Republic of Zimbabwe

National Peace and Reconciliation Commission

STRATEGIC PLAN

NATIONAL PEACE AND RECONCILIATION COMMISSION

2021 –2025

A peaceful Zimbabwe for all generations

SECTION A: PROFILE OF THE NATIONAL PEACE AND RECONCILIATION COMMISSION

i) INTRODUCTION

The Government of Zimbabwe launched a new economic blueprint, the National Development Strategy 1 which runs from 1 January 2021 to 31 December 2025. The program puts into action government's transformation agenda to turn Zimbabwe into a prosperous and empowered upper middle-income society by December 2030. To this end, the Office of the President and Cabinet, in collaboration with the Public Service Commission and the Ministry of Finance and Economic Development, directed all ministries, departments and agencies to develop strategic documents that align with the national vision and agenda. The National Peace and Reconciliation Commission's (NPRC) vision is to deliver a peaceful Zimbabwe for all generations. This strategic plan transitions from the previous economic blueprint, the Transitional Stabilization Program, which ran from 2018 to 2020 and reinforces the importance of promoting healing and reconciliation as a necessary condition for achieving the national vision and aspirations. Of the 14 National Priorities under the National Development Strategy, the National Peace and Reconciliation Commission is a contributing agency to the Governance National Development Results Framework (2021-2025) and is one of the Lead Players in achieving the National Key Result Area on National Peace, Unity and Reconciliation.

The Commission's strategy is underpinned on achieving the national agenda on devolution and, shall, in keeping with the National Peace and Reconciliation Act [Chapter 10:32] ensure that its services are accessible from every corner of the country. Informed by the Constitution of Zimbabwe and the National Vision, the Commission's work feeds into the aspirations of the Africa Agenda 2063; 'The Africa We Want' which emphasises the '…strengthening [of] mechanisms for securing peace and reconciliation at all levels.' The Commission is also alive to the need to align its work with the United Nations' Sustainable Development Goal 16 which calls for the promotion of peace, justice and strong institutions.

ii) BACKGROUND

The National Peace and Reconciliation Commission is one of the Independent Commissions set up in terms of the Constitution of Zimbabwe Amendment (No. 20) Act 2013 and whose generic functions include supporting and entrenching human rights and democracy; promoting transparency and accountability; observing democratic values; protecting people's sovereignty and interests; remedying injustices and promoting Constitutionalism. The Commission was established; and its terms are defined in Sections 251 and Section 252(a)-(j) of the Constitution of Zimbabwe respectively. Additional functions of the Commission are outlined in Section 3(2)(a-d) of the National Peace and Reconciliation Commission Act [Chapter 10:32].

The National Peace and Reconciliation Commission is a mechanism for resolving the burden of past violent conflicts and building national and subnational capacities that guarantee a future of peace and reconciliation. It is mandated to ensure post conflict justice, healing and reconciliation by encouraging truth telling, the making of amends and the provision of justice and rehabilitative treatment. The Commission is also mandated to mediate disputes when they arise and put in place institutional frameworks and mechanisms for preventing the recurrence of conflicts in the future.The collective challenge before the commission is to inclusively and participatorily develop new tools for negotiating our lives, rise to the challenge of restoring our social fabric and engage for the future of not only our national development but of how we sustain peace and learn to transform conflict.

Historicisation of Zimbabwe's conflict cycle remains key if the Commission is going to lay a firm foundation for sustainable peace and development. What is ubundantly clear in our various narratives is that the nation has experienced violent conflicts which have affected our social fabric. Understanding some of these root causes, grounding them within the current context and developing strategies for their management is key to breaking the cycle of violence and laying a foundation for lasting peace. A sustained review of literature on Zimbabwe, conflict mapping process done by the NPRC, the provincial consultations and assessments by civic and faith-based organisations have revealed several structural sources and underlying key drivers and complex, multi-layered causes of violence in the country some dating back to the country's pre-colonial legacy.

The most affected victims of conflicts have been women and children; some of whom were pushed to the conflict ridden periphery (rural areas) as a support mechanism for husbands working in the urban. They experienced deeper forms of violence than men including loss of life, maiming, sexual violations, abductions, displacements and destruction of property. Infractions against women and girls was, and continues to be a feature of the socio-economic and political environment of Zimbabwe pointing to a continuum of violence, one which tends to peak during times of heightened political tension such as elections. Politically motivated acts of sexual and gender-based violence have largely targeted disempowered and rural women and girls and incidents of abduction, rape and torture on account of their political affiliation have been reported throughout the decades. Yet there continues to be a culture of impunity with respect to crimes of sexual and gender-based violence, while the psychosocial needs of survivors of this political violence also remain unaddressed, further compounding the injustice suffered by women and girls in Zimbabwe.

Despite this, Zimbabwean women and girls continued throughout the ensuing political transitions to engage in a parallel struggle for equal rights utilizing, as an avenue, the growth of a civil society in general and the rise of women's movement for self emancipation. The early period following independence saw the adoption of important laws on women's rights, which provided a further impetus for women to demand equal rights. Yet, while

the political landscape in Zimbabwe has been dynamic, women's role in shaping the direction of the country has neither been sufficiently acknowledged; nor actively sought. In addition, women have not been provided sufficient opportunities to advance conflict transformation and peacebuilding, for example, there was only one woman at the Lancaster House Negotiations in 1979; during the Unity Accord negotiations of 1985-1987, women were marginally represented at the negotiation table; and during the Government of National Unity (GNU), only one woman was part of the mediation team of political parties. Underpinning this exclusion of women in shaping the direction of the country are the existing socio-cultural norms that govern gender relations and women's role in society. Despite women' exclusion at the negotiation tables women have continued to play a significant role of promoting healing in their communities and facilitating reconciliation.

Zimbabwe has had a polarized environment along ideological, historical, traditional and geopolitical lines. The cultures and traditions of this country have had rich platforms for dealing with family, community and tribal conflicts, some of which have been sustained while others are silently being shed off as archaic and old fashioned. Efforts have been made in post-independent Zimbabwe to build institutions to consolidate a culture on national unity and reconciliation. From the Lancaster House Agreement, to the Unity Accord, the Global Political Agreement which resulted in the Unity Government, the Organ on National Healing, Reconciliation and Integration (ONHRI), the Parliamentary Select Committee on the Constitution making process and to the establishment of the National Peace and Reconciliation Commission, there is sufficient ground to consider the yearning for a sound foundation for dialogue, peace, unity, social cohesion, healing and reconciliation. Despite the shared history and residual sources and causes of conflict, the Zimbabwean society has demonstrated a robust web of levers of resilience and vectors of social cohesion over the years. As the country now embarks through this strategy to reverse the legacies of a violent past and lay a foundation for a peaceful future, there will be need to leverage these resilience assets and position the residual capacities for an inclusive healing and reconciliation process. These assets are embedded in religious, educationsystems, faith and traditions, family and kinship ties, educated population, resilient private sector, adaptive population, dynamic civic community, progressive constitutional and legal framework, governance and oversight institutions and multi-level efforts to peace and social cohesion through efforts by the government and civil society which the National Peace and Reconciliation Commission is keen to continue to tap into as provided for in Section 6(b) of the NPRC Act.

