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NIRAS Sweden AB

# External Evaluation of the Raoul Wallenberg Institute's Zimbabwe Human Rights Capacity Development Programme 2019–2023

Final Report

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**Final Report  
November 2023**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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# Abbreviations and Acronyms

<b>CLE</b>	Clinical Legal Education
<b>CSO</b>	Civil Society Organisation
<b>EU</b>	European Union
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
<b>IO</b>	Intermediate Outcome
<b>M&amp;E</b>	Monitoring and evaluation
<b>OECD/DAC</b>	Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>PhD</b>	Doctorate of Philosophy
<b>PTP</b>	Professional training programme
<b>RWI</b>	Raoul Wallenberg Institute of Human Rights and Humanitarian Law
<b>SEK</b>	Swedish Krona
<b>Sida</b>	Swedish International Development Cooperation Agency
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>USD</b>	United States Dollar
<b>ZACC</b>	Zimbabwe Anti-Corruption Commission
<b>ZEGU</b>	Zimbabwe Ezekiel Guti University
<b>ZGC</b>	Zimbabwe Gender Commission
<b>ZHRC</b>	Zimbabwe Human Rights Commission
<b>ZPCS</b>	Zimbabwe Prisons and Correctional Service
<b>ZULCA</b>	Zimbabwean University-based Law Clinics Association

# Preface

This **External Evaluation of the Raoul Wallenberg Institute’s Zimbabwe Human Rights Capacity Development Programme 2019-2023** was commissioned by the Embassy of Sweden in Zimbabwe.

The evaluation took place from September to November 2023 and was conducted by:

- Greg Moran, Team Leader.
- Dorothy Mushayavanhu, National Human Rights Expert.

Emelie Pellby managed the review process at NIRAS. Goberdhan Singh provided the quality assurance. Wonder Jekemu, Programme Officer, managed the evaluation at the Embassy of Sweden in Zimbabwe.

The authors would like to acknowledge and thank all of those who gave up their valuable time to contribute to the evaluation.

# Executive Summary

## Background

This External Evaluation of the Raoul Wallenberg Institute's Zimbabwe Human Rights Capacity Development Programme 2019-2023 was commissioned by the Embassy of Sweden in Zimbabwe and ran from October to December 2023. Funded by Sida, the programme was initially intended to run from 2019-2021 but was extended via two annual cost-extensions until December 2023, with a total of SEK 73 million provided over the five-year period. The **programme's outcomes** are (1) targeted institutions better equipped to contribute to reforms and related initiatives for the promotion and protection of human rights and (2) increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues. Its **impact statement** is more informed and inclusive human rights reform programmes contributing to legislation, policies, practices and decision-making informed by international human rights standards and principles, as reflected in the Zimbabwean Constitution, and its **overall objective** is to contribute to enhanced enjoyment of constitutional rights in Zimbabwe.

## Relevance

The programme was aligned with the five-year Strategy for Sweden's Development Cooperation with Zimbabwe (2017-2021) at design stage and with Zimbabwean national objectives set out in the Constitution and main international and regional human rights instruments that Zimbabwe is party to, and in Zimbabwe's commitment during the 2016 Universal Periodic Review to upholding human rights and fundamental freedoms and fulfilling its international human rights obligations. The programme views respect for and protection of human rights as a long-term process and aims to address this by ensuring that future lawyers, magistrates, judges, prosecutors, and decision-makers in key ministries, departments, local authorities and elsewhere are imbued with a culture of human rights during their studies. It is based on the previous phase (2016-2018) and incorporates lessons learned during that phase as well as in-depth understanding of the context gained during many years of RWI engagement with Zimbabwe. Existing and potential new partners were consulted during the process of finalising the programme to determine their needs, and all partners confirmed the support provided was relevant to their needs. Academic institutions and independent Commissions are key roleplayers in human rights and their inclusion, and that of other beneficiaries reached through research activities and cross-sectoral Professional Training Programmes (PTPs), was relevant to intended outcomes and objectives. The inclusion of the Zimbabwe Prison and Correctional Service (ZPCS) aligns with the programme's outcomes and objectives, but its inclusion is somewhat incongruous given the primary focus of the programme and the fact that is only one of many critical roleplayers in the criminal justice system. Nonetheless, the programme is adjudged as relevant at design.

During implementation, the programme remained aligned with the Strategy for Sweden's Development Cooperation with Zimbabwe at design stage (2017-2021) and the Zimbabwe National Development Strategy 1 (2021-2025). As a result of growing interest as participants in PTPs and as research grant recipients, memoranda of understanding (MoUs) were entered into with new 'direct' partners during implementation: Zimbabwe Anti-Corruption Commission (ZACC), University of Zimbabwe, Zimbabwe Ezekiel Guti University, Zimbabwe Human Rights Commission (ZHRC), and ZPCS. An MoU with Zimbabwe Gender Commission (ZGC) is also being negotiated, although capacity development or similar support



will most probably only take place under any potential future phase. The range of stakeholders reached by research grants, roundtables, and during PTPs and other activities such as roundtable discussions also increased during implementation – all of which were relevant to the programme’s objectives. PTP topics have included issues such as climate change, local government, and intersectionality of gender equality. Changing needs of partners were identified and the programme adapted to address these, including an increased focus on clinical legal education as a teaching method to enhance practical skills of students. Although COVID-19, elections and environmental disasters affected the implementation of activities, they did not impact on the relevance of the programme. Instead, the programme became more relevant and managed to remain relevant over time.

### **Effectiveness**

Most outputs were delivered despite delays occasioned by COVID-19 and the build-up to the 2023 Harmonised Election, although some activities delayed during the first half of 2023 continue to be implemented, with outputs still to be achieved. Progress towards all **intermediate outcomes** is noted.

- Human rights teaching and learning of high quality is increasingly institutionalised at partner academic institutions. Training of teachers and development and design of courses continues and the focus on clinical legal education (CLE) as a teaching and practical learning method has increased under the current programme. CLE is now institutionalised at all partner academic institutions, all of which have established law clinics (although some more recently than others) that have been certified as compliant with Law Society of Zimbabwe’s requirements. The programme also supported the establishment of the Zimbabwean University-Based Law Clinics Association (ZULCA) in 2022 and Winter (and more recently, Summer) Schools have also been institutionalised, with RWI contributing to the development of resources online. Significant levels of human rights materials (electronic and hard copies) have been provided to university libraries as well as to the ZHRC and ZPCS resource centres.
- The programme has increased the pool of human rights graduates and experts in Zimbabwe, primarily through cross-sectoral PTPs targeting a broad range of institutions and organisations, and sectoral PTPs for four key partners under the programme (ZHRC, ZPCS, ZACC and, since October 2023, ZGC). Results from the support to ZPCS are starting to be seen, although prisoners’ rights are more commonly addressed under access to justice programmes rather than those focused primarily on capacity building of academic institutions and researchers and platforms for dialogue between stakeholders. However, it is noted that what graduates of universities and participants at PTPs do with the training they receive is only partially tracked.
- The availability and accessibility of human rights research products for public policy dialogue advocacy etc. has increased significantly and RWI was reported to be the only organisation supporting such research in Zimbabwe. To support researchers, RWI holds an annual research symposium on various topics and research academies for junior practitioners and academics from partner universities, other universities, independent research institutions, and members of faculties other than Law Faculties, as well as online mentoring throughout the research process. More recently, training and support has been provided to researchers to develop policy briefs for policy- and decision-makers. Questions were raised by researchers and others during the evaluation as to what becomes of these briefs, whether they reach decision-makers, and whether RWI does anything to publicise or disseminate the briefs. And while research papers are shared with the Embassy, RWI does not share the policy briefs directly with it even though they have the potential to inform the Embassy’s dialogue with government.
- During cross-sectoral PTPs, participants are required to develop action plans for implementing their new knowledge. These are usually implemented jointly with others, which has contributed to initiatives, including joint and replicable pilot projects, relating

to human rights reform issues implemented at targeted representatives' institutions and good examples of these were found during consultations. The extent to which piloted projects are replicable or replicated is difficult to determine though since, other than meetings of alumni, there is no systematic tracking of whether activities are replicated, and not all participants, organisations and institutions are able to secure funds to replicate their work or the work of others.

- Although no physical platform, joint committee or working group has been created for stakeholders, the programme has created a neutral platform and various opportunities for beneficiaries and stakeholders to come together to discuss, learn from, and cooperate and collaborate with each other. Various multi-stakeholder roundtable discussions have been supported that have created platforms for sharing experiences and finding common solutions to problems, and for ZHRC in particular to put it at the forefront of the human rights discourse and to maximise its convening power under the Constitution.

There is evidence that the programme is contributing to its two **programme outcomes**. The capacity of academic institutions, independent Commissions and ZPCS has increased (the first part of the programme outcome 1), but reforms and related initiatives for the promotion and protection of human rights require political will that is currently lacking in Zimbabwe and that any programme would struggle to address. Nonetheless, indirect contributions to the new Prisons and Correctional Service Act and the potential for contributions to the inclusion of anti-corruption in the school curriculum and reforms at local government level were noted. Support to ZHRC has also reportedly helped to enhance its leading role in efforts to promote and protect human rights. Contributions to the second programme outcome include increased dialogue between the main stakeholders during cross-sectoral PTPs, joint action plans between representatives of various institutions as part of the PTP. Independent Commissions increasingly consult each other when it comes to referrals and possible future collaboration, although plans are at an early stage though and no clear evidence was presented during discussions of joint projects having been designed and implemented by Commissions and Commissions are expected to operate independently of each other when it comes to issues such as investigations.

Various **contributing factors** are noted in the report, including RWI's many years of support to Zimbabwe, during which it has become a well-known and trusted partner; RWI's impressive convening power and access to a wide range of government and non-governmental actors; the alignment of the programme with the rights in the Zimbabwe Constitution; and high levels of ownership and engagement by partners.

### **Efficiency**

The programme is efficiently implemented, with efficiency greatly enhanced by the establishment of the Harare office, staffed predominantly by Zimbabwean nationals. Most activities are managed and implemented at national level and, when outside assistance is required, RWI use regional experts where possible. Universities also host Winter and Summer Schools, which helps to reduce costs, and some online training is provided. However, Sida funding to Zimbabwe is expected to decrease significantly, which will no doubt mean that reductions will need to be made if a future phase of the programme is to be implemented. Cost related to library materials are already being reduced through increased reliance on electronic resources, and so the most obvious ways of reducing funding identified during the evaluation would be to reduce the number or duration of study tours to Sweden and to consider reducing the number of direct partners.

### **Sustainability**

There is a high likelihood of sustainability of benefits. RWI's approach combines individual capacity building with institutional strengthening that is generally regarded as the best way of

ensuring sustainability of benefits, especially in institutions suffering from high levels of staff turnover. In addition, significant levels of Sida funding are provided, interest and ownership amongst partner institutions is high, and partners expressed high levels of commitment to the programme. Some universities have developed online training courses as a result of the programme, and Winter Schools have also become institutionalised within partner universities. Clinical legal education has been integrated into the curriculum at partner academic institutions and clinics would continue to operate, although outreach might diminish if no funding were provided. Support to ZPCS has led to human rights training being formally integrated into the curriculum for new recruits, the establishment of an Inspectorate Department, and the setting up of a human rights desk. And the inclusion of a wide range of state and non-state actors in PTPs and support to researchers from different institutions has also created informal networks that continue to endure. Increased collaboration between Commissions can also be expected to bear fruit. However, collaboration between government, civil society, academia, and Commissions in the absence of the programme such as the current one is questionable given levels of mistrust between government and civil society and the fact that Commissions are generally expected to operate independently of each other. There is also some concern that ZULCA would cease to exist or function in the absence of further support.

### **Gender equality**

Support to human rights education and the capacity of academic institutions inevitably includes a focus on women's rights and gender equality and the RWI programme is no exception. Research produced with RWI support has included a focus on gender equality, and two of the PTPs have addressed the intersectionality of gender equality and climate. ZACC has also identified a need for joint research with ZGC and ZHRC into the gender dimensions of corruption. Although nascent, support has been provided to ZHC and law clinics reported that the majority of their clients are women. Some law clinics are also doing outreach based on the Street Law approach that focuses on issues such as inheritance, gender-based violence, domestic violence and child marriages. Training for ZPCS includes both the Mandela Rules and the Bangkok Rules. But while the inclusion of various academic institutions and faculties in PTPs has led to the inclusion of gender in some courses other than law courses and gender equality has been included in action plans at PTPs, gender equality has not been mainstreamed into any courses other than human rights training at partner academic institutions. And it is hard to measure whether the support to gender equality has led to any positive or negative effects on gender equality is difficult to measure since it is not specifically tracked.

### **Recommendations for Sida**

1. It is recommended that a future phase of the RWI programme be supported with similar objectives and outcomes to the current programme, although with a reduction in the number of partners and changes to some activities dealt with further below.
2. Although the duration of any future phase will depend on the available budget, a four-year programme should be considered if feasible, since it allows for better planning, progressive implementation, and more tangible results.
3. Organisations like RWI have an ear to the ground and receive information that might not always be immediately available to Embassies. In addition to recommendations for RWI in relation to policy briefs below, Sida should consider establishing a forum for engagement with RWI on any issues to be raised in dialogue with government prior to engaging in dialogue.
4. Although 'coherence' was not included in the evaluation, the potential for overlap with what the EU and a member state (Germany) are supporting or planning to support exists. Discussions with the EU and GIZ (which is also providing support to ZACC, ZHRC and, indirectly, prisons) are encouraged prior to finalisation of any future phase of the RWI programme.

5. Sida should also consider inviting RWI to attend monthly meetings of the Human Rights and Governance Donor Group to avoid potential overlaps and maximise opportunities for synergies, collaboration and cooperation with the EU and GIZ in future.

### **Recommendations for Sida and RWI for future programming**

1. It is recommended that support to academic institutions (including to mainstream human rights and gender equality into all law courses and in appropriate courses in other faculties), law clinics (including support to develop a Street Law manual and increase outreach activities), academic research, and all three Commissions (ZHRC, ZGC and ZACC) are prioritised. Additional state and non-state actors, including all roleplayers in the criminal justice system (police, prosecutors, courts, prisons and legal aid) should primarily be targeted through PTPs and research grants.
2. Support to ZHRC, ZGC and ZACC should be provided to continue to research and highlight the intersectionality of human rights, gender and corruption, encourage collaboration and coordination between them (within limits set by government), develop a joint public education publication on their roles and functions and how to contact them, support the institutionalisation of human rights through support to manuals, procedures, guidelines, and support increased levels of independence (to the extent possible). Support to ZGC and ZACC should also include the development of an induction course for new commissioners and staff on the linkages and intersectionality of gender, human rights and corruption, similar to that developed for ZHRC.
3. Support to law clinics should aim to maximise the MoU with ZPCS whether ZPCS is included in future programming or not, enhance referral systems between clinics and relevant Commissions, increase outreach activities based on the Street Law approach, assist clinics to develop a home-grown Street Law manual and improve coordination and cooperation with CSOs providing legal aid and assistance.
4. Although results are being achieved with ZPCS, support to the protection of the rights of prisoners should instead channelled through support to:
  - a. ZHRC to complement the GIZ programme (and to fill any gaps should no further GIZ support be provided after November 2024).
  - b. Assist law clinics to implement the MoU with ZPCS and to conduct prison visits (education and awareness on prisoners' rights to prisoners, identifying cases of rights violations and referral to ZHRC or others to investigate).
  - c. ZGC to provide advice and assistance to the ZHRC gender focal point and office as required.
5. If direct support to ZPCS is to be included in a future phase, it is recommended that such support focuses on support to the Inspections Department, assisting ZPCS to develop regulations, rules, procedures etc. under the new legislation, and enhancing linkages with ZHRC and law clinics.

### **Recommendations for RWI**

1. PTPs are valuable and provide unique opportunities for participants. However, future planning should consider reducing the length of visits to Sweden to one week (currently two weeks), reducing the number of PTPs to one a year or one during the programme, or moving visits to countries in the region where progress in protection and promotion of human rights and gender equality is being made (albeit to a lesser degree).
2. Although they remain the property of the researchers, it is recommended that RWI consider inviting relevant decision-makers and policymakers to research symposia and that other activities, such as press launches or roundtables (that are already being considered), are convened when policy briefs are ready for publication to maximise the potential for research to contribute to the development of policy. Policy briefs should also be shared with the Embassy as soon as they are available to contribute to policy dialogue with government.

3. Although most recommendations from treaty bodies target government, some are also aimed at Commissions and Commissions have a role to play in tracking implementation of recommendations by government. Support to all three Commissions to play this role should be included in future programming.
4. RWI monitoring and reporting is good, given that there is no staff member officially appointed to this role. However, gaps have been identified in the ability of RWI to track what students trained in human rights do with their training after graduating, what all PTP participants do with their training once they return to their institutions, and how many clients and community members are assisted or reached by law clinics. It is thus recommended that a staff member is put in place to specifically focus on monitoring and evaluation (M&E) and the development and implementation of a comprehensive M&E system to identify and share learning from successes and identify where challenges and barriers are encountered and how these can be addressed during future support. Training and support to partner institutions, including but not only law clinics, on results-based management, M&E and data collection and sharing should also be provided.
5. Recognising that electronic resources are not a panacea and some hard copies will always be required, RWI efforts to source additional electronic resources that can be purchased in perpetuity, training of librarians to train students in how to use them, and encouragement to law schools to include electronic resources (where applicable) as course literature should continue.
6. Although researchers are encouraged to identify their own topics for research, RWI also launch calls for applications on specific themes. Consideration should thus be given to including research on sensitive and new and emerging issues such as freedom of expression and association and the impact of artificial intelligence on human rights.
7. Given the general consensus amongst those consulted of the need to increase the focus on business and human rights in Zimbabwe, it is recommended that support be provided to ZHRC to maximise its convening power, to lead discussions on the issue, to organise roundtable and other discussions, to consult with affected communities (using its newly established and future district offices), and to work towards the development of an action plan on business and human rights.
8. Consideration should be given to creating a portal or platform for all PTP action plans to be housed and information provided on what worked, what did not, and what has been replicated for participants at future PTPs to learn from.

# 1 Introduction

## 1.1 BACKGROUND

NIRAS was contracted by the Embassy of Sweden in Zimbabwe ('the Embassy') to conduct an **External Evaluation of the Raoul Wallenberg Institute's Zimbabwe Human Rights Capacity Development Programme 2019-2023**. The evaluation ran from October to December 2023 and was conducted by:

- Greg Moran, Team Leader.
- Dorothy Mushayavanhu, National Human Rights Expert.

## 1.2 EVALUATION PURPOSE, USERS, EVALUAND AND TIMEFRAME

The Embassy is currently implementing the five-year Strategy for Sweden's Development Cooperation with Zimbabwe (2022-2026) that, like the previous Strategy (2017-2021), includes democracy, human rights, rule of law and gender equality amongst its result areas. Under the Strategy, democracy and human rights will remain a priority, but the Embassy is considering streamlining its human rights and democracy portfolio to focus on projects and programmes that are best able to make a difference. The **main purpose** of the evaluation was thus to inform RWI, Sida and partners about how successful the programme has been in achieving its expected results; to identify lessons learned/best practices that programme partners can benefit from; and to provide input on the continued need for support to programme partners.

The evaluation is also expected to include recommendations for Sida, RWI, and partners on how the programme might be developed to enhance its relevance, effectiveness, efficiency and sustainability, to suggest potential future areas of cooperation, and to contribute to learning for stakeholders. The evaluation is thus both **summative and formative**. The **primary users** of the evaluation are RWI and Sida, as well as RWI programme partners. The **evaluand** is the Zimbabwe Human Rights Capacity Development Programme 2019-2023 and the **timeframe** in the Terms of Reference (ToR), is 1 March 2019 to 31 October 2023.<sup>1</sup>

## 1.3 APPROACH AND METHODOLOGY

### 1.3.1 Overall approach

Using the RWI theory of change as its starting point, the evaluation followed a theory-based approach to articulate the pathway of systemic change envisaged, explore what happened, and why the envisaged change occurred or did not occur.<sup>2</sup> The evaluation was utilisation- and learning-focused; participatory; confidential and transparent; and gender sensitive and rights-based throughout.

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<sup>1</sup> The ToR are attached as Annex 1.

<sup>2</sup> The theory of change is dealt with in more detail in Section 2.3.2 below, and a graphic representation is attached as Annex 2.



- The evaluation team maintained communication with RWI and the Embassy throughout the process, validated their findings before finalising the draft report, and shared inception and draft reports with both for comments before finalisation. Lessons learned have been identified and used to develop the report's recommendations.
- To ensure confidentiality, the evaluators complied with the Chatham House Rule<sup>3</sup>, kept notes of interviews strictly confidential, and have included minimal details in the annex of stakeholders consulted<sup>4</sup>. To further support confidentiality, RWI and partners are being afforded an opportunity when commenting on the current draft report to approve any information related to partners that might expose them to risk (although none are apparent). To enhance transparency and accountability, the evaluation report, once approved, will be published and accessible to the public on Sida's webpage.
- To enhance participation, as many views of partners and external stakeholders as possible were sought out and included in analysis and reporting. The evaluation team sought to hear the views of as many women as possible, and the report includes a specific assessment of gender equality in Chapter 3.

Outcome harvesting and contribution analysis was used to further explore what outcomes in the programme's results framework have been achieved (as well as any other unexpected results) and the degree to which the programme contributed to these outcomes.

The evaluation included three phases: start-up and inception; data gathering; and data analysis and reporting.

### 1.1.1 Start-up and inception

The assignment began with a **start-up meeting** with the Embassy on 20 September 2023 to clarify issues arising from the ToR and/or NIRAS proposal and to begin to identify key stakeholders to be consulted and how best to consult them. The **inception phase** began immediately thereafter and included a document review of all available documents (which continued throughout the assignment)<sup>5</sup>, discussions with RWI to finalise the list of stakeholders, and fine tuning the logistical and methodological planning. The team then prepared the draft inception report (including the evaluation matrix) and submitted it to the Embassy and RWI on 29 September 2023 for comments.<sup>6</sup> In the interim, the team held an online inception meeting with the Embassy and RWI on 3 October 2023 to present the draft inception report. Based on comments received, the team revised and submitted the final inception report on 5 October 2023, which was approved by the Embassy on 6 October 2023.

### 1.1.2 Data gathering

The team began the data gathering phase by conducting a first round of remote interviews in the week of 16-20 October 2022 with Lund-based RWI Staff and external consultants to RWI. The team leader then travelled to Zimbabwe to conduct an on-site mission, together with the national human rights expert, from 22 October to 3 November 2023. Data gathering included key informant interviews with RWI staff and partners, and three roundtable discussions: two with beneficiaries of cross-sectoral professional training programmes (PTPs) and one with research grant recipients. Roundtable discussions were designed to identify what difference the RWI programme had made to participants' careers, organisations and institutions, and the

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<sup>3</sup> Where what is said may be used in the evaluation but will not be attributed to any individual or stakeholder in the report.

<sup>4</sup> The list of stakeholders consulted is attached as Annex 3.

<sup>5</sup> The list of documents consulted is attached as Annex 4.

<sup>6</sup> The evaluation matrix from the approved inception report is attached as Annex 5.

degree to which results had been replicated. To determine what difference the support to partner academic institutions has made, field visits were conducted to Africa University in Mutare, Midlands State University in Gweru, and University of Zimbabwe in Harare, during which Deans of Law Faculties, members of law clinics and librarians were consulted and university libraries and law clinics were visited.

The evaluation included 75 respondents (39 women and 36 men)<sup>7</sup>:

- Two representatives of the Embassy, both men.
- Eight current and former RWI staff at both headquarter and Harare office levels: four women and four men.
- The Harare Board Chairperson, Treasurer and Secretary: one woman and two men.
- 16 academic members of partner universities including Deans of Law Faculties, law clinic staff, librarians, researchers and senior staff: eight women and eight men.
- Four representatives of Zimbabwe Human Rights Commission (ZHRC); a Commissioner and three senior staff of Zimbabwe Gender Commission (ZGC); and a Commissioner, the Chief Executive Officer, and three senior staff of Zimbabwe Anti-Corruption Commission (ZACC): nine women and four men.
- One male Director of the Centre for Applied Legal Research.
- The Commissioner and five representatives of Zimbabwe Prisons and Correctional Service (two women and four men).
- Representatives of the United Nations Development Programme, GIZ<sup>8</sup> and the European Union (EU): four women and two men.
- Three male independent consultants / advisors to RWI.
- Roundtable discussions with twenty PTP participants and researchers: 13 women and seven men.

### 1.1.3 Data analysis and reporting

Based on all data obtained from primary and secondary sources and comments received during the **validation meeting** with RWI and the Embassy on 10 November 2023, the evaluation team analysed and triangulated data across the various sources to ensure that data is accurate and correctly interpreted and that data from multiple sources and projects is pulled together into a coherent narrative of what has occurred at both the project and overall programme levels. Issues related to gender equality were also analysed and triangulated during this process. Based on the analysis, the evaluation team prepared and submitted the **draft evaluation report** to the Embassy on 16 November 2023, with comments to be provided by 24 November 2023. Once comments have been received, the evaluation team will revise the draft report and submit a **final evaluation report and comment sheet** setting out how all main comments were addressed on 30 November 2023.

## 1.4 LIMITATIONS AND CHALLENGES

The primary challenge faced by the evaluation was the limited budget and tight timeframe required by the ToR. The implementation plan was thus designed to maximise the time available by conducting some remote interviews prior to the on-site visit (as well as additional remote interviews after the mission was completed) and by taking advantage of the fact that representatives of all academic partners were in Harare to attend a research symposium during the first week of the evaluation. With an agreement from the Embassy to increase the budget

<sup>7</sup> A gender balance of 52% women participants.

<sup>8</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH.



for local travel, the team was thus able to conduct on-site visits to three universities<sup>9</sup> but could still consult with representatives of the remaining two<sup>10</sup> during the symposium. In addition, the mission also coincided with a visit by RWI Headquarter staff, allowing for a roundtable discussion with senior RWI staff at national and headquarter levels to be held in Harare. As a result, all of those identified in the inception report were consulted.

The RWI programme includes multiple stakeholders and activities, and a level of sampling was required given the limited time and budget. While the entire programme was considered, the evaluation focused on the main areas of support to key partner institutions (academic institutions, law clinics, ZPCS, and independent Commissions), cross-sectoral PTPs, and support to researchers rather than on every type of activity or stakeholder reached. The challenge was mitigated to some extent by the fact that two of the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC) criteria – coherence and impact – were excluded from the evaluation. Even so, it was not possible given the budget and time limitations to do a deep dive into any one project, partner institution or area of support. Nonetheless, the evaluators are confident that the most important contributions have been assessed and addressed and that the overall assessment of the programme is valid.

The evaluation team noted in the inception report that there are justifiable and understandable concerns related to the safety of participants given that human rights and the space for civil society are constrained in Zimbabwe. To address this, the evaluation was conducted with the greatest respect for confidentiality and privacy (as explained in Section 1.3.1 above) and, as agreed in the inception report, RWI are provided with an opportunity to identify whether anything that might expose participants to risk is included in the current draft report that should be adjusted or removed.

The ToR for the evaluation pointed to a further challenge: that it may be difficult to consider activities and results after the second quarter of 2023 given the timeframe for the evaluation.<sup>11</sup> Since the start of the evaluation was slightly delayed, considering activities and results during the third quarter of 2023 did not pose a problem. Although it is too soon to determine what results these might have achieved, it is possible to assess their potential to contribute to intended results based on similar, previous activities and interventions. Some activities were delayed as a result of the 2023 elections though and around nine activities were only expected to be completed after the end of the data gathering phase. While it is not possible to assess whether these were successfully implemented, it is possible to consider whether they have the potential to contribute to results based on previous activities and an independent assessment by the evaluation team.

