MID-TERM REVIEW OF UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF) 2016-2020 FOR ESWATINI

MTR REPORT 2018

Date of the Report: 31th October 2018

Version No. of the Report: Final UNDAF MTR Report

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Acknowledgement

This UNDAF Mid-term Review Report could have not been produced without the cooperation, opinions and insights of a number of stakeholders from the Government of Eswatini Ministries, Departments and Agencies, representatives of the CSO and the private sector, members of the UNCT Eswatini and technical/programme officers from various UN agencies. The MTR Team is indebted to all those interviewed for their commitment and sharing their insights to contribute to the review process.

Special thanks go to Resident Coordination Office, Zandile Simelane in particular, who coordinated the MTR and provided all the logistical and relevant information requested by the Review Team. The Review Team also extends its gratitude to UNCT Eswatini, UN M&E Group and UNDAF focal persons for their feedback on the draft report. The authors hope that the MTR provides useful insights and lessons into the implementation of UNDAF activities in the next two and half years.

Abbreviations and Acronyms

AU   :   African Union

BOS   :   Business Operations Strategy

CSO/NGOS   :   Civil Society Organizations/Non-governmental Organizations

DaO   :   Delivering as One

EBC   :   Elections and Boundaries Commission

EFA   :   Education for All

FPE   :   Free Primary Education

GDP   :   Gross Domestic Product

HDI   :   Human Development Index

M&E   :   Monitoring and Evaluation Group

MDA   :   Ministries, Departments and Agencies

MIC   :   Middle-Income Country

MTR   :   Mid Term Review

NDS   :   National Development Strategy

NDS   :   National Development Strategy

NGOs   :   Non Governmental Organisations

PPSG   :   Policy and Programmes Support Group

RC   :   Resident Coordinator

SSDIG   :   Strategy for Sustainable Development and Inclusive Growth

TA   :   Technical Assistant

UNCG   :   UN Communications Group

UNDAF   :   United Nations Development Framework

UNEG   :   UN Evaluation Group

Background

Based on the country´s needs and priorities, the United Nations family in Eswatini together with Government Counterparts, in a collaborative and consultative manner, designed the United Nations Development Framework (UNDAF) 2016-2020. The UNDAF is the fourth-generation Programme of UN support to Eswatini. The UNDAF was developed according to the principles of UN Delivering as One (DaO), aimed at ensuring Government ownership is demonstrated through UNDAF's full alignment to Government priorities as defined in the Vision 2022, National Development Strategy (NDS) and Medium-Term Plan 2013-2018 Government plan of Action and planning cycles, as well as internal coherence among UN agencies and programmes operating in Eswatini. The UNDAF contributes to the overall goal of Eswatini's Vision 2022.

The UNDAF has three Strategic Results Areas referred to as Priority Areas and these are:

- **Priority Area 1: Poverty and inequality reduction, inclusive growth and sustainable development**
- **Priority Area 2: Equitable and efficient delivery and access to social services**
- **Priority Area 3: Good Governance and Accountability.**

The implementation of the UNDAF has reached it mid-way. As the best practice, and requirement, the Government of Eswatini and the UN Country Team proposed to undertake a mid-term Review (MTR) of the UNDAF in September/October 2018. Two External Consultants (Dr. Okwach Abagi – International) and Mr. Patrick Mduduzi Dlamini – National) were commissioned to facilitate the MTR. The focus of the MTR was to provide an overall assessment of progress and achievements made against planned results as well as assessing and documenting challenges and lessons learnt over the past two and a half years of the UNDAF cycle. The main objective of the UNDAF Mid-Term Review was to assess the relevance, effectiveness, efficiency and sustainability of the programme, including the extent to which cross cutting issues, principles such as human rights and HRBA, gender equality, environmental sustainability; capacity development and results-based management and have been mainstreamed throughout the UNDAF.

Methodology

The MTR was conducted in September and October 2018 in accordance the UN Evaluation Group (UNEG) Norms and Standards, as well as the Ethical Guidelines for evaluation of the UN system. In the forward-looking review, a mixed-method, including quantitative and qualitative data collection and analytical techniques, was used. The processes were participatory and inclusive in terms of giving stakeholders an opportunity to assess UNDAF implementation and accommodating their views on achievement so far, coherence, coordination/management, challenges, and lessons learned among other issues in the last 2.5 years.

As per the Terms of Reference, the review covered four criteria of Relevance, Effectiveness, Efficiency, Sustainability, and cross-cutting issues of the UNDAF design and focus, Network

/Linkages and Lessons Learned. Data collection was through a mixed-method involving review of relevant documents, Key Informants Interviews (KII) and focus group discussions with stakeholders from Governments Ministries, Departments and Agencies (MDA), UN Agencies, Resident Coordination Office, Civil Society Organizations/Non-governmental Organizations (CSO/NGOs), and the Private Sector. Fifty-six (men and women) stakeholders were consulted during the review. About 30 relevant documents to the UNDAF 2016-2020 (including Framework documents, policies and strategies, studies and special reports) were reviewed and analyzed by the Review Team.

The Team had preliminary discussions with the RCO and Monitoring and Evaluation Group. The Team then prepared an Inception Report. After data collection/analysis, a draft UNDAF MTR report was prepared. The draft report was presented to the UNCT in order to provide early opportunity for initial response and validation of the findings, conclusions and recommendations. The UNCT inputs and those from other stakeholders are reflected in this Report.

Findings

In terms of Relevance, the UNDAF 2016-2020 design was based on analysis of development issues and gaps in Eswatini and lessons learned from the last UNDAF. But the design could have been more focused with a few priority areas. The UNDAF articulates three Priority area (Pillars): 1. Poverty & Inequality Reduction, II: Equitable Social Services, and III. Governance. UNDAF is appropriately aligned to the development needs and priorities of the country. It is also aligned and reflects sectoral policies and strategies. But, in the last 2.5 years, the effective implementation of activities in the three Priority Areas (Pillars) have been negatively affected by limited and reduced financial resources from both the UN and Government counterpart.

As much as the three UNDAF Priority Areas are relevant to Government priorities and needs, and reflect sectoral policies/plans, the three Pillars, particularly Priority Area 1, are overloaded with Outputs required, activities proposed and partners involved in the implementation. These have created coordination and implementation challenges and hindered effective functioning and delivery of results. The focus and design of these Pillars need re-thinking/re-focus in terms of design, coordination and implementation. However, the Government stakeholders indicate that to a large extent, the UNDAF interventions and approaches address the needs and demands of the beneficiaries in particular Government MDA, Parliament and to a smaller degree those of NGOs. The Technical Assistant (TA) offered by UN are also relevant to the targeted institutions and have positive effect.

Effectiveness: Varying degree of progress were made by each of the three Pillars towards achieving results at Outcome and Output levels. What stands out as good progress is support of the government in the production of policies/legal frameworks, sectoral guidelines and strategies and review/research reports. About sixty items have been produced during the period under review.

With regard to **Priority Area 1: Poverty and Inequality Reduction, Inclusive Growth and Sustainable Development:** The pillar has not made a lot of progress and achievements in outcomes and several outputs have stalled/no data provided on progress being made under each output. The Pillar has supported the production of some few policies/guidelines and reports. The Pillar group has not done critical analysis and reflection on the factors that affect

the implementation and delivery of expected results. And how the team can work effectively and efficiently in realizing results.

With regard to **Priority Area 2: Equitable and Efficient delivery and access to Social Services:** The pillar has done well in addressing enabling environment of Ministry of health as well as addressing issues of youth and risky sexual behaviour. The pillar has done considerably well in supporting the production of policies and legal frameworks, guidelines, and sectoral reviews and research reports. The challenges on "no data" / not reporting on progress and achievement is also noticeable in this Pillar.

With regard to **Priority Area 3: Good Governance and Accountability:** What stands out from Pillar 3, and is a good lesson for the other Pillars and the UNDAF as a whole, is that the Pillar group collectively has done a good analysis of what could be achieved and not achieved with the financial constraints faced in the last two years. The outputs and targets that they agreed were not achievable have since been dropped in order to focus on what would make bigger impact.

In terms of **Efficiency,** the financial resources available for UNDAF and the funding gap was clearly stated in the Framework. As a good practice, a Resource Mobilization Strategy was developed. But it operation has not been active. The UNDAF is an example of a relevant framework with too many expected outputs but limited financial resources. The UNDAF faces huge funding gap despite the fact that there is a good Resource Mobilization Strategy. During the 2016-2017, UNDAF had a funding gap of 55% compared to 59% in the 2017-2018 phase. This information has not been effectively communicated to Government partners and IPs.

There is no clear framework and mechanism for financial reporting on UNDAF activities. As much as the UNDAF document and Joint Annual Plans are clear of budgeted amounts, it is difficult to get reports from UN entities and Government partners on actual resources mobilized and how it was used for UNDAF activities. There is no consolidated information at RCO as it should be the case, and by extension no accountability framework.

The UNDAF Results Management and implementation structures´ such as The Steering Committee, UNCT, Results Groups, Monitoring & Evaluation Group and Communication mandates and roles are well articulated, and they have generally tried to play their defined roles. But, these structures are generally not being optimally used for decision making, monitoring implementation and accountability on the UNDAF interventions and progress. They have faced challenges of design, membership constitution and accountability that have to be addressed immediately to make them effective and efficient in the remaining UNDAF period. Both conceptual and practical coordination and collaboration among the three Priority Areas (Pillar) is minimal. Besides, collective responsibility for effective coordination and accountability (vertical and horizontal) is minimal and needs re-designing and activation. This is both internal to UN and also Government counterpart**.**

In terms of **sustainability,** limited availability of financial resources has become a persistent issue for UNCT, creating a significant challenge in terms of sustainability of UNDAF interventions and results. Good and relevant policy and legal frameworks and guidelines have been supported and created under the UNDAF. But their operationalization/effect on the primary beneficiaries is being questioned by stakeholders from Government MDAs, CSO and the private sector.

On the **extent to which the UNDAF designed is a results-oriented, coherent and focused framework, with SAMART indicators,** The Framework was to a large extent not designed as a result-oriented, coherent and focused framework. The RBM principles, to a large extent, were not adhered to. Outcome and output indicator are not only national but also not SMART, thus difficult to measure and track under the UNDAF result framework.

In terms of **Network /Linkages,** MTR indicates that the UNDAF interventions targeted various stakeholders. However, Stakeholders, in Government, especially professionals in technical departments, specialized agencies, and the Private sector and Trade Unions, feel that they are not properly represented, fully engaged and participating enough and strategically in the UNDAF activities. Indeed, the majority are not familiar with the programmes of the UNDAF 2016-2020.

Conclusions and Recommendations:

Conclusion 1: Although UNDAF 2016-2020 is aligned to the country´s priorities and needs, and sectoral policies/plans, it was overloaded in focus, mixing development issues with humanitarian assistance, and identified many stakeholders with limited capacity to deliver on agreed upon outputs. The UNDAF is largely regarded by the majority of stakeholders (government, CSO and the private sector) as a UN framework and articulating a UN agenda in Eswatini. It needs re-designing, repackaging and reselling to national counterpart (Government, SCO and the private sector).		
Recommendations:	**Responsibility**	**Target**
1.1. Building on SDGs (and SSDIG) momentum, UNCT Eswatini should urgently re-focus (on priorities of priorities), re-package and re-sell, and advocate for ownership of, UNDAF to the new Parliament, Government stakeholders, central Ministries as well as relevant MDA, at the level of the minister and PS and technical staff (directors and technical specialists) for greater impact and visibility in the remaining 2.5 years of UNDAF.	-UNCT	Immediate
1.2. UNCT Eswatini should re-focus on a few priorities of priorities where jointly, the UN entities can maximize their impact, and shift the development trajectory above just developing national tools.	-UNCT	Immediate
1.3 Based on the importance and challenges that Eswatini is facing in the following areas: Climate Change, Gender and Human Rights, Education and Health, and the comparative advantage of UN Agencies, there is need to jointly dialogue and plan with GoEs and re-design strategic support, including capacity development, to the counterpart ministries to effectively address strategic issues in these areas.	-UN Agencies & Government Counterpart Ministries & Agencies	Immediate
Conclusion 2: In the period under review, progress of performance and achievement of results under the current UNDAF is average and calls for strategic dialogue, re-designing,		

and close M&E in the next 2-5 year to create bigger impact and increase UN visibility. The production of various polices, guidelines and research reports during the period under review has been exemplary. But, their implementation is widely perceived Government and IPs to be lacking due to limited capacity in Government MDAs. As indicated below, there are, however, potential areas and institutions that should be supported going forward.

Recommendations:	Responsibility	Target
2.1 Advocate and support implementation of strategic policies and strategies (show case) that could have multiplier effect and bring bigger impact. For example - in the area of climate change, human rights, quality of education, integrated quality health, and gender mainstreaming.	-UNDP, UNICEF, UNFPA, WHO	Within two years
2.2 For future UNDAF, UNCT should dialogue and start laying foundation for three to four Joint Programmes on the following strategic issues: Climate change, GEWE, Youth SRH and Development, Governance and Human rights.	-UNCT -UN Agencies	Within two years
2.3 There is need to re-focus on some of the following Priorities in the remaining period of the current UNDAF:	-UNCT	For next UNDAF
Pillar 1: **i. With the Ministry of Agriculture**: - o Support the establishment of an Agricultural Information system – to document/report land use, water use and post -harvest loss and management. ii. **With the National Disaster Management Agency**: - a. Support research on early warning; trends on disasters in the country and develop a National Risk Profile for all hazards. b. Support the development of the National Disaster Risk Plan of Action (Strategy and Programs) - to address awareness and educating the public. **iii. With Federation of Swaziland Employers**: o Support Business Women Forum and Youth Chamber of Commerce. **iv. With Swaziland Environmental Authority**: a. Support the production of a National State of Environment Report b. Support review of the Waste Management Act (Safe Disposal) c. Support the Establishment of a Chemical Management Framework.	- Pillar Co-chairs -Result Groups	Within the next 2 years

v. With SNTC:
   ○ Support integration of components of sustainable development into Climate Change interventions
 	
vi. With the Ministry of Natural Resources:
   ○ Support the review of Water Sector Act - Legislation for portable water in rural areas.		

<u>Pillar 2</u>:
 	
i. With the Ministry of Education:
   ○ Support efforts towards improving quality of basic education (including ECDE) and training (TVET).
 	
ii. With the Ministry of Health:
   ○ Support Integration of Non-Communicable Diseases with HIV /AIDS program.
   ○ Support scaling up of treatment and support services for HIV positive adolescent and youth (10-24 years).
 	
iii. With National Nutrition Council
   ○ Support efforts to create an independent Nutrition Council.
 	
iv. With SNYC
   ○ Support creation of awareness of SDGs among youths and their role/stake in Eswatini in addressing Agenda 2030 for Sustainable Development.
 	
iv. With FLAS
   ○ Support strengthening and monitoring sexuality education and SRH interventions for targeting and effectiveness.
	-Pillar Co-Chairs
	-Result Group
		Within the next 2 years.

<u>Pillar 3</u>:
 	
i. With DPM
   ○ Support the development and operationalization oft e-Governance system.
 	
ii. With Anti-Corruption Commission
   ○ Support the creation of an IT Warehouse for ACC to keep data that investigators can share.
 	
iii. With Judiciary:
   ○ Support development of a Legal Aid Policy
   ○ Support establishment of an Electronic Records System for Master of the High Court
   ○ Support increasing access to justice, especially for
	-Pillar Co-Chairs
	-Result Group
		Within the next 2 years

those in the rural regions, by for example, supporting mobile courts and/or transport to magistrates and court officials.
iv. With the Ministry of Justice:
  ○ Support Law review of selected legislation to align with the Constitution
  ○ Support Capacity building for Judicial Officers on new laws.		

