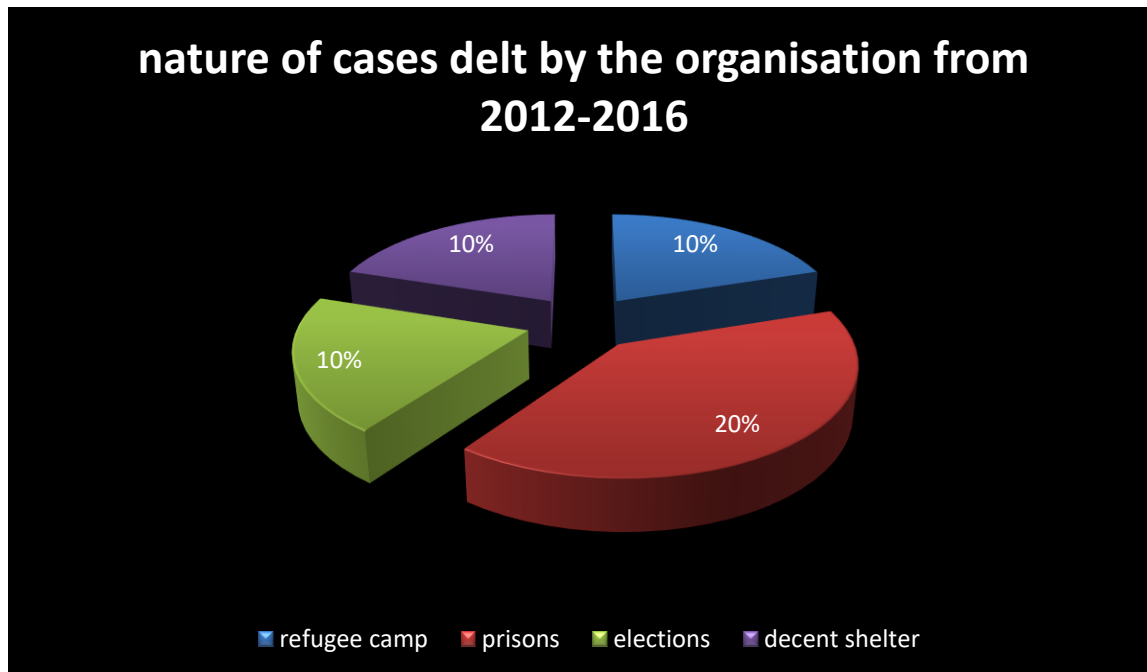
Fig 3.5 shows how effective is the Balanced score card strategic system.



The administered questionnaires highlighted that when the organization started carrying out its advocacy activities inline with the balanced scorecard much notable progress was on civil rights having with at least 30 % progress results in year 2012 .The respondents also pointed out that as time moved on the Balanced Score Card strategic system got perfected and commendable results came up having with more advocacy progress in the political rights advocacy with a 70 % progress in political rights advocacy in 2015 , 80 % progress for prisoners rights advocacy in 2015 and 60 % progress for civil rights advocacy respectively. The statistics revealed by the ZHRC is an indication that the Balanced Score Card works effectively in advocacy work as it has managed to increase the progress level in the organizational work.

Adding on , the ZHRC respondents pointed out that the organization has since introduced the prisoners rights advocacy , an often forgotten field .The 2015 year came with the new wave of advocacy whereby the organization decided not to only venture into civil and political rights advocacy , rather to extend their advocacy work to prisoners as well.

Fig 3.6 shows the % of cases dealt with by the ZHRC organization since its inception



The administered questionnaires highlighted that the ZHRC since 2012 has managed to engage in cases related to refugees rights , prisoners rights , elections rights and decent shelter rights. The organization has managed to put more emphasis in prisoners rights as it has managed to deal with at least 20 % cases against the overall cases it dealt with within this stipulated period. Emphasis has been put by the organization to engage in prisoners rights as they are an often forgotten sector of individuals in the human rights world. The prisoners rights advocacy is well conducted following the organizations strategic plan and system. It is that the respondents highlighted that the Balanced Score Card and the investigation and monitoring systems are often used in this advocacy area.