The Commission recognises several initiatives championed by Traditional leaders, Faith Based Organisations and Civil society which have helped to ensure that prevention and mediation capacities are resident and that peace dividends are enjoyed at local levels which deepened citizen participation and social cohesion. Through peace outreach programmes and community-led conflict transformation and management programmes, local peace

capacities have been established across the country. Efforts towards national visioning were also initiated at different levels of society, providing platforms for convergence and dialogue on key issues of national importance. These mechanisms are vehicles and entry points that the NPRC will leverage and scale up in the delivery of its mandate. The country thus celebrates its rich and diverse traditions and cultures which form the base for entrenching our cherished values and ensure that women, men, children, youths, people with disabilities, the faith community, the elderly, traditional authorities and racial groups actively take part in the consummation of national unity, peace and reconciliation.

Zimbabwe aspires to reach its 2030 Vision of an empowered, upper middle-income society, reclaim its place in the global family of nations by sustaining its re-engagement efforts with the international community, fulfilling its state party reporting obligations and meeting the regional SADC commitments, while contributing to the attainment of the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). The importance of a united, peaceful and reconciled nation will define how easily this is achieved. It is on this basis that the NPRC Strategic Plan therefore builds on the foundation established by previous efforts to promote peace and reconciliation in the country, backed by clear policy and legal frameworks for peace and reconciliation to ensure that Zimbabwe becomes a peaceful nation for all generations, ensuring that there is a platform for unifying the nation towards sustainable peace by resolving conflicts of the past and preventing their recurrence in the future.

The work of the Commission will be informed by this **Theory of Change:**

If the National Peace and Reconciliation Commission (NPRC) shepherds the country to deal with its past by initiating inclusive, gendered, knowledge based and victim-centred healing processes and facilitates the enhancement of national and sub-national policy frameworks and capacities for the management and transformation of conflict, thereby strengthening the peace infrastructures, then the country will be set on the path of sustainable development in a peaceful, united and reconciled nation.

iii) NATIONAL LEVEL CONTRIBUTION:

    a. NATIONAL VISION: Towards a Prosperous and Empowered Upper Middle-Income Society by 2030

    b. NATIONAL PRIORITIES THE AGENCY IS CONTRIBUTING TO:

	Description of National Priority Area
NPA 1	Governance

    c. NATIONAL KEY RESULT AREAS THE AGENCY IS CONTRIBUTING TO:

	Description of National Key Result Area
NKRA 1	National Unity, Peace and Reconciliation

    d. NATIONAL OUTCOMES THE AGENCY IS CONTRIBUTING TO:

	Description of National Outcome
NOUC 1	Enhanced Social Cohesion

iv) SECTORAL LEVEL CONTRIBUTION

SECTOR NAME – SOCIAL SECTOR

    a. SECTORAL KEY RESULTS AREAS

	Description of Sector Key Result Area
SKRA 1	National Unity, Peace and Reconciliation

    b. SECTORAL OUTCOMES

	Description of Sectoral Outcome Description
SOUC 1	Improved Social Cohesion

1. **AGENCY:** NATIONAL PEACE AND RECONCILIATION COMMISSION

2. **AGENCY VOTE NUMBER:** 29

3. **AGENCY VISION STATEMENT:** A peaceful Zimbabwe for all generations

4. **AGENCY MISSION STATEMENT:** Unite Zimbabweans for sustainable peace by developing mechanisms to peacefully resolve conflicts of the past and institutionalise approaches for preventing their recurrence in the present and the future.

5. **CORE VALUES:**

   i) **Confidentiality-** Ensuring trust, respect and protection of the information and documents entrusted to the NPRC by victims of violence. This is in respect to the victims' dignity and recognition of the need to redress the past and ensure sustained peace for Zimbabwe;

   ii) **Inclusivity-** Serving and encompassing Zimbabwean citizens with special recognition of the marginalised groups including women, youth and people with disabilities

   iii) **Ubuntu -** The African spirit of "togetherness" that embodies the essential human virtues, compassion and humanity that 'I am because we are'

   iv) **Transparency-** A commitment towards openness, honesty and accountability in the duties and responsibilities of the NPRC to the citizens of Zimbabwe.

   v) **Victim Centredness-** Providing support and opportunities and empowering affected individuals and communities as engaged participants in the peace and reconciliation process.

6. **TERMS OF REFERENCE**

   i) Constitution of Zimbabwe Amendment Act No. 20 of 2013
   ii) National Peace and Reconciliation Commission Act [Chapter 10:32]
   iii) National Peace and Reconciliation Regulations Statutory Instrument 90 of 2018

7. **OVERALL FUNCTIONS:**

Overall functions are outlined in Section 252 of the Constitution of Zimbabwe;

a) to ensure post-conflict justice, healing and reconciliation;

(b) to develop and implement programmes to promote national healing, unity and cohesion in Zimbabwe and the peaceful resolution of disputes;

(c) to bring about national reconciliation by encouraging people to tell the truth about the past and facilitating the making of amends and the provision of justice;

(d) to develop procedures and institutions at a national level to facilitate dialogue among political parties, communities, organisations and other groups, in order to prevent conflicts and disputes arising in the future;

(e) to develop programmes to ensure that persons subjected to persecution, torture and other forms of abuse receive rehabilitative treatment and support;

(f) to receive and consider complaints from the public and to take such action in regard to the complaints as it considers appropriate;

(g) to develop mechanisms for early detection of areas of potential conflicts and disputes, and to take appropriate preventive measures;

(h) to do anything incidental to the prevention of conflict and the promotion of peace;

(i) to conciliate and mediate disputes among communities, organisations, groups and individuals; and

(j) to recommend legislation to ensure that assistance, including documentation, is rendered to persons affected by conflicts, pandemics or other circumstances.

Additional functions are outlined in Section 3(2)(a-d) of the NPRC Act [Chapter 10:32]

(a) to conduct investigations into any dispute or conflict within the mandate of the Commission as set out in Section 252 of the Constitution or as provided by any other law;

(b) to conduct research on- (i) the nature, scope, extent and causes ofdisputes and conflict subject to the constitutional mandate of the Commission: or (ii) the intervening strategies for disputes and conflict refered to in subparagraph (i);

(c) to perform any other function that the Commission may be required or permitted to perform by or under this Act or any other enactment;

(d) subject to Section 342 of the Constitution, to do or cause to be done, either by itself or through its agents, all or any of the things specified in the Second Schedule, either absolutely or conditionally and either solely or jointly with others.

