# undp

**SUMMARY AND LESSON LEARNT**

**“TOWARDS A GREATER CITIZENRY PARTICIPATION IN SWAZILAND”**

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**Definitions**

For purposes of this report the following definitions are adopted

* ***Awareness on Human Rights*** – having initial information of the existence of Human Rights clauses in the Constitution.
* ***Knowledge of Human Rights*** – having detailed information about Human Rights which can be explained to other people in an informed and satisfactory manner.
* ***Understanding of Human Rights*** – having detailed information and data about Human Rights which can be applied to situations where the dignity of human beings is at stake.

**EXECUTIVE SUMMARY**

1. **Introduction**

A two-year project entitled “Towards Greater Citizenry participation in Swaziland” was implemented by UNDP in partnership with the Council of Swaziland Churches (CSC). The aim was to promote greater understanding of Human Rights and knowledge of the Bill of Rights as enshrined in the Constitution; and promote the rule of law, respect, dignity of human beings and place Human Rights at the centre in maintaining national peace. It is expected that eventually democratic governance practices grounded in international principles will be promoted. A baseline study to gauge knowledge of Human Rights in the country was conducted and was meant to set up benchmarks for the project. In the quest for building a Human Rights culture in Swaziland the project was to conduct a national sensitization campaign on Human Rights; train communities and the youth in schools to understand the basic principles of Human Rights; and empower the media and security organisations to understand, so that they are able to promote, protect, report on, and advocate for Human Rights in an informed manner. The design of the project aimed at strengthening and empowering the Media Institute for Southern Africa/ Swaziland (MISA) as an umbrella media organisation to mainstream and advocate for Human Rights issues and in future train other institutions to ensure sustainability.

1. **Purpose of Evaluation**

The purpose of the End of Project Evaluation was to assess the efficiency and effectiveness of the project in achieving its intended results. An analysis of the project activities was undertaken to examine in detail the implementation process and the relevant delivery mechanisms over the project duration to determine their efficacy relative to set objectives and beneficiary response. Furthermore, the evaluation was to assess the relevance and appropriateness of the project and its design in addressing the identified problems and needs. In this case analysis was made of initial beneficiary circumstances before the project and the set strategy to enhance change among targeted beneficiaries, which would indicate project outcomes. It is expected that the findings and recommendations of this End of Project Evaluation will inform future programme/projects development and assist UNDP increase its effectiveness and impact.

1. **Methods and Approach**

The evaluation applied a combination of methods including a desk review of key documents for gathering secondary data. Primary data was obtained through consultative meetings, focus group discussions and one-on-one interviews. The methodological approach for the evaluation was based on an analysis of both primary and secondary data to seek comparative, descriptive and cause-effects relationships. In order to assess the effectiveness of project strategies and activities, it was essential to establish accountability for outputs and outcomes.

1. **Analysis and Findings**
	1. ***Relevance of chosen outcome***

The project was inaugurated when the country was facing socio-economic challenges, some of which could not be acknowledged by government. The constitutional awareness campaign was relevant as it opened dialogue among communities on issues that were never discussed under the 1973 decree rule. By introducing some open debates and discussions among communities, the project made the population aware of some of their constitutional rights leading to participation in democratic governance.

* 1. ***Progress with regard to the outcome***

The constitutional awareness campaign was a positive starting point towards knowledge of the Bill of Rights as enshrined in the Constitution. CSOs, including CSC, will build on this foundation through sustained civic education to enhance citizens’ knowledge and understanding of HR.

* 1. ***Contribution of the chosen outputs and strategies***

Although some outputs were not implemented, the HR awareness campaign allowed people to discuss some of the constitutional issues affecting their lives, which is a contribution towards citizens’ participation in democratic governance. The multi-media approach by the IP towards sensitization made a positive impact on communities in HR awareness and knowledge.

In addition, the baseline research on knowledge on HR identified some areas where emphasis will be placed in sustaining project benefits. Facilitators from marginalized groups motivated community participation and will sustain project benefits among those groups.

* 1. ***Sustainability of the outputs and outcomes***

The project invigorated the CSC’s JPR department’s efforts in HR advocacy and provision of legal aid. With further support, CSC and other CSOs will sustain project benefits through enhanced civic education.

Sustained DGTTF support will increase project benefits and enhance participation in democratic governance by various institutions and groups.

The project has made a positive impact on communities and fostered HR awareness and buy-in for HR advocacy.