Moreso , the respondents highlighted that the ZHRC has managed to foster developmental relationship with other human rights organisations . On Friday 11 March 2016, the Zimbabwe Human Rights Commission (ZHRC) signed Memoranda of Understanding (MOUs)with four Civil Society Organisations (CSOs) namely Legal Resources Foundation (LRF), Zimbabwe Human Rights NGO Forum, Zimbabwe Human Rights Association (ZimRights), Zimbabwe Association of Doctors for Human Rights (ZADHR).It is that the MOU is a move that formalized partnerships and collaboration mechanisms to do with referral of cases and human rights promotion including

targeted outreach work with the intention of raising public awareness of the Constitutional mandate of the Commission, enhancing visibility of ZHRC, raising awareness of human rights and fundamental freedoms enshrined in the Constitution and the Bill of Rights and International Treaties and Agreements which Zimbabwe is party to. The respondents specified that the organisation aims at sharing ideas and strategies. The ideas enables exchange of ideas and plans so as to conquer the human rights problem .

Furthermore, the respondents pointed out that the ZHRC is facing a number of challenges in conducting its advocacy work. Firstly the challenges noted are the interference of the Government in the work of the organization and other civil societies as well as Non-governmental organizations .The respondents also pointed out that the Government has put in place restrictive measures that hinders the freedom of advocacy organizations in Zimbabwe. It is also noted that the legal framework has enacted laws that hinders the free advocacy hence affecting the swift advocacy work in Zimbabwe. In analysis the data presents a problem of efficient advocacy delivering as the human rights advocating organizations are not free to lobby any advocacy work in contradiction with the Government. The strategic system of the human rights advocating organizations no matter how perfect it can be structured , it is a window dressed idea which can never materialize ,

3.5 CHAPTER SUMMURY

The chapter looked at the major findings of the research and went on to interpret and analyze the findings in relation to the research questions, beginning with findings from questionnaires then the interview. The main findings discussed above have been on the sample profile, the effectiveness of the human rights organizations in advocacy , the adherence to humanitarian work and the challenges met in addressing the human rights issue as pointed out by respondents . As such, the next chapter will focus on the summary of the study, conclusions drawn from the study, recommendations to address the drawbacks reviewed by the findings, the suggestions for the future research as well as the main conclusion.

4.0 CHAPTER FOUR

4.1 INTRODUCTION

This chapter will examine the applicability of the strategic plan by the human rights organization for prison advocacy .It will analyze the different strategies implored to counter the human rights violation problem. Also it seeks to draw lessons from best practices and finding the wrong turn by worst practices .Adding on , the chapter gives necessary recommendations to the bedeviling challenge .It is also a page which draws lessons in the field of study.

4.2 CONCLUSIONS

This study tried to fill the existing gap associated with the level of effectiveness of human rights advocacy for prisoners against the assumptions that Non Governmental Organizations are money making projects who only engage in advocacy for formality. After the recommendations by the Zimbabwe Human Rights Commission the Government and the Department of Prisons and Correctional Services launched the New services and Correctional Bill in Nyanga .It is that the legislation mandated that the Department of Prisons and Correctional Services work with the Human rights organizations for basic human rights training. Also there were also developments with the realignment of the Prisons Act.

The major findings exposed are that there is a very strong positive association between advocacy and strategic planning. Strategic planning plays a critical role in the advocacy as it maps the roadway for proper formulation of advocacy. The human rights organization rely on strategic tools in their work, it is that the process of advocacy is build up from the roots of quality strategy. Adding on, the strategic planning process if cooperated in an organization enables independence hence results in humanitarian organizations fulfilling the humanitarian mandate with accountability and credibility to the public.

The human rights violation problem on prisoners seeks redress through working hands on with the Zimbabwe Prisons and Correctional Services with other informed stakeholders in provision of basic services to inmates , improve living conditions , as well as provision of basic resources needed by the incarcerated prisoners. The stakeholders involved should be flexible with policies , so as to attract assistance from the national as well as international organizations. The human rights advocacy organizations should be flexible enough to accommodate various stakeholders so as to be assisted in countering the human rights problem.