Conclusion 3: Resource mobilization for UNDAF was not as effective and successful as it had been anticipated by UNCT despite the development of Resource Mobilization and Partnership Strategy. The UNDAF financial gap is at over 53% and has been increasing over the last two years. The UN Agencies have not arranged UNDAF financial data to allow for single tracking for allocation and expenditure against UNDAF outcomes/outputs. New innovative approaches to resource mobilization and partnership building is required.

Recommendations:	Responsibility	Target
3.1 Use UNDAF Resource Mobilization and Partnership Building Strategy to dialogue with Government and build commitment for joint resource mobilization.	UNCT	Immediate
3.2 Leverage, build on and scale up innovations in resource mobilization and partnerships with the private sector and other potential financiers (e.g. Bush Fire for advocacy on SDGs, Entrepreneurship & Job Creation partnership).	-UN Agencies -UNCT	Immediate
3.3 Develop tool (s) for UNDAF financial accountability and reporting, and for consolidation at RCO level to be able to effectively monitor implementation of UNDAF activities.	-RCO	Immediate
3.4 UNCT Eswatini should advocate, initiate and support Gender Responsive Budgeting (GRB) for effectiveness and efficient implementation of UNDAF.	-UNCT -UN Agencies	-For Next UNDAF

Conclusion 4: Leadership, management and coordination of UNDAF was generally not very effective and efficient and needs re-designing going forward. Governance and coordination of UNDAF activities need re-organization for effectiveness and efficiency. There seem to be a limited accountability and reporting on UNDAF activities within UN and government counterparts and others IPS. Effective accountability framework is needed now going forward.

Recommendations:	Responsibility	Target
4.1 Re-think, dialogue and build consensus on re-organizing the leadership (chairs and co-chairs) of Priority Areas (Pillar 1 in Particular). For example, putting UNDAF co-chair to be PM or Secretary to Cabinet. Also, having	-UNCT	For future

alternate to co-chairs (a senior officer who can represent and make decision on behalf of a PS in Pillar or UNCT meetings).		
4.2 The lessons learned from good practices by Pillar 3 and Pillar 2 in terms of coordination, JAWPs, jointly convening of partners and production of one report should be sustained, copied by Pillar 1, and made even more effective in informing implementation/delivery under UNDAF.	-UNDAF Pillars Co-Chairs	Immediate
4.3 RCO should be strengthened, by hiring (or on consultancy basis) experienced professionals in M&E, Communication and Resource Mobilization, and getting additional financial resources for coordination and monitoring UNDAF activities and training.	-UNCT	Within 3 months

4.4 Support the creation of an effective data base and information management system in RCO for effective coordination, monitoring progress and accountability.	-UNCT	Within 3 months
4.5 Re-establish and constitute PPSG to serve as the main "think tank", giving technical advice to the UNCT based on evidence. Strengthen and support M&E Group by appointing an UN agency head to chair it, and seconding only M&E focal persons from agencies as members. Create a framework and platform to bring together Programme leaders (PPSG), OMT, M&E and Communication for joint dialoguing, sharing and thinking.	-RCO	Immediate
4.6 Enhance and ensure AJWPs and Annual reports are done and approved in time to strengthen linkages, coordination and accountability under UNDAF by having schedules meeting and accountability framework for resource mobilization and utilization, and reporting on UNDAF activities.	-UNCT -RCO	
4.7 Re-create an empowering framework and modality for effective engagement, dialoguing, sharing and thinking together with the CSO/NGOs and the Private Sector	-RCO	
4.8 Support institutional and technical capacity building for strategic NGOs, with strategic reach to primary beneficiaries, for effective coordination and bigger sustained impact of UNDAF activities.	-UN Agencies	
Conclusion 5: Delivering as One (DaO) modality is still work in progress in Eswatini. Theoretically, the implementation of UNDAF meets the four basic ingredients of the modality (i.e. one programme document, one budgetary framework, one office, one leader).		

However, the practical implementation of DaO still faces operational challenges in Eswatini.		
Recommendations:	**Responsibility**	**Target**
5.1 Strengthen the Delivery as One (DaO) modality by implementing the recommendations of Rapid Scan Report for DaO (Dec 2016), in particular the alignment between agency AWP and JAWP (including Joint Annual Work Plan template) and standardization of joint programming process, including timelines and more formalized, unified structure.	-RCO -UNCT	Within 2 years
5.2 UN agencies and government counterparts should jointly have a reflection and planning session (s) on how to plan and effectively operationalize and monitor the DaO modality based on lessons learned in the past two and half years	-UNCT	Within 3 Months
5.3 There is need for UN agencies and government to recommit and develop accountability mechanism for Joint Annual Work Plans for UNDAF, joint annual reviews, and production of one UN Report. Such reports should be produced and signed-off in time. Developing guidelines/tools, including standard time-lines, for the same is critical for effective implementation of UNDAF.	-UNCT	Immediately
5.4 Designing two to three joint programmed (refer 2.3 above) is one of the strategies for operationalizing and strengthening DaO modality, and for effective UNDAF implementation.	-UNCT	For the next UNDAF
Conclusion 6: As a good practice, UNDAF has an M&E Framework. But most indicators and targets were not SMART, thus making them difficult to track progress made. Documenting, reporting and disseminating UNDAF plans, activities, lessons learned and good practices was not effective and efficient.		
Recommendations:	**Responsibility**	**Target**
6.1 Based on the re-focused and trimmed UNDAF activities for the next 24 months (recommendations 1.2 and 2.2) get technical assistance to develop UNDAF M&E Framework, with SMART indicators and a clear road map, milestones and outputs (including. Standardized meeting schedules)	-RCO -UNCT	Within 6 months
6.2 UNCT should strengthen M&E group by recognizing its role. The Group should be chaired by a head of UN Agency. Members from Agencies should be those with M&E and information portfolio and should be given time to attend to UNDAF issues.	-UNCT	Immediate
6.3 Create a platform for Programme people to dialogue, think and review UNDAF together with OMT, M&E and	-UNCT	Within 2 months

Communication Groups (arrangement for effective implementation of UNDAF).		
6.4 Lobby and support evidence generation (knowledge management) for UNDAF- studies/surveys for credible and timely data and information for decision making, focus, and programming of UNDAF activities	-UN Agencies	Within 2 Years
6.5 Support the creation of data/information Hub in key MDAs for storage, analysis, and dissemination.	-UN Agencies	Within 2 years
6.6 Support documentation, reporting and dissemination of what is working and best practices (on various issues) under UNDAF e.g. harmonization, joint support, monitoring or reaching the vulnerable.	-RCO in consultation with M&E and Communication Groups	Within 2 years.
Conclusion 7: New context at UN (new RCO and 3 Heads of Agencies) and Government counterpart (new Parliament and Cabinet) provides both a challenge and an opportunity for re-focusing, re-targeting and reselling UNDAF interventions and UN Eswatini visibility and relevance going forward.		
Recommendations:	**Responsibility**	**Target**
7.1 Draw a road-map and provide framework and forum for dialoguing, sharing information and re-selling UNDAF and winning ownership and accountability from new Parliament and Cabinet, the PM, Secretary to Cabinet, and CANGO.	-UNCT, in consultation with Pillar Co-Chairs.	Within 3 months
7.2. Get external facilitator to work jointly with RCO to package and disseminate MTR Report, and facilitate dialogue with various stakeholders (duty bearers and right holders) as a strategy for re-selling, targeting and redesigning UNDAF for improved delivery and bigger impact for the remaining duration.	-RCO	Within 3 months.

1.0 Context of the UNDAF 2016-2020

1.1 Country Context

The Kingdom of Eswatini is a land-locked country covering 17,364 square kilometres bordering South Africa and Mozambique. The population of Eswatini stands at 1,093,238 (2017), out of which 53 per cent are women.[1] The country has a young population. Approximately 52% of the population is under 20 years of age while 4 percent is aged 65 years or older. The majority (79%) of the population lives in rural areas and is dependent on subsistence farming.[2] Over the last two decades, the country has experienced increasing internal migration within the Regions. The Manzini and the Hhohho Regions, the industrial hub and administrative capital respectively, has experienced population influx from the rural regions.

Eswatini adopted a National Constitution in 2005 which is the supreme law of the land and provides a legal framework for the country´s governance system as well as protection of the rights of all individuals. The Constitution of Eswatini stipulates that the country, "blend the good institutions of Traditional Law and Customs with those of an open and democratic society, to promote transparency."[3]

> *"The Constitution of Eswatini stipulates that the country, "blend the good institutions of Traditional Law and Customs with those of an open and democratic society, to promote transparency."*

Eswatini´s political governance has been shaped over time by modern and traditional systems. The traditional system is anchored on Tinkhundla, traditional spaces and for community members (both men and women) to discuss issues of national concerned under the leadership of chiefs. As of 2018, the number of Tinkhundla centres has increased from 55 to 59 after the elections and boundaries commission redesigned them, each encompassing one or several Chiefdoms. These centres are used for both decentralized service delivery and for parliamentary elections. The Western type governance system follows a parliamentary model which has a bicameral Parliament consisting of the House of Senate and the House of Assembly. All along the House of Assembly used to have 65 members which will now increase to 69; 59 from Tinkhundla/Constituencies', and 10 are appointed by the King-in-Council. The House of Senate has 30 members, 10 elected by the House of Assembly and 20 appointed by the King-in-Council. Under the leadership of the Elections and Boundaries Commission (EBC), national elections are conducted every five years and voters are all registered individuals (male and female), 18 years older.[4] The King-in-Council appoints the Prime Minister, who presides over Cabinet and is also the Head of Government. Cabinet members are appointed by the King in consultation with the Prime Minister and Advisory Council.

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[1] *The 2017 Population and Housing Census, preliminary results, CSO,2017. Swaziland Gender and Development Index (SDGI), 2016.*
[2] *Eswatini Mid Term Review, 2017*
[3] *The Constitution of the Kingdom of Swaziland Act 2005 Preamble. GoS, 2005.*
[4] *The country has just completed an election in (month of September, 2018) and has new members joining the 11 Parliament.*

1.2 Development Context

With a gross domestic product (GDP) per capita of USD 3,914.03, the Kingdom of Eswatini is classified as a lower middle-income country (MIC).[5]But, the country is characterized with high levels of poverty, unemployment, high HIV prevalence and a large economically inactive rural population.[6] The poverty level is estimated at 63 percent with high income inequality (Gini coefficient) standing at nearly 0.52. [7] In general, poverty remains a rural phenomenon in Eswatini with 73 percent of head count in rural areas and 31 percent in urban areas. Poverty among female headed households is at 67% in 2010 while 70% of children live in poverty [8] . [9] According to SHIMS II report (2017), the prevalence of HIV among adults ages 15-49 was 27.2% (34.3% among females and 18.9% among males). Prevalence was 29.5 % in urban areas and 26.3% in rural areas.[10]

> *In general, poverty remains a rural phenomenon in Eswatini with 73 percent of head count in rural areas and 31 percent in urban areas. Poverty among female headed households is at 67% in 2010.*

The persistence of poverty in Eswatini is exacerbated by among other things, the impact of HIV and AIDS, the global economic performance, and EL Nino drought. Unemployment is high at 26.4% in the general population and 54.76% among the youth between 15 and 24 years and 27.03 % among women[11] .

In the 2016 UNDP Human Development Index (HDI) Report, Eswatini was ranked 148 (out of 188 countries) with a HDI score of 0.541, and ranked 137 with a Gender Inequality Index score of 0.566.12. The country has experienced sluggish growth in the last two decades, averaging

> *The country has experienced sluggish growth in the last two decades, averaging just over 2.0% per year. The persistence of low growth is mainly due to lack of competitiveness, fiscal challenges, low investment, and the high cost of doing business.*

just over 2.0% per year. The persistence of low growth is mainly due to lack of competitiveness, fiscal challenges, low investment, and the high cost of doing business. After reaching a peak in 2013, when real GDP growth reached 6.4%, economic activity has remained subdued. GDP growth in 2017 is estimated to have improved slightly to 2.3% (compared to 1.4% in 2016).13 The economy of the country is agro-based and the key drivers are exports of sugar and fruits concentrates contributing about 70%, textile 8% and mining and forestry 5% respectively.

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[5]http://data.worldbank.org/country/swaziland.
[6] Swaziland SDG Report; Swaziland 2016 UN Report.
[7]http://data.worldbank.org/indicator/SI.POV.GINI?page=1.
[8] Multiple Overlapping Deprivation Analysis (MODA) report, 2018
[9] Swaziland Gender and Development Index, 2016.
[10] Eswatini HIV Incidence Measurement Survey II, 2017
[11] World Bank, 2017
[12] Human Development Report 2016
[13] ILO Report (Review of Decent Work Country Programme, 2017).

With Vision 2022, the GoEs is committed to improve the welfare and quality of life of its people. It is committed to ensuring that the citizens are healthy and educated. The Country ratified the Education for All (EFA) Agenda in 1990 and subsequently stepped-up efforts and implemented a roll-out for a Free Primary Education (FPE) Programme in 2010.The 2017/18 allocation towards Education and Training increased by 9.8% in nominal terms to E3.45 billion from E3.14 billion in 2016/17[14]. Health is one of the top priorities of the GoEs and, just like education, is enshrined as a fundamental right in the country´s Constitution. The Ministry of Health was allocated E1.85 billion in the 2017/18 budget, representing 9.1% of the total budget and 3.2% of GDP. The allocation represents a 9.2% nominal decline from the E2.04 billion allocated in 2016/17 financial year. The key social ministries and departments (Health, Education, Water Sanitation and Hygiene (WASH) and Social Protection) were allocated a combined total of E6.61 billion, representing 30.4% of the total budget. In comparison, the average share of social sectors in the SADC region is above 45 %.

World Bank Ease of Doing Business[15] reports of 2016, 2017 and 2018 ranked Swaziland number 106 out of 189 with a score of 59.10%. In 2017 and 2018 Swaziland was ranked111 out of 190 (score 58.34%) and 112 out of 190 (score 58.82%) respectively. The Mo Ibrahim African Governance Index ranked Swaziland 28th out of 52 countries in 2015, in participation, human rights and sustainable economic opportunity attributable to weak institutional capacity.[16] Swaziland is the 85 least corrupt nation out of 175 countries, according to the 2017 Corruption Perceptions Index reported by Transparency International. Corruption Rank in Swaziland averaged 88.09 from 2005 until 2017, reaching an all-time high of 121 in 2006 and a record low of 69 in 2014.[17]

Gender inequality in Eswatini is exacerbated by strong patriarchal traditions, values and norms. Other factors contributing to gender inequality include weak legislation and poor access to means of production, education and health. The high poverty levels remained at 59% according to latest data with overall unemployment at 28.1%, the youth and women accounting for 51% and 32% respectively.

In spite of development and social challenges, Eswatini aspires to emerge as a developed country driven by sustainable development and inclusive economic growth. Consistent with the global, regional and national development agenda, the Government has revised the National Development Strategy (NDS) in order to address the 2030 Agenda for Sustainable Development and SDGs in Eswatini. The Strategy for Sustainable Development and Inclusive Growth (SSDIG)[18] articulates the vision of the country for the year 2022 and beyond, further mapping the development path for Eswatini. The Vision of the SSDIG is as follows:

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[14] *UNICEF, Swaziland Education Budget Analysis, 2018*
[15] *World Bank (2016; 2017 & 2018). Ease of Doing Business. Doing Business measures aspects of regulation in 11 areas of the life of a business. Ten of these areas are included in this year's ranking on the ease of doing business: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. Doing Business also measures features of labour market regulation, which is not included in this year's ranking.*
[16] *UN Swaziland*
[17]*https://tradingeconomics.com/swaziland/corruption-rank*
[18] *Ibid.*

> *"By the Year 2022 the Kingdom of Swaziland will have attained a level of development akin to that of developed countries while ensuring, that all citizens are able to sustainably pursue their life goals, enjoy lives of value and dignity in a safe and secure environment in line with the objectives of Sustainable Development."* [19]

The Government has established procedures for tracking progress in the attainment of the First World status. The Swaziland Development Index (SDI) has a set of indicators covering eight focal areas namely, (1) economic prosperity, (2) education, (3) health, (4) service delivery, (5) infrastructure, (6) agriculture and environmental sustainability, (7) governance and (8) corruption.