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<sup>9</sup> University of Zimbabwe, Midlands State University, and Africa University. This was to ensure the sampling included state and non-state universities, those that had been RWI partners for some time, and newer partners like University of Zimbabwe.

<sup>10</sup> Zimbabwe Ezekiel Guti University (ZEGU) and Great Zimbabwe University.

<sup>11</sup> The ToR note that activities completed, and information received during the third and fourth quarter of 2023 may be considered for inclusion in the evaluation scope, in discussion with RWI and depending on the agreed schedule.

## 2 The Programme

### 2.1 CONTEXT

Zimbabwe's economy has been eroded over many years, with hyperinflation, rising unemployment, food shortages, and natural disasters such as cyclones, droughts and the COVID-19 pandemic leading to protests and demonstrations, and contributing to significant levels of migration and loss of skilled professionals. Poverty levels are high, with almost half the population experiencing food insecurity at the peak of the COVID-19 pandemic in September 2020.<sup>12</sup> The country is increasingly affected by extreme weather conditions linked to climate change and the adaptive capacities of communities, especially women, older persons, persons with disabilities and youth are affected by poverty, gender discrimination, unemployment and human insecurity. According to the United Nations Development Programme (UNDP) Human Development Report, Zimbabwe has medium human development and was ranked 146 and 145 out of 191 countries on the Human Development Index in 2021 and 2022, respectively.<sup>13</sup> Corruption is rife and endemic and Zimbabwe ranks 157 out of 180 countries in the 2022 Transparency International Corruption Perception Index, with a score of 23 (a slight decline from its score of 24 in 2019).<sup>14</sup>

Despite renewed hopes following the November 2017 political transition and the 2018 Harmonised Elections, the political and economic climate in Zimbabwe appears to be deteriorating due to a myriad of challenges, including the 'youth bulge' in the population and high levels of unemployment that have contributed to significant levels of migration, a 'brain drain', and the loss of skilled professionals. Irregular migration into countries such as Botswana, Namibia and South Africa has also exposed Zimbabweans to xenophobic attacks.

Zimbabwe scores poorly on key international human rights indices and ranks 128 out of 140 countries on the 2022 World Justice Project Rule of Law Index's for protection of fundamental rights (32 out of 34 countries in the region) and 38 on the 2022 Ibrahim Index of African Governance (IIAG) indicator for human rights, with a score of 32.8.<sup>15</sup> The exclusive filing of cases using the integrated electronic case management system continues to marginalise the indigent, vulnerable and marginalised groups, and survivors of GBV, especially women and girls, who are already excluded because of the unmet legal demand, rural urban digital divide, lack of internet connectivity, data bundles, digital literacy, appropriate technological equipment and energy poverty. To promote legal education in the country, the Council for Legal Education and Law Society of Zimbabwe has accredited Law Schools at Africa University, Great Zimbabwe University, Midlands State University, University of Zimbabwe and Zimbabwe Ezekiel Guti University (ZEGU). However, state-funded academic institutions in Zimbabwe,

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<sup>12</sup> <https://www.undp.org/zimbabwe/blog/human-development-reverse-urgent-action-needed-secure-sustainable-future>

<sup>13</sup> UNDP HUMAN DEVELOPMENT REPORT 2021/2022. Uncertain times, unsettled lives shaping our future in a transforming world, pp 273 – 274. [https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf\\_1.pdf](https://hdr.undp.org/system/files/documents/global-report-document/hdr2021-22pdf_1.pdf) Accessed on 30/08/ 2023.

<sup>14</sup> <https://www.transparency.org/en/cpi/2022/index/zwe>

<sup>15</sup> <https://mo.ibrahim.foundation/iiag>

including RWI partners, receive limited funding, which leads to high staff turn-over linked to salaries and conditions of service.

The Constitution of Zimbabwe (Amendment No. 20 of 2013) is progressive in promoting gender equality and human rights principles. Zimbabwe fares relatively well in gender equality and ranks 38 on the IIAG indicator for gender equality 2022 (with a score of 65.4), while its position on the Global Gender Gap Index increased from 0.65 in 2008 to 0.73 in 2021 at an average annual rate of 1.34%. According to the Global Gender Gap Report (2023), Zimbabwe is ranked 45 and 8 at global and regional levels, respectively.<sup>16</sup> However, UN Women's Gender Profile of Zimbabwe (2021) indicates that, despite advancements in the law and policy, several challenges hamper the achievement of gender equality and economic empowerment.<sup>17</sup> Sexual- and gender-based violence (SGBV) levels also remain high. According to the World Health Organisation Global Status Report on Alcohol and Health (2018), the prevalence of gender-based violence in Zimbabwe was 35% in 2018.<sup>18</sup> Levels of violence against women and children were compounded by the COVID-19 pandemic, which led an increase in domestic violence and SGBV against children, women and the elderly (mainly women) at food distribution points in Zimbabwe.<sup>19</sup>

The Constitution provides for national, provincial and metropolitan, and local levels of government. Local authorities include urban and rural councils to bring Government and service delivery closer to the people and to promote access to human rights. However, there has been inadequate decentralisation and devolution of service delivery. Despite efforts to align legislation with the Constitution, gaps still remain in the domestication of the rights of sexual minorities and prisoners enshrined in international and regional legal instruments into the Constitution, comprehensive alignment of laws with the Constitution, as well as implementation and enforcement of these rights.

There is shrinking space for civil society in Zimbabwe, which is exemplified by increasing restrictions and limitations to the rights to freedom expression, peaceful assembly and freedom of association. For example, the Maintenance of Peace and Order Act (Chapter 11:23) repealed the Public Order and Security Act (Chapter 11:17) but still contains restrictive provisions that prevent the full enjoyment of human rights. The Criminal Law (Codification and Reform) Amendment Act of 2023 still contains an offence of 'wilfully injuring the sovereignty and national interest of Zimbabwe', which has been criticised for restricting freedom of expression in Zimbabwe. And the proposed Amendment Bill to the Private Voluntary Organisations Act (Chapter 17:05) is expected further restrict the work of CSOs.

## 2.2 THE RAOUL WALLENBERG INSTITUTE

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) is an independent academic institution, founded in 1984 and affiliated with Lund University in Sweden. Its mission is to contribute to a wider understanding of and respect for human rights and international humanitarian law. Since the early 1990s, it has been implementing a range of human rights capacity development programmes for institutions in around 45 developing countries, mainly with the support of the Swedish International Development Cooperation

<sup>16</sup> World Economic Forum (2023), Global Gender Gap Report, p 26.

<sup>17</sup> <https://africa.unwomen.org/en/digital-library/publications/2022/06/gender-profile-zimbabwe#view>

<sup>18</sup> Dr Leane Ramsoomar-Hariparsaad et al. Alcohol availability and Gender Based Violence (GBV) in Southern Africa: An evidence review, p 6. South African Medical Research Council (SAMRC), Southern African Alcohol Policy Alliance (SAAPA) and Ford Foundation.

<sup>19</sup> Civil Protection Unit (2019). Zimbabwe Rapid Impact and Needs Assessment (RINA). May 2019.

Agency (Sida), to strengthen structures, systems and mechanisms for the promotion and protection of human rights through:

- Multi-disciplinary research and analysis to create new knowledge on core human rights issues to support relevant policy processes, education and the practical application of human rights law.
- Implementation of and support to Human Rights in Higher Education, primarily in cooperation with academic institutions and human rights centres around the world
- Support and Advice, in the form of cooperation with organisations and institutions, including across sectors, to improve the practical application of human rights, through advice, professional training, curricula development, establishment of resource centers, exchange programmes, etc.
- Outreach, bringing together key stakeholders to share insights and information on human rights to build relationships and strengthen connections, including by means of roundtables, conferences and expert meetings.

RWI operates under four thematic and inter-connected priority areas: non-discrimination and inclusion; access to justice; human rights and business; and human rights and environment. In addition to a special focus on these areas, anti-corruption and gender perspectives form an integrated part of all the Institute's programmes.

## 2.3 THE ZIMBABWE HUMAN RIGHTS CAPACITY DEVELOPMENT PROGRAMME 2019-2023

RWI has been supporting democracy and human rights in Zimbabwe since 1992, when the law library at the University of Zimbabwe was included in the Institute's Sida-funded global literature acquisition project. Since then, and before the first phase of the current programme, RWI support to Zimbabwe included extensive cooperation in the human rights field with a broad number of stakeholders, including human rights training for police, the armed forces, the Inter-Ministerial Committee for Human Rights and Humanitarian law (support to development of state reports to international human rights treaty bodies), capacity development for and implementation of activities in cooperation with the Human Rights Trust of Southern Africa, and continued support with human rights documentation to the law library at the University of Zimbabwe. With Sida funding, RWI also awarded scholarships to Zimbabweans to participate in the Master of International Human Rights Law Programme, organised by RWI in cooperation with the Lund University Faculty of Law.<sup>20</sup>

The current **Zimbabwe Human Rights Capacity Development Programme 2019-2023** ('the programme') follows on from, and is essentially a second phase of, RWI's Human Rights Capacity Development for Zimbabwe Programme 2016-2018<sup>21</sup>, although expanded from the first 'phase'. Designed under the Strategy for Sweden's Development Cooperation with Zimbabwe 2017-2021, the programme is aligned with the current Strategy for Zimbabwe 2022-2026.<sup>22</sup> Funded exclusively by Sida, the programme was initially intended to run from 2019-2021 but was extended via two annual cost-extensions until December 2023, with a total of SEK 73 million provided over the five-year period. A Harare Office has been established,

<sup>20</sup> Ibid.

<sup>21</sup> The overall objective of the 2016-18 programme was to contribute to enhanced enjoyment of constitutional rights in Zimbabwe, through legislation, policies, practices and decision-making being increasingly informed by international human rights standards and principles.

<sup>22</sup> Both Strategies include human rights, democracy, rule of law and gender equality amongst the list of key objectives.

including the following staff (some of whom also work on implementing an EU grant to ZHRC):

- Director, Zimbabwe Programme and Harare Office (90% Sida, 10% EU).
- Programme Officer (100% Sida)  
Programme Officer (100% EU).
- Junior Programme Officer (50% Sida, 50% EU).
- Junior Programme Officer (100% Sida).
- Finance and Administration Officer (90% Sida, 10% EU).

### 2.3.1 Activities, outputs, outcomes and overall objective

The programme seeks to approach human rights development in Zimbabwe from a long-term perspective by strengthening the human resource base for change in a sustainable manner and contributing to the development and strengthening of neutral platforms for more effective and structured collaboration on strategic human rights reform issues, primarily between the programme's main stakeholders: academia, independent research centres, civil society organisations, national and local government institutions, independent Commissions, traditional leadership, and the media.<sup>23</sup>

The **key challenges and underlying causes** that the programme aims to address are:

1. The insufficient human resource base in human rights among duty-bearers and other key actors in society.
2. Limited resources (other than financial and capital) to ensure that strategic institutions are equipped to contribute to reforms and initiatives for the promotion and protection of human rights.
3. The lack of structured engagement between different sectors in society on relevant human rights reform issues.

According to its results framework and detailed theory of change, the programme has two **high-level strategies** to address these challenges:<sup>24</sup>

- Strengthen the capacities of the main stakeholders to promote, respect, protect and fulfil human rights within their respective mandates.
- Enhance the means and space for the main stakeholders to constructively engage with each other on key human rights reform issues.

Various **activities** are listed in the Revised Programme Proposal (dated 11 March 2019) that are intended to contribute to six **outputs**, as reflected in Table 1:

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<sup>23</sup> The table is based on the list of activities in the original programme document. Additional activities may have been included over the course of the programme that will be added to the list in the draft report.

<sup>24</sup> Although not formally structured this way in terms of the results framework, RWI annual reports often speak of two 'components' of the programme: the academic cooperation component (targeting universities), and the cross-sectoral and sectoral professional trainings component (targeting other relevant institutions and organisations).

**Table 1: Programme outputs and main activities**

Outputs and Activities	
Outputs	Activities include ...
1. Increased knowledge and skills among partner academic institutions to design, deliver and administer high quality human rights education, including on human rights of women and gender equality.	Training for human rights teachers, roundtables on clinical legal education, support for human rights course and programme development, development of learning and teaching materials and tools, and study visits to other universities and participation in international and regional conferences.
2. Increased opportunities among Zimbabweans to study human rights at academic institutions.	Provision of scholarships and participation at the Winter School on Human Rights.
3. Increased volume of human rights material in Zimbabwe, including human rights of women and gender equality, and in terms of web-based solutions and literature in libraries	Provision of literature, documents and e-resources, and training for librarians.
4. Improved knowledge on human rights research methodologies, as well as increased opportunities to exchange information, experiences, and best practices, and engage in (joint) research, for Zimbabwean researchers, (including in the area of human rights of women and gender equality.	Identification of priorities, research grants to researchers, training on human rights research and research methodology, supervision and mentoring, publication and dissemination of research, and an annual national research symposium.
5. Increased knowledge and skills among participants on key human rights issues, including on gender equality and vulnerable groups, and how to apply standards in their respective fields of operation.	Activities for Outputs 5 and 6 are combined somewhat in the Programme Proposal (and subsequent results frameworks) into cross-sectoral professional training programmes, study tours to Sweden, discussion and dialogue, as well as sectoral training programmes to ZHRC, ZACC, ZPCS and ZGC.
6. Increased interaction on human rights issues between representatives of main stakeholders.	

Outputs are expected to lead to five **intermediate outcomes** (with some outputs contributing to more than one outcome):

1. Human rights teaching and learning of high quality increasingly institutionalised at partner academic institutions.
2. Increased pool of human rights graduates / experts.
3. Increased availability and accessibility of human rights research products for public policy dialogue, advocacy etc.
4. Concrete initiatives, including joint and replicable pilot projects, relating to human rights reform issues implemented at targeted representatives' institutions.
5. A neutral platform, facilitating cooperation between the main stakeholders around human rights priorities in place.

Contributions to the intermediate outcomes are then expected to contribute to two **programme outcomes**:

1. Targeted institutions better equipped to contribute to reforms and related initiatives for the promotion and protection of human rights.
2. Increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues.

Recognising that multiple factors beyond the scope of any programme are at play at the impact level, the **impact statement** to which the Programme might realistically be expected to contribute is included in the results framework: More informed and inclusive human rights reform programmes contributing to legislation, policies, practices and decision-making



informed by international human rights standards and principles, as reflected in the Zimbabwean Constitution. Contributions at the impact level are then expected to contribute to the **overall objective**: To contribute to enhanced enjoyment of constitutional rights in Zimbabwe.

### 2.3.2 Theory of change

The theory of change in the programme proposal (as illustrated in the diagrammatic version attached as Annex 2) is:

Cooperation under the proposed strategies and in the identified areas would *contribute* to the participating institutions being better equipped and able to contribute to reforms and related initiatives for the promotion and protection of human rights and to an increased structured dialogue as well as joint initiatives between main stakeholders on key human rights issues. This would in turn *lead to* more inclusive human rights reform programmes contributing to legislation, policies, practices and decision-making being increasingly aligned with international standards and principles, as reflected in the Zimbabwean Constitution. This *connects back to and supports* the overall objective, which is enhanced enjoyment of constitutional rights in Zimbabwe.

The theory is based on four **general assumptions**:

- There is continued political support and momentum for aligning laws, policies, practices and decision-making with constitutional human rights commitments.
- There is sufficient political stability allowing for the different components of the Programme to be implemented.
- Funding is made available to academic institutions for maintaining and developing education and research in international human rights law.
- Partner and beneficiary institutions continue to express commitment to the implementation of the Programme and its different components.

The degree to which these assumptions have held true during implementation is assessed in Section 3.2 below.

# 3 Findings

## 3.1 RELEVANCE

The following questions were included in the inception report related to relevance:

Evaluation Questions – Relevance	
1.	Has the selection of partners been relevant to the programme objectives and planned results?
2.	Are the programme’s results relevant to the needs and situation of the intended beneficiaries as well as programme partners?
3.	To what extent has the programme been able to adapt to changes in the context, including but not only those occasioned by COVID-19, and remain relevant over time? <sup>25</sup>

### 3.1.1 Relevance of partners to objectives and to the needs of beneficiaries and partners

The programme was aligned with the five-year Strategy for Sweden's Development Cooperation with Zimbabwe (2017-2021) at design stage, which included democracy, human rights, rule of law and gender equality amongst its result areas. Importantly, it was also aligned with Zimbabwean national objectives as set out in the Constitution and main international and regional human rights instruments that Zimbabwe is party to; and in Zimbabwe’s commitment during the 2016 Universal Periodic Review to upholding human rights and fundamental freedoms and fulfilling its international human rights obligations.<sup>26</sup> The first phase of the programme that started in 2016 also followed relatively soon after the adoption of the new Constitution in 2013, when understanding of human rights in the context of the Constitution was reported by those consulted to have been very limited. The design of that phase had also included significant consultations by RWI with all relevant stakeholders, including government, academia, civil society, and independent Commissions established by the Constitution<sup>27</sup>.

The programme views respect for and protection of human rights as a long-term process and aims to address this by ensuring that future lawyers, magistrates, judges, prosecutors, and decision-makers in key ministries, departments, local authorities and elsewhere are imbued with a culture of human rights during their studies. The programme is based on the previous phase (2016-2018), albeit with additional components and partners, and incorporates lessons learned during phase 1 and in-depth understanding of the context gained during many years of

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<sup>25</sup> This question was not included in the ToR but was added in the inception report to allow for a consideration of relevance over time.

<sup>26</sup> ‘Supporting Human Rights in Zimbabwe through the UPR Process’, UNDP, 2 December 2016, as quoted in the Revised Programme Proposal, 2019, page 4.

<sup>27</sup> The Constitution establishes various Commissions. Chapter 12 ‘Independent Commissions Supporting Democracy’ include, amongst others, ZHRC and ZGC. ZACC is established under a different Chapter – Chapter 13 ‘Institutions to Combat Corruption and Crime’. Although some might argue that ZACC was not intended to be an ‘independent’ commission, since it is not included in Chapter 12, the term ‘independent Commissions’ is widely used in RWI documents and reports and is used in this report in the interest of brevity.



RWI engagement with Zimbabwe. Existing and potential new partners were consulted during the process of finalising the programme proposal to determine their needs, and all partners consulted during the evaluation confirmed the support provided to them was relevant to their needs.

The inclusion of both state and private universities in the programme is linked to the vision and clearly relevant to its intended outcomes and objectives. As stated in the internal follow-up to the Mid-Term Review of the RWI Programme in Zimbabwe 2019-2022, with which the current evaluation team concurs:

‘Cooperation with academic institutions is highly relevant as it contributes to new generations of human rights graduates who will be driving the transformation towards rule of law in Zimbabwe’ and ‘without strengthening the human rights capacity of the academic institutions (law schools) both the supply of human rights trained lawyers and the human rights capacity of the state institutions are undermined and weakened. The partnerships with the academic institutions are therefore key and carry a highly innovative dimension in terms of used human rights methodologies.’<sup>28</sup>

Similarly, Commissions such as ZHRC, ZGC and ZACC are key roleplayers in the protection and promotion of human rights, given the intersectionality between human rights, gender equality and corruption. Their inclusion at the start of the programme – either as ‘pilot projects’ and/or as ‘indirect’ partners through support to research and inclusion in Professional Training Programmes - was clearly relevant to the programmes objectives and intended results. Professional Training Programmes (PTP) and support to research also aimed to reach a wide range of key institutions in human rights promotion and protection – including local authorities, universities other than the programme’s partner academic institutions, traditional leaders, civil society organisations (CSOs), independent research institutions and government ministries – to enhance dialogue and joint initiatives between stakeholders. All of these are relevant partners given the programmes objectives and outcomes.

#### Note: European Union support to ZHRC

In addition to the support to ZHRC under the Sida-funded programme, RWI is also the recipient of a three-year EU grant to support ZHRC. The grant is for EUR 1.5m and has the overall objective of increased enjoyment of constitutional rights in Zimbabwe. The specific objective of the grant is the ‘strengthened capacity of the Zimbabwean Human Rights Commission to carry out its mandate to promote and protect human rights in Zimbabwe, particularly through access to national documentation, a human rights-based electoral process and good governance in the conduct of state affairs’, and particularly to:

- Support ZHRC in strengthening its visibility and trust among key stakeholders in Zimbabwe; and
- Support ZHRC to carry out its mandate and function in the implementation of specific activities in relation to identified targeted areas.

The expected outcomes are:

1. Increased access to national documentation among communities experiencing challenges, through the implementation by relevant stakeholders of ZHRC National Inquiry recommendations.
2. Government agencies increasingly comply with human rights obligations related to the electoral process, including through improved redress mechanisms for electoral-related human rights and administrative justice violations.
3. Strengthened **Public Protector function** of the Zimbabwe Human Rights Commission.

<sup>28</sup> Pages 38-39.

**Note: European Union support to ZHRC**

Although coherence was not included in the list of evaluation criteria for the current evaluation, the support under the EU grant was reported to complement Sida's support (via RWI) by members of the Commission and RWI senior staff.

As further described under Section 3.2.2 below, support to ZPCS was included as a pilot project in the RWI programme proposal based on a request from ZPCS following its inclusion in cross-sectoral PTPs and after agreement by the Embassy.<sup>29</sup> Prisoners are amongst the most vulnerable groups when it comes to human rights violations and RWI has prior international experience in providing support to prisons elsewhere, including Indonesia and Kenya. The inclusion of ZPCS contributes to **programme outcome 1** (in that ZPCS is better equipped to contribute to reforms) and **programme outcome 2** (to establish platforms to foster structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues) in that it brought ZPCS closer into the human rights fold and opened pathways for dialogue between ZPCS, ZHRC, academics and others on protection of the rights of prisoners. And it also has the potential to contribute to the **overall objective**: enhanced enjoyment of constitutional rights in Zimbabwe. ZPCS is thus relevant from that perspective. But the specific inclusion of only one actor in the criminal justice system is slightly incongruous given the primary focus on academic institutions, research, independent Commissions and platforms and networks when the programme is seen as a whole. ZPCS are key roleplayers of course when it comes to prisoners' rights, but prisoners' rights can also be addressed in different ways that would appear more relevant when other RWI partner institutions are taken into account: such as support to ZHRC, which has a constitutional mandate to conduct prison visits<sup>30</sup>, and support to law clinics and others to provide paralegal advice and assistance to prisoners and their families.

**3.1.2 Relevance over time**

The programme remained aligned with the Strategy for Sweden's Development Cooperation with Zimbabwe (2022-2026) during implementation, which, like the previous Strategy, included democracy, human rights, rule of law and gender equality amongst its result areas. The only major shift in the Zimbabwe policy environment was the adoption of the National Development Strategy 1 (2021-2025), with which the programme is aligned.<sup>31</sup>

At least partly as a result of growing interest as participants in PTPs and as research grant recipients, memoranda of understanding (MoUs) were entered into with new 'direct' partners during implementation. These included the following key actors in human rights and human rights education: ZACC (MoU dated December 2020), University of Zimbabwe (MoU dated April 2018), ZEGU (MoU dated December 2018), ZHRC (MoU dated July 2019 and based on piloted activities introduced in 2018), and ZPCS (MoU signed on 4 July 2019). An MoU with ZGC is also currently being negotiated, although capacity development or similar support will most probably only take place under any potential future phase.

<sup>29</sup> According to RWI, the Embassy encouraged RWI to use the PTPs to identify possible additional cooperation partners. Once the request was received, RWI assessed the relevance, partner commitment and RWI's added value in relation to capacity to deliver and what was already being done, before seeking approval by the Embassy to include the partner.

<sup>30</sup> Article 243 (1) (k) (i).

<sup>31</sup> The National Development Strategy 1 is aimed at realising the country's Vision 2030 and includes Promoting Good Governance and Corporate Social investment as one of its seven objectives.

The range of stakeholders reached by research grants, roundtables, and during professional training programmes (PTPs) and other activities such as roundtable discussions (amongst others) also increased during implementation – all of which were relevant to the programme’s objectives. PTP topics have been adapted and changed over time to include issues such as the impact of climate change, the human rights implications of devolution and the role of local authorities in delivery of socio-economic rights, as well as intersectionality when it comes to gender equality (for example, Human Rights of Women in the Context of Climate Change and Displacement). Action plans produced at the end of PTPs also introduce new ‘mini-projects’ that respond to issues not included in RWI planning, and which helps to contribute to relevance.

The inclusion of participants from a wide range of backgrounds and institutions in cross-sectoral PTPs was also regarded to be relevant during interviews with partner institutions and roundtables with PTP participants. Experience exchange tours to Sweden as part of cross-sectoral PTPs (when possible given COVID-19 restrictions) expose participants to ‘best practice’ in human rights protection and promotion, which was regarded by participants as highly relevant (many referred to it as ‘eye opening’). And the inclusion of Swedish students in Winter and later Summer Schools was also reported by partner universities to have been relevant to Zimbabwean and Swedish students alike. Members of ZPCS who had visited prisons in Sweden during PTPs and participated in the study tours to Kenya in 2022 and Sweden in 2023 (together with ZHRC, ZACC and ZGC), also rated these activities as relevant in exposing them to what could be achieved in highly developed and developing countries.<sup>32</sup>

Needs of partner institutions obviously change over time. For example, while support to basic human rights curriculum development is important at the start of a programme such as this, new needs emerge once the curriculum is in place. RWI were mindful of that and consulted partners institutions each year, as part of the annual workplanning process, to identify what the current needs of partners and to identify how the programme might be adapted to meet these. And all partner institutions consulted confirmed that the programme had adapted to their changing needs. A good example of such adaptation is increased focus on clinical legal education as a teaching method to enhance practical skills of students, including through their participation in university-based law clinics, rather than more general human rights training and curriculum development. And by leaving it (largely) to researchers to identify what human rights-related research they wished to conduct, the programme was able to adapt and respond to the needs of researchers, even though that has meant some new and emerging issues (such as the impact of artificial intelligence on human rights) or ‘sensitive’, relevant issues such as freedom of expression and association, have not received any research attention.<sup>33</sup>

The biggest changes in context during the evaluation were those occasioned by COVID-19. The programme responded adequately to these, moving some courses and consultations online<sup>34</sup> to deal with travel restrictions and restrictions on gatherings, moving PTPs online, and redirecting funds for PTP study tours to Sweden to other activities. Support was provided to ZHRC to organise a multi-stakeholder roundtable on Human Rights and Emergencies within

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<sup>32</sup> As a result of these, ZPCS identified the need for a human rights desk and to disseminate information in indigenous languages to newly admitted inmates on rules and procedures during the visit to Kenya, and the need to assess individual prisoner’s needs and risks during the trips to both Kenya and Sweden.

<sup>33</sup> A list of all of the research supported under the programme, some of which included calls for applications on specific issues such as the impact of COVID-19 on human rights, is included as Annex 6.

<sup>34</sup> For example, the 2020 Winter School was held online during 2020 (online lectures as well as live webinars and online forum discussions).

the context of the pandemic, and research grants were provided to research into the human rights and gender equality implications of the social, political, economic and legal responses to the pandemic. COVID-19 also exacerbated levels of poverty and limits access to justice – which is at least partly addressed by the increased focus on clinical legal education and support to university-based law clinics. Fortuitously, COVID-19 also proved to be a catalyst towards the development of the law clinic manual since people were forced to work online and thus had more time to focus on it.