The human rights organizations are widely affected by rigidity and bureaucratic rules imposed on human rights advocacy organizations by the Government. The Government interference is a cause for concern in the attainment of a human rights adhering society. It is that the human rights advocating organizations are marred with rules that entangle the free advocacy work. Having said this the human rights organizations become rubber stamping machines , with limited instances of whistle blowing , in few instances where they do so , will certainly be biased to the state. More so , the human rights organization window dresses the human rights problem issue they stand to be advocating for. It is that they point out issues and publish reports that are shelved in storerooms ,

instead of being used to correct the human rights problem. The issue of human rights advocacy is affected by sovereignty issues which hinder the non governmental organizations to carry its advocacy work , since they are barred from free advocacy as the are accused to be advocating for regime change and imperialist agenda .

Adding on , the strategic plan implored by human rights organizations is a pie in the air is it does not contribute to the tangible results in human rights advocacy. The strategic plan is there as formality as many of its procedures are not properly followed. Kaplan and Norton , (1996) elaborated on the need of internal organization in improving performance as well as customer satisfaction while delivering results. The human rights organization are not fully adhering to delivering remarkable results as they lack customer satisfaction strategies.

4.3 RECOMMENDATIONS

- Humanitarian organizations such as Zimbabwe Human Rights Commission, need to adopt a viable policy strategy .It is that there is need to adopt a proactive approach in order to address the identified problems head on. In order to come up with a viable strategy to counter the problem there is need to put more effort in problem identification through continuous monitoring of the prisons assessing humanitarian conditions. Adding on, the organizations need to do periodic inspection of the prisons and evaluate the living conditions so as to give viable recommendations. Also a research team must be tasked to undertake an in-depth survey both undercover and official, so as to find out the real scenario on ground. A well conducted problem analysis makes the process of strategic planning more bearable and fruitful. The outputs of strategic planning would therefore include the strategic goals and objectives. Moreover, the organization's activities such as projects, programs, workshops, seminars, and others are sparked by the strategic goals and objectives from the strategic planning process. This helps to delimit the advocacy of the organization at the same time fulfilling the humanitarian mandate.

- The humanitarian organizations should engage various players and stakeholders both public and private. The idea enables interface with strategic partners. It is that best models are developed from already ongoing ones, hence with the problem at hand the organizations should engage other organizations both local and international as facilitators of advocacy, trainers and advisors. This will enable efficient conduct of human rights advocacy, hence widening the organizational scope and operating boundaries. The move enables the consolidation of lessons through interaction with Ministries, Parliament, and Civil Society Organizations. In instance when the International Committee of the Red Cross (ICRC) donated knitting and sewing machines worth \$136 000 to the Zimbabwe Prisons and Correctional Services (ZPCS) at Harare Central Prison, it is a viable contribution by stakeholder in enhancing the development of advocacy work. The donation comprises of 10 automatic knitting machines, four over-locking machines, four straight lock machines, 7 000 cobs of knitting yarn, 18 chairs and a semi-industrial iron. International Committee of the Red Cross also offered a two-month training programme to inmates and prison officers in knitting and sewing techniques and the project will yield 10 000 jerseys annually. as noted by, The Herald, 2016. This is an example of viability of civil society organizations involvement in strategic goals, as they donated after the Zimbabwe Human Rights Commission produced a state of disaster report at prisons. The boast is a move that will develop rehabilitation programs of the vocational school in prisons. Also this will help the inmates make their own woolen jerseys as uniforms among other clothing materials.
- More to that, Government needs to guarantee freedom of human rights advocacy in Zimbabwe. This will enable tangible results in conquering the human rights crisis. If human rights organizations are guaranteed freedom of advocacy, it will be easier for them to engage in the advocacy work. It is that the independence of human rights advocacy attracts investors as well as donor aid, this will boost the economy at the same time restoring the reputation of the country.
- The global quest for the commitment to the universal exercise of human rights involves every human rights organization and every human being. The human rights campaigns to be successful relies heavily on thousands of dedicated individuals citizens and human

rights organizations who often risk their lives for justice to prevail. The government should at all cost promote the proper implementation of human rights advocacy without hindrances so that the principle of the human rights to all will be achieved. At the same time have independent management to enhance strategic planning so as to come up with the viable strategies that will have robust force and expertise should be adopted to counter the human rights problem.