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[19] *Draft Eswatini Strategy for Sustainable Development and Inclusive Growth (SSDIG), 2018.*

2.0 Description of UNDAF 2016 - 2020

2.1 UNDAF focus and pillars

The United Nations Development Assistance Framework (UNDAF 2016-2020) is the fourth-generation Programme of UN support to Eswatini. The UNDAF was developed according to the principles of UN Delivering as One (DaO), aimed at ensuring Government ownership, demonstrated through UNDAF's full alignment to Government priorities as defined in the Vision 2022, National Development Strategy (NDS) and Medium-Term Plan 2013-2018 Government plan of Action and planning cycles, as well as internal coherence among UN agencies and programmes operating in Eswatini. The UNDAF contributes to the overall goal of Eswatini ´s Vision 2022 of: "*reaching first world status and being a prosperous nation with a high quality of life by 2022 akin to developed countries, that aims to transform Eswatini from being a middle-income country into a fully developed country".*[20]

Accordingly, the Government of the Kingdom of Eswatini (GoEs) and the UN system are committed to working together in partnership to effectively implement the UNDAF, as a contribution to the achievement of national development goals and aspirations. Shaped by the five UNDG programming principles (a Human Rights-based approach, Gender equality, Environmental sustainability, Results-based management, and Capacity development) the UNDAF has a broad-based Results Framework, developed in collaboration with Government, Civil Society, donors and other partners. The UNDAF has three Strategic Results Areas (referred to as Priority Areas) with a total of seven Outcomes as indicated in Table 1 below:[21]

Table 1: UNDAF 2016-2020 Priority Areas and Outcomes

Priority Area 1: Poverty and inequality reduction, inclusive growth and sustainable development:	
Outcome 1.1	Youth, women and vulnerable groups' opportunities for employment and sustainable livelihoods improved by 2020
Outcome 1:2	Communities' and national institutions' management of natural resources improved by 2020
Priority Area 2: Equitable and efficient delivery and access to social services	
Outcome 2:1	Children's and adolescents' access to quality and inclusive education and retention in school increased by 2020
Outcome 2.2	Families' and communities' access to and uptake of quality health and nutrition services increased by 2020
Outcome 2.3	Youths' risky sexual behaviours reduced and citizens' uptake of HIV services increased by 2020
Priority Area 3: Good Governance and Accountability	
Outcome 3.1	Access to, and quality of priority public service delivery to citizens improved by 2020
Outcome 3.2	Citizen and Civil Society Organizations' participation in decision-making processes at all levels increased by 2020

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[20]*GoEs Vision 2022.*
[21]*GoEs and UN. Swaziland United Nations Development Assistance Framework (UNDAF) 2016-2020).*

These Priority Areas and their accompanying outcomes were informed by Swaziland's National Development Strategy (NDS), the national priorities for the post-2015 development agenda, the Common Country Synthesis, the UN system's comparative advantage analysis, the lessons from the UNDAF 2011-2015 and the Strategic Prioritisation Retreat with Government and implementing partners.

2.2 Management and Accountability Arrangements under the UNDAF

In order to strengthen the Delivering as One modality in the implementation of the UNDAF, joint management and technical structures composed of UN and Government officials were developed. At the strategic and policy level, the UNDAF is overseen by the National Steering Committee (NSC) which is co-chaired by the Principal Secretary in the Ministry of Economic Planning and Development and the UN Resident Coordinator. Other members of the NSC are the designated representatives from the Deputy Prime Minister's Office, Principal Secretaries from Ministries that are aligned to the UNDAF result areas, and a representative from civil society organizations. The National Steering Committee is the highest-level oversight committee for UNDAF. According to UNDAF documents, the NSC is scheduled to be convened twice a year. The NSC provide oversight of the UNDAF, ensuring close alignment between the UNDAF and Swaziland's Vision 2022 and the Sustainable Development Goals (SDGs).

Under the leadership of the Resident Coordinator (RC), the United Nations Country Team (UNCT) is responsible for providing overall guidance for effective and efficient implementation of the UNDAF, ensuring timely achievement of results. The UNCT provides necessary strategic and operational guidance for implementation, facilitates partnerships with the Government, civil society, and development partners and mobilizes resources required to implement the UNDAF. The UNCT also ensure adherence to the One Programme to enhance opportunities for Delivering as One. The UNCT was expected to be supported by internal structures, namely, the Policy and Programmes Support Group (PPSG); the Monitoring and Evaluation Group; the Results Group; the Operations Management Team (OMT); and the UN Communications Group (UNCG).

The implementation of the UNDAF was launched/started in January 2016, and thus it is at the midpoint (2.5 years) of implementation. It is from this context, and as a best practice, that the Government of Eswatini and UN Country Team is undertaking a mid-term review (MTR) of the UNDAF 2016-2020 in September-October 2018. Two independent consultants (Dr. Okwach Abagi – International and Mr. Patrick Dlamini Mduduzi – National) were commissioned to execute and facilitate the MTR.

The Eswatini UNDAF is funded by a combination of allocated core and non-core resources by participating organizations as well as the mobilized resources for the One UN Fund for Swaziland. The resources are allocated to specific outputs in the Joint Work plan that is used for planning. Under the leadership of the Resident Coordinator, the UNCT normally works together to develop a resource mobilization strategy to cover any funding gaps in the UNDAF. The One UN Fund is an option for unfunded interventions of the UNDAF.

2.3 Key Stakeholders for UNDAF

The MTR Team mapping of UNDAF stakeholders indicates that there are three (3) types of Stakeholders (Table 2).

- The first categories of stakeholders include UN Agencies that signed the UNDAF. These include the Heads of UN Agencies in Eswatini.

- The second categories of stakeholders include Government officers supporting the programme coordination and management. These include the Central Government partners (led by the Principal Secretary, Ministry of Economic Planning and Development and officers drawn from other Government ministries including the Deputy Prime Minister´s Office);

- The third categories of stakeholders are those involve in implementing UNDAF interventions. These include GoEs ministries, departments, agencies and Civil Society Organizations and NGOs as well as local government structures. These are referred to as `secondary beneficiaries; and implementing partners.

Table 2: Categories of UNDAF Stakeholders

No.	Institution	Location	Interviewee
Category I: UNDAF Design, Planning and Oversight			
1.	UN Resident Coordinator´s Office	Mbabane	Resident Coordinator
2.	UNICEF	Mbabane	UNICEF Representative
3.	UNFPA	Mbabane	UNFPA Representative
4.	UNDP	Mbabane	UNDP Deputy Resident Representative
5.	WHO	Mbabane	WHO Representative
6.	WFP	Mbabane	WFP Representative
7.	FAO	Mbabane	FAO Sub-Regional Director
8.	UNESCO	Mbabane	UNESCO Representative
9.	UNAIDS	Mbabane	UN AIDs Representative
10	UNODC	Pretoria	UNODC Representative
11	ILO	Pretoria	ILO Representative
12	OMT	Mbabane	UN Operation Management Team
13	European Union	Mbabane	Provided by the RCO
Category II: UNDAF Leadership, Coordination and Management			
14	Ministry of Economic Planning and Development	Mbabane	Principal Secretary
15.	Other Government Ministries: including Deputy PM´s Office	Mbabane	-Principal Secretary (or representative) -Director Gender
16	Ministry of Health	Mbabane	Deputy Director – Public Health
Category III: UNDAF Implementation (Secondary Beneficiaries)			
17	Ministry of Economic Planning and Development – Central Statistics Office	Mbabane	Director of Statistics
18	Ministry of Economic Planning and Development – AID Coordination Unit	Mbabane	Director, Deputy Director
19	Ministry of Agriculture	Mbabane	Senior Planning Officer
20	Ministry of Natural Resources	Mbabane	Senior Planning Officer
	Ministry of Labour and Social Development	Mbabane	Principal Secretary
	Ministry of Education	Mbabane	Director of Education
	Ministry of Justice	Mbabane	Principal Secretary
	Swaziland National Trust Commission	Lobamba	Director of Parks
	Judiciary	Mbabane	- Registrar of High Court - Senior Magistrate - Master of High court
	Parliament	Lobamba	Assistant Clerk to Parliament
	Anti-Corruption Commission	Mbabane	Communications Manager
	Human Rights Commission	Mbabane	Executive Secretary
	Swaziland Environmental Authority (SEA)	Mbabane	Acting Chief Executive Officer
	National Disaster Management Agency (NDMA)	Mbabane	Chief Executive Officer

	Alliance of Mayors' Initiative for Community Action on AIDS at the Local Level (AMICALL)	Manzini	Program Manager
	His Majesty's Correctional Services	Mbabane	Director Research and Planning
	National Nutrition Council	Mbabane	Executive Director
	Civil Society Organizations / NGOs CANGO	Mbabane/ Districts	Director Programs Officer
	FSE & CC	Mafinini	Programs Director
	Family Life Association of Swaziland	Manzini	Executive Director
	Church Forum	Manzini	Executive Director
	Swaziland National Youth Council (SNYC)	Manzini	Programs Director
	SWANNEPHA	Mbabane	Executive Director & Programs Team
	SWAGAA	Manzini	Executive Director
	Research & Policy Organization (Academia)	Mbabane	Executive Director

3.0 Mid-Term Review Overview

3.1 Purpose and Objectives of MTR

As per the Terms of Reference (ToR), the MTR of the UNDAF 2016-2020 forms an integral part of agreement between the GoEs and the UN System under the Framework. It is also in line with UNDG requirements and best practices for such a development programme. The focus of the MTR was, therefore, to provide an overall assessment of progress and achievements made against planned results as well as assessing and documenting challenges and lessons learnt over the last two and a half years of the UNDAF cycle. The review also focused on significant developments that have taken place in the programming environment which include the post 2015 agenda and the sustainable development goals that will impact on implementation of the UNDAF development agenda and realization of programme results. In addition, the review reflected on how the UN Agencies and government through the Pillar result groups have supported UNDAF goals and identified areas requiring additional support either in programme management or new implementation strategies.

The main objective of the UNDAF Mid-Term Review was to assess the relevance, effectiveness, efficiency and sustainability of the programme, including the extent to which cross cutting issues, principles such as human rights, gender equality, environmental sustainability; capacity development and results-based management have been mainstreamed throughout the UNDAF. The MTR also sought to determine effectiveness of the Delivering as One (DaO) modality in supporting achievements of the programme in line with the national vision and medium-term goals. The review also sought to assess the mechanisms put in place to enhance coordination and harmonization among all UN agencies and the government through the strategic result area groups.

The Mid Term Review specifically focused on:

‣ Assessing achievements and progress made against planned results (2 1⁄2 -year from 2016-2018 through the 2-biennial work-plans (2016-2017 and 2018-219)), as well as assess challenges and lessons learnt over the past two and a half years of the UNDAF.

‣ Assessing how the emerging issues not reflected in the current UNDAF such as sustainable development goals (SDGs), urbanization, trafficking among others impact on outcomes and make recommendations and suggestions for future programming to realign UN assistance to these new priorities to achieve greater development impact.

‣ Reviewing effectiveness of the UNDAF results framework specifically the indicators, baselines and targets assessing how realistic/relevant and measurable they are and make recommendations for improvement.

‣ Reviewing coherence in delivery of the overall UN programme and recommend ways in which the strategic result area groups and technical groups (namely M&E technical working group, Operation and management technical (OMT) working group, Program Management Oversight Group PPSG, Resource mobilization group, Communications group , the National Steering Committee (NSC) and the UN Country Team (UNCT) among others may increase its effectiveness of programme delivery in the remaining period of the current cycle.

- ‣ Assess how effectively the current UNDAF is compatible with national development priorities (Vision 2022, Medium term program goals among others).

- ‣ Assess effectiveness towards attainment of results and reflect on how both the UN and Government of Eswatini have each contributed to the UNDAF results through the implementation of programmes and projects.

- ‣ Assess effectiveness of and advantage of the use of the Joint Programmes modality as a mechanism for fostering UN coherence and delivering as one such as the Joint UN Program on HIV/AIDS (JUTA).

- ‣ Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.

3.2 MTR Design and Guidelines

3.2.1 Review Design and Process

The Resident Coordinators Office (RCO) contracted two external Consultants (one International and one national) to lead and facilitate the forward looking UNDAF MTR. The MTR was managed by RCO. The UN M & E Group over-saw and approved the technical aspect of the review, including the Inception Report and Draft Report on behalf of the UNCT Eswatini.

The approach adopted for the MTR of UNDAF was based on the evaluation principles on the UN evaluation policy. The MTR followed the UN Evaluation Group (UNEG) Norms and Standards, as well as the Ethical Guidelines for evaluation of the UN system. In this forward-looking mid-term review, a mixed-method, including quantitative and qualitative data collection and analytical methodology was used. The processes were participatory and inclusive in terms of giving stakeholders an opportunity to assess the design and achievement of UNDAF and accommodating their views on results, lessons learned, challenges, coherence, coordination/management, among other issues in the last 2.5 years, and getting stakeholders recommendations for improvement in the remaining current UNDAF period and beyond.

3.2.2 Data Collection Process and Key Informants

Evaluation Team used appropriate methods to collect data from secondary and primary sources using various tools. A mix of the following methods was used to collect data from secondary and primary sources:

- ‣ Documentation review,
- ‣ Stakeholders consultations,
- ‣ Key informants Interviews (KII), and
- ‣ Consultant´s expert triangulation of data and analysis to assess the relevance, effectiveness, efficiency, sustainability, and cross-cutting issues of the UNDAF design and focus, network /linkages and lessons learned.

Specifically, methodological set up was based on research-by-design with the following phases:

‣ **Analysis of existing policies, strategies and institutional frameworks** through document review of, among others, existing GoEs legal and policy frameworks and tools, UNDAF 2016-2020 report. Refer to Annex II for a full list of documents reviewed.

‣ **Analysis of existing situations**. The focus was on using different mapping-methods, and triangulation, to assess the relevance, effectiveness, efficiency, challenges/gaps and lessons learned in the last 2.5 years of UNDAF 2017-2020 implementation.

‣ **Analysis of existing information/evidence on Eswatini socio-economic and governance issues:** demographic data, economic and social sector data, education and health data, and governance data. Relevant survey data, annual reports and special studies including UN Agencies Country programmed provided data that were analysed.

MTR was done between September 24 and October 10, 2018. This started with the literature review of relevant documents and development of the MTR Inception Report. An Inception meeting with the UN M&E Group was organized during the Inception phase of the review. This was to build a common understanding on the ToR between the Group and the consultants.

This was followed by the primary data collection, which was based on a series of visits and discussions with various stakeholders. This involved consulting with government and other national level departments/agencies, UN Agencies, CSO/NGOs and the private sector representatives (refer to Annex II for the list of institutions visited). The last phase of the review was triangulation and analysis of data and the production of the draft UNDAF MTR Report. The draft report was circulated to key stakeholders and presented to UN Eswatini head of agencies, M&E Group and OMT Group, who gave their inputs/comments to the draft. The consultants them finalized the UNDAF MTR report based on inputs/comments from these groups.

3.2.3 Secondary Data Sources
Literature Review: The desk review covered relevant documents, including the following: The UNDAF 2016 – 2020, GoEs Sector policies and strategies, as well as studies and reviews relevant to the Framework, Swaziland SDG Country Report, 2016; SDGs Baseline, UNDAF annual reviews/progress reports, and UN Agencies specific documents (e.g. CPD) among others. The list of key documents reviewed is contained in Annex III of this report.