As illustrated in Chapter 2, Zimbabwe has seen declining levels of respect for human rights over the years, particularly but not only when it came to COVID-19 restrictions and related to the 2023 Harmonised Elections. But while the pandemic and elections caused delays during implementation, they did not affect the relevance of the programme: instead, they enhanced it. As a result, the programme has adapted to changing needs and external stresses and has managed to remain relevant over time despite the challenges it faced.

## 3.2 EFFECTIVENESS

The following questions on effectiveness were included in the inception report:

Evaluation Questions – Coherence	
4.	To what extent has the programme achieved its expected results at output and outcome levels (with emphases on the results at outcome level)?
5.	Have there been any unexpected results, either positive or negative, and what have been the factors behind these?
6.	Which factors contributed to the achievement of positive results, and which affected non-achievement of results?

### 3.2.1 Outputs

As detailed in annual reports and confirmed during interviews and discussions, most outputs were delivered despite delays occasioned by COVID-19 and the build-up to the 2023 Harmonised Election (although some activities delayed during the first half of 2023 continue to be implemented, with outputs still to be achieved). A summary of the main outputs is included as Annex 7.

### 3.2.2 Intermediate outcome level (IO)

Annual reports include a strong focus on outcomes – a rarity in most programme reporting and for which RWI is commended. Based on these, interviews, and roundtable discussions, progress towards outcomes is noted in all areas, albeit to varying degrees.

#### **Intermediate outcome 1: Human rights teaching and learning of high quality increasingly institutionalised at partner academic institutions.**

As mentioned in Section 3.1, while training of teachers and development and design of courses continues in the context of teaching methodology workshops in preparation for the winter school, development and design of online courses offered by partners, the focus on clinical legal education (CLE) as a teaching and practical learning method has increased under the current programme. Lecturers at partner universities have been supported to attend international and regional conferences and workshops on CLE participatory teaching and learning methodologies.<sup>35</sup> Support has also been provided by a regional expert on law clinics

<sup>35</sup> The Global Alliance for Justice Education Conference in South Africa and the Hybrid Street Law Workshop, held as part of the annual CLE workshop in Harare.

at the University of Witwatersrand in South Africa, and law clinicians participated in a study tour to South Africa to experience how these are organised and run. Staff of Zimbabwean academic partners also contributed to the development of a law clinic manual that is used both in running the clinics and during CLE courses. Deans of Law Faculties and law clinic staff consulted during the evaluation all confirmed that CLE is fully institutionalised into their university curricula, participation at clinics is increasingly mandatory for those in their final year of study, and that training and other support to CLE and support to teaching human rights have contributed to enhanced human rights teaching and learning at academic partner institutions. Winter (and more recently, Summer) Schools have also been institutionalised, with RWI contributing to the development of resources online. Partner academic institutions noted an increase in interest in human rights courses offered by the universities, and the programme was reported to have contributed to the recently established Law Faculty at Africa University.<sup>36</sup>

Although access to justice is not listed as an outcome of the programme and the focus on CLE and university-based law clinics is primarily intended to provide practical experience and learning for law students, law clinics provide legal advice and assistance under the supervision of academic staff and legal practitioners admitted by the High Court of Zimbabwe. Clinics are increasingly conducting outreach activities to raise awareness, provide basic legal education, and provide access to justice for the poor in neighbouring communities (although none currently keep accurate records of numbers reached that are shared with RWI or included in annual reports). Law clinics have all been certified as compliant with Law Society of Zimbabwe's requirements and have, with RWI support, developed the necessary registers, client files, client intake statements etc. required by the Society. Drawing on input from a well-known South African Street Law pioneer, most of the law clinics consulted are, or are considering, incorporating Street Law into their ongoing and future outreach activities.<sup>37</sup> Such approaches will be invaluable if current Sida support to civil society organisations (CSOs) providing human rights and basic legal education and awareness (such as Legal Resources Foundation) is reduced following the anticipated reduction in Sida's support to Zimbabwe. The programme also supported the establishment of the Zimbabwean University-Based Law Clinics Association (ZULCA) in 2022 to coordinate support and speak as one voice. As a result, although nascent, ZULCA has been able to secure an MoU with ZPCS to allow law clinics to visit prisons and provide paralegal services, advice and assistance to prisoners, and to negotiate subsidised practice certificates with the Law Society for legal practitioners at law clinics.<sup>38</sup>

To further enhance capacity of teachers and students within partner academic institutions (as well as to contribute to other intermediate outcomes listed below), RWI has provided numerous human rights materials (electronic and hard copies) to university libraries as well as to the ZHRC and ZPCS resource centres.<sup>39</sup> Based on the on-site visits to three universities during the

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<sup>36</sup> Prior to the establishment of the Law Faculty in 2022, RWI support targeted the university's multi-disciplinary Master's Degree Programme in Peace and Development that linked human rights and development.

<sup>37</sup> 'Street Law' originated in disadvantaged communities in Washington DC and refers to basic education and awareness on the law that applies to people's daily lives. It is usually provided by law students at universities.

<sup>38</sup> Few clinics consulted reported undertaking prison visits as yet, and ZPCS senior staff consulted were not aware of the agreement with ZULCA, although they noted it was recently adopted and might only be being used at individual prison level. Although the 2022 Annual Report notes that the Great Zimbabwe University law clinic conducted seven prison visits in Masvingo during the year (page 4), other clinics consulted were still in the process of organising visits.

<sup>39</sup> Although usually reported by RWI under intermediate outcome 2 (increased pool of human rights graduates / experts), support to libraries is one of the 'cross-cutting' outputs that contributes to various intermediate outcomes (1, 2 and 3).



on-site mission, Law Faculty libraries are well-resourced and used by students (although one visit coincided with a period when students were not yet on campus). Librarians have also benefitted from training on human rights (most if not all are already highly trained and experienced librarians, but not all have experience in law libraries or with human rights) and on using electronic resources.

It is noted though that, while PTPs have led to faculties other than law faculties introducing human rights and gender equality into their courses and Deans and staff of partner universities reported that some law courses have incorporated human rights, human rights is still taught mainly as a ‘stand-alone’ subject. Levels of mainstreaming of human rights and gender equality into all law subjects and courses in other faculties where such issues are relevant (such as town planning) remain relatively low.

### **Intermediate outcome 2: Increased pool of human rights graduates / experts.**

According to annual reports<sup>40</sup>, RWI interpret the term ‘graduates / experts’ broadly to include graduates from academic programmes, but also knowledge gained by practitioners, including participants from cross sectoral PTPs and from cooperation with ZHRC, ZACC and ZPCS.

RWI implements two types of PTPs. The first, **cross-sectoral PTPs** include relevant topics to the context in Zimbabwe, including devolution processes and the impact of climate change on human rights and gender equality, and target a range of participants from academia, civil society, and state institutions. Participants are drawn from a mix of government departments, universities, civil society and elsewhere for each PTP and are provided with training and opportunities for learning and sharing with each other, including during a two-week tour to Sweden (COVID-19 restrictions permitting). As part of the process, they are required to develop and implement action plans to put their learning into practice. Cross-sectoral PTPs were highly rated during two roundtables with previous participants. They were reported to raise awareness and understanding of human rights amongst government officials (who would otherwise not be exposed to such learning) and create strong and enduring informal networks amongst participants – many of whom reported having remained in contact with others a few years after the end of the PTP. All of those consulted expressed a significant increase in their knowledge and understanding of human rights, particularly as it relates to their focus areas and/or institutions and organisations.

In addition to the cross-sectoral PTPs, RWI also provides **sectoral PTPs** for four key partners under the programme (ZHRC, ZPCS, ZACC and, since October 2023, ZGC) all of whose members have also attended cross-sectoral PTPs. In addition to other support (such as for convening roundtable discussions), training has been provided to both Commissioners and staff of ZHRC, and ZHRC have been assisted to develop an induction programme for new Commissioners and staff, which ZHRC staff reported had increased capacity in the Commission. Training decreased though from 2022 as RWI shifted focus to activities to increase ZHRC’s leading role in human rights promotion and protection and to increase the Commission’s visibility.<sup>41</sup>

Following the request from ZPCS to be included in the programme<sup>42</sup>, a pilot capacity development activity was undertaken in 2019, targeting senior managers and based on the so-

<sup>40</sup> See for example, the 2020 Annual Report (page 5).

<sup>41</sup> 2022 Annual Report, page 19.

<sup>42</sup> See the Revised Programme Proposal, 2019, page 25.

called ‘Mandela Rules’<sup>43</sup>. Based on high levels of buy-in and interest from the highest echelons of ZPCS, the ‘pilot project’ has grown significantly over the duration of the programme to include further training, training of trainers, a study tour to Kenya, and the formal inclusion of human rights training in the curriculum for new recruits developed with RWI support. ZPCS participants at PTPs have also visited prisons in Sweden during study tours, and senior members of ZPCS took part in the 2022 study tour to Kenya and were included in the 2023 study tour to Sweden for ZPCS, ZHRC, ZGC and ZACC. An indirect contribution to the new Prisons and Correctional Service Act<sup>44</sup> was reported by ZPCS, as dealt with further under Section 3.2.3 below, and RWI support to the establishment of ZULCA has led to an MoU between ZULCA and ZPCS to allow for law clinics to conduct prison visits.<sup>45</sup> ZACC is also attempting to mainstream the linkages between corruption and human rights in training of all new officers.

Results from the support to ZPCS are starting to be seen: an Inspections Department has been established to conduct prison audits (although staff have yet to be trained on international standards or prison audits)<sup>46</sup>, trainers have been trained<sup>47</sup>, the human rights curriculum has been adopted, levels of ownership and interest on the part of senior management of ZPCS are high, and the potential for future outcomes and results has been built. Opportunities also exist for further compliance with international standards during the process to develop regulations to the new Act as well as through development of internal systems and procedures. However, prison reform is a lengthy process though and takes considerable time and effort before noticeable changes in prison conditions and the protection of the rights of prisoners are evident. Although RWI have staff at headquarter level focused on access to justice and experience in other countries, prisoners’ rights are more commonly addressed under access to justice programmes rather than those focused primarily on capacity building of academic institutions and researchers and platforms for dialogue between stakeholders.

#### A note on ‘coherence’

Although the evaluation was not required to consider the OECD/DAC ‘coherence’ evaluation question, it was noted during consultations that support to ZPCS was included under the EU’s Support to the Rule of Law and Access to Justice for All Programme that is expected to end in December 2023. Although such support was undermined when the service contract under which it fell was not finalised and it remains unclear whether a future phase of the programme will be implemented and/or

<sup>43</sup> The United Nations Standard Minimum Rules for the Treatment of Prisoners were first adopted in 1957, and were revised and adopted as the Nelson Mandela Rules in 2015.

<sup>44</sup> Act 9 of 2023

<sup>45</sup> Linkages between ZHRC and ZPCS are also noted, including training provided by ZHRC staff during induction training of new recruits. But this falls outside the direct support provided by RWI and is one of ZHRC’s ordinary activities under its mandate, supported in part by GIZ.

<sup>46</sup> According to RWI, discussions are also taking place between RWI and ZPCS on establishing a ‘Compliance Section’ to address inspections against international prison standards. This will be discussed further at a workshop from 4-7 December 2023, looking at the mandate and functions of similar entities in other countries and a potential human rights officer function. In discussion with ZPCS, it was stated that the Compliance Section and Inspections Department are one and the same, but it is too soon to determine the outcome of the meeting given the date of the final report.

<sup>47</sup> RWI has also addressed some of the challenges related to the training of trainers / cascade approach by developing low cost / no cost training methodologies that get around a common problem: that there is limited budget within institutions to roll out training once trainers are trained. ZPCS also reported that heads of prisons are willing to allow staff members to attend three- to five-day training activities, especially if they were required to do so by headquarters. But this was not borne out by discussions with the external consultant, who reported that, in some cases, heads of prisons only allowed officers to attend short (approximately 30 minute) presentations on human rights.

**A note on ‘coherence’**

whether ZPCS would be included under it<sup>48</sup>, GIZ are indirectly supporting prisons through their support to ZHRC, including prison monitoring, mobile clinics in prisons to raise awareness of prisoners’ rights and what to do when these are violated, and ZHRC training of prison staff (although not on international prison standards). The current GIZ programme also includes support to ZACC, including in the areas of investigations, asset recovery and applications for mutual legal assistance, knowledge management, and library resources, which complements and does not overlap with the current RWI support to ZACC.

UNDP also reported that they continue to support capacity building for ZHRC to improve access to its services. Although such support was reported by UNDP and GIZ to complement that provided by RWI and UNDP and RWI share information, it was noted that RWI do not coordinate or meet with GIZ. Given that the budget for the RWI programme is almost certain to be reduced and some areas of support may need to be cut, discussions with the EU and GIZ as to what their future support may include may help Sida and RWI to decide whether to include ZPCS under any future phase of the programme or whether to leave it to others to build on what RWI has achieved and started.

Support to university law libraries and resource centres for ZHRC and ZPCS mentioned under intermediate outcome 1 above has also contributed to this outcome. And research academies for participants in PhD programmes at academic partner institutions and practitioners in government institutions, CSOs and independent Commissions, research symposia, and moot courts in cooperation with others were also reported in annual reports and interviews with Deans of Law Faculties to have contributed to this outcome.<sup>49</sup> So too have scholarships and laptops provided to students to complete their studies and potentially contribute to programme outcomes during their future careers.

When seen from that perspective, contribution to intermediate outcome 2 is noted given the number of students, practitioners and others reached via PTPs and research grants. However, although the evaluation was not specifically required to consider the RWI monitoring and evaluation (M&E) system and data on how many students have participated in human rights courses and how many have graduated is monitored, what they have done with the training is not systematically tracked. Some Deans noted that former students had gone on to work in human rights related fields<sup>50</sup>, and Africa University is implementing a tracer study to follow up on students who graduated three years ago, but similar processes were not reported during consultations with other partner universities.

What participants do with the training they receive during PTPs once they return to their relevant organisations and institutions is tracked to some extent during PTP Alumni Network meetings that started in 2020 and are held once or twice a year. But while annual reports since 2020 include examples of what PTP participants have done with their new knowledge<sup>51</sup>, some of which was confirmed by relevant participants during PTP roundtable discussions, a system is not yet in place yet to follow up with all participants. Attempts by RWI to obtain information

<sup>48</sup> The design of a new EU programme appeared to be on the cards in early 2022 but the team has not been able to reach the relevant programme manager and indications by the EU during the evaluation were that EU support to Zimbabwe is being reconsidered in Brussels given challenges encountered during the 2023 elections.

<sup>49</sup> Transparency International and the International Committee of the Red Cross.

<sup>50</sup> For example, five previous students of Great Zimbabwe University were reported to have recently joined the local, recently established, ZHRC office.

<sup>51</sup> See for example the 2021 Annual Report (pages 10-12) and the 2022 Annual Report (pages 13-15), where examples are provided by PTP alumni attending the meeting as to what they had done within their organisations and training provided to others based on their experiences and learning during the PTP they attended.



from the institutions themselves was reported by RWI to have been difficult since many did not respond.<sup>52</sup>

**Intermediate outcome 3: Increased availability and accessibility of human rights research products for public policy dialogue, advocacy etc.**

Support to research capacity within universities and independent research institutes, and research conducted by PTP participants as part of their action plans, is a vital component of raising knowledge and understanding of human rights issues amongst policy- and decision-makers and is also invaluable to teachers and learners at academic partners. The two main products developed under the programme, written by researchers and academics at partner academic institutions, are the human rights anthologies: ‘Second edition of Selected Aspects of the 2013 Zimbabwean Constitution and the Declaration of Rights’ and ‘The Judiciary and the Zimbabwean Constitution’. Both have been published and distributed to increase the availability and accessibility of human rights research for human rights education, future research, public policy dialogue, and as reference tools for independent Commissions, ministries, justice sector institutions, and CSOs. Both were reported by academic partners and staff of Commissions to be valuable additions to the human rights discourse given the paucity of human rights texts in the country.<sup>53</sup> And while it is not possible to verify given the constraints faced by the evaluation, anecdotal evidence was provided that the anthologies are being used by Courts and mentioned in judgments.

To increase the capacity of researchers and the quality of human rights-related research they produce, RWI holds an annual research symposium on various topics and support research academics for junior practitioners and academics from partner universities, other universities, independent research institutions, and members of faculties other than Law Faculties, as well as online mentoring throughout the research process. The symposia and academies help to bring together researchers from across disciplines and institutions and create a platform for participants to exchange information and best practices in human rights, learn from and share with each other, and to peer-review research presented at various stages of the process.<sup>54</sup>

As illustrated by the list of research supported under the programme in Annex 6, RWI have contributed to a significant increase in available research on a broad range of human rights-related topics. Although some delays were reported as a result of COVID-19 and researchers not adhering to deadlines, all research has been finalised and published on various platforms.<sup>55</sup> Researchers are free to choose their research topics to some extent, and ‘new’ topics such as

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<sup>52</sup> It is noted that the limited time and budget for the evaluation did not allow for institutions other than key RWI partners to be consulted.

<sup>53</sup> According to the 2020 Annual Report, the publications have been distributed widely to academic institutions in Zimbabwe; lower and superior courts through the Judicial Service Commission; Parliament of Zimbabwe; National Prosecuting Authority; independent Commissions, ZPCS, and CSOs. While academic institutions, Commissions and ZPCS rated these highly, it was not possible to consult with representatives of the Judicial Service Commission, Parliament of Zimbabwe, National Prosecuting Authority and CSOs given budgetary limitations, and it is not possible to say how widely these are used by these stakeholders (although anecdotal evidence was provided as to their use by the courts).

<sup>54</sup> The academy is split into two parts: the first for practitioners, CSOs, Commissions and Government departments; and the second for PhD students.

<sup>55</sup> Including in written publications and in open access format on the Zimbabwe Legal Information Institute website.

business and human rights<sup>56</sup>, climate and gender, devolution and human rights are covered, but ‘sensitive’ issues in the context (such as freedom of expression and association) and newer challenges (such as the impact of artificial intelligence on human rights) have not yet been included.

More recently, training and support has been provided to researchers to develop policy briefs for policy- and decision-makers. Questions were raised by researchers and others during the evaluation as to what becomes of these briefs, whether they reach decision-makers, and whether RWI does anything to publicise or disseminate the briefs. RWI responded that, while it supports the development of research and policy briefs and helps to publish these online and in publications developed under the programme, the research and briefs are owned by researchers and their organisations to use the briefs in their own advocacy work and/or that of their organisations. However, the research is funded by Sida and (based on comments during the roundtable with researchers) researchers are unlikely to object to the briefs being brought to a wider audience, including decisionmakers and policymakers. While research papers are shared with the Embassy, RWI does not share the policy briefs directly with it even though they have the potential to inform the Embassy’s dialogue with government.

As noted above, support to university libraries and Commissions also contribute to the research outcome by ensuring resources are available to researchers and practitioners alike.

**Intermediate outcome 4: Concrete initiatives, including joint and replicable pilot projects, relating to human rights reform issues implemented at targeted representatives’ institutions.**

Intermediate outcome 4 is largely implemented via action plans developed as part of the cross-sectoral PTPs (and funded in the amount of USD 500 for implementation). Although some of the earlier action plans developed by participants were reportedly over-ambitious given the timeframe for implementation and budget<sup>57</sup>, RWI have encouraged participants to develop more realistic plans in subsequent PTPs and to develop joint plans / pilot projects to provide opportunities for collaboration and cooperation, for learning and sharing amongst members of different institutions, and to maximise the available funds. Good examples of this (amongst others) reported during roundtable discussions with relevant PTP participants (and in annual reports) were:

- A joint project implemented by participants from ZHRC, ZGC and the Zimbabwe Land Commission in 2021 to raise awareness of on the rights of women to access agricultural land post-Cyclone Idai. According to the 2021 annual report, at least 50 women from the camps visited had approached the relevant Ministry to apply for land as a result of the engagement.
- A collaboration between participants from University of Zimbabwe, Women’s University in Africa, and Southern and Eastern African Regional Center for Women’s Law at University of Zimbabwe in 2021 that led to revised curricula at University of Zimbabwe and new modules on Women’s Law at undergraduate level; an optional module on Women

<sup>56</sup> Business and human rights, particularly in relation to small scale traders and workers and communities affected by extractive industries, was mentioned in numerous discussions as an area where more work might be required. It was also noted in the 2022 annual report (page 10) that RWI had supported ZHRC to host a roundtable discussion on human rights based on the number of complaints it receives directly or indirectly relate to businesses’ impact on human rights, such as forced evictions, environmental degradation and pollution.

<sup>57</sup> One example reported during roundtable discussions was a plan by the participant from Centre for Applied Legal Research to develop a guide on gender-responsive legislative drafting.

Land Environmental Resources and the Law; and an optional module on Water Resources Management Law under the newly introduced LLM degree on Land Natural Resources Law at University of Zimbabwe.

- A joint action plan implemented by representatives from the Mutare City Council and the Bulawayo City Council following the PTP on the Human Rights of Persons with Disabilities, started in 2021 but only concluded in 2022 because of COVID-19 lockdowns. According to the participant at the roundtable, this led to the development and adoption of a Disability Policy for the Mutare City Council.<sup>58</sup>

The extent to which piloted projects are replicable or replicated is difficult to determine though: examples of replication were provided during roundtable discussions with PTP participants<sup>59</sup> and during PTP Alumni meetings. But other than meetings of alumni, there is no systematic tracking of whether activities are replicated, and not all participants, organisations and institutions are able to secure funds to replicate their work or the work of others.

#### **Intermediate outcome 5: A neutral platform, facilitating cooperation between the main stakeholders around human rights priorities in place.**

Although no physical platform, joint committee or working group has been created for all stakeholders, which would be difficult in a context where levels of mistrust between state and non-state actors is high, this outcome is addressed by various opportunities created for beneficiaries and stakeholders to come together to discuss, learn from, and cooperate and collaborate with each other:

- Cross-sectoral PTPs draw in stakeholders from a broad range of academic and state and non-state institutions to jointly discuss issues and learn from each other. The study tour to Sweden that usually forms part of these was reported by PTP roundtable participants to allow for discussions to take place in a less politically charged atmosphere, and cooperation between stakeholders is fostered during the development and implementation of joint action plans.
- Platforms for Deans of Law Schools to come together to discuss areas of mutual interest (initially convened by the Law Society) and for universities to assist each other by providing guest lecturers and moderators for examinations have been supported.
- RWI support to the creation of ZULCA, although recent, already provides a platform for law clinics to cooperate, share experiences and learning, and to speak with one voice.
- RWI has supported independent Commissions to dialogue with each other and begin to identify areas of potential future cooperation and collaboration.
- Research academies and symposia also create platforms for sharing of knowledge and experience amongst internal and external stakeholders.
- In October 2023, a two-week study tour to Sweden was conducted for senior representatives and Commissioners of ZACC, ZHRC, ZGC and ZPCS that, according to some of the participants who were consulted, allowed for experience sharing and further consideration of the link between corruption, gender equality and human rights.

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<sup>58</sup> The adoption of the policy was also confirmed at the 2022 PTP Alumni meetings. See 2022 Annual Report, page 8.

<sup>59</sup> In addition, one participant's action plan targeted human rights awareness raising for child carers and traditional leaders. After the end of the project, the participant realised significant gaps exist, particularly amongst traditional leaders (these being inherited positions where levels of education etc. amongst leaders varies considerably). The participant's organisation then requested additional funds from their donor, which they used to reach a further 100 traditional leaders and to train community focal persons (paralegals) (implemented with a colleague from Ministry of Justice, Legal and Parliamentary Affairs.

RWI reports, interviews and discussions also point to various multi-stakeholder roundtable discussions that have created platforms for sharing experiences and finding common solutions to problems, and for ZHRC in particular to put it at the forefront of the human rights discourse and to maximise its convening power under the Constitution. For example, a Regional Meeting on Violence Against Migrants was organised by ZHRC in cooperation with the Network of African Human Rights Institutions that led to the Harare Declaration with recommendations for how to address violence against migrants and xenophobia.

### 3.2.3 Programme outcomes

The RWI theory of change and results framework identify two programme outcomes to which intermediate outcomes are expected to contribute:

1. Targeted institutions better equipped to contribute to reforms and related initiatives for the promotion and protection of human rights.
2. Increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues.

Progress towards the first of these programme outcomes has been made and the capacity of academic institutions, independent Commissions and ZPCS has increased (the first part of the programme outcome 1). However, reforms and related initiatives for the promotion and protection of human rights require political will that is currently lacking in Zimbabwe and that any programme would struggle to address. Nonetheless, while passage of the new Prisons and Correctional Service Act was reported by ZPCS to have been primarily driven by the alignment agenda, some indirect contribution to the legislation was noted via training for ZPCS PTP participants and ZPCS staff, as well as by experience gained during visits to Swedish prisons during PTPs. RWI also has an MoU with the Centre for Applied Legal Research that supported the Ministry of Justice and Parliamentary Affairs in the drafting of the Act. The potential for contribution to laws on devolution and education that need still to be aligned with the Constitution was also noted by participants. ZACC reported a small grant from RWI to conduct joint research with the Ministry of Primary Education on how to include anti-corruption in the school curriculum, which has the potential for results, and a grant to determine the impact of whistleblowing as an anti-corruption tool as part of a process to develop new whistleblower protection legislation following its advocacy for better protection. RWI has also contributed to review and reform of internal ZHRC guidance documents and manuals to sustain the standard and quality of services provided, an induction course for new staff and Commissioners, and to host roundtables and discussions (including business and human rights and the roundtable with human rights institutions from the region<sup>60</sup>) to enhance its leading role in efforts to promote and protect human rights.

Contributions to reforms at local government level were also noted during PTP roundtable discussions: for example, the adoption of a Disability Policy for the Mutare City Council (mentioned above). The potential for beneficiaries of RWI capacity development that move into decision-making positions to contribute to reforms and related initiatives to promote and protect human rights is also great, but impossible to measure in an evaluation of this nature.

Contributions to the second programme outcome (increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues) has largely been addressed under intermediate objective 3 above. As reflected there, RWI has

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<sup>60</sup> 2022 Regional Meeting on Violence Against Migrants in the Southern African Region.

contributed to dialogue between the main stakeholders during cross-sectoral PTPs, joint action plans between representatives of various institutions as part of the PTP, and evidence was found that independent Commissions increasingly consult each other when it comes to referrals and possible future collaboration. The latter plans are at an early stage though and no clear evidence was presented during discussions of joint projects having been designed and implemented by Commissions. Instead, it was noted by one Commission that, while joint awareness raising, public education materials<sup>61</sup> or research might be possible, Commissions are expected to operate independently and joint investigations might not be possible.

### 3.2.4 Contributing factors

RWI partners, the Embassy and RWI staff pointed to various factors contributing to RWI's successful progress towards outcomes. With some interruptions, RWI has been providing support to Zimbabwe in various forms for decades (since 1992), is well known to partner institutions and other stakeholders, and is regarded as a trusted partner by all partners consulted. Its convening power, channelled at times through partners such as ZHRC, is impressive, and it has been able to bring together participants from many organisations and institutions to contribute to dialogue between institutions that do not otherwise meet or collaborate. Its access to a wide range of state and non-state actors and institutions also opens pathways for the Embassy to institutions it might otherwise find difficult to access.

Crucially, the programme takes the rights in the Zimbabwe Constitution as its starting point, which grounds it firmly in the law of the country and rights that government has committed to uphold and prevents allegations of foreign influence or the importation of foreign concepts and ideas. Even though access to justice is a 'knock on' effect of its support to law clinics, the fact that these are university-based, including at three state universities, also insulates them from allegations of bias levelled against some legal aid and assistance CSOs. The head of the Harare office has many years' experience in Zimbabwe and most staff are Zimbabwean nationals, which ensures that implementers of the programme have deep understanding of the context in which the programme works. Just as importantly, there is a high level of commitment to the implementation of the programme amongst partner academic and research institutions, Deans of Law Faculties, Commissioners and staff of independent Commissions, and the Commissioner and senior management of ZPCS. As a result, the assumption in the theory of change that partner and beneficiary institutions would continue to express commitment to the implementation of the programme and its different components was met.