4.4 .CONCLUSION

Strategic planning is an essential element in human rights advocacy it enables the implementation of organizational objectives. The balanced score card approach of strategic planning cannot be left out in human rights advocacy as it yields more achievable results through its ability to identify essential channels and needs for execution of advocacy. Zimbabwe Human Rights Commission through prison advocacy initiative has managed to identify a sector which needs human- rights advocacy attention and it's committed to fully advocate for the segregated sector. Adding on strong partnership with various stakeholders enables commendable ghuman rights advocacy.

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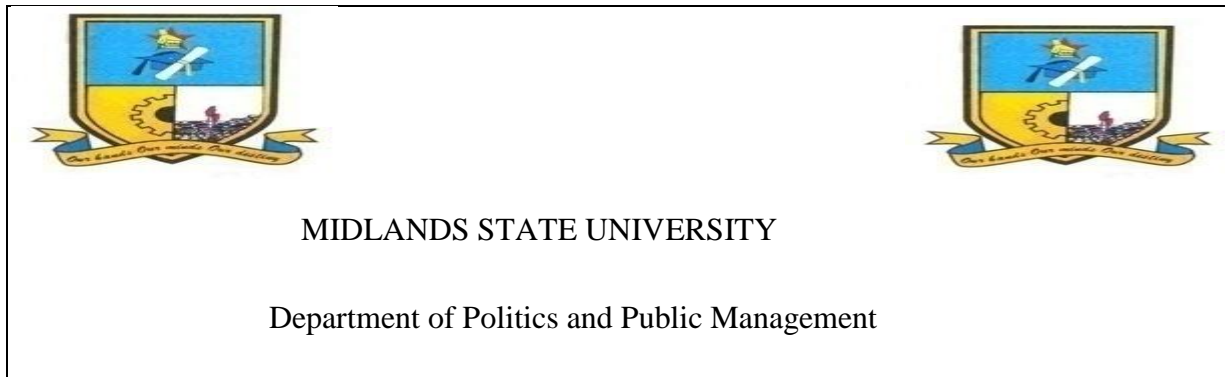
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Appendix



RESEARCH QUESTIONNAIRE
FOR HUMAN RIGHTS ORGANISATIONS

I am Richard Boozai, a student at Midlands State University (MSU) doing my research in partial fulfillment of the Bachelor of Science (Honors) in Politics and Public Management Degree. I am doing my research on the topic “*THE IMPACT OF HUMAN RIGHTS ORGANISATIONS IN PRISONERS RIGHTS ADVOCACY IN ZIMBABWE*” The rationale of the study/research is to examine the extent to which the human rights organizations have adopted advocacy strategies and the extent they have eradicated human rights violations for prisoners. The information obtained could assist the human rights organizations and improve decision making and strategic planning enhancing more solutions to curb or advocate against human rights violations in prisons.

There is NO identification requested from you and your opinions/responses will be treated in strictest confidence and will be used for academic purpose only. It will be highly acknowledged if you answer all the questions as truthfully as possible. Please indicate your choice by making a tick and, explain and comment where necessary.

SECTION 1

Male

Female

Please highlight the sector you are from

SECTOR	TICK
Commissioner	
Officer	
Management	

Please tick the box that indicates your contract of employment

- Permanent
- Fixed term
- Casual
- Unspecified

If not permanent employee please highlight how long do you renew your contract

.....

Period worked in the organization

SECTION 1.

I.What are the prison human rights violation alleviation strategies employed by your organization?

.....
.....
.....

2.What is the strategic plan used by the ZHRC in its advocacy framework

.....
.....
.....

3.How effective is the strategic plan adopted by Zimbabwe Human Rights Commission in prisoner’s rights advocacy.

.....
.....
.....

4.What are the human rights violation alleviation strategies pertaining to the people imprisoned being implemented by human rights organizations in Zimbabwe ?.

.....
.....
.....

5.How have been the strategic plans adopted by your organizations enabled effective human rights abuse alleviation.

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.....
.....

6. How have the strategies and practices adopted effectively assisted you in your advocacy work?

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.....

7. What role did the Zimbabwe Human Rights Commission play in promoting prisoners human rights .

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.....
.....

8. At present moment how have been the alleviation responses in the country?.....

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.....
.....