3.2.4 Primary Data Sources: Primary data was collected from individuals and groups in the following categories (Refer to Annex II for details):
i. UNCT Members
ii. Government Ministries, Departments (including NERCHA) and Agencies participating in and benefiting from in UNDAF 2016-2020
iii. UNDAF MTR Evaluation Reference Group
iv. RCO
v. Selected Technical persons in all UN Agencies in Swaziland (focal points for the three UNDAF Strategic Result Areas and those offering various technical support to implementing partners)
vi. CANGO
vii. Development Partners (European Union)
viii. Civil society organizations (SWANNEPHA, SWAGAA, AMICAAL, and FLAS)
ix. The private sector umbrella body: FSE & CC.

(a) MTR Tool

Un-structured Key Informant Interview Guides (Annex V) administered through key informant interviews (KII) was used during the MTR. The tool aimed to obtain primary data from the different levels of stakeholders indicated above. KIIs gave the stakeholders an opportunity to assess what has been achieved so far and what needs to be done in the remaining UNDAF period. This data gathering technique addressed mainly the design, relevance, coordination, efficiency, effectiveness, sustainability, network/linkages and lessons learned. The qualitative data obtained was used to inform the development of recommendations on how to tackle the emerging issues that were not included in the current UNDAF.

Table 3: Number of Stakeholders Interviewed by Institutions

	Stakeholders Organization/ Institution	Number Interviewed
1.	UN Family	21
2.	Government Ministries, Departments and Agencies	17
3.	Parliament	02
4.	Specialized independent agencies/commissions	06
5.	NGO/CSO including Umbrella Organization	08
6.	The Private Sector Umbrella (FSE & CC)	02

MTR Matrix: - The MTR Matrix was developed based on the ToR of the UNDAF 2016-2010 MTR. The Matrix articulated the issues to be focused on during the review. Triangulation of data from various sources was key to the UNDAF MTR. To objectively measure UNDAF achievements so far, the MTR Team used a five-point rating scale. For this purpose, each key performance indicator (KPI) in the UNDAF results matrix was assessed in terms of the extent to which the set target has been achieved as well as the extent to which the intended effects of the result have been realized based on observations made by the Evaluation Team.

Table 4 below indicates the five-point rating scale that used.

Table 4: The Five-Point Performance Rating Scale

5	Highly Satisfactory (HS)	Result is fully achieved and has no shortcomings in achievement of its objectives, in terms of relevance, effectiveness or efficiency.
4	Satisfactory (S)	Result is fully or partly achieved and has minor shortcomings in achievement of its objectives, in terms of relevance, effectiveness or efficiency.
3	Marginally Satisfactory (MS)	Result is partly achieved and has moderate shortcomings in achievement of its objectives, in terms of relevance, effectiveness or efficiency.
2	Marginally Unsatisfactory (MU)	Result is partly achieved but has significant shortcomings in achievement of its objectives, in terms of relevance, effectiveness or efficiency.
1	Unsatisfactory (U)	Result is not achieved and has major shortcomings in achievement of its objectives, in terms of relevance, effectiveness or efficiency

(b) Data Analysis and Report Writing

The MTR Team used Excel programme to analyse the primary data. Collected data grouped into themes and criteria of the MTR as per the developed Evaluation Matrix as analyzed as such based on the objectives of the study. The data was triangulated from various sources, cross-checked, cleaned and interpreted as per the objectives of the MTR.

Basic descriptive statistics, relevant tables and figures were produced and used for presentation and analysis.

3.2.5 MTR Limitations

Some limitations were identified during the MTR including the following:

i.   The M&E/result framework was not clearly articulated. In many cases baselines and targets were and still not available. Several indicators and targets are national thus difficult to track and report on progress. The MTR team gave an analysis of the results framework for future programming.

ii. There were no consolidated UNDAF financial data at RCO, UN Agency and Government counterpart. Therefore, it was not possible for the MTR team to comprehensively analyze and report financial resources mobilized, used and gaps by each of the UN Agencies. The MTR reported only data given by few UN agencies.

iii. The number of days allocated for inception phase, field work and data analysis/report writing was insufficient for UNDAF MTR. The MTR team thus worked long hours/overtime to make sure that the work was done within the given limited time to produce a comprehensive and high quality MRT report.

4.0 UNDAF MID-TERM REVIEW FINDINGS

Based on the findings of UNDAF MTR objectives and criteria articulated in the Terms of Reference, the findings are organized in terms of five criteria of:

- Relevance,
- Effectiveness,
- Efficiency,
- Sustainability, and cross-cutting issues of design and focus,
- Network /Linkages and Lessons Learned.

4.1 Relevance

In line with criteria/objective 1 of the MTR outlined in the ToR, the subsection presents findings on relevance of the design and whether the UNDAF were aligned to the country´s needs and priorities, and whether the Framework interventions and approaches are responsive in addressing the needs and demands of the beneficiaries in a disaggregated manner (for men and women in different age groups).

4.1.1 Design of UNDAF

The development and design of UNDAF 2016-2020 for Eswatini followed the United Nations Development Group (UNDG) guidelines for UNDAF.

Finding 1: The development of the UNDAF under review was informed by a comprehensive analysis and consultations with various stakeholders from the public, CSO and private sectors to identify gaps, opportunities and priorities for interventions. The management and coordination challenges UNDAF is facing, arise from the design and were not anticipated at the design stage. This means that a comprehensive risk analysis was not done.

As a good practice, comprehensive analysis and review of development issues in Eswatini and lessons learned from UNDAF 2011-2015 were put into consideration when designing the current Framework. The UNCT in Eswatini also took cognizance of the findings and recommendations of the mi-term review.

Although there is general agreement among stakeholders from UN, Government and CANGO that there was comprehensive review of development environment and issues and stakeholders´ consultations during the preparation of UNDAF, it is difficult for MTR to assess the extent to which stakeholders outside of the UN technically contributed to the development/design of the UNDAF under review. Some key questions that MTR is raising include the following: Who from Government, NGO and the private sector attended consultative and validation meetings? How were their inputs

> *These questions are critical in the face of the MTR findings that some key Government counterparts and IPs are not conversant with the UNDAF under review although they have heard of it. Besides,* some of them consider it as the "UN document."

collected? Who was driving the process and presentations? How was ownership of the process and design? These questions are critical in the face of the MTR findings that some

key Government counterparts and IPs are not conversant with the UNDAF under review although they have heard of it. Besides, some of them consider the Framework as a "UN document."

With UNDAF under review having three priority areas (pillars) with many areas of focus, the MTR also question whether "the two key recommendations" and lessons learned from the mid-term review of the UNDAF 2011-2015 were taken into consideration during the design. These include[22]:

- o That the UN system in Swaziland should focus on a few areas where jointly, the UN entities can maximise their impact trajectory onto a higher path. This requires the UN system to work differently, focusing on supporting the Government in developing integrated approaches to policy making, planning and programming and strengthening institutional capacities…

- o That the UN should articulate s vision and map of a five-year path to shift towards a "One Programme" and a "One Budget Framework" …

- o The importance of Government ownership and leadership and the involvement of implementing partners in the design of the UNDAF were major lessons from the UNDAF 2011-2015…

It terms of management/coordination and accountability arrangements, UNDAF governance structure was developed and signed off by relevant UN and Government officials. As indicated in Table 5, each UNDAF Pillar is co-chaired by a Head of Agency and Principal Secretary from the Government. Pillar 2 group, after realizing the complexity of the priorities agreed upon, was flexible and innovative, thus agreed that apart from the overall Co-Chairs of the Pillar, each output to have UN Co-chair and Government Co-chair.

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[22] *Swaziland United Nations Development Assistance Framework (UNDAF) 2016-2020 (page 17).*

Table 5: Indicates the UNDAF governance structure by each Strategic Areas (Pillars)

UNDAF PRIORITY AREAS	UN CO-CHAIR	GOEs CO-CHAIR	SECRETATIAT
1.Poverty and Inequality reduction, Inclusive Growth and Sustainable Development	Chair: WFP Representative Alternate: FAO Assistant Representative	Principal Secretary - Ministry of Agriculture	Ministry of Agriculture
2. Equitable and Efficient Delivery and Access to Social Services	Chair: WHO Representative/UNFPA Representative: * 2.1 Chair: UNICEF Representative: Alternate. UNFPA 2.2 Chair: WHO Representative Alternate: UNICEF Representative 2.3 Chair: UNAIDS Representative Alternate: UNESCO Secretary General**	Principal Secretary – Ministry of Health Principal Secretary -Ministry of Education Principal Secretary – Ministry of Health Principal Secretary – Ministry of Health	Ministry of Education Ministry of Health Ministry of Health
3. Good Governance and Accountability	Chair: UNDP Representative Alternate: UNICEF Deputy Representative	Principal Secretary – Ministry of Justice and Constitutional Affairs	Ministry of Justice and Constitutional Affairs.

The key stakeholders in the Pillar agreed that for efficiency, each Outcome should have a Chair and Alternate Chair and Co-Chair from Government.
**As per proposal by the Principal Secretary in the Ministry of Education*

MTR notes that the leadership and coordination of the three Pillars was based on UN agency mandate, comparative advantage and on-going related programmed. The Principal Secretaries of the relevant government Ministries were identified as co-chairs. Since the UNDAF under review was signed by both the UN agencies and government counterpart representatives, MTR assumes that there were enough technical consultations and agreement on the management and coordination structure.

The management and coordination challenges UNDAF is facing, as indicated below, arise from the design and were not anticipated at the design stage. This means that a comprehensive risk analysis was not done.

4.1.2 Relevance to the National Needs and Priorities

Overall, the UNDAF is relevant due to the fact that both the design and implementation the Framework´s interventions, in three (3) Priority Areas (Pillars) reflected and responded to the needs and priorities identified by various stakeholders, aligned to global and national normative frameworks, and largely takes cognizance of UN comparative advantage in terms of supporting the Government of Eswatini (GoEs) and other implementing partners (IPs). UN support is in four (4 areas): Policies and Strategies, Advocacy, Capacity building, and production of policies/legal frameworks and research reports.

Finding 2: The UNDAF 2016-2020 design was appropriate and aligned to the GoEs development needs and priorities of the country. It also responded to sectoral polies and strategies. But in the last 2.5 years, the effective implementation of activities in the three Priority Areas have been negatively affected by limited and reduced financial resources from both the UN and Government counterpart.

The MTR Team take cognizant that the UNDAF was designed from the perspective that UN mandate is to strengthen Government´s capacity for effective and efficient delivery of services to its citizens. Based on its comparative advantage, UN worked with the GoEs to design UNDAF with a focus on up-stream interventions. As indicated in Table 5, there is alignment between the UNDAF and Swaziland's Vision 2022 and the Sustainable Development Goals (SDGs). The Framework is also aligned and responds to the national development and sectoral (ministries) policies and strategic plan in each pillar. *"The UDAF… identified areas where significant progress has been made and the momentum of change will need to be maintained or accelerated; and areas where challenges still exist and where, strategic interventions are required to fast track development."*[23]

> *Besides, the UNDAF priority areas were aligned to sectoral (ministry) priorities in each pillar. "The UDAF... identified areas where significant progress has been made and the momentum of change will need to be maintained or accelerated; and areas where challenges still exist and where, strategic interventions are required to fast track development.*

This is supposed to strengthen coherence and strategic partnership between Government and the UN in delivering the One Programme.

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[23] *Swaziland UNDAF 2016-2020:5*

Table 6: UNDAF Alignment to Eswatini Priorities and SDGs

UNDAF Strategic Area (Pillar)	Eswatini National Development Strategy (NDS) and Sectoral Policies/Plans	SDGs
1.Poverty and Inequality reduction, Inclusive Growth and Sustainable Development	Economic empowerment involves raising the capability of various national groupings to widen their choice horizons.	SDG 1, 2, 5, and 8,
OUTCOME 1.1: Youth, women and vulnerable groups' opportunities for employment, income generation and sustainable livelihoods increased by 2020	Strategies in Economic empowerment include, among other interventions, "active promotion of local entrepreneurs to start own businesses or grow in their existing businesses or enter into mainstream business operations through share purchases on a willing-buyer and willing- seller basis …"	SDG l 1 and 2
Output 1.1.1: SMEs and small holder farmers' good business practices enhanced	**Agricultural Development:** Strategies "involves raising the capability of the agricultural sector to generate a higher volume of goods and services for given factors of production, without destroying the environment."	
Output 1.1.2: Vulnerable groups have improved access to social protection services	Sectoral policies and plans: Ministry of Labor and Social Services, Deputy Prime Minister's office, Ministry of Economic Planning & Development, and Ministry of Agriculture.	
OUTCOME 1.2: Communities' and national institutions' resilience and management of natural resources improved by 2020	**Environment Management:** Eswatini recognises that environmental management is a necessary condition for sustainable development. This entails the maintenance of an ecological balance must be maintained; and accommodating environmental considerations in their policies, strategies and programmes of both the public and private sectors; accommodating environmental compliance procedures; and ensuring that sector strategies for achieving the country's vision are environmentally friendly.	SDG 13
Output 1.2.1: Institutions' utilization of climate smart techniques (CST) and disaster risk reduction and preparedness strengthened	Sectoral polices and plans: Ministry of Agriculture, and Ministry of Tourism & Environment:	
Output 1.2.2: Communities' ability to protect biodiversity and ecosystems strengthened.	Sectoral Policies and plans: Ministry of Tourism and Environment Ministry of Agriculture, Swaziland National Trust Commission, Swaziland Environmental Authority	SDG 7
Output 1.2.3: National supply of energy from renewable sources increased.	Sectoral Polices and plans: Ministry of Natural Resources and Energy	
2. Equitable and Efficient Delivery and Access to Social Services	**3.3 Human Resource Development** Important elements in this strategy are appropriate education and training (including a reorientation away from the presently academic orientation to technical and vocational	SDG 3, 4, 5,

	orientation); adequate incentives extended to businesses and households to encourage the full development of human capital; appropriate youth programmes; special attention to members of society with disabilities; and all other areas impacting on the quality of human capital (health, water, sanitation, shelter, etc.). 4.6 Education and Training Sectoral policies and plan 4.7. Population, Health and Social Welfare policies & plans	
Outcome 2.1: Children's and adolescents' access to quality and inclusive education and retention in school increased by 2020.	4.6.1 Education and Training a) Quality Improve the quality of education. Review and implement a flexible and up-to-date policy on repeaters at all levels. b) Relevance ‣ Encourage inter-sectoral collaboration between education and training institutions with those organisations who are recipients of their graduates, in curriculum design and procurement of equipment and other resources. ‣ Encourage the movement of personnel between training institutions and the productive sector to create appreciation of sector needs. ‣ Formulate a policy to govern the establishment of pre-schools and private education and training institutions. ‣ The curriculum for basic education must be designed to foster creative and inquisitive minds, must be relevant to the demands of national development and be sufficiently flexible to cater for the diverse needs of the local community. ‣ Technical subjects must be introduced at an early stage of education, and cooperation between business and tertiary training institutions must be encouraged in the area of curriculum development. ‣ The focus of the education system must be redirected so as to include more and better training facilities (focusing on youth education outside of the classroom).	SDG 4