Other assumptions though have not held true to the same degree. While some political commitment was reported to the alignment of laws to the Constitution, including the new Prison and Correctional Service Act, momentum has been lower than might have been anticipated in aligning laws, policies, practices and decision-making with constitutional human rights commitments. Levels of state funding to academic institutions and independent Commissions remain low, making it difficult for them to attract and retain staff. According to those consulted, RWI is the only partner providing funding and support to developing education and research in international human rights law and creating and supporting platforms for dialogue and joint actions between stakeholders in government, civil society and academia. Staff turnover is being addressed to some extent by the development of manuals, learning materials etc, but still has an impact when those trained leave. The political climate also makes

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<sup>61</sup> A good example of this approach was a joint publication produced in collaboration between various constitutional Commissions and other oversight institutions in South Africa to develop one, joint publication to explain the roles and functions of each, the types of complaints they dealt with, their powers, and how to contact them.

it difficult at times for law clinics to conduct outreach activities, where the permission of the traditional leadership is required and allegations of political bias are sometimes encountered. And as noted in Chapter 2, levels of political instability remain high despite the election of new leadership in 2018, with concerns related to the 2023 general election also raised by independent observers such as the EU.<sup>62</sup>

### 3.3 EFFICIENCY

The inception report included three questions related to efficiency, based on those in the ToR:

Evaluation Question -- Efficiency	
7.	Have results been achieved to an extent reasonably proportionate to the amount of funding available and used?
8.	Could available funds have been used in alternative ways to achieve greater results?
9.	Has the programme been managed with reasonable regard for efficiency; what measures have been taken during planning and implementation to ensure that resources are efficiently used to achieve expected results?

All programme partners consulted agreed that the programme is efficiently implemented. Efficiency is greatly enhanced by the establishment of the Harare office, staffed predominantly by Zimbabwean nationals. Most activities are managed and implemented at national level and reliance on staff at headquarter level is reduced as a result, with much of the support from Lund provided remotely. When outside assistance is required, RWI use regional experts where possible, including trainers from Kenya for ZPCS activities and a South African advisor and trainer for law clinics. Universities also host Winter and Summer Schools, which helps to reduce costs, and some online training is provided (although some training does not lend itself to online courses, especially where it requires practical application and skills development).

The inclusion of two questions on whether funds have been proportionate to results or might have been used in different ways to achieve the same or greater results in the ToR reflects the fact that Sida's budget for Zimbabwe is expected to be reduced. Should a further phase of the RWI programme be approved, RWI will thus need to consider how costs can be reduced to fit the more limited budget. Although it was pointed out in the inception report that a full value for money evaluation would not be possible and that value for money evaluations require a different methodology, it is apparent that the experience exchange visits to Sweden included in PTP activities and, more recently, the joint visit to Sweden of senior ZHRC, ZPCS, ZACC and ZGC staff, are expensive. Costs related to travel and accommodation are reportedly kept as low as possible by RWI and these visits are regarded as very useful by participants – not only when it comes to learning during the visits but also when it comes to creating a conducive environment for institutions from different backgrounds to communicate, form bonds and networks, and to collaborate on joint action plans. Although it is difficult in an evaluation of this nature to provide a comprehensive cost-benefit analysis and to determine whether the benefits of experience exchange visits to Sweden outweigh the costs, recommendations in this regard are included in Chapter 5 below.

<sup>62</sup> Although the full report of the EO Observer Mission is yet to be made public, its preliminary report (dated 25 August 2023) raised concerns around curtailment of human rights and the lack of a level playing field: [https://www.eeas.europa.eu/eom-zimbabwe-2023/curtailed-rights-and-lack-level-playing-field-compounded-intimidation-election-day-largely-calm-0\\_en?s=410326](https://www.eeas.europa.eu/eom-zimbabwe-2023/curtailed-rights-and-lack-level-playing-field-compounded-intimidation-election-day-largely-calm-0_en?s=410326)



To reduce costs for library resources under the programme, RWI has increased the number of electronic books and other resources for universities and others and is working to find ways of providing these more economically. Since costs of electronic publications are usually linked to the number of users, RWI has explored and implemented options of a once-off fee for unlimited usage and purchasing rights to access publications in perpetuity so that they are fully owned by academic institutions. According to the RWI librarian, usage of electronic resources is increasing, especially after training is provided to librarians at partner institutions. Usage could also be further increased if electronic texts were included as course literature (which would require students to use them). Electronic books are housed on servers at universities, which means they can be accessed off campus by students.

However, those consulted by the RWI librarian and the evaluation team noted that some academic partner institutions suffer from infrastructure weaknesses (power supplies and access to the internet)<sup>63</sup> and prefer hard copies when selecting what resources they request from RWI. Not all students own devices such as laptops and tablets to access materials outside of the library, and not all can afford the costs for internet to be able to access them.<sup>64</sup> Not all texts are available electronically and, importantly, it was noted by Law Faculties that a physical library is a Council for Legal Education and Law Society requirement for a law school to be accredited in Zimbabwe. So, while costs might indeed be reduced in future by increased reliance on electronic books and resources, particularly if they are included as course literature, at least some hard copies of human rights-related texts will always be required.

A suggestion was also made by University of Zimbabwe to use their premises and facilities for Harare-based events to reduce the costs of venue hire, food and accommodation at Cresta Lodge (the most commonly used venue for RWI events). Although university venues are used for Summer and Winter Schools and other events, the geographical spread of the programme is broad and events involving senior staff of partner institutions are of necessity held in Harare. Moving Harare events to University of Zimbabwe was not widely supported though, with RWI pointing out that facilities at Cresta Lodge are better, RWI has a procured and beneficial agreement with the venue to reduce costs, and there would still be costs for venue hire, accommodation and food if University of Zimbabwe were used.

As a result, and in the absence of a full value for money assessment, it does appear that most activities other than those involving study trips to Sweden are implemented as efficiently and cost-effectively as possible and that the results achieved are largely commensurate with the amount of funds expended on them. There are options for reducing costs when it comes to moving as much training online as possible and increasing the number of electronic books and reducing the number of hard copies. But, ultimately, RWI will need to consider reducing the number of partners and reducing activities to cope with a reduction in the budget if a further

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<sup>63</sup> According to data provided by the RWI librarian and based on the use of books 'owned' by universities, University of Zimbabwe recently implemented a training programme for their students on how to access electronic resources based on training RWI provided in May 2023. During 2023, the library registered 5 240 usages of e-books, 70% of which happened after the training provided by RWI. At Midlands State University, there were 74 unique accesses before April and 126 for the period after training was provided. It has now introduced an 'examinable course' for information literacy for all students. Usage increased at Africa University after the librarian was trained: there were only 16 unique usages before training and 89 after. The university also offers information literacy training for students. At ZEGU, there were 13 usages before training and 32 after, and at Great Zimbabwe University there were 10 usages before training and 26 after training was provided. ZEGU and Great Zimbabwe University were reported to have the most challenges related to infrastructure issues with power and internet access and tend to request more hard copies than electronic books as a result.

<sup>64</sup> ZEGU, for example, noted that only 45% of law students own or have access to such devices.

phase of the programme is to be implemented, which is already being discussed in consultations between RWI and the Embassy.

### 3.4 SUSTAINABILITY

The inception report included the following question related to sustainability:

Evaluation Question -- Sustainability
10. To what extent is it likely that the results and benefits of the programme will be maintained at an appropriate level for a reasonably long period of time after the end of the programme?

RWI's approach combines individual capacity building with institutional strengthening, including curriculum development, library support, assistance to develop manuals, training of teachers within academic institutions and trainers in ZPCS, development of an induction programme for new ZHRC commissioners and staff, and support to establish functional law clinics. Such an approach is generally regarded as the best way of ensuring sustainability of benefits, especially in institutions suffering from high levels of staff turnover. In addition, significant levels of Sida funding are provided, interest and ownership amongst partner institutions is high, and partners expressed high levels of commitment to the programme.

Some universities (such as ZEGU) have developed online training courses as a result of the programme, and Winter Schools have also become institutionalised within partner universities that share responsibility for hosting these each year. Clinical legal education has also been integrated into the curriculum at partner academic institutions, with credit given to students who participate<sup>65</sup>. And all partners indicated the clinics are embedded and would continue to operate, although outreach might diminish at state universities in particular if no funding were provided.

Support to ZPCS has led to human rights training being formally integrated into the curriculum for new recruits, the establishment of an Inspectorate Department, and the setting up of a human rights desk – all of which would continue if no further support were provided (according to senior ZPCS staff). The inclusion of a wide range of state and non-state actors in PTPs and support to researchers from different institutions has also created informal networks that continue to endure (according to participants at PTP roundtables, the roundtable with researchers, and RWI annual reports). Increased collaboration between Commissions can also be expected to bear fruit.

However, the degree to which collaboration between government, civil society, academia, and Commissions, would continue in the absence of a programme such as the current one is questionable given the levels of mistrust between government and civil society and the fact that Commissions are generally expected to operate independently of each other. And while law clinicians consulted during the evaluation expected the MoU between ZPCS and ZULCA to remain in place, there is some concern that ZULCA would cease to exist or function in the absence of further support.

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<sup>65</sup> Participation is mandatory for those in their final year of study at University of Zimbabwe, Great Zimbabwe University and Midlands State University.



## 3.5 GENDER EQUALITY

Two interlinked questions were included in the inception report related to the programme's contribution to gender equality:

Evaluation Questions – Cross-cutting issues
11. How has gender equality integration been implemented and followed up?
12. Has the Programme had any positive or negative effects on gender equality?

Any support to human rights education and building human rights capacity of academic institutions inevitably includes a focus on women's rights and gender equality and the RWI programme is no exception – particularly since gender equality and non-discrimination are included in the Zimbabwe Constitution on which the programme is based.<sup>66</sup> Although the inclusion of various academic institutions and faculties in PTPs has led to the inclusion of gender in some courses other than law courses and gender equality has been included in action plans developed by participants (see Section 3.2.2 above), none of the partner academic institutions consulted were able to point to any courses other than human rights training where issues of gender equality have been mainstreamed.

Research produced with RWI support has included a focus on gender equality, as shown in Annex 6, and gender-related issues are covered in both of the main publications produced with RWI assistance: the Second edition of Selected Aspects of the 2013 Zimbabwean Constitution and the Declaration of Rights' and 'The Judiciary and the Zimbabwean Constitution'. In addition, two of the PTPs have addressed gender and the intersectionality of gender equality and climate<sup>67</sup>, and ZACC has also identified a need for joint research with ZGC and ZHRC into the gender dimensions of corruption.

Although nascent, support has been provided to ZGC. Law clinics reported that the majority of their clients are women, which is often the case for those providing free legal assistance given that laws and practices often discriminate against or disadvantage women, women are more likely to be adversely affected by poverty, less women are able to afford the services of lawyers in private practice than men, and women are often criminalised given their status in society. Some law clinics also reported that they are doing outreach based on the Street Law approach that focuses on issues such as inheritance, gender-based violence, domestic violence and child marriages.

Training for ZPCS management and staff includes training on both the Mandela Rules and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules), although a separate training for managers and officers of women's prisons (or sections of prisons for women) has yet to be provided.

Whether any of the support to gender equality has led to any discernible positive or negative effects on gender equality is difficult to measure though: while there is no doubt a potential for positive effects, it is not specifically tracked and follow up as to what previous students and participants have done with the training and support provided once they leave university or return to their institutions is insufficiently monitored.

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<sup>66</sup> Particularly, but not only, in Articles 17 and 56.

<sup>67</sup> PTP II (2019) on the Equal Status and Human Rights of Women; and PTP IV (2020) on Human Rights of Women in the Context of Climate Change and Displacement.

## 4 Evaluative Conclusions

### 4.1 RELEVANCE

The programme was aligned with the Strategy for Sweden's Development Cooperation with Zimbabwe at design stage (2017-2021) and Zimbabwean national objectives in the Constitution, international and regional human rights instruments to which Zimbabwe is a party, and the commitments to human rights expressed by government in the 2016 Universal Periodic Review. The programme is essentially a second phase of the previous programme from 2016-2018 and built on lessons learned during the previous phase. All existing and potential new partners and stakeholders were consulted during the design phase to identify their needs. And, given the human rights context in Zimbabwe and the programme's objectives and intended results, the selection of partners was relevant, the programme's results were relevant to the needs and situation of the intended beneficiaries and programme partners, and the programme was generally relevant at design stage.

The inclusion of support to ZPCS as a 'pilot project' in the RWI programme proposal is somewhat incongruous though. Although it contributes to **programme outcome 1** (ZPCS is better equipped to contribute to reforms) and **programme outcome 2** ('establish platforms to foster structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues') and has the potential to contribute to the **overall objective** ('enhanced enjoyment of constitutional rights in Zimbabwe'), it is only one actor in the criminal justice system when the primary focus of the programme is on academic institutions, research, independent Commissions and platforms and networks. ZPCS are key roleplayers when it comes to prisoners' rights, but prisoners' rights can also be addressed in different ways by other RWI partner institutions. For example: support to ZHRC to better comply with its constitutional mandate to conduct prison visits and uphold prisoners' rights, and/or support to law clinics and others to provide paralegal advice and assistance to prisoners and their families.

The programme remained aligned with the Swedish Strategy for 2022-2026 and with the Zimbabwean National Development Strategy 1 (2021-2025). Based on requests for participation and RWI assessment, new partners were added over time that are relevant to context (ZACC, ZGC, ZCPS, ZEGU and University of Zimbabwe). All of these had benefitted from participation in PTPs, but the support to ZACC, ZGC, and ZCPS became more direct as implementation progressed.

The biggest challenges faced by the programme were the outbreak of the COVID-19 pandemic and natural disasters linked to climate change. But while these impacted on implementation, they did not diminish the programme's relevance. In fact, its relevance increased with research and roundtables into the rights implications of the pandemic introduced and the inclusion of climate change in PTPs and research. Similarly, while the lead up to and running of the 2023 Harmonised Elections caused delays and postponement of activities, the elections did not impact on relevance given the challenges to human rights and democracy encountered and the programme remained relevant over time.

### 4.2 EFFECTIVENESS

Although delayed by Covid and elections, most activities were conducted, and most outputs have been achieved or are on track to be achieved.

Contributions to intermediate outcomes (IO) are also noted for all IOs. Human rights teaching and learning has been increasingly institutionalised in partner academic institutions and ZPCS (IO 1). Although the focus has shifted to clinical legal education, Winter and Summer Schools have been institutionalised and there is some evidence of mainstreaming in law courses and other faculties. The quality of law clinics is improving, albeit at different rates and levels, that provide opportunities for practical learning as well as access to justice for clients. Some clinics are also providing education and awareness on basic law during outreach activities and law clinics are compliant with Law Society requirements and have access to prisons via ZULCA. However, linkages with other CSOs providing legal advice and assistance and referrals to relevant Commissions are not yet fully optimised. Significant hard copy and electronic resources have been provided to partners, which contributes to various outcomes, and librarians have been trained on human rights and how to source and use electronic resources provided by RWI.

The pool of human rights graduates and experts has increased (IO 2) as a result of RWI support to universities and to research skills and research production. Cross-sectoral PTPs include a wide range of actors that are relevant from a human rights perspective, international experience has been gained, and informal networks have been created that continue to endure. RWI has also provided targeted training for ZHRC, ZACC and ZPCS, which has helped to increase individual capacity and to strengthen the institutions. Although starting as a pilot at the outset of the programme, support to ZPCS has increased over time and results were noted, including a change in attitudes at senior levels, significant ownership and commitment, increased levels of understanding of international standards via training and library support, and experience gained in Sweden and Kenya. Prison reform takes time, resources and effort though which is hard to achieve in a programme of limited duration. Prison reform is usually included in access to justice programmes rather than programmes targeting research, human rights teaching, and creating platforms for cooperation between stakeholders, and can the protection of prisoners' rights can also be addressed in other ways (as recommended below).

The availability of human rights research for policy dialogue and advocacy has increased as a direct result of the programme (IO 3). Two human rights anthologies have been produced and disseminated, significant levels of research have been supported and published, and researchers have been trained and supported to develop policy briefs. Research has covered multiple human rights related topics, but 'sensitive' issues (such as freedom of expression and association) and newer challenges (such as the impact of AI on human rights) not yet been included. Questions were also raised by researchers and the Embassy as to what happens to the policy briefs. Although RWI point out that it is up to organisations / individuals to use the policy briefs in their own advocacy, the research is funded by RWI / Sida and researchers are unlikely to object to the briefs being brought to a wider audience, including decision- and policy-makers. While research papers are shared with the Embassy, policy briefs are not even though they would be useful for Sweden's policy dialogue.

The programme has led to joint projects by stakeholders (IO 4), particularly through the development of joint PTP action plans and the nascent movement to more cooperation between Commissions. Some law clinics are piloting new ideas and PTP action plans also include pilot projects, although the degree to which these are replicated is not sufficiently tracked. The programme has supported multiple platforms for partners and other stakeholders to come together and has led to increased cooperation and joint projects (IO 5).

Contributions to programme (higher-level) outcomes are also noted. Targeted institutions are better equipped to contribute to reforms and the potential for contribution to laws that need still to be aligned with the Constitution was noted by participants. Contributions to reforms at the local government level were also referenced during PTP roundtable discussions, but these are

only tracked during PTP Alumni meetings. There is also anecdotal evidence of former students taking up positions where they might contribute to reforms in future. Dialogue and joint initiatives between main stakeholders has also increased, mainly through PTPs and linkages between Commissions, but not yet in a structured way.

Multiple contributing factors towards outcomes were noted: RWI has a long history and is seen as a trusted and reliable partner and its convening power is impressive. The focus on Constitutional rights also makes the support above criticism of political bias or agenda, and high levels of ownership and commitment from partners was evident during the evaluation. Although no negative unintended results were found, the political context in which the programme operates has led to some challenges, the pace of alignment of legislation with the Constitution is slow, and staff turnover is high in partner institutions.

### 4.3 EFFICIENCY

RWI was generally regarded as efficient when it comes to planning and implementation. The establishment of the Harare office has contributed significantly to efficiency and costs are, generally, kept to a minimum. What is harder to measure without a full-scale cost-benefit analysis is the benefits obtained compared to the costs related to travel to Sweden as part of the PTPs and in other study tours. The PTPs were highly regarded by all participants consulted and contribute to results, networking, learning and sharing, creating a safe place for civil society and government to discuss issues, as well as experiencing human best practice. At the same time, reducing the costs related to travel during PTPs and study visits is an obvious area for cost saving that will almost certainly be required now that Sida funding to Zimbabwe is expected to decrease.

Other than in relation to study visits, results appear to be commensurate with the levels of funding provided and few options were mentioned during the evaluation for how available funds might have been used in alternative ways to achieve greater results. RWI is increasing the supply of electronic resources (books and other publications) that are often more cost-effective than hard copies and training is being provided to librarians on how to use the resources that librarians have used to train students. But not all students have devices to access these, electricity and internet outages affect their use, and a physical library is a requirement for law schools. And the only other cost-saving option mentioned – using University of Zimbabwe to host Harare-based events and activities – was not supported by RWI or other universities consulted.

Instead, the only way to really reduce costs would be to reduce the number of direct beneficiaries and partners, which is already being discussed between the Embassy and RWI. Although support to ZPCS is contributing to significant results, levels of funding to ZPCS have increased significantly during implementation. Increased protection of prisoners' rights and prison reform is also probably better addressed under an access to justice project rather than one focused on capacity building and creating platforms for engagement between stakeholders. Although it did not appear that any donors were specifically planning an access to justice programme and the new EU programme is not expected to include ZPCS, which would make it difficult to leave prison reform to others, a solution might be to channel support to prisoners' through support to ZHRC to complement the support from GIZ, and to enhance the capacity of law clinics to provide paralegal services under the MoU between ZULCA and ZPCS.

### 4.4 SUSTAINABILITY

Combining individual capacity building and institutional strengthening is generally regarded as the best way of ensuring sustainability of benefits – which is the RWI approach. Significant levels of Sida funding are provided, interest and ownership amongst partner institutions is high,

and partners expressed high levels of commitment to the programme. PTPs and support to researchers from different institutions has created informal networks that will endure, and the increased collaboration between Commissions can be expected to bear fruit beyond the end of the current programme. The MoU between ZULCA and ZPCS to allow law clinics to conduct prison visits has the potential to lead to sustainable benefits, although it is too soon to tell whether it will be successfully implemented or whether ZULCA would continue to exist if not supported by RWI. Clinical legal education is more integrated into the curriculum, credit is given to students, and partners indicated the clinics are embedded and would continue to operate (although outreach might diminish). But the degree to which collaboration between government, civil society, academia and Commissions would continue in the absence of the programme is questionable given the context in Zimbabwe.

## 4.5 GENDER EQUALITY

Gender equality is included in human rights education at university level and in the two key publications produced by RWI, not least because it is protected by the Constitution. Support to ZGC has begun to increase, although it remains limited at present. Attention is paid to the intersectionality of gender with human rights, climate change and corruption, and law clinics report more women clients than men. Some clinics are also doing outreach that focuses on issues such as inheritance, gender-based violence, domestic violence and child marriages. There are indications that gender equality and human rights are being mainstreamed into other law courses, and some PTP participants indicated human rights and gender equality being mainstreamed into other faculties based on what they learnt. PTP action plans have also included a focus on gender. But whether any of the support to gender equality has led to positive or negative effects on gender equality is difficult to measure though since it is not specifically tracked.

# 5 Recommendations

## 5.1 INTRODUCTION

A process to develop a new phase of the current programme began in 2022 before the decision to provide a cost extension for the current phase was made. RWI prepared a concept note in May 2022 and a draft proposal that was shared with the Embassy in October 2022. Given that Sida funds for Zimbabwe were reduced for 2023, RWI was requested to remove some parts of the proposal, (cross-sectoral PTPs on youth academy, and human rights and local governance) and focus more on independent Commissions together with academia and the justice sector, including exploring how better to include the ZGC. The process was put on hold after the cost extension was granted for 2023, but discussions between the Embassy and RWI continue to take place. It is also almost certain that levels of Sida funding will be reduced in future as Sweden responds to growing and ongoing conflicts in the world. With that in mind, the following Recommendations are provided for Sida and RWI, ranked in order of importance:

## 5.2 RECOMMENDATIONS FOR SIDA

6. It is recommended that a future phase of the RWI programme be supported with similar objectives and outcomes to the current programme, although with a reduction in the number of partners and changes to some activities dealt with further below.
7. Although the duration of any future phase will depend on the available budget, a four-year programme should be considered if feasible, since it allows for better planning, progressive implementation, and more tangible results.
8. Organisations like RWI have an ear to the ground and receive information that might not always be immediately available to Embassies. In addition to recommendations for RWI in relation to policy briefs below, Sida should consider establishing a forum for engagement with RWI on any issues to be raised in dialogue with government prior to engaging in dialogue.
9. Although ‘coherence’ was not included in the evaluation, the potential for overlap with what the EU and a member state (Germany) are supporting or planning to support exists. Discussions with the EU and GIZ (which is also providing support to ZACC, ZHRC and, indirectly, prisons) are encouraged prior to finalisation of any future phase of the RWI programme.
10. Sida should also consider inviting RWI to attend monthly meetings of the Human Rights and Governance Donor Group to avoid potential overlaps and maximise opportunities for synergies, collaboration and cooperation with the EU and GIZ in future.

## 5.3 RECOMMENDATIONS FOR SIDA AND RWI FOR FUTURE PROGRAMMING

6. It is recommended that support to academic institutions (including to mainstream human rights and gender equality into all law courses and in appropriate courses in other faculties), law clinics (including support to develop a Street Law manual and increase outreach activities), academic research, and all three Commissions (ZHRC, ZGC and ZACC) are prioritised. Additional state and non-state actors, including all roleplayers in the criminal justice system (police, prosecutors, courts, prisons and legal aid) should primarily be targeted through PTPs and research grants.



7. Support to ZHRC, ZGC and ZACC should be provided to continue to research and highlight the intersectionality of human rights, gender and corruption, encourage collaboration and coordination between them (within limits set by government), develop a joint public education publication on their roles and functions and how to contact them, support the institutionalisation of human rights through support to manuals, procedures, guidelines, and support increased levels of independence (to the extent possible). Support to ZGC and ZACC should also include the development of an induction course for new commissioners and staff on the linkages and intersectionality of gender, human rights and corruption, similar to that developed for ZHRC.
8. Support to law clinics should aim to maximise the MoU with ZPCS whether ZPCS is included in future programming or not, enhance referral systems between clinics and relevant Commissions, increase outreach activities based on the Street Law approach, assist clinics to develop a home-grown Street Law manual and improve coordination and cooperation with CSOs providing legal aid and assistance.
9. Although results are being achieved with ZPCS, support to the protection of the rights of prisoners should instead channelled through support to:
  - a. ZHRC to complement the GIZ programme (and to fill any gaps should no further GIZ support be provided after November 2024).
  - b. Assist law clinics to implement the MoU with ZPCS and to conduct prison visits (education and awareness on prisoners' rights to prisoners, identifying cases of rights violations and referral to ZHRC or others to investigate).
  - c. ZGC to provide advice and assistance to the ZHRC gender focal point and office as required.
10. If direct support to ZPCS is to be included in a future phase, it is recommended that such support focuses on support to the Inspections Department, assisting ZPCS to develop regulations, rules, procedures etc. under the new legislation, and enhancing linkages with ZHRC and law clinics.

## 5.4 RECOMMENDATIONS FOR RWI

9. PTPs are valuable and provide unique opportunities for participants. However, future planning should consider reducing the length of visits to Sweden to one week (currently two weeks), reducing the number of PTPs to one a year or one during the programme, or moving visits to countries in the region where progress in protection and promotion of human rights and gender equality is being made (albeit to a lesser degree).
10. Although they remain the property of the researchers, it is recommended that RWI consider inviting relevant decision-makers and policymakers to research symposia and that other activities, such as press launches or roundtables (that are already being considered), are convened when policy briefs are ready for publication to maximise the potential for research to contribute to the development of policy. Policy briefs should also be shared with the Embassy as soon as they are available to contribute to policy dialogue with government.
11. Although most recommendations from treaty bodies target government, some are also aimed at Commissions and Commissions have a role to play in tracking implementation of recommendations by government. Support to all three Commissions to play this role should be included in future programming.
12. RWI monitoring and reporting is good, given that there is no staff member officially appointed to this role. However, gaps have been identified in the ability of RWI to track what students trained in human rights do with their training after graduating, what all PTP participants do with their training once they return to their institutions, and how many clients and community members are assisted or reached by law clinics. It is thus recommended that a staff member is put in place to specifically focus on monitoring and evaluation (M&E) and the development and implementation of a comprehensive M&E system to identify and share learning from successes and identify where challenges and



barriers are encountered and how these can be addressed during future support. Training and support to partner institutions, including but not only law clinics, on results-based management, M&E and data collection and sharing should also be provided.