8.   **DEPARTMENTS IN THE AGENCY AND THEIR FUNCTIONS:**

    a) **Conflict Prevention Management Resolution and Transformation Department**

       i) To develop procedures and institutions at a national level to facilitate dialogue among political parties, communities, organisations and other groups, in order to prevent conflicts and disputes arising in the future;

       ii) To develop mechanisms for early detection of areas of potential conflicts and disputes, and to take appropriate preventive measures;

       iii) To do anything incidental to the prevention of conflict and the promotion of peace;

       iv) To conciliate and mediate disputes among communities, organisations, groups and individuals.

    b) **Research and Knowledge Management Department**

       i) To conduct research on the nature, scope, extent and causes of dispute and conflict subject to the constitutional mandate of the Commission and the intervening strategies for disputes and conflict;

       ii) To recommend legislation to ensure that assistance, including documentation, is rendered to persons affected by conflicts, pandemics or other circumstances.

    c) **Healing Rehabilitation and Reconciliation Department**

       i) To ensure post conflict justice, healing and reconciliation;

       ii) To develop and implement programs to promote national healing, unity and cohesion in Zimbabwe and peaceful resolution of disputes;

       iii) To bring about national reconciliation by encouraging people to tell the truth and facilitating the making of amends and the provision of justice;

       iv) To develop programs to ensure that persons subjected to persecution, torture and other forms of abuse receive rehabilitative treatment and support;

       v) To recommend legislation teo ensure that assistance, including documentation is rendered to persons affected by conflicts, pandemics, or other circumstances.

d) Complaints Handling, Investigations and Legal Services Department

  i) To receive and consider complaints from the public and to take such action in regard to the complaintsand considers appropriateas as enshrined in Section 252 of the Constitution;

  ii) To conduct investigations into any dispute or conflict within the mandate of the Commission as set out in Section 252 of the Constitution or as provided by any other law;

  iii) to recommend legislation to ensure that assistance, including documentation, is rendered to persons affected by conflicts, pandemics or other circumstances

  iv) To provide legal advisory services to the Commission

e) Victim Support Gender and Diversity Department

  i) To consider and address gender imperatives in every aspect the Commission's work through the development of strategies, guidelines and rules on gender mainstreaming, monitoring gender related practises within the Commission and development of gender sensitive tools.

  ii) To put in place and implement mechanisms for supporting Victims of conflict as well as ensuring the centrality of Victims in the work of the Commission.

f) Finance Department

  i) To provide financial services to program departments;

  ii) To support the Commission;s resource mobulization efforts;

  iii) To interprete financial circulars and statutes and monitor compliance with financial regulations.

g) Human Resource and Administration Department

  i) To provide logistical support to programs;

  ii) To manage assets, provision of security services and property;

  iii) To ensure compliance with HR operating standards procedures.

h) Audit Department

i) To monitor systems compliance and make recommendations to the Accounting Officer as is appropriate

i) Media and Communication Department

i) To provide and support strategies for NPRC visibility;

ii) To facilitate strategic communication for the Commission

j) Information and Communication Technology Department

i) To provide technical support to departments

k) Procurement Management Unit

(i) To provide procurement support for goods and services required by the organisation

l) Monitoring and Evaluation Department

i) To lead in the development of monitoring and evaluation systems within the NPRC;

ii) To undertake and oversee regular field monitoring.

9. STATE ENTERPRISES AND PARASTATALS, STATUTORY BODIES AND GRANT AIDED INSTITUTIONS UNDER THE MDA AND THEIR FUNCTIONS

NOT APPLICABLE

10. MDA KRAs

KRA Ref	KRA Description	Weight	SKRA REF	NKRA Ref	NPA Ref
	National Unity, Peace and Reconciliation	100			

11.   ENVIRONMENTAL SCAN

The Environmental scan is made up of the Internal environmental scanning and External environmental scanning in the following mix;

Environmental scanning = Internal Environmental Scanning + External Environmental Scanning

= Strengths, Weaknesses (SW)+ Opportunities, Threats (OT)

= SW + OT = SWOT (Political, Economic, Social, Tecnology, Legal, Environmental and Governance factors (PESTLEG)

11 a. SWOT ANALYSIS

Factor	Strengths	Weaknesses
1. Strategy e.g the blueprint	➢ Confidence and trust have been increased through the bottom up approach to strategic planning;	➢ Limited lifespan of the NPRC – 10 years perceived as inadequate;
2. Structure e.g physical/tiers/levels/ horizontal/vertical	➢ Functions and mandate of the NPRC are enshrined in the Constitution; ➢ Since mandate is expansive, it provides latitude for the NPRC to lay a lasting foundation for peace in country; ➢ Independence of the NPRC, given the magnitude of the NPRC mandate; ➢ Provincial Peace Committees in place as peace architecture;	➢ Expansive mandate with limited time and resources; ➢ Inability to cascade peace architecture to levels below the Provincial tier;
3. System e.g transport, communication	➢ NPRC Act, Regulations, organizational policies and procedures are in place; ➢ Stakeholder inventory has been developed and there is evidence of commitment for support; ➢ Conflict map has been developed by the NPRC as part of ongoing effort to understand the context; ➢ Technical and catalytic financial support;	➢ Inadequate financial resources; ➢ Inadequate material resources and tools of trade; ➢ Slow or no reaction to emerging conflict issues as they are reported
4. Style (leadership style)	➢ Servant leadership	➢ Overlapping and duplication of duties

Factor	Strengths	Weaknesses
5. Staff	➤ Competent staff	➤ High staff turn-over; ➤ Demotivated staff; ➤ Exclusion in decision making processes; ➤ Inadequate human resources.
6. Skills	➤ Commission possesses complementary skills, with its gender balance and generational spread;	➤ Partial representation as far as competency in all the 16 official languages of Zimbabwe.
7. Shared values	➤ Common understanding of and appreciation for the five shared values of: confidentiality; inclusivity; Ubuntu; victim-centeredness; and, transparency.	➤ The law provides for disclosure of the victims' details, however if the witness is reluctant to have their details disclosed, the Commission will have to abandon the investigation.

11 b. PESTLEG ANALYSIS

Factor	Opportunities	Threats
Political	➤ Political will ➤ Political stability ➤ Multiparty system ➤ Unity of purpose ➤ Evidence of expanded political space and appetite for healing and reconciliation ➤ International engagement and re-engagement	➤ Political polarisation ➤ Non concilliatory elements ➤ Disputed electoral processes ➤ Mistrust and suspicion ➤ Attitude on national vision
Economic	➤ Bi-currency system ➤ Multi-Payment system ➤ Exchange rate ➤ Informal sector ➤ Demographic dividend	➤ Liquidity crisis ➤ Corruption ➤ High unemployment rate ➤ Inadequate/slow release of funds from Treasury
Social	➤ Social cohesion/peace ➤ Hard-working and skilled labour	➤ Emerging epidemics ➤ Inequality