Output 2.1.1: Education sector policies/ plans, and/ standards developed and implemented.	Sector polices and plans: Ministry of Education	
Output 2.1.2: Education institutions' capacity to deliver quality inclusive education improved.	e) Efficiency ‣ The Ministry of Education must strengthen its administrative and co-ordination capability. ‣ Tertiary education must be market driven and more financially independent. The share of the national educational budget to tertiary institutions must relate to their cost-effectiveness. ‣ The Vocational and Industrial Training Board (VITB) and Directorate of Industrial and Vocational Training (DIVT) have to be made to operate efficiently. ‣ The efficiency and cost-effectiveness of the education system must be improved. ‣ Institute measures to identify potential donors as well as coordinate donor initiatives/activities in the field of education, including planning, monitoring and evaluation of such activities. ‣ Compile a policy to govern the operations of private pre-schools and private vocational training institutions.	SDG 4
Outcome 2.2: Families and communities' access to and uptake of integrated, quality health and nutrition services increased by 2020.	4.7.2 Health Sector polices and plans b) Service Delivery ‣ Improve and expand comprehensive primary and reproductive health care programmes. ‣ Improve the health infrastructure and delivery system in the ‣ Kingdom. This will ensure access to quality health services to a majority of the people. ‣ Strengthen the integration of traditional and modern medicine and develop a harmonious working relationship between traditional and modern practitioners. ‣ Strengthen and support the home-based health care delivery system for the terminally ill. ‣ Improve co-operation with donor agencies as well as NGOs ‣ involved in the delivery of health care services. ‣ Improve security at health institutions in accordance with the observed and expected risks.	Goal 3

Output 2.2.1: Health sector's capacity to provide promotive, preventive and curative health services strengthened	g) Disease Control and Prevention ‣ Strengthen the control, prevention and treatment of malaria, tuberculosis, diarrhea diseases and acute respiratory infections. ‣ Design appropriate programmes to deal with emerging none-communicable diseases such as diabetes mellitus, hypertension, heart disease, cancer and other diseases. ‣ Strengthen measures to prevent unwanted pregnancy and abortion and improve the management of unsafe abortions. ‣ Integrate preventive, promotive and rehabilitative interventions into all government and government-subverted health care institutions.	SDG 3
Output 2.2.2: Ministry of Health enabling environment for planning and coordination strengthened.	a) Planning ‣ Develop appropriate organisational structures at the national, regional and health facility level in order to improve management, co-ordination, planning, monitoring and evaluation of health services	SDG 3
Output 2.2.3: Health Sector's capacity to generate, disseminate and use strategic information strengthened.	a) Planning Establish an effective management information system	SDG 3
Output 2.2.4: Children under five, pregnant and lactating women have improved access to nutrition interventions	b) Service Delivery ‣ Improve and expand comprehensive primary and reproductive health care programmes. ‣ Improve the health infrastructure and delivery system in the Kingdom. This will ensure access to quality health services to a majority of the people. ‣ Strengthen the integration of traditional and modern medicine and develop a harmonious working relationship between traditional and modern practitioners. ‣ Strengthen and support the home-based health care delivery system for the terminally ill. ‣ Improve co-operation with donor agencies as well as NGOs involved in the delivery of health care services. ‣ Improve security at health institutions in accordance with the observed and expected risks.	SDG 3

Outcome 2.3: Youth risky sexual behaviours reduced and citizens uptake of HIV services increased by 2020	• Health Campaigns ‣ Strengthen the fight against the HIV/AIDS pandemic. ‣ Intensify the mobilisation of "Health for All" through nation-wide health education campaigns.	SDG 3
Output 2.3.1: Government and Civil society capacity to deliver quality HIV prevention services strengthened.	Sectoral policies and plans: Ministry of Health NERCHA	SDG 3
Output 2.3.2: Health sector capacity to deliver quality HIV treatment care and support services strengthened.	Ministry of Health	SDG 3
Output 2.3.3: Institutional capacity for the coordination of the HIV response strengthened at all levels.	NERCHA	
3. Good Governance and Accountability	4.1 Public Sector Management: 4..1.1 Role of Government *C) Macroeconomic Management* ‣ Formulate national objectives for macro-economic management. ‣ Define standards of performance and services expected by the public from government and the public sector. ‣ Improve the performance, productivity and effectiveness of the public service within the limits of a sustainable budget. ‣ Create a framework for conflict prevention, management and resolution that would be acceptable to the majority of the population. ‣ Create structures and mechanisms for coordinating, monitoring and evaluating development programs at Tinkhundla centres.	SDG 16
Outcome 3.1: Access to and quality of priority[53]public service delivery to citizens improved by 2020.	*e) General Public Services:* ‣ Establish effective and up-dated early warning systems to improve forecasting and safeguard against natural disasters. ‣ Ensure up-dated structures and measures to improve the processing speed and accessibility of immigration services to the public.	SDG 16
Output 3.1.1: Public sector capacity for planning and management strengthened.	*f) Planning:* ‣ Establish and strengthen mechanisms for ensuring broad-based participation of all stakeholders in national development planning, implementation, monitoring and evaluating processes.	SDG 16

	‣ -Develop mechanisms for improved qualitative and quantitative data and information gathering and analysis to ensure effective and proper planning. ‣ -Develop mechanisms for mainstreaming gender in development planning and implementation.	
Output 3.1.2: Government and Parliament capacity to align national laws to the constitution and international standards incorporating good governance principles strengthened. *	*4b) Policy and Legislative Matters:* Create and develop appropriate investment policies, codes, as well as updated information in order to facilitate both local and foreign investment. Develop appropriate legislation, policies and an enabling environment to promote private and informal sector investment and active participation of these groups in economic growth and development. Review labour laws, educate and sensitise social partners on the need to promote industrial harmony and prosperity. Review, update and harmonise public service legislation. Establish legal a framework and an enabling environment for NGOs to continue to assist vulnerable groups. 4.1.3. Labour Relations a) Legislative Matters ‣ Strengthen the structures and mechanisms for the review and reform of labour laws to ensure their conformity to ratified international labour standards. ‣ Rationalise and harmonise the various acts and pieces of legislation governing employment in order to ensure consistency in applicability. ‣ Harmonise all labour laws to ensure conformity with conditions of employment and government's General Orders.	SDG 16
Output 3.1.3: Government capacity for routine data collection, analysis and dissemination with a focus on key socio-economic and governance data strengthened.	Sectoral policies and plans: National Bureau of Statistics, DPM and MDAs.	SDG 16
Output 3.1.4 Protection systems, including justice sector's capacity to provide efficient, accessible and quality services for the	‣ 4.1.1 d) Law and Order, Defence and Security ‣ Review, research and codify some aspects of Swazi law and custom in order to ensure uniformity and consistency in its application.	SDG 16

most vulnerable groups, improved.	‣ Review all existing legislation to determine its relevance to, and conformity with the various tenets of the new constitution. This will ensure adherence to predictable rules and procedures. ‣ Strengthen and up-date crime prevention measures to ensure crime reduction, rapid response and effective crime investigation. ‣ Create and develop mechanisms for the training, formalisation and monitoring of community-based policing services. ‣ Improve mechanisms and systems for the maintenance of law and order, performance appraisal for law enforcement agencies and ensure adherence to proper standards and practices. ‣ Establish mechanisms for the expeditious processing of court cases. ‣ Establish mechanisms for restructuring the defence force to rationalize expenditure in the line with national priorities. ‣ Strengthen and support activities and institutions aimed at crime prevention and re- integration of offenders into main-stream society.	

The UN will be strengthening its advocacy for domestication of ratified international instruments which include the following ;(ICCPR, ISECR, UNCAC, CRC, ICPD, CPD, CEDAW, UNFCC) and reporting on the Universal Periodic Review (UPR).

Discussion with various stakeholders indicate that the development of the UNDAF 2016-2020 was within focus of and informed by Swaziland Vision 2022 and National Development Strategy and sectoral policies and strategies. The stakeholders reaffirmed that the UNDAF is aligned to the country's National Development Strategy, The Government Action Programme for the years 2014-2018 and Vision 2022. This provides a strong basis for strengthening the partnership between the Government of Eswatini and the UN system through the Delivering as One (DaO) implementation modality.[24] The current UNDAF reflects a good example of demand driven planning and design of a development framework that addresses partners´ development priorities and needs, with too many strategic areas, expected outputs and partners that created a major challenge for both intra – (horizontal) and inter – (vertical) coordination and integration.

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[24] *Swaziland United Nations Development Assistance Framework (UNDAF) 2017-2020.*

MTR has established that relevance/alignment of UNDAF to national priorities and needs (and sectoral policies/plans) is overshadowed by the fact that many partners indicate that achievement of results under UNDAF so far has been minimal. Besides, there is limited ownership and accountability to UNDAF by Government counterpart and also by UN Agencies. Many partners know and recognize UN Agencies as separate entities delivering under their mandate

> *We see UN Agencies accurately and actively supporting government in areas of their mandate and comparative advantage. We know UNDP for Governance, UNICEF for Women and Children, UNFPA for adolescent and HIV, and WHO for Health. But not ONE UN. We do not feel the UNDAF…*
> *(Key Informant, Public Sector, 2018)*

and according to their comparative advantages as one stakeholder puts it (box above):

MTR found out that stakeholders feel that the UNDAF design and implementation of various interventions show limited flexibility to adapt to new and emerging issues. Stakeholders from both the public sector and CSO indicated that in the last 2.5 years, ONE UN has not been flexible enough to address emerging priority issues that were not included in the UNDAF, for example, mainstreaming human rights in development and social projects, and even designing a joint programme.

The exception was the UN support to drought emergency that was caused by El Nino of 2016-2017. UN family collectively paid sufficient attention and supported the Government in responding to the emergency. But this was at a cost of the implementation of UNDAF activities, where resources and efforts were shifted to the drought emergencies response.

Finding 3: As much as the three UNDAF Priority Areas are relevant to Government priorities and needs, the three Pillars, particularly the 1 one, are overloaded with Outputs required, activities proposed and partners involved in the implementation. These have created coordination and implementation challenges and hindered effective functioning and delivery of results. The focus and design of these Pillars need re-thinking/re-focus in terms of design and implementation.

Stakeholders, those working in Pillar I in particular, indicate that the design of this Pillar was not right and thus it is overloaded covering both developmental and humanitarian issues. It has two outcomes targeting opportunity for employment, income generation and sustainable livelihood and community resilience and management (Output 1.1.1) grouped together with social protection services (Output 1.1.2), climate /resilience issues (Output 1.2.1, 1.2.2) and Energy (Output 1.2.3). These are all priority areas in Eswatini and fall in different Government Ministries, Department and agencies. There are many different implementers in the public, CSO and private sectors. Grouping them in this way has provided coordination challenges as well as effectiveness.

The design of Pillars 2 also brought three wide sectors together: Education, Health and HIV. The Pillar have many outputs planned for and IPs to be involved in the implementation. This has also created coordination and implementation challenges.

Governance Pillar 3 also covers more than one sector, putting together enhancing public sector planning, national laws, strengthening data management and efficient justice.

Leadership and Coordination arrangements in Pillar One looks ok in paper but in practice it presented a challenge. For example, in the Public Service in Eswatini, it is not procedural´ for the Co-Chair to convene a meeting for those who are in the same level with him/her. Thus, "*for the last 2.5 years this sector has not been very active. Meetings are called and members do not attend, leave meetings early or sending apologies…*" *(Pillar Member, 2018).*

> *Some attempts were made to restructure the Pillar 1. But this did not see the light of the day, thus the pillar has continued to be uncoordinated and to a large extent an ineffective…. If the status quo remains, the coordination and delivery of results within the Pillar will remain a challenge in the remaining life of the UNDAF." (Key Informant, UN - Member of Pillar 1, 2018).*

One important lesson learned as far as leadership and coordination of UNDAF Pillars is concerned is that it is important to follow and adhere to the Public Service normative arrangements and protocols when designing and nominating co-chairs and establishing a secretariat from the Government ministries.

Finding 4: The UNDAF interventions and approaches address the needs and demands of the beneficiaries in particular Government Ministries, Departments and Agencies, Parliament and to a smaller degree those of NGO. The Technical Assistance(TA) offered by UN is also relevant to the targeted institutions and has had positive effect.

The design of UNDAF was informed by the Common Country Analysis (CCA) and the development needs and priorities of the country. Therefore, CCA report identified areas and gaps that the Government and UN of Eswatini built consensus and developed a common framework to intervene on. The stakeholders interviewed indicated that they are generally satisfied by the alignment of UNDAF and its relevance to its interventions to strengthen the capacity of various institutions. The only challenge is that the planned UNDAF activities have not been implemented effectively and some of them have not taken off due to lack of funds.

UNDAF was designed from a need/issue-based perspective, in particular institutional capacity building and training of Government Ministries, Departments and Agencies. Stakeholders perceive the Framework interventions as a value addition actions that has potential to enhance One UN support to the GoEs, CSO/NGOs and the Private Sector. Stakeholders, those from the public sector in particular, were unanimous that the technical inputs from UN to support the implementation of UNDAF interventions are relevant and strategic. The TA is based mainly by UN outsourcing consultants to support various Implementing partners in carrying out studies/surveys, policies and strategies or strengthening their institutional effectiveness/efficiency supporting. Examples of such initiatives include, development of policies and strategies, designing of Websites, review of standing orders among others.

4.2 Effectiveness

This sub-subsection relates to criteria /objective 2 articulated in the ToR. The focus is on the extent to which programme results are being achieved. This sub-section, thus, presents progress towards the achievement of the set results. UNDAF 2016-2020 includes a Result Matrix that specifies outcomes, outputs, and specific key performance indicators (KPIs) with corresponding targets that serves as a means of achievement of the three Outcomes and various Outputs in the three Priority Areas. As articulated in the MTR Matrix, the focus is on: whether the UNDAF is on course to accomplish its outputs.

Finding 5: The emerging national development context, including slow economic growth and reduction of UN Core funding, which was not anticipated nor planned for, during the design of the current UNDAF have negatively affected the implementation and progress made in achieving results in the last two and half years.

The emerging national development context, which was not anticipated nor planned for, during the design of the current UNDAF have negatively affected the implementation and progress made in achieving results in the last two and half years. The emerging context include the following:

‣ Slow economic growth and reduction/availability of national financial resources to support UNDAF
‣ Reduction of UN Entity core funding, thus limited /no committed/expected funding for UNDAF
‣ Continued limited donor support to the country, thus resources mobilization for UNDAF became a challenge.
‣ Drought emergency due to El Nino in 2016/2017 shifting attention and resources from planned UNDAF activities.

Another factor that affected the UNDAF implementation and achievements of results, as indicated in the Relevance Section of this Report, include ineffective leadership and coordination within and among the Pillars. The UNDAF Pillar selection criteria was good but, as earlier indicated, there are too many strategic activities and planned/expected outputs with limited financial resources to support them. But, the cut of UN core budget/funding by almost 30% globally affected the implementation of planned activities in all the Pillars. Another issue that was raised by stakeholders is that UN tend to concentrate too much in supporting and dialoguing with "*high level beneficiaries e.g. Ministry Headquarters at the expense of strategic departments or agencies that could have bigger and sustained impact.*"

Finding 6: Varying degree of progress were made by each of the three pillars towards achieving results at Outcome and Output levels. What stands out as good progress is support on the development of various policies/legal frameworks, guidelines and strategies, and production of sectors´ review, survey/research reports during the period under review.[25] Some of the key outputs in this area in Annex IV: The details of

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[25] *UN Eswatini response to El Nino drought emergence in the country (2016-2017) was exemplary and a best of example of coordination, working together, resource mobilization and support to government priority. Lessons from this need to factors in the re-focus and Implementation of UNDAF.*

progress made per Pillar is summarized in the section below.