13. Recognising that electronic resources are not a panacea and some hard copies will always be required, RWI efforts to source additional electronic resources that can be purchased in perpetuity, training of librarians to train students in how to use them, and encouragement to law schools to include electronic resources (where applicable) as course literature should continue.
14. Although researchers are encouraged to identify their own topics for research, RWI also launch calls for applications on specific themes. Consideration should thus be given to including research on sensitive and new and emerging issues such as freedom of expression and association and the impact of artificial intelligence on human rights.
15. Given the general consensus amongst those consulted of the need to increase the focus on business and human rights in Zimbabwe, it is recommended that support be provided to ZHRC to maximise its convening power, to lead discussions on the issue, to organise roundtable and other discussions, to consult with affected communities (using its newly established and future district offices), and to work towards the development of an action plan on business and human rights.
16. Consideration should be given to creating a portal or platform for all PTP action plans to be housed and information provided on what worked, what did not, and what has been replicated for participants at future PTPs to learn from.

# Annex 1 Terms of Reference

## **Terms of Reference** **External Evaluation of the Raoul Wallenberg Institute's** **Zimbabwe Human Rights Capacity Development Programme 2019-2023**

### **Background**

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) is an independent academic institution, founded in 1984 at the Faculty of Law within Lund University in Sweden. The mission of the Institute is to contribute to a wider understanding of, and respect for, human rights and international humanitarian law. With headquarters in Lund, Sweden, the Institute has offices in Harare, Jakarta, Nairobi, Phnom Penh, Stockholm and Yerevan, and maintains activities and cooperation in approximately 45 countries. In Zimbabwe, RWI has actively been engaged in supporting initiatives in the area of democracy and human rights since 1992, when the law library at University of Zimbabwe was included in the Institute's global literature acquisition project, funded by the Swedish International Development Cooperation Agency (Sida). Since then, cooperation in Zimbabwe has included extensive cooperation in the human rights field with a broad number of stakeholders, including government departments, justice sector institutions, independent commissions, the armed forces, the Inter-Ministerial Committee for Human Rights and Humanitarian Law (support to development of state reports to international human rights treaty bodies), traditional leaders, academia and civil society.

In March 2019, RWI entered into an agreement with the Sida/Embassy of Sweden in Zimbabwe on a cooperation programme entitled Zimbabwe Human Rights Capacity Development Programme for the period 2019-2021. In 2021, Sida agreed on a cost-extension until 31 December 2022, and then another one-year cost-extension up to December 2023 which could see possibilities of increased cooperation with independent commissions. The total volume of support over the five-year period is SEK 73 000 000.

The overall objective is to contribute to enhanced enjoyment of constitutional rights in Zimbabwe through legislation, policies, practices and decision-making being increasingly informed by international human rights standards and principles. The Programme seeks to contribute to human rights reform in Zimbabwe with a long-term perspective. In this respect, the Programme seeks to strengthen the human resource base for such change in a sustainable manner and to contribute to the development and strengthening of neutral platforms for more effective and structured collaboration on strategic human rights reform issues, primarily between main stakeholders, who broadly have been identified as academia, independent

research centres (IRCs), civil society organisations (CSOs), government institutions, independent commissions, traditional leadership and media.

### **Purpose and Use of the Evaluation**

The main purpose of the evaluation is to inform RWI, Sida and partners how successful the programme has been in achieving its expected results during the period of evaluation. The purpose is furthermore to identify lessons learned/best practices that Programme partners can benefit from. It is also expected that the evaluation should provide input on the continued needs for support of partners, in particular in areas where the Programme has had an influence. The primary intended users of the evaluation are RWI and Sida, as well as RWI Programme partners. The evaluation is to be designed, conducted and reported to meet the needs of the intended users, and tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

### **Scope and Limitations**

The scope of the evaluation is limited to assessing performance during the period 1 March 2019 to 31 October 2023. The evaluation shall take due account of agreed modifications to work plans over the course of the Programme, including in response to the developing situation in Zimbabwe, and the resultant challenges identified in annual reporting and other relevant Programme documentation. Furthermore, considering that the evaluation will take place in the third and fourth quarters of 2023 it is not possible to assess all activities implemented, and their results, after the second quarter of 2023. In order to maximise the scope of the evaluation, however, activities completed and information received during the third and fourth quarter may be considered for inclusion, in discussion with RWI and consideration of the agreed schedule for the evaluation.

### **Organisation, Management and Stakeholders**

The Embassy, having commissioned the evaluation, has the overall responsibility for the evaluation, while RWI, as the principal stakeholder, is responsible for facilitating the implementation of the evaluation process, including support to the evaluation team during the evaluation. Also, RWI's partners in Zimbabwe are key stakeholders of the evaluation. RWI and its partners will cooperate in the performance of all phases of the evaluation. Sida and RWI belong to the primary users of the overall conclusions of the evaluation. In the performance of the evaluation, the evaluators shall at all times remain in close contact and consult with RWI for purposes of relaying the work done and receiving feedback and input on the ongoing work.

The evaluation shall contribute to learning on the part of the principal stakeholders through on-going discussion regarding the evaluation of the Programme, to which the stakeholders are expected to provide important contributions, including in relation to tentative findings. The evaluators shall for the carrying out of the evaluation further specify how quality assurance will be handled by them, by drawing on the participation in the evaluation of the principal stakeholders and their contributions in this respect. The evaluation must be an inclusive process, involving principal stakeholders.

### Evaluation Criteria and Questions

The objectives of the evaluation are to generate information on how effective and efficient the Programme has been during the period of the evaluation, as well as on the relevance and sustainability of results achieved.

With regard to effectiveness, the evaluation shall address the following questions:

**A1:** To what extent has the Programme achieved its expected results at output and outcome levels? Emphasis should be put on results at outcome level.

**A2:** Which are the main factors that have affected positive results achievement and which have affected non-achievement of results?

**A3:** Have there been any unexpected results, either positive or negative, and what have been the factors behind these?

With regard to relevance, the following questions shall be addressed:

**B1:** Are the results the Programme has achieved consistent with its objectives and the attainment of these objectives?

**B2:** Has the selection of partners been relevant to the Programme objectives and planned results?

**B3:** Are the results the Programme has achieved relevant to the needs and situation of the intended beneficiaries as well as Programme partners?

With regard to efficiency, the evaluation shall address the following questions:

**C1:** Have results been achieved to an extent reasonably proportionate to the amount of funding available and used?

**C2:** Could funds available have been used in alternative ways to achieve expected results to a greater extent?

**C3:** Has the Programme been managed with reasonable regard for efficiency; what measures have been taken during planning and implementation to ensure that resources are efficiently used to achieve expected results?

With regard to sustainability, the evaluation shall address the following questions:

**D1:** To what extent have partners taken demonstrable ownership in the initiative and creating systemic changes as a result of the Programme?

**D2:** To what extent is it likely that the results and benefits of the Programme will be maintained at an appropriate level for a reasonably long period of time after the end of the Programme?

**D3:** What are the lessons learned as to how Programme working methodologies and partnership strategies have been applied to contribute to sustainability?

And the following additional questions shall be addressed:

**E2:** Has the project had any positive or negative effects on gender equality? How has gender equality integration been implemented and followed up?

Finally, the evaluators are asked to consider what lessons that can be learned in relation to how the Programme may be developed in order to enhance its relevance, effectiveness, efficiency and sustainability (including ownership), and when possible suggest potential new areas of cooperation for generally achieving the results the programme seeks to promote.

### Conclusions, Recommendation and Lessons Learned

Well-informed and reliable conclusions shall be provided as a result of the evaluation in relation to the evaluation questions. The conclusions shall enable a dialogue between Sida

and RWI on the extent to which the Programme has successfully reached its results. In terms of lessons learned from Programme results achievement during the period of review, the conclusions should also provide valuable information for the Programme partners and stakeholders in relation to enhancing their respective roles in promoting and protecting human rights in Zimbabwe.

### Approach and Methodology

The evaluation shall be carried out according to an inclusive and participatory approach. Thus, this shall comprise a design that draws on and mobilises the knowledge and experiences of RWI and the Programme partners, and that is, for the evaluation conclusions, based on a shared understanding among the evaluation stakeholders and the evaluators as to what generally affects and constitutes effective results achievement within the scope of the Programme and the context within which it operates.

The evaluation shall accordingly depart from an overview of the contexts in which the Programme operates, the extent of state commitment to human rights, and the primary reasons for human rights deficits in the country, especially as relates to the work of Programme partners. Such an overview shall form a background for subsequently addressing the objectives of the evaluation and the evaluation questions.

For information and data collection concerning the Programme and its implementation, and so as to address the evaluation questions, the evaluators are expected to conduct interviews with stakeholders, including Sida, and to review existing Programme documentation (including, but not limited to):

- the Programme document and subsequent updates to it;
- RWI annual work plans and budgets; and other relevant activity documentation;
- the report from the 2021 mid-term review of the Programme (and the MTR up-date from early 2022);
- key steering and other documents of partners;
- relevant Sida strategies and policies; and
- Programme progress reports.

The evaluation must be stakeholder inclusive in order to make an informed assessment in relation to the evaluation questions. Such an assessment can only take place if the evaluation recognises and takes into account the methodologies, experiences and related capacity development strategies that the Programme is based on.

The evaluators shall take into consideration appropriate measures for collecting data in case where sensitive or confidential issues are addressed and avoid presenting information that may be harmful to some group, partner or stakeholders. Anonymity and confidentiality of individual informants shall be protected when requested or as needed. RWI will provide the evaluators with a list of recommended individuals and institutions to interview and will in general assist the evaluators in establishing contact with RWI partners and key individuals. In addressing the questions regarding results of Programme activity, focus should be on general effects as well as the details of individual activities, and also take account of intended consequences and other potential effects of the Programme. The established results shall be

clearly and thoroughly argued, and contain a critical discussion of both arguments for and against believing that such results have taken place. Even when results may not yet have been attained, or may be impossible to definitely separate from effects of more general trends, the evaluators shall endeavour to discuss the likelihood of them occurring as a result of the Programme. The discussion shall also take into account and relate the Programme and its activities to the overall human rights developments in Zimbabwe during the period evaluated. In describing the results, efficiency, sustainability and relevance of the Programme, examples may be used both for illustration and for proof. However, if they choose to use such material, the evaluators shall also present a view on how representative such examples are of the Programme in general. On the basis of the above-mentioned, the evaluators are expected to elaborate on the proposed methodology in their offer and/or inception report. The evaluation shall, in all relevant parts, conform to OECD/DAC's quality standards.

Gender equality and sensitivity shall be integrated in the design of the evaluation assignment and process.

#### **Time Schedule and Evaluation Process**

The evaluation process comprises the following steps:

- Step 1: Initial review of available Programme documentation (including writing of inception report)
- Step 2: Inception report to RWI including a specified timeframe and workplan
- Step 3: Data collection process
- Step 4: Data processing and analysis, including writing of draft report
- Step 5: Submission and discussion of draft report to RWI and Sida
- Step 6: Subsequent to comments from RWI, Sida and its partners, submission of final report

The evaluation should commence not later than 2023-09-20 and be finalised not later than 2023-11-30.

#### **Reporting and Communication**

The evaluators are expected to deliver an inception report. The inception period shall include an initial review of available Programme documentation as well as a dialogue between RWI and the evaluators regarding the approach and methodology to be used, in accordance with these Terms of Reference. In the inception report, the evaluators shall list the risks that may be faced during the review process and the assumptions which may have an impact on the evaluation process, and propose alternatives for facing those risks. The inception report shall be submitted to RWI for comments and approval.

Following data collection, processing and analysis, a draft evaluation report shall be prepared and submitted to RWI and Sida. The aim is to make it possible for Sida, RWI and its partners to comment on any factual errors and misunderstandings, and for them to assess if the draft has reached an acceptable standard in relation to the Terms of Reference and accurately

addresses the evaluation questions. Comments shall be submitted to the evaluators within seven working days, whereupon the final report shall be submitted to RWI within five days. During the course of the performance of the evaluation, the evaluators shall at all times remain in close contact and consult with RWI for purposes of relaying the work done and receiving feedback and input on the ongoing work. The evaluators shall at all times quickly respond and relate to comments made by stakeholders regarding the process and findings of the evaluation. For reporting purposes, close consultation with RWI and its partners as to the rationale and feasibility of any such suggestions made is required.

The evaluators shall, in relevant parts, adhere to the terminology of the OECD/DAC Glossary on Evaluation and Results-Based Management, unless otherwise agreed with RWI.

The evaluators shall at all times fully respect and adhere to the mandate of RWI regarding monitoring and reporting on aspects of human rights compliance. Therefore, the consultants shall ensure that any data collected in relation to human rights compliance remains strictly confidential both during and after the evaluation process, with inclusion of such data in the final report subject to approval by RWI and relevant partners.

The scope and limitations of the evaluation indicated in section 3 shall be made explicit and shall be clearly reflected in the report.

English should be the language of all written communication including, e-mails, drafts and final versions of the evaluation report.

Expected deliverables in the English language accordingly include:

- Inception Report
- Draft Evaluation Report
- Final Evaluation Report (maximum 30 pages, excluding annexes)

Annexes, at minimum, should include:

- Terms of Reference;
- Data gathering instruments (observation guides, interview questionnaires, etc.);
- Details of documentation reviewed and other data gathered;
- Names and contact information of stakeholders met/interviewed (to the extent it does not violate considerations of confidentiality).

### **Qualifications required for the evaluation assignment**

The evaluation team shall be composed of maximum three persons. Between them, they shall possess the following competences:

- Relevant university degree;
- Solid and diversified knowledge and experience in international human rights law;
- Solid knowledge about the political and social context of Zimbabwe in general, including knowledge of the human rights situation;
- Knowledge of and capacity to analyse an institutional and political context such as that in which the Programme operates;
- Experiences of working generally with the stakeholder and target groups as those in the Programme, such as academic institutions, independent commissions (such as human rights commissions, gender commissions and anti-corruption commissions), central and local government institutions, justice sector institutions (with focus on prisons and correctional services), and civil society;
- Strong knowledge of evaluation methods and techniques, and experience in performing reviews / evaluations in contexts similar to that of this evaluation and preferably of Sida-funded programmes;



- Experience of reviews/evaluations in the area of human rights capacity development;
- Good knowledge and practical experience of gender equality and gender integration analysis
- Cultural sensitivity and strong communication and interpersonal skills; and
- Excellent command of written and spoken English.

The team shall comprise both non-Zimbabwean and Zimbabwean evaluators. The team shall also demonstrate an appropriate gender balance. One person shall be designated to be the team leader, and shall be responsible for all stakeholder contacts, also being RWI's main contact for the carrying out of the evaluation. The team leader shall moreover be responsible for the division of labour within the team, which shall ensure the successful delivery of services and be regulated as appropriate. The team leader must have strong knowledge of evaluation methods and experience from human rights capacity development and evaluation.

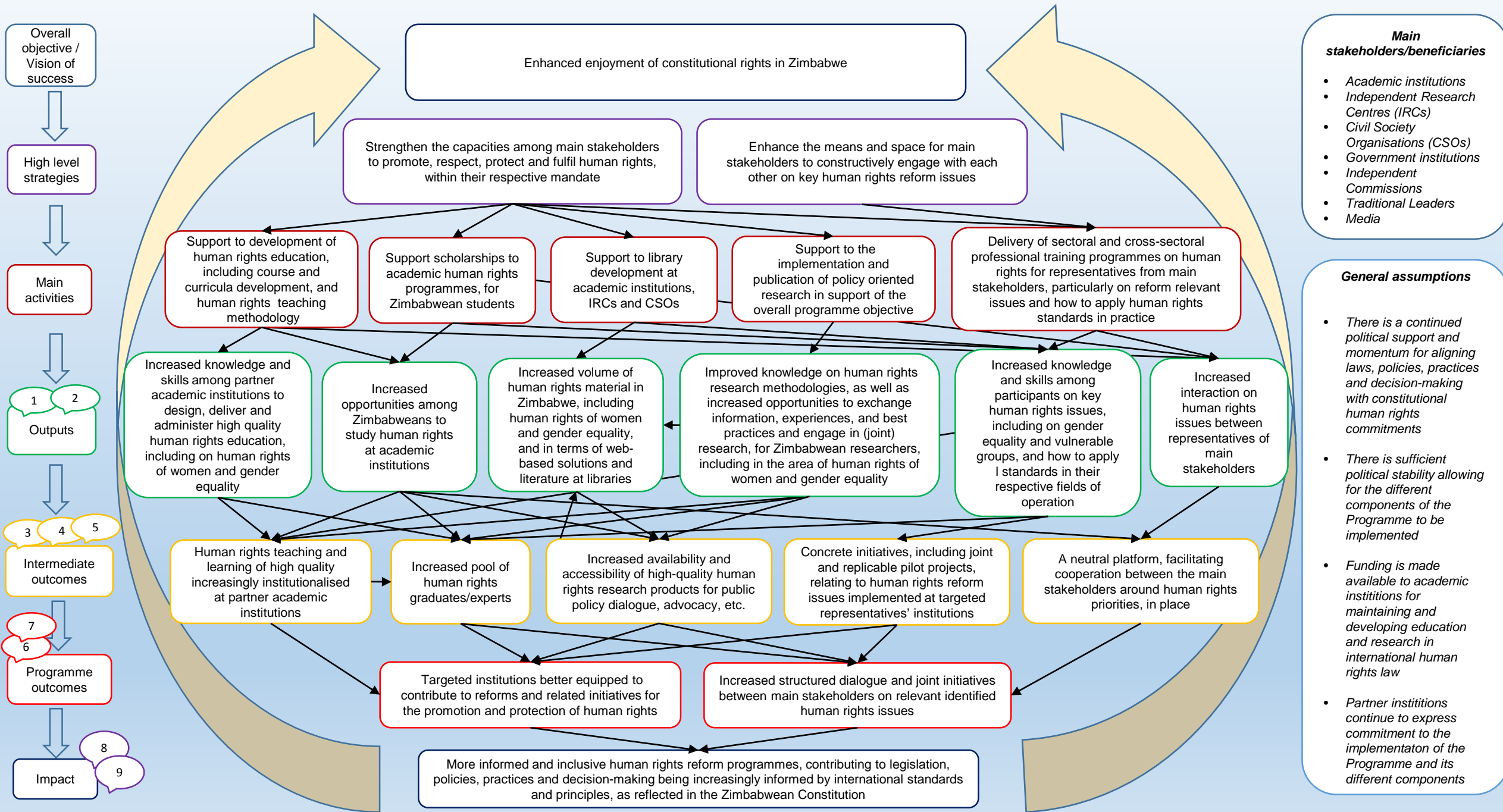
The evaluators shall exercise reasonable skill, care and diligence in the performance of services and shall carry out responsibilities in accordance with recognised professional standards.

The evaluators must be fully independent of the reviewed activities and have no stake in the outcome of the evaluation. Further eligibility criteria are detailed in the call for proposals to conduct the evaluation.

## Annex 2 Theory of Change diagram

# Theory of Change Diagram

Annex 1a



## Annex 3 Stakeholders consulted

Position	Gender
<b>Swedish Embassy/SIDA</b>	
Deputy Head of Mission and Head of Development Cooperation	M
Programme Officer, Development Cooperation, Media and Democratic Governance	M
<b>RWI Staff</b>	
Director, Zimbabwe Programme and Harare Office and Secretary to the RWI Harare Board. Senior Policy Adviser, Anti-Corruption and Human Rights.	M
Director of Programmes	M
Programme Officers	2 F
Head of Access to Justice	M
Librarian	F
Retired Librarian	F
Deputy director of RWI and chair of RWI-Harare	M
RWI Board member	F
<b>Africa University</b>	
Dean of Faculty of Law	F
Acting Vice Chancellor & Head of Institute	F
Librarian	M
<b>University of Zimbabwe</b>	
Acting Dean of Faculty of Law & Director, Centre for Access to Justice	M
Administrator for the Law Clinic Centre & Legal Practitioner	F
Legal Secretary, Law Clinic Centre	F
Chairperson & Senior Lecturer/Expert & Researcher	M
Senior Lecturer, Researcher & Expert/Editor	M
<b>Zimbabwe Ezekiel Guti University</b>	
Dean, Faculty of Law	F
Director, Legal Aid Clinic	M
<b>Great Zimbabwe University</b>	
Dean, Faculty of Law	M
Lecturer & Legal Aid Director	M
<b>Matare State University</b>	
Dean, Faculty of Law	M
Director, Legal Aid Clinic	F
Lecturer, Legal Aid Clinic	F
Librarian	F

<b>EU Delegation</b>	
Programme Manager & CSOs Focal Point	M
<b>Centre for Applied Legal Research</b>	
Director	M
<b>ZHRC</b>	
Deputy Executive Secretary & Head of Programmes	M
Director, Monitoring & Inspections	F
Director, Education, Research & Advocacy	F
Deputy Director	F
<b>ZPCS</b>	
Deputy Commissioner General	M
Chief Correctional Officer	M
2 Correctional Officers - Legal	2 M
2 Secretaries	1 M & 1 F
<b>ZGC</b>	
Commissioner	F
Director, Gender Equality and Promotion	F
Director, Legal, Complaints Handling & Investigations	F
Manager, Research & Programmes	F
<b>UNDP</b>	
Governance Team Lead	F
Governance Analyst	F
Governance Manager	M
<b>ZACC</b>	
Commissioner	F
Executive Secretary	F
3 Managers	M
<b>GIZ</b>	
Programme Manager, Governance & Human Rights Programme (works with ZHRC)	F
Technical Adviser	F
<b>Roundtables with PTP Participants and Researchers</b>	
20 participants	13 F & 7 M
<b>External Consultants/Experts</b>	
Independent Consultant	M
Independent Consultant: Prisons	M
Independent Consultant: Law Clinics	M

# Annex 4 Documents consulted

## Annual Reports

- Zimbabwe Human Rights Capacity Development Programme 2019-2021 Narrative Report 1. January 2021 – 31 December 2021.
- Zimbabwe Human Rights Capacity Development Programme (2019-2021). Narrative Report. 1 January 2020 – 31 December 2020.
- RWI. Zimbabwe Human Rights Capacity Development Programme (2019-2021). Narrative Report. 12 March 2019 – 31 December 2019.  
Zimbabwe Human Rights Capacity Development Programme (2019-2021). Revised Narrative Report. 12 March 2019 – 31 December 2019.

## Workplans and Budgets

- 1st Revised Budget - Main Output 2: Increased opportunities among Zimbabweans to study human rights at academic institutions – Project Activity Budget 1020204-05. Moot Court Competition on International Humanitarian Law.
- 1st Revised Budget 2021 - Adjusted 2021-01-26 - Revised 2021-06-23.
- RWI Zimbabwe Human Rights Capacity Development Programme – Work Plan and Budget Reviewed in Light of the Covid-19 Pandemic (2020-06-03).
- Comparison between budget items, original budget and revised budget 200603.
- Letter to the Embassy: Revised budget and work plan RWI Zimbabwe Human Rights Capacity Development Programme 2020.
- REVISED budget 2020 - 2020-06-03
- Revised Work Plan with Monitoring Component Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2020. 20-06-01.
- 1st Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2021. Updated 2021-06-23.
- Approval of Proposed adjustments to the RWI Zimbabwe Programme Work Plan and Budget Framework for 2021. 21 July 2021.
- 2nd Revised Budget 2021 - Revised 2021-10-25.
- 2nd Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2021. Updated 2021-10-25.
- Approval of Proposed 2nd Adjustment to the RWI Work Plan and Budget 2021.
- Follow-up- Proposed 2nd Adjustment to the RWI Work Plan and Budget 2021.
- Letter on Proposed 2nd adjustment of workplan and budget for 2021.
- Original workplan - Zimbabwe Human Rights Capacity Development Programme. Work Plan and Budget. 1 January – 31 December 2021.  
Annex 4 - Budget 2021^J Adjusted 2021-01-26.
- RWI Zimbabwe Human Rights Capacity Development Programme – Work Plan and Budget Reviewed in Light of the Covid-19 Pandemic. 2020-09-14 – (2nd revision).
- 2nd REVISED budget 2020 - 2020-09-14.

- 2nd Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2020. 20-09-14.
- Budget Annex 1 - Strategic Interventions COVID-19.
- Comparison between total cost per budget item in programme budget submitted 2019-12-19 and revised budget submitted 2020-06-03.
- Letter of Request: RWI Zimbabwe Programme: Update on the revised work plan for 2020 and need for further adjustment.
- Approval - 2nd Revised Work Plan 2020.
- 2020 Zimbabwe Programme - Explanatory Chart to 3rd Revised Work Plan, 23 November 2020.
- 3rd Revised Work Plan 2020.
- Approval - 3rd Revised Work Plan 2020.
- Zimbabwe Human Rights Capacity Development Programme. Work Plan and Budget. 1 January – 31 December 2020.

#### **Cost extension**

- 1st Revised request for one-year cost extension 1 January – 31 December 2023 RWI Zimbabwe Human Rights Capacity Development Programme 2019-2022.
- Budget for Cost-Extension 2023 RWI Zimbabwe Programme - Final 230117.
- 1st Revised request for one-year cost extension 1 January – 31 December 2023 RWI Zimbabwe Human Rights Capacity Development Programme 2019-2022.
- Budget for Cost-Extension 2023 RWI Zimbabwe Programme - Final 230117.
- 1st revised Sida 2022 budget ZIMBABWE 2022-07-06.
- 1st Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2022.
- Narrative to 1st revised budget for RWI Zimbabwe Programme 2022. 2022-07-06.
- Annex 7- 2nd Final Sida budget 2022 ZIMBABWE 2021-12-06.
- RWI Zimbabwe Human Rights Capacity Development Programme 2019-2021. 2nd Revised Request for a One-year Cost-extension 2022.

#### **Mid-term Reviews**

- STHLM Policy Group. Mid-term review of Raoul Wallenberg Institute. Zimbabwe Human Rights Capacity Development Programme, 2016-2021. Final report.
- STHLM Policy Group (2022). Follow-up to Mid-term Review of Raoul Wallenberg Institute Zimbabwe Human Rights Capacity Development Programme, 2016-2021. Final report.
- Management Response. Mid-Term Review of the RWI Zimbabwe Human Rights Capacity Development Programme 2016-2021, carried out during the period December 2019 – March 2020.

#### **MOUs**

- An addendum to the Memorandum of Understanding between the Raoul Wallenberg Institute of Human Rights and Humanitarian Law and the Council for Legal Education in Zimbabwe regarding co-operation between the two institutions. MoU between Africa University and RWI.
- MoU between RWI & IPLG.
- MoU between RWI & MSU.
- MoU between RWI & Herbert Chitepo School of Law, GZU.
- MoU between RWI & ZHRC.



- MoU between RWI & ZPCS.
- MoU between RWI & ZEGU.
- MoU between RWI & UZ Faculty of Law.
- MoU between RWI & ZACC.
- MoU between RWI & ICRC.

**Proposals, Rules, Manuals and Deed of Trust**

- Revised Programme Proposal Zimbabwe Human Rights Capacity Development Programme 2019-2021.
- Information table PTPs 2019-2022.
- Annex 17: FRAMEWORK AGREEMENT BETWEEN RAOUL WALLENBERG INSTITUTE OF HUMAN RIGHTS AND HUMANITARIAN LAW AND RAOUL WALLENBERG INSTITUTE OF HUMAN RIGHTS AND HUMANITARIAN LAW – HARARE.
- Staff Manual RWI-Harare.
- Rules of Procedure for the Board of Trustees of The Raoul Wallenberg Institute of Human Rights and International Humanitarian Law – Harare Adopted by the Board of Trustees at its meeting on 19 February 2021.
- RWI Deed of Trust.
- Concept Note: Zimbabwe Human Rights Capacity Development Programme 2023-2026. 5 July 2022.