Factor	Opportunities	Threats
	➤ High literacy rate ➤ Youthful population ➤ Population increases ➤ NPRC comes into the peacebuilding space with an opportunity to tap into and build upon ongoing peace building initiatives;	➤ Widening gap between the rich and the poor ➤ Inadequate health facilities and services ➤ Breakdown of social fabric ➤ Ethnic tensions ➤ Distorted historical narratives
Technology	➤ Government is promoting the use of ICT ➤ Network coverage ➤ Improved ICT infrastructure ➤ Integration into the global village	➤ Cyber bulling ➤ Security of information and cyber crime ➤ Abuse of social media
Legal	➤ Alignment, harmonization and domestication of laws. ➤ Constitution with a bill of rights enshrined in it, including those of women; ➤ Effectiveness of the Parliamentary legal committee and other committees of Parliament in playing oversight role; ➤ Government support to peace and reconciliation	➤ Potential interference with the independence of the Commission; ➤ Conflict in the law, lack of coherence in the laws ➤ Conflict between national and international law. ➤ Backlog on Court cases
Environmental	➤ Rich in natural resources ➤ Environmental laws	➤ Natural disasters ➤ Environmental degradation and pollution ➤ Climate change ➤ People's attitude towards the environment
Governance	➤ Constitutional democracy ➤ Separation of powers ➤ Rule of law ➤ Equity and inclusiveness	➤ High levels of corruption ➤ Red tape ➤ Poor corporate governance

12. AGENCY PROGRAMMES AND OUTCOMES:

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
	Governance and Administration	Improved financial and adminstrative efficiency	20%	E.S and Commissioners Finance HR and Admin Internal Audit M and E Legal Services PMU Media	-Ministry of Finance -Public Service Commission -Auditor General`s office -Attorney General`s office -Chapter 12 Commisions -UN Agencies -Development Partners	-Financial resources -Policy guidance -Technical support -Compliance issues	Social	National Unity, Peace and Reconcil iation	16
	National Peace and Reconciliation	Improved, Victim Centred, Inclusive and Gender Responsive Community Unity, Healing and Reconciliation	80%	CHI CPMRT HRR RKM VSGD	-Ministries of Foreign Affairs - Finance -Justice - Home Affairs -Local Government -Defence -State Security -United Nations Agencies -Political Parties -Chapter 12 Commissions	-Collaboration -Technical support -Policy guidance			

Prog. Ref	Programme Name	Programme Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
					-Academia -Civic Society Organisations -Faith Based Organisations -Parliament -Senate				

13. POLICIES APPLICABLE FOR THE AGENCY:

	External Policy	Programme Ref	Internal Policy	Programme Ref
1.	Public Finance Management Act Chapter 22:19	1	Internal Audit Manual	1
2.	Treasury Instructions of 1996	1	Internal HR Policy volume 1	1
3.	Public Procurement and Disposal of Public Assets Act Chapter 22:23	1	ICT Policy	1
4.	Public Procurement and Disposal of Public Assets Act General Regulations and amendments	1	M and E Policy	2
5.	SI No 1 of 2000 of the Public Service Regulations and its amendments	1	Risk Management and Mitigation Policy	1
6.	National Gender Policy	2		
7.	Public Entities Corporate Governance Act Chapter 10:31	1		
8.	Traditional Leaders Act Chapter 29:17	2		
9.	Occupational Health and Safety Policy	1		
10.	NSSA Act Chapter 17:04	1		

	External Policy	Programme Ref	Internal Policy	Programme Ref
11.	National Peace and Reconciliation Commission Act Chapter 10:32	2		
12.	NPRC Regulations SI 90 of 2018	2		
13.	National Archives Act Chapter 25: 06	2		
14.	Burial and Cremations Act	2		
15.	Cemetries Act	2		

14 CLIENT NEEDS/PROBLEMS ANALYSIS:

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
1. Victims	**NEEDS:** Healing Rehabilitation Security and protection Counselling **PROBLEMS:** Victimisation Dehumanisation **CAUSES:** Intolerance Culture and Religious polarisation	 75% 76% 80% 100% All provinces in Zimbabwe
2. Adversely Mentioned Persons	**NEEDS:** Counselling Rehabilitation Amnesty and Pardons **PROBLEMS:** Fear Societal Neglect	 100% 100% 100% High High

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
	CAUSES: False Narratives Lack of understanding	
3. Women	**NEEDS:** Counselling Psycho-social support inclusivity **PROBLEMS:** Sexual abuse Gender-based violence in conflict areas Displacement Exclusions Security during conflict **CAUSES:** Hegemonic masculinity Patriarchy Political violence	 100% 100% 100% High in politically motivated conflicts High Medium Medium Medium
4. Diverse Groups	**NEEDS:** Protection Psycho-social support Logistical support **PROBLEMS:** Displacements Discrimination / Exclusion Loss of aides Loss of life **CAUSES:** Political violence Polarisation Conflict/disputes over resources	 70% 100% 70% Low High Low High

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
5. Witnesses	**NEEDS:** Protection Legal support Confidentiality Logistical Support **PROBLEMS:** Fear of Victimisation **CAUSES:** Lack of legal support to protect witnesses	 100% 75% 100% 80% Medium
6. Youth in Political Parties	**NEEDS:** Political orientation **PROBLEMS:** Victimisation **CAUSES:** Political polarisation Political intolerance	 50% High
7. Young People	**NEEDS:** Counselling Psycho-social support Rehabilitation Inclusivity **PROBLEMS:** Sexual Violence and Abuse Gender-based violence in conflict areas Displacement Exclusions Drug Abuse **CAUSES:** Security during conflict Political violence	 100% 100% 100% High in politically motivated conflicts High Medium

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
8. The Eldery	**NEEDS:**	
	Counselling	100%
	Psycho-social support	100%
	inclusivity	100%
	PROBLEMS:	
	Sexual abuse	
	Gender-based violence in conflict areas	High in politically motivated
	Displacement	conflicts
	Exclusions	
	Security during conflict	
	CAUSES:	High
	Hegemonic masculinity	Medium
	Patriarchy	Medium
	Political violence	Medium
9. Secretariat	**NEEDS:**	
	Tools of trade	70%
	Safe working environment	100%
	Standard procedures	100%
	PROBLEMS:	
	Work overload,	High/Occupancy ratio 37.5% whilst
	Inadequate operational policies,	vacancy is 62.5%.
	Failure to meet targets	Currently working on various
	High Staff Turnover	policies and manuals.
	CAUSES:	
	Under staffing,	
	Inadequate Financial Resources	
	Demotivation	

15 STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
1. Commissioners	Efficiency Performance Reports and feedback Consultation and approval	Very High
2. Thematic Committees	Activity updates Consultations Compliance	High
3. Other Commissions	Compliance	High
4. Ministry of Finance and Economic Development	Compliance Statutory reports Efficiency and effectiveness Consultation	Very high (100%)
5. Parliament	Statutory reports Transparency and accountability	Very high
6. Office of the Minister of Justice, Legal and Parliamentary Affairs responsible for Healing and Reconciliation	Statutory reports	Very high
7. Traditional Leaders	Consultation	High
8. Political parties	A peaceful environment	Very high
9. Churches and faith based organisations	A peaceful environment Collaboration	Very high
10. National Security Organizations (ZRP, ZNA, President's Department)	Cooperation as defined in the NPRC Act Support to the national peace building process	Very high