4.2.1 Priority Area 1: Poverty and Inequality Reduction, Inclusive Growth and Sustainable Development

The pillar has not made a lot of progress and achievements in outcomes and several outputs have stalled/no data provided on progress being made under each output. The Pillar group has not done critical analysis and reflection on the factors that that affect the implementation and delivery of expected results. And how the team can work effectively and efficiently in realizing results. Table 8, indicates the progress made so far:

Table 7: Progress Made towards Achievement of Results

Planned Results by Strategic Areas (Pillars)	Performance indicator	Baseline Value	Target	Progress towards achievement of Results
Outcome 1.1: *Youth, women and vulnerable groups' opportunities for employment, income generation and sustainable livelihoods increased by 2020.*	Employment rate	Baseline (2014): National: 57% Youth:36% Women: 55%	Target: National:67% Youth :46% Women:65%	• Eswatini has conducted a Labour Force Surveys (LFS) on a two-year cycle, as opposed to the previous five-year cycle. • An Employment Report produced incorporating 5 indicators of SDG-8 • Support during the drought 2015-/2016 through conducting assessments and providing SRHR services and improving coping mechanisms especially for vulnerable families
Output 1.1.1: *SMEs and small holder farmers' good business practices enhance*		**No Baseline: TBD**	**No target set: TBD**	• Business Advocacy Agenda developed with the Federation of Swaziland Employers & Chamber of Commerce (FSE&CC) as a tool to guide the advocacy and lobbying efforts of the organization on behalf of its members on policy issues.
Output 1.1.2: *Vulnerable groups [26] have improved access*	% of budget allocation to social sector[27]	**Baseline**: **(2014):** Education 7 .8%, 2013:	**Target**: Education: 9% or no decline. Health: 15% or no decline,	• Support was provided for strengthening the institutional framework for gender equality for TUCOSWA • 4 awareness campaign events held on Elimination of

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[26]*Orphaned and Vulnerable Children (OVC) including adolescents, displaced, elderly, People with Disability and extremely poor populations ensuring adequate focus on child poverty and disparities and includes elements focused on gender.*
[27]*Education, Health, HIV and AIDS, Water and Environment and Social Welfare,*

		Health 14.9%; Agriculture 4%, Social protection 2.2%	Agriculture: 10%, Social protection 4%	Child labour reaching a total of 870 people in June 2017, by Ministry of Labour and TUCOSWA. In these events 500 learners, 20 educators, 100 domestic workers, 250 Factory and farm workers were reached.
to social protection services				
Outcome 1.2: *Communities' and national institutions' resilience and management of natural resources improved by 2020*	i.MT of Carbon equivalent emissions **ii.** % of protected area coverage	**Baseline (2014):** 19.8 **Baseline (2014):** 3.9% Protected Areas coverage	i.17. 8% (10% reduction) ii. 6.4% Protected Areas coverage (of the 10%)	**Unsatisfactory data**
Output 1.2.1 *Institutions' utilization of climate smart techniques (CST) and disaster risk reduction and preparedness strengthened*	# of SMEs utilizing CST Baseline # of regions and local councils with Disaster Preparedness, Management and Risk Plans in place and operational.	2014): 500 Baseline (2014): 0 regions, 3 local councils Target: 4 regions, 5 Local councils.	Target: 2,000 TBD	**No data**
Output 1.2.2 *Communities' ability to protect biodiversity and ecosystems strengthened*	# of rural population participating in climate change adaptation/mitigation programmes.	Baseline (2014): 20,000	Target: 100,000	**No data**

4.2.2 Priority Area 2: Equitable and Efficient delivery and access to Social Services

The pillar has done so well in addressing enabling environment of the Ministry of Health and the Ministry of Education as well as addressing issues of youth and risky sexual behaviour. The pillar has done considerable well in "Knowledge Products", supporting about 22 products in the review period. The challenges on "no data" / not reporting on progress and achievement is also noticeable in this Pillar.

Table 8: Planned Results by Strategic Areas

Planned Results by Strategic Areas (Pillars)	Performance indicator	Baseline Value	Target	Progress towards achievement of Results
Outcome 2.1: Children's and adolescents' access to quality and inclusive education and retention in school increased by 2020	Percentage of children aged 36-59 months currently attending early childhood development and learning	Baseline (2014): 30%	Target: 65%	**No data**
	Indicator: Lower secondary education NER	Baseline (2012): overall: 27%:	Target: 90%	
	Primary school survival rate	F: 30%; M: 22%	Target 9.5%: F: 9.25%; M: 9.25%,	
	Repetition rate primary and lower secondary Primary	Baseline (2012): 76.4%: F: 78.3%; M: 73.7% 2012: 15.5%: F; 13,3%; M: 17.7%		
Output 2.1.1 Education sector policies/ plans, and/ standards developed and implemented	National ECCD policy and framework approved and operationalized	Baseline 2014: No	Target: Yes 3,000	• Early childhood Development Policy developed

| Output 2.1.2: Education institutions' capacity to deliver quality inclusive education improved | i. # of ECCD teachers who are Swaziland Early Learning and Development Standards (SELDS) qualified

ii.% of primary and secondary schools providing comprehensive life skills education

iii.% of primary and secondary schools with child friendly quality standards

iv. % of primary schools providing inclusive education (SEN) strategies %

v. Education sector coordination mechanism functional

vi. Timely disaggregated education reports produced | **Baseline**: 2014: 100

Baseline: Primary 0%, Secondary 9%

Baseline: 2014: 360

Baseline: 2014: 20

Baseline 2014: **No**

Baseline: (2014) None | ii. Primary 95%, Secondary 100%

iii.860

iv.70%

v. Yes

vi. Yes | • Education Sector Policy has been revised, updated and launched

• Technical support to MoET to convene sector coordination through the Sector Wide Approach (SWAp) initiative.

• Reviewed the National Education Training and Improvement Plan (NETIP).

• Provided clean water to 12,084 students (6,683 girls and 5,401 boys) from 38 schools through water trucking. Eight schools were supported with water harvesting equipment, benefiting 1,392 girls and 1,453 boys.

• Supported the MoET to conduct the Out of School Study (OOSC) and grade Repetition Study aimed at identifying the causes, degree and effects of repetition.

• Supported the MoET to strengthen capacity for 85 senior officials including In-service Training on Inclusive Education.

• Non-formal curriculum modules for levels 1-3 were developed and launched |
| **Outcome 2.2** Families and communities' access to and | **i.** % of children aged 12-23 months vaccinated against childhood diseases | **Baseline** 2014: 75%; | 95% | No data |

uptake of integrated, quality health and nutrition services increased by 2020				
	ii. Proportion of pregnancies with an antenatal visit in the first trimester	**Baseline** 2007: 26%	50%	**15.2%.**
	iii. Proportion of mothers receiving post-natal care within two days of delivery	**Baseline (2014):** 87%	95%	• Development and implementation of a competency-based curriculum for FP
	iv. Percentage of children 0-6 months old exclusively breastfed	**Baseline:** **(2014)**: 64%	65%	• Knowledge and skills of midwives/nurses) on the provision of family planning enhanced through a competency based training on FP including the newly introduced Implanon NXT
	v. % of children aged 6-23 months receiving a minimum meal frequency of complementary foods	**Baseline (2014):** 81%	80%	• FP Training models were secured to improve on simulations and skills
	vi. % of population practicing open defecation (ODF)	**Baseline (2010):** 15%	<1%	• Implementation of LMIS system including supportive supervision and mentoring ongoing
	vii. Unmet need for family planning	**Baseline (2014)**: 15%	10%	• Quantification of health commodities enhanced and expanded to include NCDs
	viii. Percentage of availability of tracer classes of medicines at facility level	**Baseline (2014)** 75%;	95%	
	ix. Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer,	**Baseline (2014):** 21%.	16%	

	diabetes or chronic respiratory diseases			
	x. TB Treatment success rate	**Baseline (2014):** 75%	**100%**	
	xi. Number of local Malaria cases/year	**Baseline (2014):** 158	**0**	
Output 2.2.2: Ministry of Health enabling environment for planning and coordination strengthened	**i.** Health sector joint annual reviews held	**Baseline (2014):** 0	i. 4	▪ Follow up assessment of the Protection and Health and Nutrition cluster ▪ The Total Market Approach (TMA) study conducted to improve on the availability of FP ▪ Supported the VIA screen and treat training for health care workers from the four regions. ▪ Supported the Swaziland Nazarene Health Institutions (SNHI) to train 31 staff members including nurses and paramedics on QI/QA concepts to improve health care service delivery at SNHI. ▪ 35 Environmental Health Officers trained on CLTS facilitation leading to 8 communities being engaged and triggered to implement CLTS. ▪ 50 health workers capacitated on HMIS from 11 health facilities on use of dashboards and U-Report to interpret data to inform programming ▪ Advocated for the revival of outreach services for EPI national office which resulted in 48 outreach sessions in 16 sites reaching 706 children under five with a package of health care services ▪ A vehicle procured for SNHI to support provision of outreach services reaching
	ii. Multi- Stakeholder Platform on nutrition established and operating as per ToR	**Baseline (2014):** No	ii. Yes	
	iii. Key health and nutrition policies and strategies[28]developed, approved and operationalized	**Baseline (2014):** No	iii. Yes	
	Iv. Key health and nutrition acts amended and enacted[29]	**Baseline (2014):** No	iv. Yes	

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[28] *Including Food and Nutrition policy and strategy, Joint health sector plans*
[29] *Including Swaziland National Nutrition Act (1945), Public Health Act*

				3,369 people through outreach of which 597 were children under 5 who came for child welfare services.
Output 2.2.2: Ministry of Health enabling environment for planning and coordination strengthened	**i.** Health sector joint annual reviews held **ii.** Multi- Stakeholder Platform on nutrition established and operating as per ToR **iii.** Key health and nutrition policies and strategies [30] developed, approved and operationalized **Iv.** Key health and nutrition acts amended and enacted[31]	**Baseline (2014):** 0 **Baseline (2014):** No **Baseline (2014):** No **Baseline (2014):** No	i. 4 ii. Yes iii. Yes iv. Yes	▪ The UN successfully advocated with MoH to explore alternative vaccine procurement sources that are mostly likely to result to savings. ▪ National condom strategy developed ▪ Nutrition Bill is in parliament ▪ UN is supporting the Ministry of Health to revitalize the Micronutrient Alliance (MA) TWG to strengthening food fortification standards and regulation
Output 2.2.3: Health Sector's capacity to generate, disseminate and use strategic	**i.** Timeliness of submission of HMIS data ii.# of priority Health Sector studies and surveys completed and disseminated in a timely manner especially during Joint Annual Reviews	**Baseline 2014:** 74% **Baseline (2014):**84	i. 90% ii. 100 p.a.	▪ 50 HMIS staff from 11 health facilities capacitated on use of dashboards and U-Report ▪ Service availability and response (SARA) being conducted ▪ Supported Comprehensive Health and Nutrition Survey ▪ Capacity enhanced on use of dashboards and U-Report (50 HCWs trained from 11 HF) facilities. ▪ A national assessment of adolescents and youth friendly health services has been completed
Output 2.2.4: Children under five, pregnant and lactating women have	**i.** Proportion of pregnant and lactating women receiving iron supplementation **ii.** Proportion of children	**Baseline (2010):** 88.2% **Baseline**	i. 95%	▪ Swaziland National Nutrition Council supported to capacitate and assess 9 health facilities on Baby

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[30] *Including Food and Nutrition policy and strategy, Joint health sector plans*
[31] *Including Swaziland National Nutrition Act (1945), Public Health Act*

improved access to nutrition interventions	aged 6 -59 months receiving Vitamin A supplementation **iii.** # of households oriented in community led total sanitation (CLTS) approach in targeted regions	(**2010**): 68% **Baseline** (**2013**): 500	ii. 80% iii. 5000	Friendly Hospital Initiative (BFHI). ▪ five health facilities have been certified baby friendly ▪ trained train 35 Environmental Health Officers on CLTS facilitation ▪ Nutrition surveillance system developed ▪ Nutrition indicators reviewed and added in CMS ▪ Vitamin Supplementation ▪ IYCF guidelines finalized ▪ BFHI refresher trainings for hospitals conducted ▪ BFHI assessment conducted ▪ IMAM training material finalized and printed ▪ 105 health care workers trained on IMAM ▪ Training material for Nutrition Assessment Counselling and Support (NACS) adapted ▪ Training of RHMs on growth monitoring supported ▪ Guidelines for complimentary feeding developed ▪ IEC and job Aids developed ▪ Standards for quality health-care services for adolescents developed
Outcome 2.3: **Youth risky sexual behaviours reduced and citizens uptake of HIV services increased by**	1.% of young people aged 15-24 who report using a condom during first sex. ii. % of adults and children currently receiving ART among all adults and children	**Baseline** (**2010**): M=49%, F=43%	i. M= 70%, F= 65%	▪ Peace Corps was supported to implement the Girls Leading Our World and Brothers Reaching Out initiatives in 60 communities across the country reaching 2573 adolescents girls and 1347 boys with SRH,

| 2020 | living with HIV

iii.% of women aged 15-49 with more than one partner in the past 12 months who report use of a condom during last sex

iv. MTCT rate at 18 months

v. Adolescent birth rate[32] | **Baseline (2013):** 49.9% (Adult or Children?)

Baseline (2014) 66%

Baseline (2013): 11%

Baseline (2007):

87/1000 | ii. 90% (Adult or children?)

iii. 85%

iv. 5%

v.70/1000 | HIV, GBV & leadership skills.
▪ 190 health workers trained on adolescents and youth friendly health services and these have established 31teen clubs with 2959 adolescents
▪ Support provided to 11 teen clubs reaching currently 1, 559 Teen club members (58% females) with SRH information and services.
▪ 425 Adolescents (170 males, 204 females) Living with HIV (ALHIV) received treatment adherence support through teen clubs, and maintained viral suppression rate of 87%, which is higher that national average of 55%.
▪ 1604 adolescents received psychosocial support though use of U-report-based provider response to unsolicited message
▪ To provide space for teen clubs, three Park homes were procured for Mafutseni, Piggs Peak and Ndvwabangeni Nazarene clinics.
▪ 1,724 adolescents have tested for HIV and received results through innovative community-based initiatives supported by |

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[32]UN will contribute to this in several ways, including life skills education

				communication for development
				▪ Community HTS partners convened to streamline targeted testing for adolescents to improve coverage especially the underserved areas
				▪ A 2-year national plan for scaling up adolescent HIV testing has been developed
Output 2.3.2	i.# of tests done for HIV in the last 12months ii. % of health facilities who report no stock out of ARV and other tracer drugs in the last 12 months iii. % of HIV positive pregnant women and lactating mothers who receive life-long ART iv. Number of eligible HIV and TB clients accessing nutrition services at health facilities.	Baseline (2013): 178,813 Baseline (2013):75% Baseline (2013): 44%; Baseline (2013): HIV 2,765, TB 1,773	i. 700,000 ii. 95% iii. 80% iv. TBD	▪ Ongoing implementation of the TB Active case finding ▪ Support to four teen clubs for ADHIV reaching 425 adolescents with ART adherence and psychosocial support for children and adolescents ▪ Use of U-report platform to support ADHIV through SMS reaching over 160 adolescents. ▪ Support to genotyping for children and adolescents resisting second line treatment reaching 12 children who have been transitioned to appropriate third line drugs. ▪ developed tools for data capturing IPT uptake ▪ Improved Pediatric diagnostic capacity ▪ Integrated TB & HIV active case-finders community level ▪ Food by prescription ongoing in 12 major hospitals and health centres.

				▪ Between Jan and Sept, 2,590 malnourished ART, TB and PMTCT clients were provided with specialized nutritious ▪ Stigma and discrimination jingles developed and will be aired soon
Output 2.3.3	**i. % of HIV implementers who submit timely quality reports to the REMSHACCs**	65%	90%	▪ Global AIDS Monitoring report produced ▪ Health Sector Mid Term Review on HIV, TB, PMTCT and Hepatitis, Annual Health reviews and the eNSF evaluation undertaken.
	ii. National Commitment and Policy Index	7	8	▪ $47million mobilized from GFATM for HIV/TB and $1.5 catalytic funding for Adolescent Girls and Young Women (AGYW). ▪ TA provided for the review of GFATM PR implementation challenges
	iii. Multi-sectoral joint annual reviews conducted	0	4	▪ TA provided for the development of the National Strategic Framework for HIV/AIDS ▪ UN convened HIV Development Partners (DP) forum on a number of key priorities ▪ Improved knowledge generation on adolescent sexual reproductive health and rights (ASRHR), HIV and socio-cultural factors affecting and or promoting uptake of ASRH services by young people. ▪ National action plan for the implementation of the global HIV prevention roadmap 2020 was developed

4.2.3 Priority Area 3: Good Governance and Accountability

What stands out from Pillar 3, and is a good lesson for the other Pillars and the UNDAF as a whole, is that the pillar group collectively has done a good analysis of what could be achievable and not achievable with the financial constraints faced in the last two years. The outputs and targets that they agreed were not achievable have been dropped in order to focus on what would make bigger impact.