# Annex 5 Evaluation matrix

## Notes:

1. The term 'programme documents' includes programme proposals, annual narrative and financial reports, annual work plans and reports of partners, mid-term reviews, samples of research, programme data, etc.
2. Where indicators rely on an assessment of the degree / level to which the indicator has been achieved, the evaluation team will, in so far as is possible, employ a four-point rating scale: 'insufficient', 'satisfactory', 'good' or 'excellent'.

Evaluation Questions	Indicators to be used in Evaluation	Sources	Methods
<b>Relevance</b>			
<b>1. Has the selection of partners been relevant to the programme objectives and planned results?</b>	<ul style="list-style-type: none"> <li>• Degree of alignment with relevant Swedish strategies for Zimbabwe.</li> <li>• Degree of alignment of partners with country context.</li> <li>• Degree of alignment of partners with programme objectives and intended outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents.</li> <li>• Key Informants.</li> <li>• Reports of UN Agencies and international organisations.</li> <li>• Relevant international indices.</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Analysis of international organisation reports</li> <li>• Semi-structured interviews</li> <li>• Roundtable discussions</li> </ul>
<b>2. Are the programme's results relevant to the needs and situation of the intended beneficiaries as well as programme partners?</b>	<ul style="list-style-type: none"> <li>• Degree of alignment of results with country context.</li> <li>• Levels of consultation with partner institutions during design and implementation.</li> <li>• Degree of alignment with needs and thematic priorities of partner institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents.</li> <li>• Key Informants.</li> <li>• Reports of UN Agencies and international organisations.</li> <li>• Relevant international indices.</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Analysis of international organisation reports</li> <li>• Semi-structured interviews</li> <li>• Roundtable discussions</li> <li>• Online research</li> </ul>
<b>3. To what extent has the programme been able to adapt to changes in the</b>	<ul style="list-style-type: none"> <li>• No. and type of changes in context.</li> <li>• No. and type of changes introduced in relation to changes in context.</li> <li>• Degree of adaptation to changes in context.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents.</li> <li>• Key Informants.</li> <li>• Reports of other freedom of expression organisations and</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Analysis of international organisation reports</li> <li>• Semi-structured interviews</li> </ul>

## ANNEX 5 EVALUATION MATRIX

context, including but not only those occasioned by COVID-19, and remain relevant over time?	<ul style="list-style-type: none"> <li>Degree of replicability of changes introduced in Zimbabwe and/or elsewhere.</li> </ul>	institutions.	<ul style="list-style-type: none"> <li>Roundtable discussions</li> </ul>
<b>Effectiveness</b>			
4. To what extent has the programme achieved its expected results at output and outcome levels (with emphases on the results at outcome level)?	<ul style="list-style-type: none"> <li>No. of human rights graduates / experts trained.</li> <li>Level of availability and accessibility of human rights research products.</li> <li>No. of joint and replicable pilot projects implemented at targeted institutions.</li> <li>No. of platforms / opportunities for dialogue and cooperation created.</li> <li>Degree to which activities and outputs have contributed to intended results, disaggregated across projects/activities and partners.</li> <li>Degree to which the achieved results are consistent with the programme's objectives ('programme outcomes') and the attainment of these objectives.<sup>68</sup></li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key informants.</li> <li>Reports of international organisations / institutions.</li> <li>Training materials / research reports.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Roundtable discussions</li> <li>Outcome harvesting</li> <li>Contribution analysis</li> </ul>
5. Have there been any unexpected results, either positive or negative, and what have been the factors behind these?	<ul style="list-style-type: none"> <li>No. and type of unexpected positive effects reported.</li> <li>No. and type of unexpected negative effects reported.</li> <li>No. and type of factors contributing to unexpected results.</li> <li>Degree of contribution of factor to unexpected results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key Informants.</li> <li>Reports of other development partners.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Roundtable discussions</li> <li>Outcome harvesting</li> <li>Contribution analysis</li> </ul>
6. Which factors contributed to the	<ul style="list-style-type: none"> <li>No. and type of factors contributing to achievement of results.</li> <li>No. and type of opportunities created for sharing of lessons learned between partner institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> </ul>

<sup>68</sup> It is noted that most of the indicators for this question relate mainly to the 'intermediate outcomes' in the RWI theory of change / results framework. Since the intermediate outcomes are expected to contribute to the programme outcomes in the results framework, the evaluation team will use these to determine progress towards the two programme outcomes: 1. Targeted institutions better equipped to contribute to reforms and related initiatives for the promotion and protection of human rights. 2. Increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues.

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achievement of positive results, and which affected non-achievement of results?	<ul style="list-style-type: none"> <li>No. and type of adjustments and improvements based on lessons learned.</li> <li>No. and type of factors contributing to non-achievement of results.</li> </ul>		<ul style="list-style-type: none"> <li>Contribution analysis</li> </ul>
<b>Efficiency</b>			
7. Have results been achieved to an extent reasonably proportionate to the amount of funding available and used?	<ul style="list-style-type: none"> <li>No. and type of results achieved.</li> <li>Degree to which levels of funding are proportionate to results achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including budgets and financial reports).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Light touch financial assessment</li> </ul>
8. Could available funds have been used in alternative ways to achieve greater results?	<ul style="list-style-type: none"> <li>No. and type of alternative ways of achieving results identified.</li> <li>Degree to which alternative ways of achieving results might have achieved greater results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including budgets and financial reports).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Light touch financial assessment</li> </ul>
9. Has the programme been managed with reasonable regard for efficiency; what measures have been taken during planning and implementation to ensure that resources are efficiently used to achieve expected results?	<ul style="list-style-type: none"> <li>No. and type of measures taken during planning to ensure efficient use of funds.</li> <li>No. and type of measures taken during implementation to ensure efficient use of funds.</li> <li>Degree to which programme design, planning and implementation contributed to achievement of results / lack of results.</li> <li>Degree to which programme management and staffing contributed to achievement of results / lack of results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including budgets and financial reports).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> </ul>
<b>Sustainability</b>			
10. To what extent is it likely that the results and benefits of the programme will be maintained at an appropriate level for a	<ul style="list-style-type: none"> <li>No. and type of results and benefits that will be maintained at appropriate level for a reasonably long period.</li> <li>Degree to which partners have taken ownership in the initiative and creating systemic changes.</li> <li>Level to which programme working methodologies and partnership strategies have been applied to contribute to sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key informants.</li> <li>Curricula of partners developed / amended with Programme support.</li> <li>Learning materials produced with Programme support.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Curricula analysis</li> <li>Learning material analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> </ul>

## ANNEX 5 EVALUATION MATRIX

<b>reasonably long period of time after the end of the programme?</b>	<ul style="list-style-type: none"> <li>No. and type of institutional development reported (new or amended methods, curriculum, learning materials, networks, processes, approaches etc.).</li> <li>No. of people trained on human rights related issues.</li> <li>No. and type of examples of beneficiaries using training in their daily work reported.</li> </ul>		
<b>Gender equality</b>			
<b>11. How has gender equality integration been implemented and followed up?</b>	<ul style="list-style-type: none"> <li>No. and type of activities / support specifically targeting gender equality reported.</li> <li>No. and type of activities to assist partner institutions to mainstream gender equality reported.</li> <li>Degree to which gender equality mainstreamed across projects, activities and outputs.</li> <li>Degree to which data is sex-disaggregated.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including any gender-specific plans / materials).</li> <li>Key informants.</li> <li>Training materials / research reports.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Contribution analysis</li> </ul>
<b>12. Has the Programme had any positive or negative effects on gender equality?</b>	<ul style="list-style-type: none"> <li>No. and type of changes / positive contributions to gender equality reported.</li> <li>No. and type of changes / negative contributions to gender equality reported.</li> <li>Level of contribution of RWI support to positive and/or negative effects on gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including any gender-specific plans / materials).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Contribution analysis</li> </ul>

# Annex 6 Research supported by RWI

## List of Research Papers Developed in 2019

Research papers developed under the 2019 call for research grants proposals under the theme “Inclusion and Equality in Zimbabwe”, Fourth Annual National Symposium

	Researcher(s)	Title of Research
1.	<i>Chiedza Pauline Mlambo and Paidamwoyo Mukumbiri</i>	Towards a Just and Inclusive Penal System: A Comparative Analysis of Prisoners’ Right to Vote in Zimbabwe, South Africa and Sweden
2.	<i>Linnet Sithole, Cowen Dziva and Delis Mazambani</i>	Interrogating the Political Participation of Women with Disabilities in Zimbabwe
3.	<i>Nqobani Nyathi</i>	Decriminalisation of Consensual Same-Sex Sexual Conduct in Zimbabwe: A Step Towards Inclusion and Equality of Sexual Minorities
4.	<i>SIVIO Institute</i>	An Examination of the Extent to Which the Transitional Stabilisation Plan (TSP) Contributes Towards Gender Equity and Equality in Zimbabwe: The Case of Women Small Business Owners in Harare
5.	<i>Chantelle G. Moyo and Tafadzwa O. Dhlakama</i>	Promoting Community Inclusion and Participation in the Extractives Sector through Post-Environmental Impact Assessments Mechanisms

## List of Research Papers Developed in 2020

Research papers developed under the 2020 call for research grants proposals under the theme “Realizing Sustainable Development and Human Rights in Zimbabwe”:

	Researcher(s)	Title of Research	Affiliation(s)
1.	Brenda H. Muchabveyo and Tafadzwa Chevo	Influences on Vulnerabilities and Capabilities of Female Household-Heads in Attaining Food Security. The Case of Mberengwa District, Zimbabwe	UZ
2.	Josiah Taru and Taona Museva	Protection of Biodiversity, Sustainable Agricultural Models and Land	GZU

		Management in Zimbabwe. Positive or Negative Effects in Developing Renewable Energies and Green Economies, including Green Agro-businesses, and Their Interconnection and Interrelation with the Full Realization of Human Rights	
3.	Chengetai E. Hamadziripi.	Policy and Legal Perspectives to Furthering Access to Modern Energy in Zimbabwe: A Human Rights Based Approach	MSU
4.	Ratidzo Midzi	Minority Inclusion and Development Planning in Zimbabwe. How Human Rights and the Rights of Minorities, including Their Right to Participation and Consultation, Could Be Included in National Plans for the Achievement of SDGs?	MSU
5.	Naome Chimbetete Kwanele M. Jirira and Louis Masuko	Service Delivery Related Rights and Sustainable Development Goals (SDG 3 – Right to Health in Zimbabwe)	Zimbabwe Gender Commission, former ZHRC staff and business sector
6.	Girls and Women Empowerment Network (GWEN) and David Makwerere	Grassroots Women Participation in Local Governance Processes in Zimbabwe: Towards A Human Rights-Based Approach to Development	GWEN and Bindura University/AU
7.	Deaf Zimbabwe Trust	Becoming Citizens: Knowledge and Relevance of SDGS to Disabled Persons Organisations and Persons with Disabilities for Transformation in Harare	Deaf Zimbabwe Trust
8.	Delis Mazambani and Paradzai Munyede	The Rights to Peace and Personal Security of Women Small-scale Miners in Zimbabwe's 'MaShurugwi' Infested Communities	ZHRC and PHD candidates at AU
9.	Innocent Ferris Rupapa, Bianca Moyo, Linda Masudze, and Tafadzwa Makara	Community Ownership and Participation in the Sustainable Development of Natural Resources in Light of the UN Vision 2030: The Case Study of the Marange (Diamonds), Tokwe Mokosi (Water) and the Hwange (Wildlife) Communities	Speak Out for Animals, Bancroft and Neil Water (Pvt) Ltd., Advocates 4 Earth, Student at KU Leuven



10.	Ernest Dube, Enock Musara and Smart Mhembwe	A Human Rights-Based Approach to Disaster Response and Recovery: Perspectives of the Cyclone Idai Flood Survivors in Chimanimani and Chipinge Districts in Zimbabwe	ZEGU
11.	James Tsabora and Shamiso Mtiso	Establishing a model Extractive Industries Transparency Initiative as a tool to promote sustainable development in the extractives sector in Zimbabwe	UZ and ZELA
12.	Ashton Murwira and Lawrence Mhandara	Recognising the right to development: Strengthening the Peacebuilding Approach in Zimbabwe	UZ
13.	Amanda Mugadza	Realising the nexus between the right to development and the right to the environment through clean energy (biogas) projects in Zimbabwe	MSU
14.	Platform for Youth Development	The Never -ending contradictions of the land crisis in Zimbabwe: The case of forced evictions in Chipinge district	Platform for Youth Development
15.	Gabriel Muzah and Fiona Chipunza	Realising Sustainable Development Goal Nine and Human Rights in Africa	AU and Zimbabwe Smallholder Organic Farmers Forum
16.	Mkhokhe Sithole, Keith Phiri and Thobekile Masabo	Gendered spaces in Mopani worm utilisation by women and girls for Sustainable Development in rural communities of Zimbabwe. Case of Bulilima District	National University of Science and Technology
17.	Frank Mupoperi and Hellen Venganai	A gendered analysis of Cyclone Idai disaster interventions in Chimanimani district	AFM Theological Seminary and Women's University in Africa
18.	Opulent Development Consultancy Agency	The right to food and nutritional security amongst forcefully displaced people with people with disabilities (PwDs) in Chingwizi, Zimbabwe	GZU and Mafongoya and Matapura Law Firm, Harare, Zimbabwe
19.	Josephine Chiname, Mutuso Dhlwayo and Farai Mutondoro	Mining Sector and Its Potential to Contribute Towards Environmental Protection, Sustainable Development and Full Realisation of Human Rights in Zimbabwe	Africa Institute for Environmental Law, which is the research arm of ZELA

20.	Centre for Democracy and Peace Advocacy	Exploring whether the use of a human rights-based approach to development can be an effective healing mechanism in Matabeleland	CDPA
21.	Gladys Moyo and Maureen Sigauk	Inclusion of the homeless community in national health planning for sustainable development: A comparative analysis into the case of Zimbabwe, South Africa and Sweden	The EatOut Movement Trust and various CSO positions
22.	Bulisani Mlotshwa	Disturbance Impacts on the Floristic and Structural Composition of the Mopane ( <i>Colophospermum mopane</i> ) Woodlands in the Greater Limpopo Trans Frontier Conservation Area.	National University of Science and Technology
23.	Tsitsi Maunga and Kingston Magaya	An assessment of the effect of international human rights law on the behavior of Zimbabwe as a State party to the 1989 United Nations Convention on the Rights of the Child (UNCRC) in general and the impact of the UNCRC on Zimbabwe's juvenile justice system in particular	ZHRC and Ministry of Justice, Legal and Parliamentary Affairs (working with ZPCS)

**List of research papers developed under the 2020 call for research grants proposals under the theme “Human Rights Implications of Social, Political, Economic and Legal Responses to the COVID-19 Pandemic”**

	Researcher(s)	Title of Research	Affiliation(s)
1.	Prince Kunaka and Patricia Mavhembu	Response to Pandemic: A Critical Evaluation of Zimbabwe Prisons and Correctional Service (Matebeleland Region) in Light of COVID-	Zimbabwe Prisons and Correctional Service
2.	Owen Mafongoya, Macreynald Maroveke and Tamuka Chekero	COVID-19's Impacts on Women with Disabilities (WWDs)'s Rights to Sexual Reproductive Health (SRH) in Zimbabwe.	Great Zimbabwe University, Africa University, World Bank
3.	Zimbabwe Human Rights Commission	Supporting Democracy in Zimbabwe during the COVID-19 Pandemic: Challenges and Opportunities for	Zimbabwe Human Rights Commission

		Execution of the Zimbabwe Human Rights Commission's Mandate	
4.	Abigail Benhura, William Muchono and Ernest K. Mando	Lockdown Measures, Emergency Remote Instructions and the Right to education for Learners in Rural Zimbabwe	Women's University in Africa, Zimbabwe Ezekiel Guti University and Ministry of Primary and Secondary Education
5.	Pamela Machakanja, Jeannette Iman'ishimwe Mukamana and Jennifer Mandoga	Intimate Partner Violence during COVID-19 Pandemic Lockdown and the Protection of Social and Economic Rights of Women in Zimbabwe	Africa University
6.	Lloyd Nhodo, Stephen Basure and Fadzai Chipato	COVID-19, Human Rights and the Informal Sector: Exploring the Implications of the Lockdown on the Informal Sector in Masvingo Province, Zimbabwe	Great Zimbabwe University and China Agricultural University
7.	Tafadzwa Gonditii	Developing a Stiffer Penalty Regime to Address Corruption in the Procurement of Goods and Services in Zimbabwe's Health Sector: A Case Study of COVID-19 Pandemic Responses	Judicial Service Commission
8.	Edmos Mtetwa, Robert Dumiso Mapurisa, Onai Hara and Agness Chindimba	Disability rights and the COVID-19 response mechanisms in Zimbabwe	UZ, Deaf Pride Zim and Deaf Women Included
9.	Joyce Chigome	Investigating the interface between proportionality of fundamental human rights and executive, legislative and regulatory responses to Covid-19 in Zimbabwe	MSU
10.	Linnet Sithole Cowen Dziva Davy Ndlovu	The right to access COVID-19 information amongst indigenous minority communities in Zimbabwe	MSU, Tsoro-o-tso San Development Trust and GZU

**List of research papers developed under the 2020 multi-country study under the theme "Covid-19, gender and human rights":**

	<b>Researcher(s)</b>	<b>Title of Research</b>	<b>Affiliation(s)</b>
1.	Munatsi Shoko	Restrictions in Access to Sexual, Reproductive Health and Rights (SRHR) Services for LGBTI People During Zimbabwe's COVID-19 National Lockdown	GZU
2.	Mavis Thokozile Macheke and Kundai Nhongo	Women's Access to Reproductive Health Services During the Covid-19 Pandemic in Zimbabwe	GZU and ZEGU

### List of Research Papers Developed in 2021

**Research papers developed under the 2021 call for research grants proposals under the theme “Devolution and the Promotion of Human Rights in Zimbabwe”**

	<b>Researcher(s)</b>	<b>Title of Research</b>	<b>Affiliation(s)</b>
1.	Ernest Dube, Itai Kabonga & Kwashirai Zvokuomba	Promoting Human Rights of the Indigenous People through Devolved Disaster Risk Governance in Zimbabwe	Marondera University of Agricultural Sciences and Technology, ZEGU & ZEGU,
2.	Edward Madziwa, Sandra Moyo & Sindiso Nkomo	Devolution Agenda in Zimbabwe: An Opportunity for Increased Women Participation in Local Governance	ZHRC, ZHRC & ZHRC
3.	Joseph Tinarwo, Mathew Sithole & Tawanda Nyikadzino	Prospects of Devolution in Tackling Corruption in Zimbabwe: Challenges and Policy Prescriptions	GZU, ZACC & AU
4.	Manasa Sibanda, Nigel Mxolisi Landa & Flora Takayindisa	Devolving and Decentralizing Covid Response in Zimbabwe: Mirroring the Practice and Challenges of the Covid Taskforce in guaranteeing the Right to Health	GZU, GZU & Caritas
5.	Prince Kunaka, Justice Chimbodza & Patricia Mavhembu	Devolution and Rehabilitation of Offenders: A Call of Reform of the Criminal Justice System in Zimbabwe	ZPCS, ZPCS & ZPCS
6.	Pamela Machakanja & Tawanda Nyikadzino	A Human Rights Based Approach to Devolution and the Constitutional Right to Water in Zimbabwe's Urban Councils: A Case Study of Dangamvura Residential Area in Mutare	AU & AU
7.	Robert Goto	Devolution as an Enabler of the Enjoyment of Peace and Security by Minority Groups in Zimbabwe: A Case of the San Ethnic Group	AU
8.	Percyslage Chigora, Jacob Tagarirofa & Margaret Gono	Embracing Devolution for Increased Participation of Disadvantaged Groups of the Society: Rethinking the Role of Councils and Traditional Leadership in Rural Zimbabwe	MSU, GZU & AU

### List of Research Papers Developed in 2022

**Research papers developed under the 2022 call for research grants proposals under the theme “10 Years of the Declaration of Rights in the Zimbabwean Constitution”**

	<b>Researchers</b>	<b>Title of Research</b>	<b>Affiliations</b>
1.	Mutuso Dhliwayo & Alpha Tarusenga Chikurira,	10 Years After: A critique of the constitutional environmental rights clause and its role in protecting environmental rights as human rights and the negative effects of climate change	Zimbabwe Environmental Law Association (ZELA), Environmental Management Agency (EMA)
2.	Kwashirai Zvokumba, Itai Kabonga, Pachipano Misheck Chingozha,	The state of the human rights of ethno-cultural minority groups in Zimbabwe: Reflections on the Doma people of the Zambezi valley	ZEGU, ZEGU, Southern Africa Regional Police Chiefs Cooperation Organisation (SARPCCO)
3.	Emmaculate Murawu, Blessing Manezhu, Tendai Ganduri,	Land Privatisation in Zimbabwe and Consequences for indigenous communities: Consequences on Indigenous Communities Cultural rights: Lessons from Nharira	Great Zimbabwe Monuments, GZU, GZU
4.	Godfrey Dzveta, Tapiwa Dzepasi, Tawanda Nyikadzino	An analysis of the accessibility of sanitation and hygiene services to people with disabilities since the passing of the 2013 Constitution: The case of City of Mutare	Tariro Foundation of Zimbabwe Trust, Freedom for the Disabled Persons in Zimbabwe (FDPZ), AU
5.	Ashton Murwira, Lawrence Mhandara,	Contributions of Local Authorities to the Realisation of Human Rights in Zimbabwe: The Case of Bindura Rural District Council (BRDC) and the Right to Health Care	AU, UZ
6.	Isheanesu Chirisa, and Mahiya Innocent Tonderai,	Article 5 of the Maputo Protocol & 10 years of a new constitutional order: An assessment of child marriages in Zimbabwe	Zimbabwe Human Rights NGO Forum, Women’s University in Africa

**List of Research Papers Developed in 2023**

**Research papers developed under the 2023 call for research grants proposals under the theme “Business and Human Rights in Zimbabwe”**

	<b>Researchers</b>	<b>Title of Research</b>	<b>Affiliation</b>
1.	Michelle Chitando, and Mutuso Dhliwayo	Sustainability reporting as a critical tool to promote corporate accountability in the mining sector: From voluntary disclosure to mandatory reporting.	ZELA

2.	Manasa Sibanda and Mandiedza Parichi	Interlinking Municipal Dumpsite Management, Environmental Protection, Climate Change and Human Rights: Case of Masvingo, Zimbabwe	GZU/MSU
3.	Douglas Musebenzi and Faith Ndlovu	Environmental degradation and Climatic Change as 21st Human Rights Challenges: An critical interrogation of the impact of lithium mining on the realisation of environmental rights in Zimbabwe.	GZU
4.	Tsungai Nhondo and Abigail Benhura	Locating gender and vulnerability in the Business and Human Rights discourse	Women's University in Africa
5.	Mary Bvute and Stanislas Birigimana	Proposed Topic: Protecting women's rights in business enterprises: Reflections from female vendors in artisanal mining spaces in Mazowe, Zimbabwe	Africa University
6.	Rosalie Katsande and Nesia Manguleni	Bridging the gap between gender, climate change and finance in the human rights discourse: An interrogation of the role of Non-State Actors in attaining sustainable food systems through gender-sensitive climate finance for female smallholder female farmers	UZ, JSC



## Annex 7 Main RWI outputs

According to Annual Reports (and confirmed during interviews and discussions), the following key outputs are recorded:

- Knowledge on human rights teaching methodologies and how to ensure a conducive teaching and learning environment, based on learner-centred pedagogy and human rights values/principles, has been provided to academic partner institutions, although the focus on curriculum development has shifted over time to focus primarily on clinical legal education (CLE) and the establishment of functional law clinics by RWI and external consultants. A study visit to law clinics in South Africa was also undertaken, and law clinics were encouraged and assisted to jointly develop a country-specific Zimbabwean Law Clinician's Manual.
- Individual mentoring, advice and guest lecturing to all five academic institutions. Guest lecturers have come from Lund University as well as from within academic institutions, with lecturers from one university guest lecturing at others.
- Students from academic partner institutions in Zimbabwe have taken part in lectures, study visits, debate competitions, moot courts, and Winter and Summer Schools on Human Rights (the latter also including students from Lund University to enhance opportunities for learning and sharing between Swedish and Zimbabwean students).
- High levels of human rights materials in both electronic and hard copies have been provided to libraries at partner academic institutions and resource centres of ZHRC and ZPCS and, since not all librarians have a background in law or human rights, librarians have been trained in online and in-person training activities on accessing human rights databases, how to use e-resources, and how to teach students and faculty members on how to use them.
- Research grants have been provided to researchers from Zimbabwean universities, CSOs, independent commissions, justice sector institutions, and government representatives, who have also been provided with training and mentoring during the research process. Human Rights Research Academies targeting junior academics and human rights practitioners in state institutions, CSO representatives and staff of independent commissions have also been conducted. Participants in these activities, which are spin-off activities of the annual research symposium, have reportedly increased their research capacities to plan, design and develop academic as well as applied human rights research.
- Support was provided to the finalisation, approval and printing of ZHRC's Education, Promotion and Research Manual and to the development of the first ever online course on the relationship between human rights and anti-corruption for the ZACC. ZHRC was also assisted to coordinate a Regional Meeting on Violence Against Migrants (in cooperation with the Network of African National Human Rights Institutions, leading to the adoption of the Harare Declaration on regional efforts to mitigate against rising levels of violence and xenophobia).

- Numerous individual and joint research papers and policy briefs have been produced (see Annex 6).
- Annual national research academies and symposia on human rights have been held on a variety of topics and issues, bringing academics and practitioners together to exchange ideas, learn from each other, and peer-review each other's research products.<sup>69</sup>
- Two key publications have been produced, published and made available online: Second edition of Selected Aspects of the 2013 Zimbabwean Constitution and the Declaration of Rights' and 'The Judiciary and the Zimbabwean Constitution'.
- Eight cross-sectoral Professional Training Programmes have been conducted for participants from ministries, Parliament, CSOs, independent commissions, traditional leadership, academia (including representatives from faculties other than law faculties, and from other universities than partner institutions) and local authorities, with action plans developed and implemented by participants. Participants at these have now been included in a PTP Alumni Network to learn from and share with each other how shared experiences on how the PTPs increased their human rights capacity and interaction among main stakeholders.
- Training workshops have been held for Commissioners and Secretariat staff of ZHRC and an induction programme for new Commissioners and staff has been produced. ZHRC was also supported to hold various roundtable discussions on human rights, including a Regional Meeting on Violence Against Migrants (organised by ZHRC in cooperation with the Network of African Human Rights Institutions) that led to the Harare Declaration with recommendations for how to address violence against migrants and xenophobia.
- Senior managers of ZPCS and other staff have been trained on human rights, human rights leadership and human rights prison auditing based on the on the UN Standard Minimum Rules for the Treatment of Prisoners (the 'Mandela Rules') and the UN Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the 'Bangkok Rules'). Training of trainers has also been provided to ZPCS, with the training now formally adopted into the curriculum for new recruits.

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<sup>69</sup> The academy is split into two parts: the first for practitioners, CSOs, Commissions and Government departments; and the second for PhD students.