16 STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
PROGRAMME 1: GOVERNANCE AND ADMINISTRATION				
Outcome 1: Improved financial and administrative efficiencies				
Budget Year	Systems design and review	Competent staff	Misappropriation	Strengthening of internal controls
	Regular checks and balances	Adequate resources	Brain drain	Retention policies
	Budgeting and budgetary control	Buy in at all levels	High staff turnover	Partnership with key stakeholders
	Training and motivation of staff	Macro-economic stability	Lack of political will	Liaise with lead actors
	Planning, implementation, monitoring and evaluation	Timely budget releases	Delays	Proper scheduling and supervision
	Support of Commissioners	Continuous Partner support	Institutional changes	Develop water-tight policies
	Visibility campaigns	Cooperation by media houses		
	Public relations	Availability of resources	Narrow coverage	Create linkages with other players
	Stakeholder engagement	There is knowledge of NPRC's work	Resistance to support NPRC work	Establish buy-in before implementation
	Liaison with internal departments	Effective inter-departmental coordination	Internal conflicts	Reinforce integrated development planning
	Liaison with legal organisations	Willingness to support NPRC	Cost of engaging legal minds	Work closely with lawyers association
	Lobbying for realignment of laws	Submission of reports on time	Review of recommendations by the Cabinet Committee	Participate in the process of presenting reports and recommendations to Parliament
2-3 Years	Systems design and review	Macro-Economic Stability	Misappropriation	Strengthening of internal controls
	Regular checks and balances	Timely budget releases	Brain drain	Retention policies
	Budgeting and budgetary control	Continuous Partner support	High staff turnover	Partnership with key stakeholders

Period	Strategies	Assumptions	Risks	Mitigations
	Training and motivation of staff	Corporation by media houses	Lack of political will	Liaise with lead actors
	Planning, monitoring and evaluation	Buy in at all levels	Delays	Effective supervision
	Visibility campaigns	Adequate budget to support visibility programs	Limited skills to reach out to all Zimbabweans	Engage staff with a diversity of skills and languages
	Public relations	Corporate goodwill	Public intertia towards NPRC programs	Demonstrate neutrality, impartiality and commitment to deliver on mandate
	Liaison with internal departments	Effective inter-departmental coordination	Internal conflicts	Reinforce integrated development planning
	Liaison with legal organisations	Willingness to support NPRC	Cost of engaging legal minds	Work closely with lawyers association
	Lobbying for realignment of laws	Submission of reports on time	Review of recommendations by the Cabinet Committee	Participate in the process of presenting reports and recommendations to Parliament
	Liaison with internal departments	Effective inter-departmental coordination	Internal conflicts	Reinforce integrated development planning
	Decentralisation of Offices	Availability of resources	Economic instability	Employ innovative decentralisation strategies

PROGRAMME 2 – NATIONAL PEACE AND RECONCILIATION

Period	Strategies	Assumptions	Risks	Mitigations
PROGRAMME 2 : NATIONAL PEACE AND RECONCILIATION				
Outcome 2: Improved Victim Centred; Inclusive and Gender Responsive Community, Unity, Healing and Reconciliation				
Budget Year	Study Tours/Exchange Programmes	Availability of resources	Economic Instability Travel restrictions due to COVID 19	Resource Mobilisation
	Stakeholder Engagement	Support from stakeholders	Resistance to support NPRC work	Establish buy-in
	Engagement and dialogue with victims , Citizens and Clients.	Openess and voluntary participation in Commission programmes Capacity to the address clients needs.	Misconceptions on the NPRC mandate	Increase in awareness campaigns on the NPRC constitutional mandate
	Stakeholder partnerships and collaboration	Appreciation and Acknowledgement of organisational mandates	Conflict of interests	Levarge on NPRC constitutional mandate.
	Building and leveraging on synergies with sister Commissions	Willingness to work with the NPRC by sister Commissions	Competition for resources	Joint programming
	Awareness raising and visibility campains	Availability of budget to support visibility programs	Media Polarisation	Increase in awareness campaigns
	Capacity building (internal)	Availability of resources	Restrictions due to COVID 19	Employ innovative capacity building methodologies
	Lobbying and advocacy on policy and law reform	Consideration of submissions, reports and reccomendations by the NPRC by Government	Slow pace of re-alignment of Laws	Continuous engagement with government and the legislature
	Contnuos monitoring and evaluation of programmes	Availability of tools and M&E skills	Limited enforcement	Capacity building on M&E

	Gender and diversity mainstreaming	Capacity and buy in at all levels	Backlash	Capacity building and continuos engagement
	Building and leveraging on Commission Thematic programmes intercconectivity	Effective inter-departmental/ Thematic programmes coordination	Internal conflicts	Reinforce integrated development planning
	Decentralisation of peace structures	Availability of resources	Economic instability	Employ innovative decentralisation strategies
2-3 Years	Study Tours/Exchange programmes	Availability of resources	Economic Instability Travel restrictions due to COVID 19	Resource mobilisation
	Stakeholder engagement	Support from stakeholders	Resistance to support NPRC work	Establish buy-in
	Engagement and dialogue with victims , citizens and clients.	Openess and voluntary participation in Commission programmes Capacity to the address clients needs.	Misconceptions on the NPRC mandate	Increase in awareness campaigns on the NPRC constitutional mandate
	Stakeholder partnerships and collaboration	Appreciation and acknowledgement of organisational mandates	Conflict of interests	Leverage on NPRC constitutional mandate.
	Building and leveraging on synergies with sister Commissions	Willingness to work with the NPRC by Sister Commission	Competition for resources	Joint programming
	Awareness raising and Visibility Campains	Availability of budget to support visibility programs	Media polarisation	Increase in awareness campaigns
	Capacity Building (internal)	Availability of resources	Restrictions due to COVID 19	Employ innovative capacity building methodologies
	Lobbying and advocacy on policy and law reform	Consideration of submissions, reports and reccomendations by the NPRC by Government	Slow pace of re-alignment of Laws	Continuous engagement with Government and the Legislature
	Continuous monitoring and evaluation of programmes	Availability of tools and M&E skills	Limited enforcement	Capacity building on M&E
	Gender and diversity mainstreaming	Capacity and buy in at all levels	Backlash	Capacity building and continuos engagement

						Internal conflicts	Reinforce integrated development planning

Building and leveraging on Commission Thematic Programmes intercconectivity	Effective inter-departmental/ Thematic programmes coordination	Internal conflicts	Reinforce integrated development planning
Decentralisation of Peace Structures	Availability of resources	Economic instability	Employ innovative decentralisation strategies

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

17   PROGRAMME PERFORMANCE FRAMEWORK

17a. Outcome Performance Framework

Code	Outcome	Prog Ref:	KPI	Baseline		Previous Year 2019			Current Year 2020			Targets 2021			2022			2023		
				Value	Year	T	A	AV	T	PV	TL	T	PV	TL	T	PV	TL	T	PV	TL
OUC 1	Improved financial and administrative efficiencies	1	% compliance with prescribed standards	50%	2019	50	15	35	50	+/- 5	+/- 1	75	+/- 7.5	+/- 1	100	0	0	100	0	0
OUC 2	Improved victim centred, inclusive and gender responsive community unity , healing and reconciliation	2	% change along the SCORE Index	% of baseli ne	2020	25	0	25	0	0	0	15	+/- 5	0	30	+/- 5	0	50	0	0