Table 9: Priority 3: Progress Made towards Achievement of Results

Priority Area 3: Good Governance and Accountability				
Outcome/ Output	**Performance indicator**	**Baseline Value**	**Target**	**Progress towards achievement of Results**
Outcome 3.1: Access to and quality of priority[33]public service delivery to citizens improved by 2020.	% of citizens who report that they are satisfied with delivery of public institutions services	No baseline TBD	No target was set TBD	**No data** ▪ **No data/ Unsatisfactory**
Output 3.1.1 Public sector capacity for planning and management strengthened	# of priority government institutions [34] that have a functional monitoring system for public service standards	**No Baseline: TBD**	**No target set: TBD**	Some institutions have M&E systems whilst other still need to develop them
Output 3.1.2 Government and Parliament capacity to align national laws to the constitution and international standards[35]incorporating good governance principles strengthened	% of budget allocation to social sector[36]	**Baseline**: (**2014**): Education 7.8%[57], 2013: Health 14.9%[58]; Agriculture 4%, Social protection 2.2%	**Target**: Education: 9% or no decline. Health: 15% or no decline, Agriculture: 10%, Social protection 4%	**No data/ Unsatisfactory**
Output 3.1.3 Government capacity for routine data collection, analysis and	% of budget allocation to social sector	Education 7.8%56, 2013: Health	9% or no decline. Health: 15% or no decline,	▪ **According to Pillar 3 Annual Report 2018:** *"Cancelled/Target will*

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[33]Service delivery ministries: MoH, DPMO, MoE, MoA, MoJCA and MoHA Royal Swazi Police Services
[34]MoH, DPMO, MoE, MoA, MoJCA, MoLSS and MoHA
[35]The UN will be strengthening its advocacy for domestication of ratified international instruments which include the following ;(ICCPR, ISECR, UNCAC, CRC, ICPD, CPD, CEDAW, UNFCC) and reporting on the Universal periodic Review (UPR).
[36]Education, Health, HIV and AIDS, Water and Environment and Social Welfare,

dissemination with a focus on key socio-economic and governance data strengthened.		14.9%57; Agriculture 4%, Social protection 2.2%	Agriculture: 10%, Social protection 4%	*never be met by end of programme"*
Output 3.1.4 Protection systems, including justice sector's capacity to provide efficient, accessible and quality services for the most vulnerable groups, improved	# of laws reviewed and in line with the Constitutional and international standards [37] incorporating principles of good governance	**Baseline: 3[38]**	**Target: 10**	**According to Pillar 3 Annual Report 2018:** **"Cancelled/Target will never be met by end of programme"** 2 One stop centers for providing services to survivors of violence have been established. -70 police trainers and 35 social workers were trained on the child-sensitive approaches violence against children case management. The capacity of 90 service providers from the police, legal, health and social services sector has been strengthened on responding to violence against children
Outcome 3.2 Citizen and Civil Society Organizations' participation in decision-making processes at all levels increased by 2020	% of UPR recommendations implemented.	No baseline was set: TBD	**50%**	**No data/Unsatisfactory**
Output 3.2.1 Civil Society capacity for evidence-based advocacy for promotion of good governance strengthened	% of CRC and CEDAW recommendations met by Government	2012:30% (CRC), 2014:30% CEDAW	**75%**	

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[37] *The UN committed to strengthening its advocacy for domestication of ratified international instruments which include the following ;(ICCPR, ISECR, UNCAC, CRC, ICPD, CPD, CEDAW, UNFCC) and reporting on the Universal periodic Review (UPR).*
[38] *Source Surveys: Census, SHIES, SDHS, MICS, VAC, Agriculture Census.*

4.3 Efficiency

In line with the focus /objective 3 articulated in the ToR, this sub-section presents findings on the extent to which the UNDAF programme implementation mechanisms are delivered in the most cost-effective ways. The sub-section also presents the extent to which the Programme resources (financial, human, and technical support) were allocated and disbursed strategically to achieve the Programme outcomes. There was a clear estimation of resources required, UN agencies commitment, and funding gap. However, MTR found out that the financial information for UNDAF in terms of actual funds mobilized and used by Agencies in UNDAF activities is not consolidated and not readily available at the RCO. Where information is available, UN Agencies and IPs have used resources strategically and has provided good value for money.

4.3.1 Financial Resources availability, usage and gaps

Finding 7: The financial resources available for UNDAF and the gap was clearly stated in the Framework. As a good practice, a Resource Mobilization Strategy was developed but its operation has not been active. UNDAF is an example of a relevant framework with too many expected outputs but limited financial resources.

According to UNDAF 2016-2020, approximately US$125 million was required to implement the UNDAF 2016-2020. Of the total figures indicated, available funds were approximately US 80 million as detailed in the table below. There is therefore a funding gap of slightly over US$45 million that the UN was expected to mobilize collectively with the Government and other partners. To this end, the UN develop a resource mobilization strategy that was to be used to identify and access further resources to meet the funding gap. The indicative budget for each of the Outcomes is shown in

Table 1011.

Table 10: Estimated Budget for UNDAF

	Estimated Budget (US$)	UN Entities
Priority Area 1. Poverty and inequality reduction, inclusive growth and sustainable development		
Outcome: 1.1 Youth, women and vulnerable groups' opportunities for employment and sustainable livelihoods improved by 2020	12,185,000	UNDP, WFP, UNICEF, FAO, ILO
1.2 Communities' and national institutions' resilience and management of natural resources improved by 2020	10,210,000	UNDP, WFP, UNFPA, FAO
Priority Area Total	**22,395,000**	
Priority Area 2: Equitable and efficient delivery of and access to social services		
Outcome: 2.1 Children's and adolescents' access to quality and inclusive education and retention in school increased by 2020	5,000,000	UNICEF, UNESCO, UNFPA
2.2 Families' and communities' access to and uptake of quality health and nutrition services increased by 2020	29,145,000	UNICEF, WHO, UNFPA, WFP
2.3 Youths' risky sexual behaviours reduced and citizens' uptake of HIV services increased by 2020	14,145,000	WFP, UNAIDS, UNICEF, UNFPA, WHO
Priority Area Total	**48,290,000**	
Priority Area 3: Good Governance and Accountability		
Outcome: 3.1 Access to, and quality of priority public service delivery to citizens improved by 2020	4,735,000	UNDP, FAO, UNFPA, ILO
3.2 Citizen and Civil Society Organizations' participation in decision-making processes at all levels increased by 2020	4,555,000	UNDP, FAO, UNICEF, UNFPA, ILO
Priority Area Total	**9,290,000**	
GRAND TOTAL	**79,975,000**	

For each Priority Area, total estimated budget is given and Agencies identified. But it is not clearly stated how much each agency has committed to contribute towards UNDAF activities. As a good practice, there was a clear analysis of resources allocated to UNDAF (2016-2020) Priorities and funding gap.

Two issues should be noted because there is no formal consolidated UNDAF financial data/information at RCO. Both the OMT and M&E Group has no consolidated information on the same. What exist are pieces of information from UN entitles.

‣ MTR could not establish the actual financial resources committed and used by each UN entity.
‣ MTR could not establish how much financial resources have been mobilized so far and by who? There is no information on the actual financial gap or surplus during the review period.

Finding 8: The UNDAF faces huge funding gap despite the fact that there is a good Resource Mobilization Strategy. During the 2016-2017, UNDAF had a funding gap of 55% compared to 59% in the 2017-2018 phase. This information has not been effectively communicated to Government partners and IPs.

The UNDAF is operationalized through the UNDAF Joint Work Plan which is a 2 - year interval period. Table 12 and 13 below indicates the financial resources available and gap for the period 2016-2017 and 2017.208 under review.

Table 11: Funds Committed, Available and Gap for the UNDAF 2016 – 2017

	PA 1	Total	Available	Gap	%
Priority Area 1: Poverty and inequality reduction, inclusive growth and sustainable development					
1.1	Youth, women and vulnerable groups opportunities for employment and sustainable livelihoods improved by 2020	5,066,667	2, 355, 000	2, 606, 667	51%
1.2	Communities and national institutions management of natural resources improved by 2020	4,670,824	3, 058, 824	1,612,000	35%
	Total	**9,737,491**	**5, 413, 824**	**4,218,667**	**43%**
Priority Area 2: Equitable and efficient delivery of and access to social services					
2.1	Children's and adolescents' access to quality and inclusive education; and retention in schools increased by 2020	1,017,728	601, 728	416,000	41%
2.2	Families and communities' access to and uptake of quality health and nutrition services increased by 2020	3,185,131	1, 471, 531	1,713,600	54%

2.3	Youths risky sexual behaviours reduced and citizens uptake of HIV services increased by 2020	4,219,534	1, 572, 034	2,810,400	67%
	Total	**8,422,393**	**3, 645, 293**	**4, 940, 000**	**59%**
Priority area 3: Good Governance and Accountability					
3.1	Access to, and quality of priority public service delivery to citizens increased by 2020	3,399,814	882, 362	2,509,452	74%
3.2	Citizen and civil society organisations participation in decision making processes at all levels increased by 2020	375,000	5, 000	370, 000	99%
	Total	**3,774,814**	**469,292**	**2,879,452**	**76%**
	GRAND TOTAL	**21,934,698**	**9, 901, 479**	**12,038,119**	**55%**

The data available indicates that financial resources for UNDAF in 2017-2018 are less than those committed/mobilized in 2016-2017. All the Priority Areas were affected by the funding gap. But, the Governance Pillar has been more hit than the other pillars, in particular 3.2 Output (99% and 93% gap in 2016-2017 and 2017-2018 respectively). Other activities/outputs facing huge financial gap in 2017-2018 are: 1.1 Youth, women and vulnerable groups opportunities for employment and sustainable livelihoods improved by 2020 (99%), 2.2 Families and communities' access to and uptake of quality health and nutrition services increased by 2020 (80%), 2.3 Youths risky sexual behaviours reduced and citizens uptake of HIV services increased by 2020 (76%),

Table 12: Funds Resources Committed, Available and Gap for the UNDAF 2018 -2019:

	PA 1	Total	Available	Gap	%
Priority Area 1: Poverty and inequality reduction, inclusive growth and sustainable development					
1.1	Youth, women and vulnerable groups opportunities for employment and sustainable livelihoods improved by 2020	5 937 000	64 000	5 873 000	99%
1.2	Communities and national institutions management of natural resources improved by 2020	1 952 500	1 284 500	668 000	34%
	Total				
Priority Area 2: Equitable and efficient delivery of and access to social services					
2.1	Children's and adolescents' access to quality and inclusive education; and retention in schools increased by 2020	394 000	240 000	154 000	39%

2.2	Families and communities' access to and uptake of quality health and nutrition services increased by 2020	4 341 814	3 989 768	352 446	80%
2.3	Youths risky sexual behaviours reduced and citizens uptake of HIV services increased by 2020	3 016 418	731 803	2 284 615	76%
	Total	**7 752 232**	**4 961 571**	**2 791 061**	
Priority area 3: Good Governance and Accountability					
3.1	Access to, and quality of priority public service delivery to citizens increased by 2020	279 266	207 266	72 000	25%
3.2	Citizen and civil society organisations participation in decision making processes at all levels increased by 2020	28 000	2 000	26 000	93%
	Total	**307 266**	**209 266**	**98 000**	**32%**
	GRAND TOTAL	**15, 948, 998**	**6, 519, 337**	**9, 430,061**	**59%**

Findings 9: **There is no clear framework and mechanism for financial reporting on UNDAF activities. As much as the UNDAF document and Joint Annual Plans are clear of budgeted amounts, it is difficult to get reports from UN entities and Government partners on actual resources mobilized and how it was used optimally for UNDAF activities. There is no consolidated information at RCO as it should be the case, and by extension no accountability framework.**

MTR requested UN Agencies to provide financial information on the UNDAF activities. Such information was not readily available. UN Agencies have not arranged financial data to allow for single tracking of allocation and expenditure under UNDAF against the outcomes. Organizations like ILO, FAO and UNICEF provided information on their financial commitment. For example, ILO Resource committed for UNDAF is $64,500.00. It was reported that resources mobilized so far is $50, 929.00 (79%). Financial Gap is 14,571 (21%). Table 14 below indicates how the committed funds were used for UNDAF activities.

Table 13: ILO Funds for UNDAF Activity

NDAF Activity	Amount in USD
Labour Law Reform: Employment bill Public order Bill Capacity building for the Royal Swaziland Police on the code of good practice during protest action and the dissemination of the CODE	2,000 13,646 3,500
Child labour Survey report launching dissemination and commemoration of the elimination of Child Labour Day	9,000

Employment fact finding mission and workshop for the development of a national Employment Policy	2783
Technical support provided to the Central Statistics office for the Production If the Labour Force Survey	6,000
Support provided to TUCOSWA on Gender Mainstreaming	14,000
Total	**50,929**

FAO reported the that it committed $3,256,946 for UNDAF interventions. It mobilized USD 4,056,946. For "Poverty and Inequality reduction, inclusive Growth and Sustainable Development", funds planned to be mobilized was USD 4,712,000. Actual mobilized funds are USD 1,498,946. Financial gap at MTR was USD 3,213,054. For "Equitable and Efficient delivery and Access to Social Services funds planned to be mobilized and mobilized USD 2,558,000 (100%). No financial gap. WHO reported that the budget for the 2018 – 2019 is US$4,679,294. WHO contribution to UNDAF so far from the beginning of the year in January 2018 was $2,791,139.

Table 14 UNICEF Financial Contribution to UNDAF 2016-2018

Priority Area	Outputs	Amount US$
1	1.1	135,205
2	2.1	716,476
	2.2	3,424,936
	2.3	739,613
3	3.1	910,873
	3.2	107,307

The UNDAF document and Resource Mobilization Strategy indicate that the UNCT will work jointly with the Government of Eswatini for the resourcing and fulfilment of programme objectives and outcomes. Stronger focus on leveraging government resources or supporting government implementation is a key priority going forward. But the MTR has established that UNCT has not effectively communicated and engaged the Government on the cost sharing for UNDAF with a view towards securing funding that will cover the funding gap of the UNDAF. The perception and feeling of Government and MDA stakeholders were summarized by one key informant, that:

> *"UN committed to fund UNDAF and it is their Framework. They cannot expect Government, with its limited resources and many development agenda, to co-fund UNDAF activities. If UNDAF activities has no or limited financial resource, as we have witnessed in the last 2 years, then UN has to take responsibility…." They have to look for money and fund the activities they had promised the Government and IPs (Key Informant, Government Counterpart, 2016).*

4.3.2 UNDAF Governance and Coordination

Finding 10: UNDAF Results Management, Accountability and Implementation Structures were clearly articulated in UNDAF. The membership and key functions of each structure are clearly articulated in the Framework. But their operations and effectiveness could be better.

The UNDAF clearly articulates the management, accountability and implementation structures. As indicated in Figure 1 below, these include the National Steering Committee (NSC), The Resident Coordination Office (RCO), UNCT, Results Groups (RG) and technical supporting groups including Policy and Programmes Support Group (PPSG), Operations and Management Team (OMT), Monitoring and Evaluation Group (M&E), Communications Group.