# Annex 8 Inception Report



External Evaluation of the Raoul Wallenberg Institute's  
Zimbabwe Human Rights Capacity Development Programme

2019-2023

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**Draft Inception Report**

Sida

Date: 29 September 2023

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## Abbreviations

<b>CSO</b>	Civil Society Organisation
<b>EU</b>	European Union
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
<b>HRBA</b>	Human Rights Based Approach
<b>MTR</b>	Mid-Term Review
<b>NGO</b>	Non-governmental organisation
<b>OECD/DAC</b>	Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>PTP</b>	Professional training programme
<b>RWI</b>	Raoul Wallenberg Institute of Human Rights and Humanitarian Law
<b>SEK</b>	Swedish Krona
<b>Sida</b>	Swedish International Development Cooperation Agency
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>ZACC</b>	Zimbabwe Anti-Corruption Commission
<b>ZGC</b>	Zimbabwe Gender Commission
<b>ZHRC</b>	Zimbabwe Human Rights Commission

## 1. Introduction

### 1.1 Background to the assignment

NIRAS has been contracted by the Embassy of Sweden in Zimbabwe to conduct an **External Evaluation of the Raoul Wallenberg Institute's Zimbabwe Human Rights Capacity Development Programme 2019-2023**. The team appointed to conduct the evaluation is:

- Greg Moran, Team Leader.
- Dorothy Mushayavanhu, National Human Rights Expert.

### 1.2 Programme overview

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) is an independent academic institution, founded in 1984 and affiliated with Lund University in Sweden. Its mission is to contribute to a wider understanding of and respect for human rights and international humanitarian law and, since the beginning of the 1990s, it has been implementing a wide range of human rights capacity development programmes for institutions in developing countries, mainly with the support of the Swedish International Development Cooperation Agency (Sida).

RWI has been supporting democracy and human rights in Zimbabwe since 1992, when the law library at the University of Zimbabwe was included in the Institute's Sida-funded global literature acquisition project. Since then, RWI support to Zimbabwe has included extensive cooperation in the human rights field with a broad number of stakeholders – more recently, in line with the Strategy for Sweden's Development Cooperation with Zimbabwe 2017-2021 (under which the current Programme was designed) and the subsequent Strategy for Zimbabwe 2022-2026, both of which include human rights, democracy, rule of law and gender equality amongst the list of key objectives.

The **Zimbabwe Human Rights Capacity Development Programme 2019-2023** ('the programme') follows on from, and is essentially a second phase of, RWI's Human Rights Capacity Development for Zimbabwe Programme 2016-2018, although significantly expanded from the first 'phase'. Funded by Sida, the programme was initially intended to run from 2019-2021 but was extended via two annual cost-extensions until December 2023, with a total of SEK 73 million provided over the five-year period. The programme seeks to strengthen the human resource base for change in a sustainable manner and to contribute to the development and strengthening of neutral platforms for more effective and structured collaboration on strategic human rights reform issues, primarily between the programme's main stakeholders: academia, independent research centres, civil society organisations (CSOs), national and local government institutions, independent commissions, traditional leadership and the media.

The **key challenges and underlying causes** that the programme aims to address are:

1. The insufficient human resource base in human rights among duty-bearers and other key actors in society.



2. Limited resources (other than financial and capital) to ensure that strategic institutions are equipped to contribute to reforms and initiatives for the promotion and protection of human rights.
3. The lack of structured engagement between different sectors in society on relevant human rights reform issues.

According to its results framework and detailed theory of change, the programme has two **high-level strategies** to address these challenges:<sup>1</sup>

- Strengthen the capacities of the main stakeholders to promote, respect, protect and fulfil human rights within their respective mandates.
- Enhance the means and space for the main stakeholders to constructively engage with each other on key human rights reform issues.

Various **activities** are listed in the Revised Programme Proposal (dated 11 March 2019) that are intended to contribute to six **outputs**, as reflected in the table below:<sup>2</sup>

Outputs	Activities include ...
1. <b>Increased knowledge and skills among partner academic institutions to design, deliver and administer high quality human rights education, including on human rights of women and gender equality.</b>	Training for human rights teachers, roundtables on clinical legal education, support for human rights course and programme development, development of learning and teaching materials and tools, and study visits to other universities and participation in international and regional conferences.
2. <b>Increased opportunities among Zimbabweans to study human rights at academic institutions.</b>	Provision of scholarships and participation at the Winter School on Human Rights.
3. <b>Increased volume of human rights material in Zimbabwe, including human rights of women and gender equality, and in terms of web-based solutions and literature in libraries</b>	Provision of literature, documents and e-resources, and training for librarians (if relevant).
4. <b>Improved knowledge on human rights research methodologies, as well as increased opportunities to exchange information, experiences, and best practices, and engage in (joint) research, for Zimbabwean researchers, (including in the area of human rights of women and gender equality.</b>	Identification of priorities, research grants to researchers, training on human rights research and research methodology, supervision and mentoring, publication and dissemination of research, and an annual national research symposium.

<sup>1</sup> Although not formally structured this way in terms of the results framework, RWI annual reports often speak of two 'components' of the programme: the academic cooperation component (targeting universities), and the cross-sectoral and sectoral professional trainings component (targeting other relevant institutions and organisations).

<sup>2</sup> The table is based on the list of activities in the original programme document. Additional activities may have been included over the course of the programme that will be added to the list in the draft report.

Outputs	Activities include ...
5. Increased knowledge and skills among participants on key human rights issues, including on gender equality and vulnerable groups, and how to apply standards in their respective fields of operation.	Activities for Outputs 5 and 6 are combined somewhat in the Programme Proposal (and subsequent results frameworks) into cross-sectoral professional training programmes, study tours to Sweden, discussion and dialogue, as well as sectoral training programmes to certain institutions or sectors (including local government, Zimbabwe Human Rights Commission, ZACC, the media and others) towards the future development of policy.
6. Increased interaction on human rights issues between representatives of main stakeholders.	

The above outputs are expected to lead to five **intermediate outcomes**:

1. Human rights teaching and learning of high quality increasingly institutionalised at partner academic institutions.
2. Increased pool of human rights graduates / experts.
3. Increased availability and accessibility of human rights research products for public policy dialogue, advocacy etc.
4. Concrete initiatives, including joint and replicable pilot projects, relating to human rights reform issues implemented at targeted representatives' institutions.
5. A neutral platform, facilitating cooperation between the main stakeholders around human rights priorities in place.

Contributions to the intermediate outcomes are expected to contribute to two **programme outcomes**:

1. Targeted institutions better equipped to contribute to reforms and related initiatives for the promotion and protection of human rights.
2. Increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues.

Recognising that multiple factors beyond the scope of any programme are at play at the overall objective level, the results framework also includes an **impact statement** to which the Programme might realistically be expected to contribute: More informed and inclusive human rights reform programmes contributing to legislation, policies, practices and decision-making informed by international human rights standards and principles, as reflected in the Zimbabwean Constitution.

Contributions at the impact level are then expected to contribute to the **overall objective**: To contribute to enhanced enjoyment of constitutional rights in Zimbabwe.

The **theory of change** set out in the programme proposal (as illustrated in Appendix 1) is:

Cooperation under the proposed strategies and in the identified areas would *contribute* to the participating institutions being better equipped and able to contribute to reforms and related initiatives for the promotion and protection of human rights and to an increased structured

dialogue as well as joint initiatives between main stakeholders on key human rights issues. This would in turn *lead to* more inclusive human reform programmes contributing to legislation, policies, practices and decision-making being increasingly aligned with international standards and principles, as reflected in the Zimbabwean Constitution. This *connects back to and supports* the overall objective, which is enhanced enjoyment of constitutional rights in Zimbabwe.

The theory is based on four **general assumptions** that the evaluation will test to see whether they held true, and what the impact on the programme has been where they did not:

- There is continued political support and momentum for aligning laws, policies, practices and decision-making with constitutional human rights commitments.
- There is sufficient political stability allowing for the different components of the Programme to be implemented.
- Funding is made available to academic institutions for maintaining and developing education and research in international human rights law.
- Partner and beneficiary institutions continue to express commitment to the implementation of the Programme and its different components.

In line with the **Human Rights-Based Approach (HRBA)**, human rights are at the centre of the programme, which targets both duty-bearers and rights holders, and which actively seeks to ensure the participation of beneficiaries in programme design, implementation, and monitoring. The programme also includes equality and non-discrimination and integrates the rights of people living with HIV and AIDS, lesbian, gay, bisexual, transexual, queer and intersex persons, children, persons with disabilities and other disadvantaged and vulnerable groups. In addition, the programme includes a specific focus on **gender equality and the rights of women** as a cross-cutting priority and targets **youth** directly (since most students are youth) and indirectly. It also includes a focus on anti-corruption in discussions with partners and training institutions and has increasingly engaged with the Zimbabwe Anti-Corruption Commission (ZACC) and others to emphasise the link between corruption and human rights.

### 1.3 Evaluation purpose, users, evaluand and scope

The Embassy is currently working on a new, five-year strategy for Zimbabwe that will include democracy and human rights amongst its three result areas. Democracy and human rights have been part of previous strategies and will be where most funds are channelled, but the Embassy is considering streamlining its human rights and democracy portfolio to focus on projects and programmes that are best able to make a difference. The **main purpose** of the evaluation is thus to inform RWI, Sida and partners about how successful the programme has been in achieving its expected results during the period of evaluation; to identify lessons learned/best practices that programme partners can benefit from; and to provide input on the continued needs for support of partners in areas where the programme has had an influence. The evaluation is also expected to include recommendations for Sida, RWI, and partners on how the programme might be developed to enhance its relevance, effectiveness, efficiency and

sustainability and to suggest potential new areas of cooperation and is expected to contribute to learning for stakeholders. As a result, the evaluation is expected to be both **summative and formative**.<sup>3</sup>

The **primary users** of the evaluation are RWI and Sida, as well as RWI Programme partners. The **evaluation** is the Zimbabwe Human Rights Capacity Development Programme 2019-2023 and the **evaluation** scope, as set in the Terms of Reference (ToR), is 1 March 2019 to 31 October 2023.

## 1.4 Limitations and challenges

The budget for the evaluation and the time frame in the ToR are somewhat limited. The implementation plan below has thus been designed to maximise the time available and should be achievable if the milestones and deliverables in Section 2.4 are adhered to. And while the limited budget and time limit the evaluation team's ability to visit all of the partner institutions outside of Harare, the team is, in consultation with the RWI Zimbabwe Office, already exploring ways to overcome the problem (as further described in Section 2.3.2 below) and it is anticipated that challenges in consulting stakeholders will be addressed.

At the same time, the programme was broad at the outset, with multiple stakeholders and activities, and has grown increasingly broad over time. While all aspects of the programme will be considered, to deal with the limited time available, the evaluation will focus on the main areas of support to key partner institutions (academic / university / law clinics, Prisons, independent commissions), and cross-sectoral professional training and iteration activities, rather than on every type of activity or stakeholder reached.

We note that there are justifiable and understandable concerns related to the safety of participants given that human rights and the space for civil society are constrained. To address this, the evaluation will be conducted with the greatest respect for confidentiality and privacy (as explained further in Section 2.1 below) and will follow a rights-based approach with a design that does not put informants and stakeholders at risk during data collection or dissemination.

The ToR for the evaluation point to one further challenge: that it may prove difficult to consider activities and results after the second quarter of 2023 given the timeframe for the evaluation and the evaluation period in the ToR.<sup>4</sup> Since the actual start date of the evaluation was slightly delayed, considering activities and results during the third quarter of 2023 should not pose a considerable problem. Although it will be too soon to determine what results these might have achieved, it will be possible to assess whether they have the potential to contribute to intended results based on similar previous activities and interventions and on what stakeholders have to say during interviews and discussions. However, many activities were delayed as a result of the 2023 elections and approximately nine activities are only scheduled for after the end of the data gathering phase. While it will not be possible to assess whether these were successfully implemented, it will once again be possible to consider whether

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<sup>3</sup> It is noted that a process to develop a new programme was started in 2022, before the decision to provide a cost extension for the current programme was made. RWI prepared a concept note in May 2022 and a draft proposal that was shared with the Embassy in October 2022. Given that Sida funds for Zimbabwe were reduced for 2023, RWI was requested to remove some parts of the proposal, (youth academy and human rights and local governance) and focus more on independent commissions (together with academia and the justice sector), including exploring how to include the Zimbabwe Gender Commission more. The process was put on hold after the cost extension was granted for 2023 and is now dependent to some degree on the results of the current evaluation.

<sup>4</sup> The ToR notes that activities completed, and information received during the third and fourth quarter of 2023 may be considered for inclusion in the evaluation scope, in discussion with RWI and depending on the agreed schedule.

they have the potential to contribute to results based on previous activities and an independent assessment by the evaluation team.

## 1.5 Evaluation questions and matrix

The ToR contain a comprehensive set of pertinent, and thoughtful evaluation questions based on four of the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria: relevance, effectiveness, efficiency and sustainability, with further question on gender equality added. The questions have largely been retained, with some slightly re-ordered or combined, and with one question (in italics) added.

### Relevance:

The ToR list three questions for relevance, one of which<sup>5</sup> is really more of an indicator for effectiveness (and which has thus been removed and added to the indicators under effectiveness in the evaluation matrix). The remaining questions are:

1. Has the selection of partners been relevant to the programme objectives and planned results?
2. Are the programme's results relevant to the needs and situation of the intended beneficiaries as well as programme partners?

These questions focus on the first part of the OECD/DAC definition of relevance – the degree to which the programme was relevant at design stage. To assess the second part of the definition – the extent to which the programme was able to adapt and remain relevant given any changes in the context – a further question has been added:

3. *To what extent has the programme been able to adapt to changes in the context, including but not only those occasioned by COVID-19, and remain relevant over time?*

### Effectiveness

According to the OECD/DAC definition of effectiveness, the key issue is the extent to which the expected outcomes of the programme have been or can be expected to be achieved by the end of 2023, what contributed to or negatively affected the achievement of results, and whether any unexpected positive or negative results have arisen. The ToR included three questions under 'effectiveness', but there is some overlap in these. To address this, questions have been slightly modified:

4. To what extent has the programme achieved its expected results at output and outcome levels (with emphases on the results at outcome level)?
5. Have there been any unexpected results, either positive or negative, and what have been the factors behind these?
6. Which factors contributed to the achievement of positive results, and which affected non-achievement of results?

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<sup>5</sup> 'Are the results the Programme has achieved consistent with its objectives and the attainment of these objectives?'

## Efficiency

The following questions are included in the ToR (slightly modified for language):

7. Have results been achieved to an extent reasonably proportionate to the amount of funding available and used?
8. Could available funds have been used in alternative ways to achieve greater results?
9. Has the programme been managed with reasonable regard for efficiency; what measures have been taken during planning and implementation to ensure that resources are efficiently used to achieve expected results?

The questions are relatively standard and no major challenges are expected in addressing them. However, it should be noted that the evaluation is not a value for money evaluation: that would require a different methodology to that set out in the ToR.<sup>6</sup> Answers to the questions will thus be based primarily on a 'light touch' assessment of the budget and financial reports as well as interviews with the Embassy, management and financial staff of RWI, and partners.

## Sustainability

Two of the three questions in the ToR<sup>7</sup> are more indicators of sustainability than evaluation questions and have been added to the list of indicators, while the one, over-arching question on sustainability has been retained.

10. To what extent is it likely that the results and benefits of the programme will be maintained at an appropriate level for a reasonably long period of time after the end of the programme?

## Gender equality

The following questions are included as one question in the ToR but have been separated out to ensure that both are properly addressed:

11. How has gender equality integration been implemented and followed up?
12. Has the programme had any positive or negative effects on gender equality?

## Lessons learned and recommendations

In line with the ToR, the team will consider lessons learned under each of the evaluation criteria and include these in the chapter on conclusions and lessons learned in the report. Based on these, the report will also include recommendations for Sida, RWI, and partners on how the programme may be further developed to enhance its relevance, effectiveness, efficiency and sustainability (including ownership), suggest potential new areas of cooperation for achieving the results the programme seeks to

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<sup>6</sup> Value for money evaluations employ a different approach and methodology that would be beyond the scope and budget of the current evaluation. See for example: <https://www.betterevaluation.org/methods-approaches/methods/value-for-money>

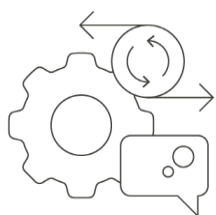
<sup>7</sup> 'To what extent have partners taken demonstrable ownership in the initiative and creating systemic changes as a result of the programme?'; and 'Have programme working methodologies and partnership strategies been applied to contribute to sustainability?'

promote, and consider the degree to which the programme is replicable in Zimbabwe and/or elsewhere.

## Evaluation matrix

Based on the above questions, an **evaluation matrix** is attached as Appendix 2, which includes the evaluation questions organised by OECD/DAC evaluation criteria, indicators for assessment, sources of information and data collection methods to be used.

## 2. Approach and methodology



In this section we present our overall approach, the design and conceptual framework of the evaluation, and the data collection strategies we intend to apply.

### 2.1 Overall approach

The evaluation will apply a theory-based approach which is utilisation- and learning-focused; participatory, confidential and transparent; and that is gender sensitive and rights-based throughout. Where necessary, outcome harvesting and contribution analysis will also be used to determine what outcomes have been achieved and the degree to which the programme contributed to such outcomes.

**A theory-based approach:** the evaluation will employ a theory-based approach to articulate the pathway of systemic change envisaged, explore what happened, and why the envisaged change occurred or did not occur. To that end, the evaluation will use the theory of change in the programme proposal as its evaluation framework to assess and report on results achieved.

**A utilisation / learning focused and participatory approach:** To promote utilisation and learning by RWI and partners, the evaluation team will establish a strong working relationship and communication with the Embassy, RWI and partners from the outset. It will consult and engage users in the evaluation design and further development of the evaluation methodology (as has already been done), raise any challenges faced during implementation to jointly identify solutions, and validate preliminary findings and recommendations with the Embassy, RWI and partners in the process of analysis and reporting. The team has already held a **virtual start-up meeting** with the Embassy (20 September 2023) and has met virtually with RWI Zimbabwe- and Lund-based staff (22 September 2023) to discuss who to consult and how best to consult them. The results of the latter discussion are included in the methodology below. The current **draft inception report** has also been shared with the Embassy, RWI and partners for comments.

During the remainder of the evaluation, the team will:

- **Continue to engage with the Embassy, RWI and partners during the inception phase** to finalise the list of stakeholders to be consulted, revise the methodology if required, and to hear whether there are any additional issues to be considered.



- Conduct an **inception meeting** with the Embassy, RWI and partners on the current draft inception report to allow for any issues arising - including from other stakeholders – to be clarified and corrected.
- Allow time for written comments to the draft report and ensure that all comments are addressed in the **final inception report**.
- Employ videoconference and in-person interviews and roundtable / focus group discussions to ensure **as many beneficiaries and stakeholders as possible are able to participate** and have their voices heard.
- **Regularly provide feedback** to the Embassy, RWI and partners on findings during the evaluation and immediately raise any 'red flags' with the Embassy should they arise.
- **Hold a brief feedback meeting** with the Embassy, RWI and partners on the last day of the on-site mission to provide feedback on how the mission progressed and what key findings are already evident.
- **Conduct a debriefing / validation meeting** with the Embassy, RWI and partners shortly after the completion of the on-site mission to share preliminary observations, conclusions, and recommendations, and to allow for input into the findings before the draft report is prepared.
- Share the **draft evaluation report** with the Embassy, RWI and partners for comments and ensure that all comments received during the validation meeting and written comments to the draft report are addressed. To this end, a '**comment sheet**' will be completed and sent together with the final report, listing all main comments to the draft report and showing how and where each comment has been addressed.

**Transparency, accountability and confidentiality:** During data collection, the evaluation team will inform stakeholders about the objective and methodology of the evaluation and how the data will be used and reported. The main questions to be covered will be shared with key informants and roundtable participants in advance. To ensure **confidentiality**, the evaluators will comply with the Chatham House Rule, where what is said may be used in the evaluation but will not be attributed to any individual or stakeholder in the report. Notes of interviews will be kept strictly confidential and will not be shared with anyone other than Sida (if required). And minimal details will be included in the annex of stakeholders consulted to ensure that no personal or other details are provided that might allow anyone to determine who was consulted. To further support confidentiality, RWI and partners will be afforded an opportunity when commenting on the draft report to approve any information related to partners and to request that anything that exposes them to risk is removed. To enhance transparency and accountability, the evaluation report, once approved, will be published and accessible to the public on Sida's webpage.

**A gender sensitive and rights-based approach:** The evaluation will integrate the **human rights-based approach (HRBA)** and **gender equality** throughout and will foster empowerment through participation of stakeholders in producing knowledge about the intervention. In particular, the evaluation will ensure at minimum that:

- An overall assessment is made of the degree to which the principles of the HRBA are included in programme and in the overall approach of RWI when it comes to programme design, workplanning, and implementation.
- An assessment is conducted of the degree to which gender equality has been considered during design, planning and implementation, the degree to which gender has been mainstreamed in training programmes, research and other activities, and levels of budget allocation to gender equality and mainstreaming. To this end, specific questions have been included in the list of evaluation questions related to gender equality and mainstreaming, both members of the evaluation team are gender-aware, gender-sensitive, and gender-inclusive, and both have significant experience in gender equality including in the Zimbabwean context.
- As many women's voices are solicited and heard as possible to try to determine whether men and women have different viewpoints and the degree to which stakeholders regard the support provided under the programme is gender-responsive and gender-inclusive.
- Reporting includes a focus on gender equality and the degree to which projects and programming are gender-aware, gender-sensitive, and gender-inclusive, whether the support provided has contributed to greater gender equality and non-discrimination, and what lessons can be learned by the Embassy / Sida, RWI and partners going forward.

**Outcome harvesting and contribution analysis:** Since multiple factors are at play when it comes to human rights in Zimbabwe, the evaluation will use outcome harvesting to determine what changes at the outcomes / results level have occurred within partners and in Zimbabwe more generally. Outcome harvesting does not measure progress towards predetermined objectives or outcomes, but rather collects evidence of what has changed and then, working backwards, seeks to determine whether and how an intervention contributed to these changes.<sup>8</sup> To determine this, and using the theory of change as a starting point, the team will assess all available data, triangulated as far as possible, and then conduct a **contribution analysis** to determine whether changes - good or bad - can reasonably be attributed to the programme, as illustrated in the text box below:

Contribution analysis <sup>9</sup>
<p>Contribution analysis is a methodology used to identify the contribution a programme has made to a change or set of changes. The aim is to produce a credible, evidence-based narrative of contribution that a reasonable person would be likely to agree with, <u>rather than to produce conclusive proof</u>. It is based on a recognition that it is difficult to prove attribution for many development interventions and is intended to be used alongside theories of change that set out how change is, or was, expected to happen. The aim is to produce a plausible, evidence-based narrative that a reasonable person would be likely to agree with. A plausible narrative is considered to have been developed when four conditions are met:</p> <ol style="list-style-type: none"> <li>1. The intervention is based on a theory of change, accompanied by agreed and plausible assumptions, that explains how the intervention sought to bring about any desired changes.</li> <li>2. Activities were implemented properly.</li> <li>3. Adequate evidence can be found to show that change occurred at each level of the theory of change.</li> <li>4. The relative contribution of external factors or other development interventions can be dismissed or demonstrated.</li> </ol>

<sup>8</sup> [https://www.betterevaluation.org/en/plan/approach/outcome\\_harvesting](https://www.betterevaluation.org/en/plan/approach/outcome_harvesting)

<sup>9</sup> Adapted from 'Contribution Analysis', INTRAC, 2017. [www.intrac.org/wpcms/wp-content/uploads/2017/01/Contribution-analysis.pdf](http://www.intrac.org/wpcms/wp-content/uploads/2017/01/Contribution-analysis.pdf)



## 2.2 Data collection and evaluation methods

The evaluation will draw on both primary and secondary data, triangulated to the greatest degree possible.

**Primary data** will include:

1. **Document review and analysis** of all documents listed in the ToR<sup>10</sup> as well as programme data, pre- and post-training evaluations (where these are not included in programme reports), samples of research produced with the support of the programme, and any other documents identified by the Embassy, RWI and partners during the inception and data gathering phases.
2. **Key informant interviews.** Although the exact list of interviewees will be determined in ongoing consultations with the Embassy, RWI and partners prior to the start of the on-site mission, the following key informants appear from the ToR, available documents, start-up meeting with the Embassy, and consultations with RWI:
  - Embassy / Sida staff (Head of Development Cooperation, Programme Officer).
  - Remote interviews with RWI staff at headquarter level (Director of Programmes, Deputy Director, Programme Officer focused on cross-sectoral professional training programmes).
  - In-person interviews and discussion with key staff of the RWI Zimbabwe Office (Director Zimbabwe Programme and Head of Zimbabwe Office, Programme Officer responsible for academic partners, and financial management staff).
  - Interviews with Deans and senior staff of partner academic institutions and heads / senior staff of law clinics at partner academic institutions.<sup>11</sup>
  - Heads and senior staff of Zimbabwe Prisons and Correctional Service, ZHRC, ZACC and Zimbabwe Gender Commission (ZGC).
  - Remote interviews with RWI collaborators in South Africa (University of the Witwatersrand) and independent consultants identified by RWI (including the Consultant, Prisons and Corrections in Nairobi).
  - Interviews with relevant senior staff of other key development partners supporting similar issues or beneficiaries, or with which RWI collaborates: European Union (EU) – noting that RWI is

<sup>10</sup> Programme document and subsequent updates to it; RWI annual work plans and budgets; report from the 2021 mid-term review of the programme (and the update to the mid-term review from early 2022); key steering and other documents of partners; relevant Sida strategies and policies; and annual programme progress reports.

<sup>11</sup> As further described in Section 2.3.2 below, the evaluation team will visit two universities during the evaluation – University of Zimbabwe and Africa University – where senior staff as well as librarians will be consulted, libraries visited, and observations made of people's actions. Other interviews with heads of universities, while still in the planning stage, will aim to coincide with their visits to Harare to attend RWI events during the on-site mission, or interviewees will be transported to Harare with their transport costs covered by the evaluation team (if feasible). Where neither of these solutions works, remote interviews will be arranged. The evaluation team is also discussing the possibility of a roundtable discussion with staff of all law clinics. If that proves impossible given the limited budget, those at University of Zimbabwe and Africa University will be consulted during visits to the universities with the possibility of meeting one or two others attending RWI events.

implementing an EU project within the Zimbabwe Human Rights Commission (ZHRC) – United Nations Development Programme, GLZ<sup>12</sup>, and Switzerland.

- CSOs engaged in programme activities.<sup>13</sup>

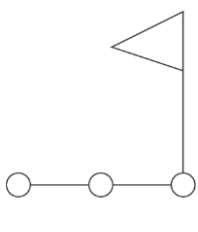
3. **Roundtable discussions.** To ensure as many voices are heard and as many different stakeholders have an opportunity to contribute to the evaluation, roundtable discussions will be held with:

- Two roundtables with a selection of participants in the various cross-sectoral professional training programmes (PTP) undertaken during the evaluation period.
- A selection of researchers targeted by or benefiting under the programme (via research grants).

Most roundtable discussions will take place at the offices of the institution with senior staff participating. However, as further detailed below, two roundtable discussions with participants at PTPs, and a roundtable with researchers (who all come from different institutions) will be held at RWI offices.

**Secondary data sources** will include online resources and reports of United Nations (UN) agencies (including Universal Periodic Reviews), international organisations such as Human Rights Watch, Transparency International, Freedom House and Amnesty International, reports of other development partners, relevant international indices, and 'grey literature' such as newspaper and other reports.

## 2.3 Phases of the evaluation



The evaluation will consist of four phases: start-up and inception, data gathering, analysis and reporting, and dissemination (as detailed below).

### 2.3.1 Start-up and inception phase

The assignment began with a start-up meeting with the Embassy on **20 September 2023** to discuss and clarify any issues arising from the ToR and/or NIRAS proposal and to obtain as much information as possible on key stakeholders to be consulted and how best to consult them.