T = Target   A = Actual   AV = Actual Variance   PV = Planned Variance   TL = Tolerance Level

18.   OUTPUTS PERFORMANCE FRAMEWORK

No. & Prog. Code	Outputs	5 year target	Baseline		Targets									
					2021			2022		2023		2024		2025	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
PROGRAMME 1: GOVERNANCE AND ADMINSTRATION															
OUC 1: Improved financial and administrative efficiency															
OP 1.1	Financial management processes for programmes and sub programmes expedited	100%	25%	2020	40		+/4	60	+/-6	75	+/-7.5	80	+/-8	85	+/-8.5
OP 1.2	Administrative and knowledge management systems developed and strengthened	10	2	2020	3		0	3		2	0	1	0	1	0
OP 1.3	Standard human resources systems, processes and procedures institutionalised	15	1	2020	5		0	5	0	5	0	0	0	0	0
OP 1.4	Procurement needs for programmes and sub programmes met	100%	20%	2020	80		0	95	0	100	0	100	0	100	0
OP 1.5	Commission programmes publicised	80%	30%	2020	50		+/-5	60	+/-6	70	+/-7	75	+/-7.5	80	+/-8
PROGRAMME 2: NATIONAL PEACE AND RECONCILIATION															
OUC 2: Improved Victim Centred, Inclusive and Gender responsive Community Unity , Healing and Reconciliation															
OP 2.1	Conflicts resolved	8500	530	2020	1500		+/-50	2000	+/-50	2500	+/-50	1500	+/-50	1000	+/-50

No. & Prog. Code	Outputs	5 year target	Baseline		Targets										
					2021			2022		2023		2024		2025	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
OP 2.2	Legislative and policy frameworks for peace recommended	25	5	2020	5		+/-1	5	+/-1	5	+/-1	5	+/-1	5	+/-1
OP 2.3	Truth telling and truth seeking programs conducted	1065	0	2020	71		+/-10	284	+/-20	142	+/-10	284	+/-10	284	+/-10
OP 2.4	Infrastructures for peace building, including Conflict Early Warning Early Response (CEWER) system established	325	10	2020	35		+/-5	50	+/-5	70	+/-5	70	+/-5	70	+/-5
OP 2.5	Assistance rendered to persons affected by conflicts	21000	50	2020	1000		+/-10%	5000	+/-10%	5000	+/-10%	5000	+/-10%	5000	+/-10%
OP 2.5	Historical conflict narratives and conflict risk models defined and documented	50	1	2020	10		1	10	1	10	1	10	1	10	1

T = Target   A = Actual   AV = Actual Variance   ALV = Allowable Variance

19. PROGRAMME BUDGET

Programme		Programme Outputs	Bud,get Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1: Governance and Administration	Sub-Prog 1: **Chairman**	-	3,885,381	6,846,000	14,930,000	17,916,000	21,499,200		
	Sub Prog 2: **FAHR**	Financial management processes for programmes and sub programmes expedited; Administrative systems developed and strengthened	3,010,711	7,175,000	23,778,000	28,533,600	34,240,320		
	Sub Prog 3: **Audit/Legal**	Legislative and policy frameworks for peace recommended	467,298	1,699,000	4,644,000	5,572,800	6,687,360		
	Sub-Prog 4: **M&E**		320,360	1,610,000	4,173,000	5,007,600	6,009,120		
	Sub-Prog 5: **R&KM**	Historical conflict narratives and conflict risk models defined	-	2,739,000	9,306,000	11,167,200	13,400,640		

Programme		Programme Outputs	Bud,get Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
		and documented.							
Total Programme Budget			**7,683,750**	**20,069,000**	**56,831,000**	**62,514,100**	**68,765,510**		
Programme 2: National Peace and Reconciliation	Sub-Prog 1: **CPMRT**	Conflicts resolved; Infrastructure for peacebuilding established	1,467,934	2,949,000	10,693,000	12,831,600	15,397,920		
	Sub-Prog 2: **HRR**	Truth telling and truth seeking programs conducted	1,467,407	2,797,000	9,330,000	11,196,000	13,435,200		
	Sub-Prog 3: **VSGD**	Assistance rendered to persons affected by conflicts	1,851,286	2,693,000	9,073,000	10,887,000	13,065,120		
	Sub Prog 4: **CHI**	Complaints handled; Campaigns conducted	3,205,412	2,692,000	9,073,000	10,887,000	13,065,120		
Total Programme Budget			**7,990,041**	**11,131,000**	**38,169,000**	**45,802,800**	**54,963,360**		
TOTAL MDA BUDGET			**15,763,792**	**31,200,000**	**95,000,000**	**114,000,000**	**136,800,000**		

20. HUMAN RESOURCES FOR THE STRATEGIC PERIOD

No.	Category	Programme 1	Programme 2	Programme 3	Programme 4	Ministry Total Personnel Requirements By Category
1	Top Management	1	-	-	-	1
2	Middle Management	2	5	-	-	7
3	Supervisory Management	7	9	-	-	16
4	Operational and Support Staff	43	29	-	-	72
5	**Total**	**53**	**43**	**-**	**-**	**96**

21. OTHER RESOURCES

I.   MATERIALS, EQUIPMENT AND ICTS

Materials/ Equipment /ICT	2021		2022		2023		2024		2025	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicles	10	US$53000 each	71	US$53000 each	15	US$53000 each				
Laptops	60	US$700 each	60	US$700 each	60	US$700 each				

II.   SPACE REQUIREMENTS

Location	2021 Quantity (m²)	Cost	2022 Quantity (m²)	Cost	2023 Quantity (m²)	Cost	2024 Quantity (m²)	Cost	2025 Quantity (m²)	Cost
Head Office	1066		1066		1066					
Bulawayo	366	US$9600	366	US$9600	366	US$9600				
Masvingo/ Midlands	366	US$9600		US$9600	366	US$9600				
Manicaland / Mashonaland East	366	US$9600	366	US$9600	366	US$9600				
Mashonaland Central/ West/ Harare	366	US$9600	366	US$9600	366	US$9600				