9. What are some human rights advocacy strategies were adopted from other organizations with a similar mandate?

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.....

10. What are the challenges faced by human rights organizations in human rights advocacy for prisoners?.....

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.....

11. What are your organization's future plans and measures to counter human rights violations in prisons

.....
.....
.....

THANK YOU VERY MUCH FOR YOUR TIME



MIDLANDS STATE UNIVERSITY

Department of Politics and Public Management

<p>RESEARCH QUESTIONNAIRE</p> <p>FOR PRISONERS</p>

I am Richard Boozai, a student at Midlands State University (MSU) , doing my research in partial fulfillment of the Bachelor of Science (Honors) in Politics and Public Management .I am doing my research on the “*THE IMPACT OF HUMAN RIGHTS ORGANISATIONS IN PRISONERS RIGHTS ADVOCACY IN ZIMBABWE*”. The rationale of the study/research is to examine the extent to which the human rights organizations have adopted advocacy strategies and the extent they have eradicated human rights violations for prisoners.The information obtained could assist the human rights organizations and improve decision making and strategic planning enhancing more solutions to curb or advocate against human rights violations in prisons.

There is NO identification requested from you and your opinions/responses will be treated in strictest confidence and will be used for academic purpose only. It will be highly acknowledged if you answer all the questions as truthfully as possible. Please indicate your choice by making a tick and, explain and comment where necessary.

SECTION 1

Male

Female

Please highlight the period of imprisonment served

26 - 30 years	
21 – 25 years	

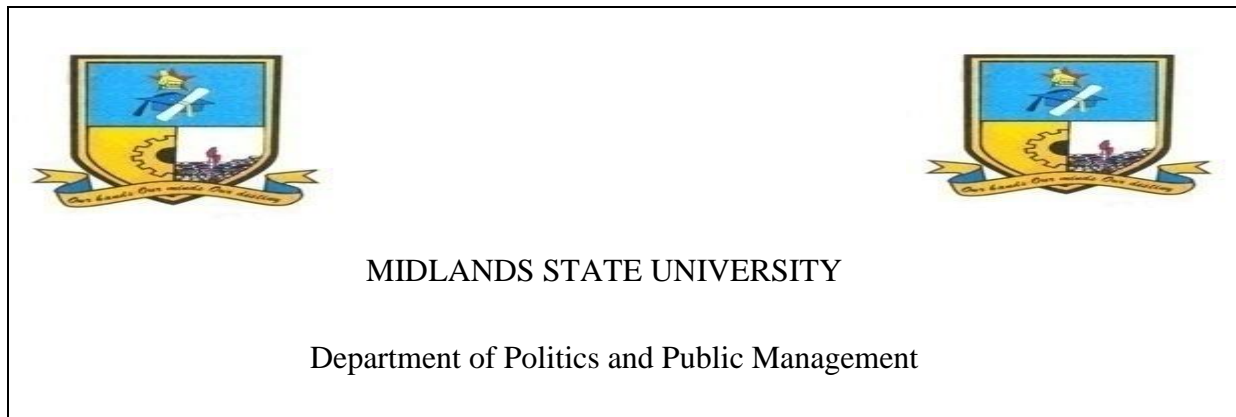
16 - 20 years	
11 -15 years	
6 - 10 years	
1 - 5 years	

SECTION 2

Please tick where appropriate

Question	Poor	Very Poor	Good	Very Good
1.How do you rate living conditions and standards in prison				
2.How do you rate visits by Humanitarian organizations in advocacy purposes				
3.How do you rate the humanitarian organizations assistance through human rights advocacy (any other organizations in human rights advocacy)				
4.How do you rate the ZHRC 's commitment in human rights advocacy in prison you are detained at				
5.How do you rate the strategic commitment and plan of the ZHRC in human rights advocacy in prison				

THANK YOU VERY MUCH FOR YOUR TIME...