The **inception phase** began immediately after the start-up meeting and included a **document review** of all available documents (which will continue throughout the assignment), preliminary discussions with RWI to further identify stakeholders to be consulted and how best to consult them, a preliminary stakeholder analysis, and fine tuning the logistical and methodological planning.<sup>14</sup> The team then prepared the current **draft inception report** and submitted it to the Embassy and RWI on **29 September 2023** for written comments to be submitted by **6 October 2023**. In the interim, the team will convene an online **inception meeting** with the Embassy and RWI on **3 October 2023** to present the draft inception report and to clarify any issues raised in it before written comments are submitted.

<sup>12</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH.

<sup>13</sup> Particularly Transparency International, Zimbabwe and Centre for Applied Legal Research.

<sup>14</sup> A list of documents consulted to date is attached as Appendix 3.

Based on all comments during the inception meeting and written comments received thereafter, the team will prepare and submit the **final inception report** (on or before **13 October 2023**) taking all comments received at the inception meeting and written comments into account. The report will include the final workplan and will be accompanied by a **comment sheet** setting out how each main comment has been addressed. The Embassy will then be requested to approve the final inception report or provide a 'no objection' by **18 October 2023**. To meet the tight deadlines in the ToR, whilst waiting for approval of the inception report, the evaluation team will conduct remote interviews with key RWI staff in Lund as well as other stakeholders to be consulted outside of Zimbabwe.

## **Deliverables**

- Draft inception report (including revised methodology, evaluation matrix and workplan).
- Final inception report and comment sheet.

### **2.3.2 Data collection phase**

Once the final inception report has been approved, the team leader will travel to Zimbabwe to conduct the on-site mission together with the national human rights expert from **23 October to 3 November 2023**. **Key informant interviews and roundtable discussions** will be held with all of those identified in the final list of stakeholders during the remainder of the inception phase and during planning for the on-site mission but will include at least those listed in Section 2.2 above.

**Interviews:** Given the limited time and budget available and the number of stakeholders to consult from around the country, on-site visits to key academic institution partners will not be held other than a day-visit to the Africa University in Mutare and an on-site visit to the Faculty of Law at the University of Zimbabwe. Fortunately, the team's on-site mission coincides with two RWI events: a national research symposium to which all Deans of Law Faculties have been invited; and a course with the ZGC that will be attended by ZGC field officers based outside of Harare. As discussed in footnote 11 above, the evaluation team will attempt to use these events to secure relevant interviews and discussions with senior partner institutions heads and staff at no additional cost. Should that prove impossible, the evaluation team will invite some participants to Harare to conduct additional in-person meetings and discussions (to be finalised during the logistical planning for the mission) should its limited travel budget allow. Where necessary, remote interviews with key stakeholders from outside of Harare will also be considered.

**Roundtable discussions:** Also during the on-site mission, and with the kind support of RWI (which will provide venues for such discussions):

- Two roundtable discussions will be held with participants of previous Professional Training Programmes (PTPs).<sup>15</sup>
- One roundtable will be held with researchers supported under the programme.

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<sup>15</sup> As discussed during preliminary consultations with RWI during the inception phase, the cross-sectoral PTPs can be broken into two broad groups: those focused on human rights and local government / devolution; and Equal status and human rights of women (including in the context of climate change and displacement). A third 'group' – those who have assumed positions of leadership in society after attending PTPs and participating in other RWI supported activities will also be considered for inclusion during the process to develop the mission workplan, depending on the time available.

- Should time allow, a further roundtable with those RWI 'alumni' who have assumed positions of leadership in society after attending PTPs and participating in other RWI supported activities will also be considered.
- As discussed in footnote 11 above, a roundtable discussion with senior staff of law clinics is also being contemplated, depending on costs, and will be finalised during preparations for the on-site mission. Should that prove impossible, the evaluation team will meet relevant law clinic staff during visits to University of Zimbabwe and Africa University in person and will attempt to find ways to consult with others as well during the planning for the on-site mission.

A more **detailed document review** will also be conducted during this phase of all documents listed in the ToR as well as those identified during the inception phase or sourced during interviews.

In line with the utilisation-focused approach, the team will ensure that the Embassy, RWI and partners (as relevant) are kept abreast of key findings as they emerge and that any issues requiring immediate attention are raised with the Embassy. On the final day of the mission, the team will conduct a brief **feedback meeting** with the Embassy and RWI staff to provide an overview of how the mission went, the main issues identified, and the next steps for the remainder of the evaluation.

Immediately following the team leader's return to home base, the team will prepare a short **debriefing note and PowerPoint presentation** of their preliminary main findings, conclusions and recommendations for discussion at a virtual **debriefing / validation workshop** on **8 November 2023** (before more detailed analysis and reporting commences). Any remote interviews that have not been possible before or during the on-site mission will also be conducted.

**Deliverables:** PowerPoint presentation and debriefing note.

### 2.3.3 Analysis and reporting

Based on all data obtained from primary and secondary sources as well as any comments received during the debriefing / validation workshop, the evaluation team will then analyse and **triangulate data** across various sources (documents, interviews, roundtable discussions, programme data, and secondary data) to ensure that information received is accurate and correctly interpreted, and that data from multiple sources is pulled together into a coherent narrative of what has occurred at the programme level. The report will also carefully consider the degree to which recommendations in the MTR and follow-up to the MTR have been implemented.

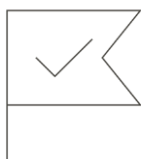
Based on this analysis, the team will prepare and submit a **draft evaluation report** to the Embassy, RWI and partners by at least **17 November 2023**. The draft report will include **recommendations** for Sida, RWI, and partners on how the programme may be developed to enhance its relevance, effectiveness, efficiency and sustainability, for how partners and stakeholders might enhance their respective roles in promoting and protecting human rights in Zimbabwe, and to suggest potential new areas of cooperation. Comments to the draft will be requested within seven working days (by **28 November 2023**).

Once comments to the draft have been received, the team will revise the report and submit a **final evaluation report and comment sheet** setting out how all main comments have been addressed by **30 November 2023**.<sup>16</sup>

## Deliverables

- Draft evaluation report.
- Final evaluation report and comment sheet.

## 2.4 Milestones and deliverables



The evaluation will include the following milestones and deliverables (see more details in the Work Plan attached as Appendix 4):

What	Who	When (2023)
<b>Start of the evaluation</b>	<i>Embassy, RWI, partners, NI-RAS</i>	20 September 2023
<b>Submission of the draft inception report</b>	<i>NIRAS</i>	29 September 2023
<b>Inception workshop</b>	<i>Embassy, RWI, partners, NI-RAS</i>	3 October 2023
<b>Comments on inception report</b>	<i>Embassy, RWI, partners</i>	6 October 2023
<b>Submission of final inception report</b>	<i>NIRAS</i>	13 October 2023
<b>Approval of inception report</b>	<i>Embassy</i>	18 October 2023
<b>Field work</b>	<i>NIRAS (stakeholders)</i>	22 October - 3 November 2023
<b>Validation workshop</b>	<i>Embassy, RWI, partners, NI-RAS</i>	9 November 2023
<b>Submission of draft evaluation report</b>	<i>NIRAS</i>	17 November 2023
<b>Comments on draft report</b>	<i>Embassy, RWI, partners</i>	28 November 2023
<b>Submission of final report</b>	<i>NIRAS</i>	30 November 2023

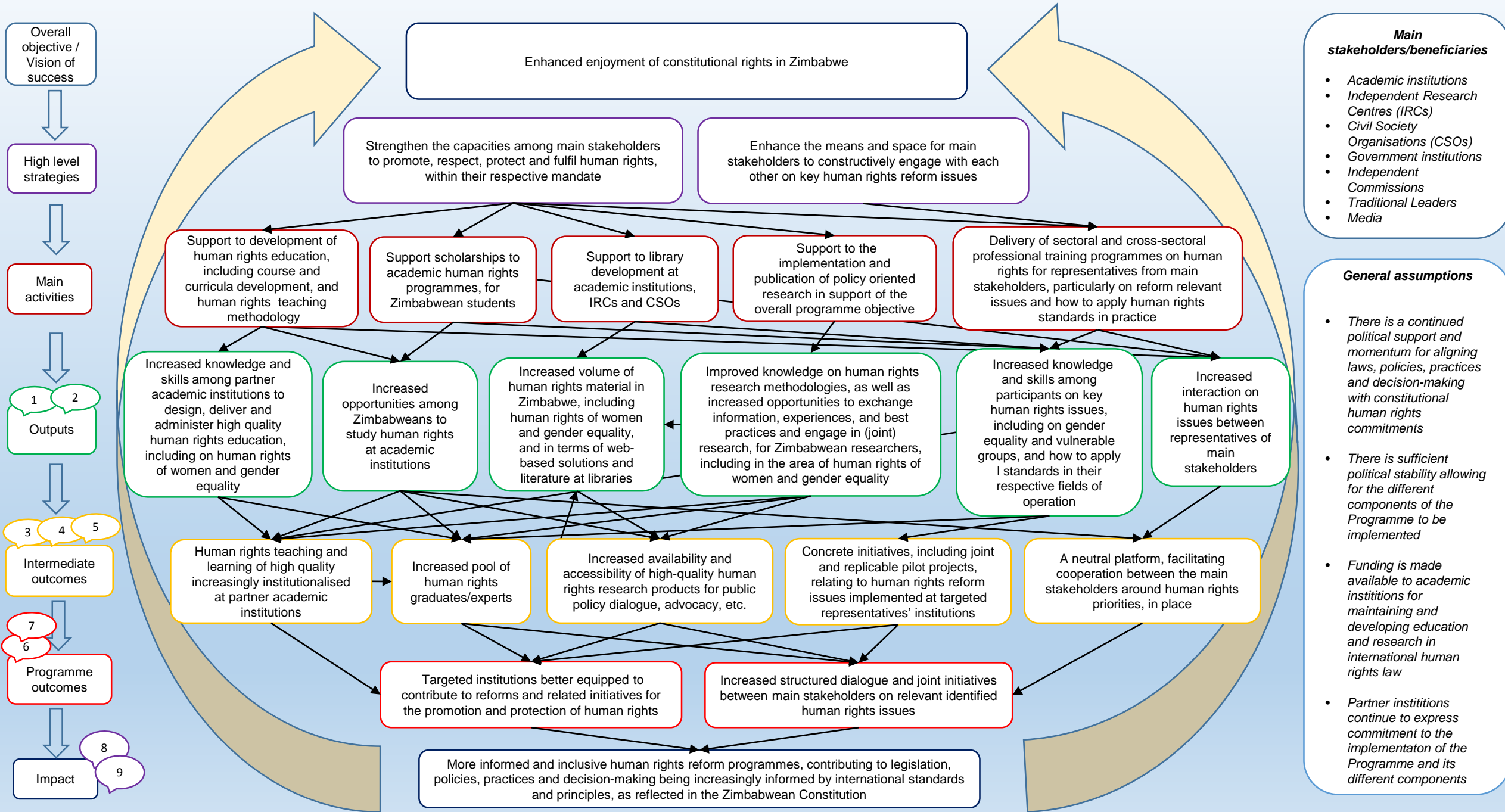
<sup>16</sup> Mindful of the needs of the Embassy, this part of the process might be speeded up: if comments can be submitted before the deadline, the evaluation team will strive to address these and submit the final version of the report before the deadline proposed in the table below.



## **Appendix 1: The Programme's Theory of Change**

# Theory of Change Diagram

Annex 1a



## Appendix 2: Evaluation Matrix

### Notes:

1. The term 'programme documents' includes programme proposals, annual narrative and financial reports, annual work plans and reports of partners, mid-term reviews, samples of research, programme data, etc.
2. Where indicators rely on an assessment of the degree / level to which the indicator has been achieved, the evaluation team will, in so far as is possible, employ a four-point rating scale: 'insufficient', 'satisfactory', 'good' or 'excellent'.

Evaluation Questions	Indicators to be used in Evaluation	Sources	Methods
<b>Relevance</b>			
<b>1. Has the selection of partners been relevant to the programme objectives and planned results?</b>	<ul style="list-style-type: none"> <li>• Degree of alignment with relevant Swedish strategies for Zimbabwe.</li> <li>• Degree of alignment of partners with country context.</li> <li>• Degree of alignment of partners with programme objectives and intended outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents.</li> <li>• Key Informants.</li> <li>• Reports of UN Agencies and international organisations.</li> <li>• Relevant international indices.</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Analysis of international organisation reports</li> <li>• Semi-structured interviews</li> <li>• Roundtable discussions</li> </ul>
<b>2. Are the programme's results relevant to the needs and situation of the intended beneficiaries as well as programme partners?</b>	<ul style="list-style-type: none"> <li>• Degree of alignment of results with country context.</li> <li>• Levels of consultation with partner institutions during design and implementation.</li> <li>• Degree of alignment with needs and thematic priorities of partner institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents.</li> <li>• Key Informants.</li> <li>• Reports of UN Agencies and international organisations.</li> <li>• Relevant international indices.</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Analysis of international organisation reports</li> <li>• Semi-structured interviews</li> <li>• Roundtable discussions</li> <li>• Online research</li> </ul>
<b>3. To what extent has the programme been able to adapt to changes in the context, including but not only those occasioned by COVID-19, and remain relevant over time?</b>	<ul style="list-style-type: none"> <li>• No. and type of changes in context.</li> <li>• No. and type of changes introduced in relation to changes in context.</li> <li>• Degree of adaptation to changes in context.</li> <li>• Degree of replicability of changes introduced in Zimbabwe and/or elsewhere.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents.</li> <li>• Key Informants.</li> <li>• Reports of other freedom of expression organisations and institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Document analysis</li> <li>• Analysis of international organisation reports</li> <li>• Semi-structured interviews</li> <li>• Roundtable discussions</li> </ul>

Effectiveness			
<b>4. To what extent has the programme achieved its expected results at output and outcome levels (with emphases on the results at outcome level)?</b>	<ul style="list-style-type: none"> <li>No. of human rights graduates / experts trained.</li> <li>Level of availability and accessibility of human rights research products.</li> <li>No. of joint and replicable pilot projects implemented at targeted institutions.</li> <li>No. of platforms / opportunities for dialogue and cooperation created.</li> <li>Degree to which activities and outputs have contributed to intended results, disaggregated across projects/activities and partners.</li> <li>Degree to which the achieved results are consistent with the programme's objectives ('programme outcomes') and the attainment of these objectives.<sup>17</sup></li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key informants.</li> <li>Reports of international organisations / institutions.</li> <li>Training materials / research reports.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Roundtable discussions</li> <li>Outcome harvesting</li> <li>Contribution analysis</li> </ul>
<b>5. Have there been any unexpected results, either positive or negative, and what have been the factors behind these?</b>	<ul style="list-style-type: none"> <li>No. and type of unexpected positive effects reported.</li> <li>No. and type of unexpected negative effects reported.</li> <li>No. and type of factors contributing to unexpected results.</li> <li>Degree of contribution of factor to unexpected results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key Informants.</li> <li>Reports of other development partners.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Roundtable discussions</li> <li>Outcome harvesting</li> <li>Contribution analysis</li> </ul>
<b>6. Which factors contributed to the achievement of positive results, and which affected non-achievement of results?</b>	<ul style="list-style-type: none"> <li>No. and type of factors contributing to achievement of results.</li> <li>No. and type of opportunities created for sharing of lessons learned between partner institutions.</li> <li>No. and type of adjustments and improvements based on lessons learned.</li> <li>No. and type of factors contributing to non-achievement of results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Contribution analysis</li> </ul>

<sup>17</sup> It is noted that most of the indicators for this question relate mainly to the 'intermediate outcomes' in the RWI theory of change / results framework. Since the intermediate outcomes are expected to contribute to the programme outcomes in the results framework, the evaluation team will use these to determine progress towards the two programme outcomes: 1. Targeted institutions better equipped to contribute to reforms and related initiatives for the promotion and protection of human rights. 2. Increased structured dialogue and joint initiatives between the main stakeholders on relevant identified human rights issues.

Efficiency			
<b>7. Have results been achieved to an extent reasonably proportionate to the amount of funding available and used?</b>	<ul style="list-style-type: none"> <li>No. and type of results achieved.</li> <li>Degree to which levels of funding are proportionate to results achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including budgets and financial reports).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Light touch financial assessment</li> </ul>
<b>8. Could available funds have been used in alternative ways to achieve greater results?</b>	<ul style="list-style-type: none"> <li>No. and type of alternative ways of achieving results identified.</li> <li>Degree to which alternative ways of achieving results might have achieved greater results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including budgets and financial reports).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Light touch financial assessment</li> </ul>
<b>9. Has the programme been managed with reasonable regard for efficiency; what measures have been taken during planning and implementation to ensure that resources are efficiently used to achieve expected results?</b>	<ul style="list-style-type: none"> <li>No. and type of measures taken during planning to ensure efficient use of funds.</li> <li>No. and type of measures taken during implementation to ensure efficient use of funds.</li> <li>Degree to which programme design, planning and implementation contributed to achievement of results / lack of results.</li> <li>Degree to which programme management and staffing contributed to achievement of results / lack of results.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including budgets and financial reports).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> </ul>
Sustainability			
<b>10. To what extent is it likely that the results and benefits of the programme will be maintained at an appropriate level for a reasonably long period of time after the end of the programme?</b>	<ul style="list-style-type: none"> <li>No. and type of results and benefits that will be maintained at appropriate level for a reasonably long period.</li> <li>Degree to which partners have taken ownership in the initiative and creating systemic changes.</li> <li>Level to which programme working methodologies and partnership strategies have been applied to contribute to sustainability.</li> <li>No. and type of institutional development reported (new or amended methods, curriculum, learning materials, networks, processes, approaches etc.).</li> <li>No. of people trained on human rights related issues.</li> <li>No. and type of examples of beneficiaries using training in their daily work reported.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents.</li> <li>Key informants.</li> <li>Curricula of partners developed / amended with Programme support.</li> <li>Learning materials produced with Programme support.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Curricula analysis</li> <li>Learning material analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> </ul>

Gender equality			
<b>11. How has gender equality integration been implemented and followed up?</b>	<ul style="list-style-type: none"> <li>No. and type of activities / support specifically targeting gender equality reported.</li> <li>No. and type of activities to assist partner institutions to mainstream gender equality reported.</li> <li>Degree to which gender equality mainstreamed across projects, activities and outputs.</li> <li>Degree to which data is sex-disaggregated.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including any gender-specific plans / materials).</li> <li>Key informants.</li> <li>Training materials / research reports.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Contribution analysis</li> </ul>
<b>12. Has the Programme had any positive or negative effects on gender equality?</b>	<ul style="list-style-type: none"> <li>No. and type of changes / positive contributions to gender equality reported.</li> <li>No. and type of changes / negative contributions to gender equality reported.</li> <li>Level of contribution of RWI support to positive and/or negative effects on gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (including any gender-specific plans / materials).</li> <li>Key informants.</li> </ul>	<ul style="list-style-type: none"> <li>Document analysis</li> <li>Semi-structured interviews</li> <li>Round table discussions</li> <li>Contribution analysis</li> </ul>

## Appendix 3: Documents consulted

### Annual Reports

- Zimbabwe Human Rights Capacity Development Programme 2019-2021 Narrative Report 1. January 2021 – 31 December 2021.
- Zimbabwe Human Rights Capacity Development Programme (2019-2021). Narrative Report. 1 January 2020 – 31 December 2020.
- RWI. Zimbabwe Human Rights Capacity Development Programme (2019-2021). Narrative Report. 12 March 2019 – 31 December 2019.
- Zimbabwe Human Rights Capacity Development Programme (2019-2021). Revised Narrative Report. 12 March 2019 – 31 December 2019.

### Workplans and Budgets

- 1st Revised Budget - Main Output 2: Increased opportunities among Zimbabweans to study human rights at academic institutions – Project Activity Budget 1020204-05. Moot Court Competition on International Humanitarian Law.
- 1st Revised Budget 2021 - Adjusted 2021-01-26 - Revised 2021-06-23.
- RWI Zimbabwe Human Rights Capacity Development Programme – Work Plan and Budget Reviewed in Light of the Covid-19 Pandemic (2020-06-03).
- Comparison between budget items, original budget and revised budget 200603.
- Letter to the Embassy: Revised budget and work plan RWI Zimbabwe Human Rights Capacity Development Programme 2020.
- REVISED budget 2020 - 2020-06-03
- Revised Work Plan with Monitoring Component Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2020. 20-06-01.
- 1st Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2021. Updated 2021-06-23.
- Approval of Proposed adjustments to the RWI Zimbabwe Programme Work Plan and Budget Framework for 2021. 21 July 2021.
- 2nd Revised Budget 2021 - Revised 2021-10-25.
- 2nd Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2021. Updated 2021-10-25.
- Approval of Proposed 2nd Adjustment to the RWI Work Plan and Budget 2021.
- Follow-up- Proposed 2nd Adjustment to the RWI Work Plan and Budget 2021.
- Letter on Proposed 2nd adjustment of workplan and budget for 2021.
- Original workplan - Zimbabwe Human Rights Capacity Development Programme. Work Plan and Budget. 1 January – 31 December 2021.
- Annex 4 - Budget 2021^J Adjusted 2021-01-26.
- RWI Zimbabwe Human Rights Capacity Development Programme – Work Plan and Budget Reviewed in Light of the Covid-19 Pandemic. 2020-09-14 – (2nd revision).
- 2nd REVISED budget 2020 - 2020-09-14.



- 2nd Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2020. 20-09-14.
- Budget Annex 1 - Strategic Interventions COVID-19.
- Comparison between total cost per budget item in programme budget submitted 2019-12-19 and revised budget submitted 2020-06-03.
- Letter of Request: RWI Zimbabwe Programme: Update on the revised work plan for 2020 and need for further adjustment.
- Approval - 2nd Revised Work Plan 2020.
- 2020 Zimbabwe Programme - Explanatory Chart to 3rd Revised Work Plan, 23 November 2020.
- 3rd Revised Work Plan 2020.
- Approval - 3rd Revised Work Plan 2020.
- Zimbabwe Human Rights Capacity Development Programme. Work Plan and Budget. 1 January – 31 December 2020.

### **Cost extension**

- 1st Revised request for one-year cost extension 1 January – 31 December 2023 RWI Zimbabwe Human Rights Capacity Development Programme 2019-2022.
- Budget for Cost-Extension 2023 RWI Zimbabwe Programme - Final 230117.
- 1st Revised request for one-year cost extension 1 January – 31 December 2023 RWI Zimbabwe Human Rights Capacity Development Programme 2019-2022.
- Budget for Cost-Extension 2023 RWI Zimbabwe Programme - Final 230117.
- 1st revised Sida 2022 budget ZIMBABWE 2022-07-06.
- 1st Revised Work Plan with Monitoring Component. Zimbabwe Human Rights Capacity Development Programme. 1 January – 31 December 2022.
- Narrative to 1st revised budget for RWI Zimbabwe Programme 2022. 2022-07-06.
- Annex 7- 2nd Final Sida budget 2022 ZIMBABWE 2021-12-06.
- RWI Zimbabwe Human Rights Capacity Development Programme 2019-2021. 2nd Revised Request for a One-year Cost-extension 2022.

### **Mid-term Reviews**

- STHLM Policy Group. Mid-term review of Raoul Wallenberg Institute. Zimbabwe Human Rights Capacity Development Programme, 2016-2021. Final report.
- STHLM Policy Group (2022). Follow-up to Mid-term Review of Raoul Wallenberg Institute Zimbabwe Human Rights Capacity Development Programme, 2016-2021. Final report.
- Management Response. Mid-Term Review of the RWI Zimbabwe Human Rights Capacity Development Programme 2016-2021, carried out during the period December 2019 – March 2020.

### **MOUs**

- An addendum to the Memorandum of Understanding between the Raoul Wallenberg Institute of Human Rights and Humanitarian Law and the Council for Legal Education in Zimbabwe regarding co-operation between the two institutions.  
MoU between Africa University and RWI.

- MoU between RWI & IPLG.
- MoU between RWI & MSU.
- MoU between RWI & Herbert Chitepo School of Law, GZU.
- MoU between RWI & ZHRC.
- MoU between RWI & ZPCS.
- MoU between RWI & ZEGU.
- MoU between RWI & UZ Faculty of Law.
- MoU between RWI & ZACC.
- MoU between RWI & ICRC.

### **Proposals, Rules, Manuals and Deed of Trust**

- Revised Programme Proposal Zimbabwe Human Rights Capacity Development Programme 2019-2021.
- Information table PTPs 2019-2022.
- Annex 17: FRAMEWORK AGREEMENT BETWEEN RAOUL WALLENBERG INSTITUTE OF HUMAN RIGHTS AND HUMANITARIAN LAW AND RAOUL WALLENBERG INSTITUTE OF HUMAN RIGHTS AND HUMANITARIAN LAW – HARARE.
- Staff Manual RWI-Harare.
- Rules of Procedure for the Board of Trustees of The Raoul Wallenberg Institute of Human Rights and International Humanitarian Law – Harare Adopted by the Board of Trustees at its meeting on 19 February 2021.
- RWI Deed of Trust.
- Concept Note: Zimbabwe Human Rights Capacity Development Programme 2023-2026. 5 July 2022.

### **Interviewee lists**

- List of Academic Partner.
- List for ZPCS, Independent Commissions and ZACC.

## Appendix 4: Workplan

	2023		September				October				November					December			
	GM	DM	w36	w37	w38	w39	w40	w41	w42	w43	w44	w45	w46	w47	w48	w49	w50	w51	w52
Inception Phase																			
Start-up meeting with RWI/Embassy of Sweden, 20 Sep	0,25	0,25																	
Documents review and methods development	3	2																	
Drafting incpetion report	1																		
Submission of inception report, 29 Sep																			
Inception workshop, 3 Oct	0,50	0,50																	
Comments/no-objection sent by Stakeholders, 6 Oct																			
Submission of final inception report, 13 Oct																			
Remote interviews with RWI staff based in Lund and other locations	1																		
Approval of inception report, 18 Oct																			
Data Collection Phase																			
Field visit to Zimbabwe/key informant interviews (inclusive travel)	10	10																	
Data Analysis and Reporting Phase																			
Report writing	6	1																	
Validation workshop, 9 Nov	0,25	0,25																	
Submission of Draft Report, 17th November																			
Presentation of draft report (if required), 21 Nov	0,25	0,25																	
Feedback from stakeholders on draft report, 28 Nov																			
Finalization of the report	0,75	0,75																	
Submission of Final Report, 30 Nov																			
Total days	23	15																	

Initials: GM = Greg Moran, DM = Dorothy Mushayavanhu



## External Evaluation of the Raoul Wallenberg Institute's Zimbabwe Human Rights Capacity Development Programme 2019–2023

Informed by international human rights standards and principles as reflected in the Zimbabwean Constitution, the Raoul Wallenberg Institute's (RWI) Zimbabwe Human Rights Capacity Development Programme ran from 2019-2023 and was intended to contribute to more informed and inclusive human rights reform programmes contributing to legislation, policies, practices and decision-making. Following a previous phase and based on consultations with stakeholders, the programme was highly relevant to the Zimbabwean context and needs of partners and beneficiaries. Progress towards all intended intermediate and programme outcomes was made. The programme was efficiently implemented by RWI and costs were commensurate with outcomes, although some reductions in the number of partners and study tours to Sweden may be required now that Sida funding to Zimbabwe will likely be reduced. With a focus on both institutional and individual capacity building, many of the benefits achieved under the programme are sustainable. Given the focus on human rights and the inclusion of the Zimbabwe Gender Commission, gender equality was addressed, although whether the support to gender equality has led to any discernible positive or negative effects on gender equality is difficult to measure.

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