22. ANNEXES: SUBPROGRAM OUTCOMES, OUTCOME INDICATORS AND OUTPUTS MATRICES

22.1. PROGRAMME 1: GOVERNANCE AND ADMINSTRATION

22.1.1. SUBPROGRAMME 1. FINANCE AND ADMINISTRATION

Programme 1 Outcome: Improved financial and administrative efficiency				
Strategic Output	**Sub-Program Outcomes**	**Outcome Indicators**	**Subprogram Outputs**	**Outputs Indicators**
Output 1.1 Financial management processes for programmes and sub programmes expedited	Improved financial management and Reporting	Level of compliance with prescribed standards	Budget statement Produced Financial Statements Produced and submitted Payments Processed Partnership and Resource Mobilisation Strategy developed and implemented	• Number of Baudget Statements produced • Number of Financial Statements produced and Submitted • Number of payments processed • Resource mobilisation strategy developed and implemented
HR and Admin policies formulated	Improved Human Resources and Administrative processes	Percentage increase in appreciation of HR and Administrative processes	HR and Administrative Policies developed and operationalized	Number of HR and Admin policies developed and operationalized

| Decentralized offices opened | Improved access to Commission offices | Percentage increase in accessing to NPRC offices | NPRC offices opened and capacitated | number of NPRC Regional, Provincial opened |
| Training and Development programmes conducted | Improved appreciation of NPRC processes and systems | Percentage increase on staff members capacitated | NPRC members and staff trained and capacitated | number of NPRC members and staff inducted and trained |

22.1.2. SUBPROGRAMME 1. RESEARCH AND KNOWLEDGE MANAGEMENT

Programme 1 Outcome: Improved financial and Administrative efficiencies				
Strategic Output	**Sub-Program Outcomes**	**Outcome Indicators**	**Subprogram Outputs**	**Output Indicator**
Administrative and knowledge management systems developed and strengthened	Improved access to knowledge by stakeholders	**Number of stakeholders expressing knowledge acquisition**	Knowledge Management Systems Development • Collection of information from departments and stakeholders • Classification and storage of information gathered	Number of information collected umber of documents classified and stored Number of information disseminated

				• Dissemination of information	
			NPRC Peace Resource Centre established	Number of institutions affiliated to for online repository Number of people accessing information at the Peace Resource Centre Number of books sourced Number of stakeholders expressing information/knowledge acquisition
			Academic Round Tables and Knowledge Sharing Platforms Conducted \\	Number of workshops/zoom meetings conducted Number of MoUs signed with universities and organisation Number public lectures/seminars conducted

22.2. PROGRAMME 2: NATIONAL PEACE AND RECONCILIATION

22.2.1. SUBPROGRAM 1: CONFLICT PREVENTION, MANAGEMENT, RESOLUTION AND TRANSFORMATION

Program 2 Outcome: Improved, victim-centred, inclusive and gender responsive community unity, healing and reconciliation				
Strategic Output	**Sub-Program Outcomes**	**Outcome Indicators**	**Subprogram Outputs**	**Otputs Indicators**
Output 2.1 Conflicts resolved **Output 2.4** Infrastructures for peace building, including Conflict Early Warning Early Response (CEWER) system established	Activated peace infrastructures responding to conflicts	Number of functional peace infrastructures	a) Infrastructures for peace set up b) Review meetings with established infrastructures conducted c) Peacebuilding programs for national, provincial and district structures conducted	Number of active peace infrastructures Number of meetings conducted Number of times meetings are conducted in a year Number of planned programmes implemented/conducted
	Strengthened capacity to detect and respond to conflicts	Number of people supporting detection and response to conflicts	a) Physical infrastructure for the CEWER System established b) Monitors and response actors identified and fully capacitated c) Responses to the actual and potential conflicts activated	% completion of CEWER system Number of monitors and response actors identified and capacitated, disaggregated by age, sex or gender Number of actual and potential conflict cases received responded to

	Enhanced capacity to prevent conflicts	Level/coverage of province-based capacity enhancement programs to deal with conflicts	a) Conflict prevention awareness programs conducted	Number of Conflict Prevention related programs conducted
			b) Joint prevention programs with collaborating partners conducted	Number of joint prevention programs conducted
			c) Local structures and community leader's capacity to respond to conflicts strengthened	Number of local community leaders actively involved in conflict prevention disaggregated by sex, age or gender
			d) Peace education programs conducted	Number of peace education programs conducted
	Increased usage of local mediation and conciliation services	Number of citizens accessing mediation and conciliation services	a) National preventative dialogue framework developed	Preventative dialogue framework in place Number of months taken to develop the framework
			b) Dispute Resolution Unit setup and capacitated	Number of disputes capacitation programs conducted
			c) A sustainable network of conciliators and mediators established	Number of conciliators and mediators identified and engaged

22.2. 2 SUB-PROGRAM 2: HEALING, RECONCILIATION AND REHABILITATION

Program 2 Outcome: Improved, Victim-Centred, Inclusive and Gender Responsive Community Unity, Healing and Reconciliation				
Strategic Output	**Sub-Program Outcomes**	**Outcome Indicators**	**Subprogram Outputs**	**Output Indicators**
Output 2.2 Legislative and policy frameworks for peace recommended Output 2.3 Truth telling and truth-seeking programs conducted	Positive Policy and Legal Environment for Peace	Number of policies and legislation reviewed for alignment to deliver the NPRC mandate	Policy and legislative recommendations for peaceful co-existence in place.	Number of gender sensitive Policy Recommendations
	Inclusive healing and reconciliation processes for addressing legacies of violent conflicts	Number of National truth telling and truth seeking programs accessible to citizens as provided for in the Constitution and the NPRC Act by District	Programme on truth telling and truth seeking developed and implemented.	Number of citizens accessing truth telling and truth-seeking programs disaggregated by gender
			Persons affected by past conflicts rendered Assistance.	Number of persons assisted disaggregated by gender
			Joint Healing and Rehabilitation programs with partners and stakeholders conducted.	Number of joint prevention programs conducted
			Healing and Reconciliation awareness programs conducted.	Number of awareness programs conducted
	Psycho-Social Rehabilitation of victims of past conflict	Percentage of victims that have access to Rehabilitative Care and Support	Strategy for addressing past conflict operational	Number of conflict prevention and resolution related programs conducted
			Persons affected by past conflicts rendered Assistance	Number of persons assisted disaggregated by gender
			Awareness raising program on National truth-telling and truth-seeking programs conducted	Number of awareness programs conducted

22.2. 3 SUB-PROGRAM 3: VICTIM SUPPORT, GENDER AND DIVERSITY

Program 2 Outcome: Improved, Victim-Centred, Inclusive and Gender Responsive Community Unity, Healing and Reconciliation				
Strategic Output	**Sub-Program Outcomes**	**Outcome Indicators**	**Subprogram Outputs**	**Output Indicators**
Output 2.1 Assistance rendered to persons affected by conflicts	Improved gender and diversity responsive Peace Building.	Percentage increase in gender and diversity mainstreaming.	Strategies on inclusivity, gender and diversity mainstreaming developed and operationalised.	Number of Strategies on inclusivity, gender and diversity mainstreaming developed and Operationalised
			Gender and diversity sensitive tools and systems developed.	Number of Gender and diversity sensitive tools and systems developed
			Gender and diversity related policy and legislative recommendations proffered.	Number of Gender and diversity related policy and legislative recommendations proffered
			Trainings on gender, diversity and inclusion mainstreaming conducted.	Number of trainings conducted. Number of People trained, disaggregated by age, sex, disability and location.
			Women and other marginalised groups' capacity to lead, facilitate and participate in peace and reconciliation processes enhanced.	Number of women and other marginalised groups' leading, facilitating and participating in peace and reconciliation processes. Number of capacity building programmes conducted.
	Improved Victim Centred Healing and Reconciliation	Percentage increase in number of victims supported, engaged and documented.	Victim Support Mechanisms developed and operationalised	Number of Victim support Mechanisms developed and operationalised.
			Women and other marginalised groups engaged in healing and reconciliation processes;	Number of Women and other marginalised groups engaged. Number of engagement meetings with Women and other marginalised groups conducted
			Victims affected by trauma supported	Number of Victims affected by trauma supported through psycho social support disaggregated by age, sex, disability and location.