RESEARCH QUESTIONNAIRE
FOR THE PUBLIC

I am Richard Boozai, a student at Midlands State University (MSU) doing my research in partial fulfillment of the Bachelor of Science (Honors) in Politics and Public Management. I am doing

my research on the “*THE IMPACT OF HUMAN RIGHTS ORGANISATIONS IN PRISONERS RIGHTS ADVOCACY IN ZIMBABWE*”. The rationale of the study/research is to examine the extent to which the human rights organizations have adopted advocacy strategies and the extent they have eradicated human rights violations for prisoners. The information obtained could assist the human rights organizations and improve decision making and strategic planning enhancing more solutions to curb or advocate against human rights violations in prisons.

There is NO identification requested from you and your opinions/responses will be treated in strictest confidence and will be used for academic purpose only. It will be highly acknowledged if you answer all the questions as truthfully as possible. Please indicate your choice by making a tick and, explain and comment where necessary.

SECTION 1

Male

Female

Please highlight the highest level of qualification

PHD	
Masters	
Degree	
Diploma	
A' Level	

O'Level	
---------	--

1. Do you know the Zimbabwe Human Rights Commission, if yes do you understand its work?

.....
.....

2. How often do you see the organization in human rights advocacy ?

.....
.....
.....

3. According to your own opinion can the advocacy strategies being used by this organization be effective in human rights advocacy role?

.....
.....

4. What are the suggestions you can give to the ZHRC and other human rights advocacy organizations in prison human rights advocacy ?

.....
.....

THANK YOU VERY MUCH FOR YOUR TIME...

WHEREAS section 100R of the Constitution provides as follows:

100R Zimbabwe Human Rights Commission

(1) There is a commission to be known as the Zimbabwe Human Rights Commission which shall consist of—

- (a) a chairman who has been qualified for at least five years to practise as a legal practitioner and who is appointed by the President after consultation with the Judicial Service Commission and the Committee on Standing Rules and Orders; and*
- (b) eight other Commissioners, at least four of whom shall be women, appointed by the President from a list of sixteen nominees submitted by the Committee on Standing Rules and Orders.*

(2) If the appointment of a chairman of the Zimbabwe Human Rights Commission is not consistent with any recommendation of the Judicial Service Commission in terms of subsection (1)(a), the President shall cause the Senate to be informed as soon as practicable.

(3) Persons appointed to the Zimbabwe Human Rights Commission shall be chosen for their knowledge of and experience in the promotion of social justice or the protection of human rights and freedoms.

PART III

PROCEDURE AND MANNER OF INVESTIGATIONS BY COMMISSION

9 Jurisdiction of Commission to conduct investigations

(1) The Commission may on its own initiative investigate any action or omission on the part of any authority or person that constitutes or may constitute a human rights violation.

(2) Any person affected by any actual or perceived human rights violation arising out of any action or omission on the part of any authority or person may make a written complaint to the Commission requesting it to investigate such action or omission.

(3) When a person by whom a complaint might have been made under this section has died or is for any reason unable to act for himself or herself, the complaint may be made by his or her legal representative or a member of his or her family or such other person as the Commission considers suitable to represent him or her.

(4) The Commission shall not investigate a complaint—

(b) unless the complaint is made within three years from the date on which the action or omission occurred:

Provided that such investigation shall not relate to an action or omission that occurred earlier than the 13th February 2009; or

(c) where the action or omission complained of is the subject-matter of civil proceedings before any court of competent jurisdiction; or

(d) where the action complained of relates to the exercise of the prerogative of mercy; or

(e) where the action or omission complained of involves relations or dealings between the Government and a foreign Government, unless there has been an allegation of a human rights violation by a citizen or resident of Zimbabwe.

10 Manner of making complaints

(1) The Commission shall, in regulations, prescribe the general manner in which complaints to it should be made, including the particulars required to be completed in a form specified by the Commission in those regulations.

(2) The Commission may require a complaint to be supported by such evidence and documentation as it may prescribe or in any particular case.

(3) The Commission shall not refuse to investigate a complaint solely on the grounds that the complaint is not in proper form or not in compliance with the prescribed requirements or that it is not accompanied by the required documentation.

11 Refusal to investigate

(1) The Commission shall refuse to investigate any complaint if it is satisfied that it is not authorised in terms of the Constitution and this Act to carry out an investigation.

(2) The Commission shall discontinue any investigation if it is satisfied by the evidence received that it is not authorised in terms of the Constitution and this Act to continue the investigation.

Dissertation 2

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