* 1. **Analysis of the Factors Affecting the Outcomes**

***4.5.1 Strengths and weaknesses in project design and implementation***

The project design logical framework is the project roadmap outlining project objectives, inputs, outputs and activities leading to intended outcomes based on a critical need to be addressed and a viable implementing strategy. It also identifies project risks to be mitigated during implementation. The project design accomplished all these. However, the framework contributed to the poor planning of activities and their implementation because it did not determine accurately the link between goals, objectives, outputs and activities. The time frames set were unrealistic. Besides, the problem analysis did not appreciate the influence exerted on the project by conflicting stances between the traditional and the modern sector in the existing dual mode of governance. There was no evidence of identified risk mitigation during implementation, a factor that contributed to limited success of results. An implementation plan is normally outlined at project onset to guide activity monitoring but was not evident here and resulted in failed project activities, which could have otherwise been salvaged.

***4.5.2 Achievement of project objectives and results***

Project objectives were not fully achieved as only 60% of the outputs were attempted. However, in citizen empowerment, the project trained community facilitators to work with communities, including those from marginalized groups, a factor that will enhance the sustainability of project benefits.

Also, the constitutional awareness campaign availed an opportunity for people to discuss socio-economic development issues such as land rights and voting in elections as a way of participating in the democratic process, something that was unthinkable under the 1973 decree.

Similarly, the project provided for constructive dialogue on governance issues without intimidation, and neutralized the erstwhile tension between communities and government over issues of democracy.

The national sensitization campaign on Human Rights was conducted in 22 communities selected from urban, peri-urban and rural areas; and 15 schools, 25% of which were from urban areas. Citizen empowerment was supported by developed training materials in Siswati on the Constitution. Some were appropriately adapted for edutainment into short radio stories, jingles and stage drama and were effective as they captivated large audiences. The adoption of training materials for the visually impaired into Braille was inhibited by the exorbitant costs implied.

The baseline research conducted by Southern X consultants to assess the current level of Human Rights understanding in Swaziland revealed high levels of awareness among the population but could not determine with certainty their knowledge of Human Rights. The main challenge was that the instrument used for investigation did not focus on knowledge acquisition. The evaluation found gaps in the public understanding of the right to education; equal recognition before the law; the clash of Human Rights with Swazi culture; and government prerogative on Swazi citizenship and accompanying documents. The issuesofgender equality and freedom of association were partially analyzed.

The outputs that were not implemented included capacity strengthening at MISA, the empowerment of security institutions, the training of professional bodies and the training of CSOs. There was lack of transparency between CSC and MISA over costs of activity implementation by MISA.

**4.5.3 *Relevance of project in addressing needs and problems***

The project was relevant in addressing the need for citizen empowerment to participate in democratic governance first by gaining knowledge on HR and understanding of the limitations caused by the non-implementation of the Constitution. There were challenges emanating from the initial problem analysis including the conflicting issues between the traditional and the modern system of governance, which need to be addressed for the effective implementation of the Constitution. The success of raising awareness among citizens has paved the way for further empowerment to gain knowledge and understanding of HR so as to effectively participate in democratic governance. The objective of the project was to enhance participation in democratic governance which makes the project quite relevant.

* + 1. ***Efficiency and cost-effectiveness of project implementation***

Sensitization of communities and schools on Human Rights was successful. The project used qualified and experienced consultants for various tasks assigned, a factor that contributed to the achievement of citizens’ awareness of HR. The allocation of resources was, for the most part, adequate. Inefficiency was manifested in poor activity planning and constrained capacity which led to the non-implementation of two major outputs. Some evidence of flawed financial management procedures was noticed and cost-effectiveness of implementation could not be attained.

* + 1. ***Project benefit sustainability***

The potential for project benefit sustainability is high because the benefits blend in with on-going CSC activities which will continue; the benefits have been embraced by the population hence will be supported; and the project benefits are covered under the long term DGTTF support to include capacity development for HR institutions. Sustainability of project benefits can be achieved if Government commitment is assured and civil society organizations such as CSC are empowered adequately to raise and sustain public awareness, promote and protect Human Rights. Also, if funding for the DGTTF programme on Governance and Gender is sustained, it will assist in driving some of the project benefits. The issue of media and security institutions empowerment has to be addressed in the proposed project extension and conflicting issues between the Constitution and traditional authorities have to be resolved to ensure project benefits sustainability.