			Victims with socio-economic needs supported	Number of victims rendered assistance through facilitated access to socio-economic services, disaggregated by age, sex, disability and location
			Trainings on Victim support conducted	Number of trainings on Victim support conducted. Number of people trained.

22.2.4. SUB-PROGRAMME 4: COMPLAINTS HANDLING, INVESTIGATIONS AND LEGAL SERVICES

ProgrammeOutcome: Improved, Victim-Centred, Inclusive and Gender Responsive Community Unity, Healing and Reconciliation				
Strategic Output	Sub-Program Outcomes	Outcome Indicators	Subprogram Outputs	Outputs Indicators
Output 2:1 Conflicts reported and resolved	-Enhanced social cohesion -Supportive environment for reporting of conflicts and disputes	-Percentage increase in number of cases received, investigated or referred -Persons affected by past conflicts rendered assistance	-Strategies on improving complaints handling, investigations and legal services developed	-Number of incidents of conflicts reported and resolved

Output 2:2 Legislative and policy frameworks for conflict, pandemics and other similar circumstances recommended	Positive legal environment for peace	-Number of engagements with LSZ, Parliament and the public in general on legal and policy reform -Number of policies and legislative instruments recommended for amendment/alignment/repeal	Policy and legislative recommendations developed	Number of policies and legislative instruments recommended
Output 2:3 Awareness campaigns and strategic engagements conducted	-Improved collaboration and co-operation with different stakeholders.	Percentage increase in people who aware of the existence and mandate of the Commission	-Awareness campaigns and strategic engagements conducted.	Number of stakeholder engagements on legal and policy reform. -Number of awareness campaigns and strategic engagements conducted.

SUBPROGRAM 5: RESEARCH AND KNOWLEDGE MANAGEMENT

Programme 2 Outcome: Outcome: Improved, Victim-Centred, Inclusive and Gender Responsive Community Unity, healing and reconciliation				
Strategic Output	**Sub-Program Outcomes**	**Outcome Indicators**	**Subprogram Outputs**	**Output Indicator**
National Narratives and Conflict Risk Models defined and developed.	Improved Social Cohesion, Understanding of Conflict Dynamics and National Narratives	Number of stakeholders showing satisfaction with results produced	Baseline survey on Conflict Mapping conducted	Baseline survey report produced
			Social Cohesion and Reconciliation Index Produced	• SCORE Index developed
			National Narratives reframed and documented	• Number of researches on peace and conflict issues done
			Capacity building on research methodologies conducted	• Number of Workshops on capacity building conducted
			Peace education curriculum in primary schools lobbied	• Number of Peace education curriculum developers engaged
			Peace-Conflict Impact Assessment Model Developed Peace-Conflict Impact Assessment Conducted	• Number of Peace-Conflict Impact Assessment models developed • Number of Peace-Conflict Impact Assessment tools developed

			Peace-Conflict Impact Assessment Policy lobbed	• Number of Peace-Conflict Impact Assessment conducted • Number of Peace-Conflict Impact Assessment engagements conducted • Number of Peace-Conflict Impact Assessment sites visits, and actor mapping conducted • Number of Peace-Conflict Impact Assessment reports produced and disseminated • Peace-Conflict Impact Assessment recommended for legislation

LIST OF PARTICIPANTS

	NAME OF PARTICIPANT	ORGANISATION	POSITION
1.	Retired Justice S.M. Nare	NPRC	Chairman
2.	Mrs L. Chigwedere	NPRC	Deputy Chairperson
3.	Dr G.T.Z. Chada	NPRC	Commissioner
4.	Dr G.D. Chekenyere	NPRC	Commissioner
5.	Mrs P.Z. Chiradza	NPRC	Commissioner
6.	Reverend C. Masunungure	NPRC	Commissioner
7.	Mr L. Ncube	NPRC	Commissioner
8.	Mrs C. Rusike	NPRC	Commissioner
9.	Dr J. Shambare	NPRC	Commissioner
10.	Rev Dr Moyo	NPRC	Commissioner
11.	Mrs N. Gwere	NPRC	Commissioner
12.	Dr T. Rukuni	NPRC	Commissioner
13.	Advocate O.C. Gutu	NPRC	Commissioner
14.	Dr D. Dube	NPRC	Commissioner
15.	Mrs S. Zembe	NPRC	Executive Secretary
16.	Mr D. Chirunga	NPRC	General Manager (GM)- Research & Knowledge Management
17.	Mr J.N. Mashingaidze	NPRC	GM- Conflict Prevention, Resolution & Transformation
18.	Mrs C. Mawema	NPRC	GM- Healing, Rehabilitation & Reconciliation
19.	Ms E. Nhengo	NPRC	GM- Victim Support, Gender & Diversity
20.	Mr T. Sithole	NPRC	GM- Complaints Handling & Investigations
21.	Mr B. Mangoro	NPRC	A/General Manager - Finance
22.	Mr S. Tongayi	NPRC	A/General Manager - Human Resources & Administration
23.	Ms M. Banda	NPRC	Internal Auditor
24.	Ms M. Mtombeni	NPRC	Manager Media
25.	Mr J.P. Moyo	NPRC	Manager Information & Communication Technology
26.	Mr M. Svodziwa	NPRC	Manager Monitoring & Evaluation
27.	Ms M. Mutshina	NPRC	Legal Manager
28.	Mr Q. Shangai	NPRC	Procurement Manager
29.	Mr M. Budagi	NPRC	HRR Officer
30.	Ms H. Hloniphani	NPRC	CHI Manager
31.	Ms J. Majaha	NPRC	CHI Officer
32.	Ms C. Munhuweyi	NPRC	Human Resources Officer
33.	Mr K. Moyo	NPRC	RKM Officer
34.	Ms M. Nkala	NPRC	CPMRT Officer
35.	Mr C.B. Nyarota	NPRC	Accountant
36.	Mr B. Mudzi	NPRC	Procurement Officer
37.	Mr B. Chikumbirike	NPRC	Administration Officer
38.	Ms B.N. Mushandinga	NPRC	Principal Executive Assistant
39.	Mr M. Matamba	NPRC	Records Officer
40.	Mr R. Bhiri	PSC	Facilitator
41.	Ms T. Mugwanyo	PSC	Facilitator
42.	Mr S. Kadiwa	MoFED	Facilitator
43.	Mr I. Madziva	MoFED	Facilitator
44.	Mr N. Machinjike	MoFED	Facilitator