1. **Conclusions**

The evaluation concluded that:

1. Project implementation was achieved at the level of community constitutional awareness. The trained community facilitators gave communities opportunities to engage in constructive dialogue over development issues that hinge on constitutional rights. This was a positive step towards participation in democratic governance.
2. The non-implementation of two major outputs was influenced in part by ill designed project framework, weaknesses in project Management processes and institutional arrangements, and lack of transparency between CSC and MISA in contractual agreement. A strict monitoring system, for example, would have identified the constraints in project implementation and proposed effective remedial action in good time.
3. Government response to the project could not be ascertained because the Human Rights Commission, as a relevant government institution, denied audience with the evaluation team. Government has not demonstrated transparency and commitment to the project.
4. The sustainability of project benefits is undermined by government’s attitude towards the project; incomplete project outputs; and unresolved conflicting issues between the Constitution and traditional practices.
5. The following factors require attention:
* The strengthening of capacity at CSC through collaboration with other local and regional organizations.
* The publication of the coded Swazi law and custom which was supported by UNDP to provide documented evidence of conflicting issues between the Constitution and traditional practices.
* The completion of outstanding outputs to strengthen citizen participation in democratic governance.
* Redesign of project for proposed extension to ensure accurate logical framework and rational timeframes for project activities.
* The development of training materials for the deaf and the blind as critical project beneficiaries.
* The development of HR training materials at a higher level to cater for the empowerment of MISA, security institutions, professional bodies and other CSOs.
1. **Recommendations**

**6.1 General recommendations**

1. The project should be extended for a further two years under a modified design to allow for the implementation of crucial project activities that were left out due to capacity constraints and poor planning. In any case the project framework should be redesigned; the implementing partner should form partnerships with other organizations to improve capacity; conflicting viewpoints between the Constitution and traditions be resolved; suitable training materials be developed for marginalized groups, professional bodies and security institutions; and increased support for CSOs to conduct civic education be obtained.
2. The UNDP should influence the publication of the coded Swazi law and custom to enhance an informed implementation of the Constitution and resolve conflicting issues between the Constitution and traditional practices.

**6.2 Specific recommendations**

**6.2.1 Enhancing HR knowledge and practice**

1. CSC should enhance its capacity by forming partnerships with other organizations. The training of security institutions, for example, can be enhanced by forming partnership or outsourcing consultants from the Institute of Security Studies in South Africa. Other partnerships can be made with institutions like UNISWA or IDM for the training of professional bodies and CSOs.
2. CSC should develop more training materials for: i) use by marginalized groups such as sign language materials for the deaf and Braille materials for the blind; and ii) intermediate and advanced level knowledge of Human Rights for use by professional bodies, CSOs and MISA, among others.

**6.2.2 Community sensitization**

1. Community sensitization on Human Rights needs to be extended to other areas in the country that were not covered by the project.

**6.2.3 MISA capacity strengthening**

f) UNDP should look for additional resources, perhaps outside the realm of this project, to ensure the empowerment of MISA for the sustainability of project benefits.

1. **Lessons learnt**

Some of the lessons learnt include the following:

***7.1 Explicit knowledge***

a) The project logical framework should be constructed accurately to ensure that causality relationships are demonstrated and there is proper activities scheduling and implementation. Some of drawbacks experienced during project implementation can be attributed to a flawed project logical framework.

b) The future of Human Rights protection is compromised when security institutions are not sensitized. Security institutions are responsible for the promotion and protection of Human Rights and need to be empowered to fulfil this role.

***7.2 General knowledge***

c) The choice of IP influenced the efficacy of project implementation. The success of project activities depended on the capacity and commitment of the IP.

d) Community grassroots set up was instrumental in beneficiary mobilisation. It was relatively easy to mobilise communities as they are constituted according to chiefdoms.

e) The relevance of the project at the moment motivated citizens to participate in sensitization workshops as one way of finding solutions to the current socio-economic challenges.

f) Facilitators from marginalized groups enhanced the participation of those groups by breaking the communication barrier that might have been caused by facilitators from able bodied organizations only.

g) Edutainment is an effective method of public sensitization. People learn better and sometimes faster when different approaches are used in conveying messages as the approaches appeal to different audiences differently.

***7.3 Tacit knowledge***

h) Government commitment is crucial in enhancing the sustainability of project benefits. If commitment is not demonstrated by government the future of all endeavours are undermined.

i) The success of project objectives requires the participation of different organizations at various levels of implementation. This is because the CSOs, for example, have varied expertise which may not be available in other organizations.

***7.4 Insight***

j) The international community supports the participation of Swaziland in democratic governance. Financial and material assistance can be sought from international organizations for the pursuit of Human Rights in the country.