Figure 1: UNDAF Management and Coordination Structure:

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                    ┌─────────────────────────────────────────┐
                    │ National Steering Committee Chaired by   │
                    │ PS Ministry of Economic Planning and     │
                    │ Development and UN Resident Coordinator  │
                    └─────────────────────────────────────────┘
  ┌──────────────────────────┐
  │ Resident Coordinators'   │
  │ Office                   │
  └──────────────────────────┘
                    ┌─────────────────────────────────────────┐
                    │ UNCT Chaired by UN Resident Coordinator  │
                    └─────────────────────────────────────────┘

  ┌──────────────┐      ┌──────────────┐      ┌──────────────┐
  │ Results      │      │ Results      │      │ Results      │
  │ Group 1      │      │ Group 2      │      │ Group 3      │
  └──────────────┘      └──────────────┘      └──────────────┘

  ┌─────────────────────────────────────────────────────────┐
  │ PPSG; OMT; M&E Group; Communications Group              │
  └─────────────────────────────────────────────────────────┘
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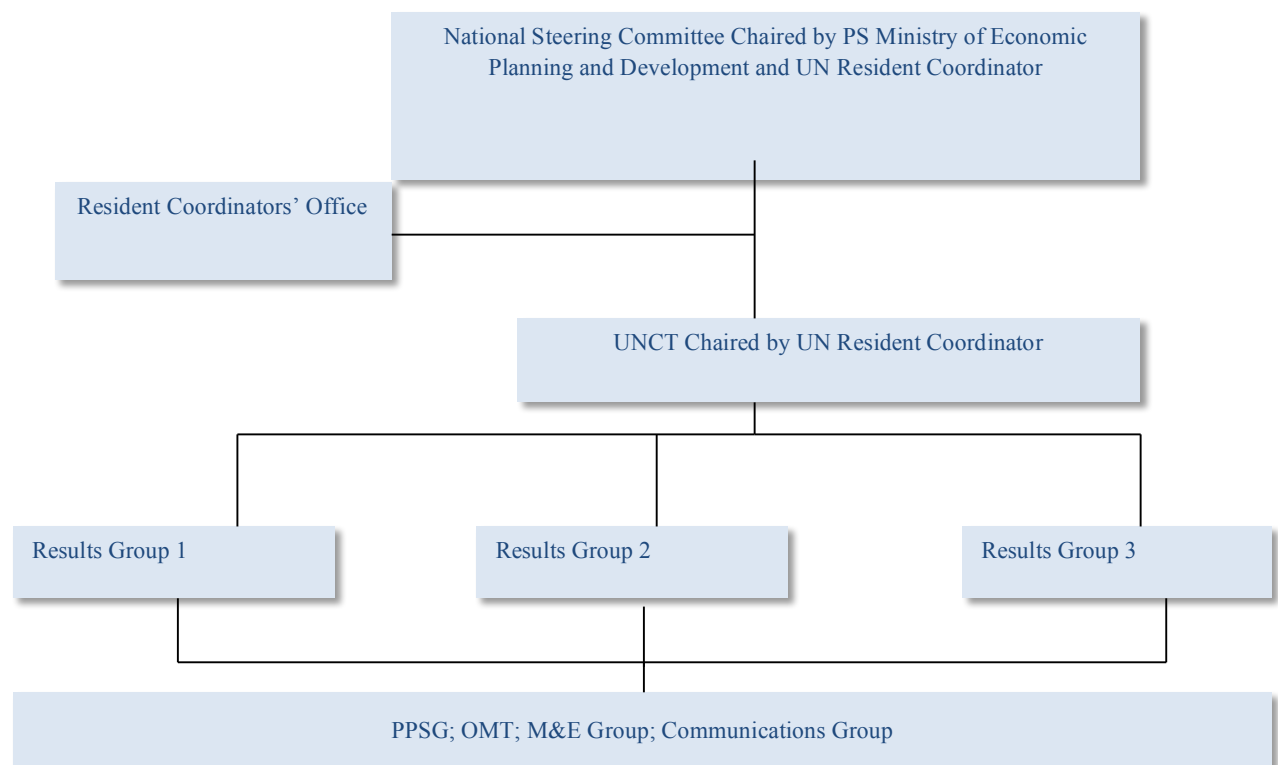
The National Steering Committee is the highest-level oversight committee for the UNDAF. The NSC is expected to be convened twice a year and will be co-chaired by the Principal Secretary in the Ministry of Economic Planning and Development (EPD) and the UN Resident Coordinator (UN RC). Other members of the NSC are the designated representatives from the Deputy Prime Minister's Office, Principal Secretaries from Ministries that are aligned to the UNDAF result areas, and a representative from civil society organizations. The NSC is expected to provide oversight of the UNDAF and give policy direction ensuring coherence to national priorities and needs.

Finding 11: UNDAF Results Management and implementation structures´ mandates and roles are well articulated, and they have generally tried to play their defined roles. But these structures are generally not being optimally used for decision making, monitoring implementation and accountability on the UNDAF interventions and progress. They have faced challenges of design, membership constitution and accountability that have to be addressed immediately to make them effective and efficient in the remaining UNDAF period.

The MTR revealed a mixed result to the extent to which the management and implementation UNDAF structures are effective and playing their roles as expected. All stakeholders from government and UN talked to indicated that the UNDAF management and coordination could have been more effective and efficient in the last two and half years. The management/decision making and coordination faced operational and coordination

challenges that persisted over the period under review and have not been addressed.

Steering Committee: According to UNDAF document, **the Steering Committee (the highest-level oversight committee)** was to be convened twice a year chaired by RC and Co-chaired by PS MPD to approve recommendations from technical committee and give guidance to the implementation of various interventions. However, the Steering Committee have not performed optimally as was envisaged in UNDAF. For example, it was not convened regularly as required. This has been attributed to competing tasks and busy schedule of the Co-Chair and other members of the committee. Although the PSs DPM (Co-Chair of UNDAF) and MEPD (Committee Member) are committed to UNDAF, they are senior government officials that have other strategic tasks and busy schedules. Thus, it has been difficult to convene the Steering Committee regularly.

As a result, the committee have been meeting on ad hoc (need basis). This has had implications on giving timely and strategic guidance to the implementation of UNDAF Activities. The effectiveness of a steering committee for UNDAF is as effective as a UNCT of a country. The SC can only meet if UNCT and technical committees under UNDAF play their roles effectively.

The UN Country Team (UNCT): Under the leadership of the Resident Coordinator (RC), the UNCT is responsible for providing overall guidance for effective and efficient implementation of the UNDAF, ensuring timely achievement of results. The **UNCT is generally active** but could do better in providing necessary strategic and operational guidance for implementation, facilitate partnerships with the Government, civil society, and development partners and mobilize resources required to implement the UNDAF. UNCT has no standard agenda for their meetings (planned dates for the meetings and agenda) that could make it effective. It has not been easy for the UNCT to ensure adherence to the One Programme (UNDAF) to enhance opportunities for Delivering as One. This is because there is no joint programme (s) in the current UNDAF. Agencies are also busy implementing the country programmes they signed individually with Government of Eswatini and also to meet their HQs requirements.

MTR indicates the following:

The UNCT is supposed to be supported by internal structures, namely, the Policy and Programmes Support Group (PPSG)[39]; the Monitoring and Evaluation Group; the Results Group; the Operations Management Team (OMT); and the UN Communications Group (UNCG). These structures, to large extent, except OMT, have performed just averagely in the last two and half years and urgently needs strengthening. The capacity challenges they face include:

- o RCO have limited capacity, in terms of professional's vis what its mandate entails. There is no senior M&E, Communication and Resource Mobilization Specialists, which are needed to make the Office effective, efficient and give pro-active coordination of UNDAF activities.

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[39] *The PPSG does not actually exist although it is mentioned in the UNDAF document under review as one of the structures.*

- Other UNDAF internal structures, are not well constituted, for example, M&E is having a leader who is not a head of UN Agency and the majority of its members are not necessarily M&E focal persons.
- There is no UNDAF programme coordination management team to provide technical advisory support to the UNCT by providing in-depth policy and programmatic analysis on the UNDAF.
- The members of UNDAF internal structures are overwhelmed with other core tasks in their specific UN agencies, thus see UNDAF work as add-ons/additional work that takes second priority.

MTR found out that coordination for UNDAF within UN entities and within Government on one hand, and within UNCT for UNDAF has been wanting in the period under review. Vertical coordination within UNDAF Pillars is very minimal. Partners in both UN entities and Government (both Government MDA, NGO and the private sector) reported having limited knowledge about UNDAF and what it is expected to achieve or what it has achieved.

Results Groups (RGs): The Eswatini UNDAF comprises three RGs (Pillars) based on the three priority areas. The results group is expected to serve as the coordination mechanism for ensuring effective and efficient development, implementation, coherence and consistency of the UNDAF through their respective Priority. The Group is to prepare joint annual or biennial work plans which will provide specific details on the implementation of the UNDAF and will be approved by the NSC after validation at the UNCT.

Generally, the operation of the Result Groups, has not been effective and efficient. The Groups are faced with the challenges of ineffective leadership and coordination, lack of effective guidance and comprehensive framework of operation and reporting. This has been attributed to competing tasks and busy schedule of the Co-Chairs and members of the Groups. For example, there are no framework of harmonization UNDAF activities across agencies. There are standardized schedules meetings in advance for planning purposes, and no PPSG to give guidance and advice. Thus, there has been limited time for actual effective engagement and working as a team. The MTR Team noted the following issue:

‣ Pillar 1is loaded and have UN Co-Chair and GoEs Co-Chair as WFP and Principal Secretary Ministry of Agriculture. The Secretariat is the Ministry of Agriculture. This arrangement has made it difficult for the Pillar meeting to be convened. The issue of commitment and accountability on UNDAF activities is critical.

‣ Pillar 2, was innovative and developed and effective internal governance structure. It was agreed that apart from overall Pillar UN Co-Chair (WHO) and Government Co-Chair (PS Ministry of Health), each UNDAF Output under the Pillar has a UN Chair and Alternate Chair, and a Government Co-Chairs being PS of the two relevant Ministries of Education and Health. This has

> *Since there is no standard formal calendar for meetings, sometimes a meeting is called one or two days before. With our busy schedules, we find it difficult to attend. But sometimes you block your time to attend, but the meeting is cancelled in the last minute because the Co-chair is not available. Or you attend a meeting and there is no quorum. Two to three times, even a committed member give up and become dis-interested in attending any meeting called under UNDAF or any of the Pillars…"*
> *(Key Informant, Public Sector, 2018)*

somehow worked well.

- Pillar 3, has been largely well coordinated with planned meetings and organized deliberations.
- Calendar for Meetings for UNDAF: There is no standardized calendar of meetings for the governance, coordination, and implementation structures of UNDAF to allow members to know when to attend meetings. Thus, most meeting are on ad hoc basis.
- There also the challenge of lack of clarity in terms of accountability and roles of Result Groups and UN Agencies in producing, for example, financial reports, and UNDAF activities and annual report. Structures and persons responsible for what has not been clearly spelled out, and thus is difficult to hold agencies and Pillars accountable.

Policy and Programmes Support Group (PPSG): The PPSG was expected to serve as the main "think tank" and technical advisor to the UNCT by providing in-depth policy analysis on the UNDAF. The PPSG is supposed to be responsible for coordinating technical aspects of interventions under the UNDAF, and serve as the interface between their agencies and the Results Groups. The PPSG is supposed to be composed of senior policy and programme officers of the UN in Swaziland and is chaired by one of the Heads of Agencies. Lessons from other countries indicates that this group or a programme management team for UNDAF is necessary.

MTR indicates that PPSG does not exist in the current UNDAF structure. It has been phased out and there is no convincing rational for this. This has created a technical vacuum as an interface between UN Agencies and the Results Groups and a technical advisor to the UNCT on policy and programme issues on UNDAF. The problem of spreading too thin, limited synergy, lack of effective coordination, M&E and reporting could be solved if PPSG was in existence and recognized/supported by UNCT.

Monitoring and Evaluation Group (M&E): The Monitoring and Evaluation Group is responsible for providing support to the UN Country Team in implementing the UNDAF Monitoring and Evaluation Plan. The MTR found out that the Group is in existence and well constituted although it is not chaired by a head of agency as indicated in UNDAF document.

Generally, the Group playing it role well. But challenges abound.

- Not rightly constituted as per the UNDG guidelines. It is the only structure under UNDAF which is chaired by a person who is not a head of UN Agency.
- The members of the Group are not necessarily M&E specialists. They are programme focal in their individual agencies and they are allocated the role of M&E. Out of 8 members only 3 (37.5%) hold M&E portfolio in their agencies.
- No M&E framework and tools to guide monitoring the implementation and results of UNDAF activities.
- The M&E Group reports to RC.
- M&E does not work closely with OMT, thus linkage of programmed and operation and monitoring activities is blurred.
- It appears that UNCT is not appreciating the role of M&E Group for UNDAF, thus is not highly placed and has limited capacity to play it role effectively.

Operations and Management Team (OMT): The OMT consists of the Heads of Operations units of UN agencies chaired by a head of agency. The OMT is responsible for developing

and operationalizing the Business Operations Strategy (BOS) and implementing agreements reached for Operating as One. MTR found out that the group was not very active in 2016. But for the last 12 months, the Team has done a commendable job. RCO and Head of Agency indicated that they are happy with the work the Team has done. More so in preparation and management of movement to the UN House. The UNCT has the following, even if they are not fully operational:

‣ Business Operation Strategy (BOS) 2017-2020.
‣ Cost-Benefit Analysis for BOS.
‣ Feasibility Study for the Establishment of a Local Service Desk for UN Eswatini.
‣ UN Eswatini Resource Mobilization and Partnership Strategy

> *"The BOS is a medium-term, results-based framework that uses prescribed methodologies to identify and prioritize harmonization opportunities in the field of inter-agency operations. Closely aligned to Eswatini's 2016-2020 UNDAF this BOS is a four-year strategy that covers the 2017-2020 period and its targeted Outcome is that by 2020, the Eswatini CO has a harmonised Operational Support structure that is less Costly, more Efficient and delivers Higher Quality Services that augment Programme Delivery."*
>
> *2017-2020 BOS Business Operation Strategy.*

MTR established that OMT is supported and engaged to be aware of UNDAF activities, financial envelop and progress being made:

‣ The vision of seamless connection and coordination between programmed and operations is still limited and is not pushed at the implementation phase. Thee effective connection between operations and programmed has to be there for increased and sustained efficiency.
‣ Awareness of UNDAF and it activities is one thing, operations and working together is another thing. UN entities are still working in silos and there is limited synergy being build.
‣ OMT is not aware of resources available for UNDAF and if there is a financial gap or surplus.
‣ There is no formal framework and platform to bring together OMT, M&E, and Communication Group to dialogue, think, share information and plan together for effectiveness and efficiency of the UNDAF activities.

Communications Group: According to UNDAF document, the Communications Group should consist of the communication's focal points of UN agencies and reports to the UNCT. The group is responsible for developing an UNDAF communication strategy that seeks to raise awareness, advocate for, and communicate key messages about the UNDAF to Government, civil society, development partners, the private sector, academic institutions, local communities and other stakeholders. However, the MTR shows that the Group is not well constituted and not very effective. SDG Communication expert has also been given the mandate for UN Communication.

Leadership and management of UN branding and communication, for UNDAF in particular, could be better. TA and equipment to Government and IPS appreciated by stakeholders talked to. But there are concerns that TA is focusing too much on knowledge products and targeting high level government officials and not MDA technical officers and IPs. "We do not know who

to approach in UN for our support. They call us for dissemination meeting but no practical assistance to enhance capacity of our institution so that we can reach and support our members, who have great needs…" (Key Informant, IP, 2018).

Finding 12: Both conceptual and practical coordination and collaboration among the three Priority Areas (Pillar) is minimal. Collective responsibility for effective coordination and accountability (vertical and horizontal) is minimal and needs re-designing and activation. This is both internal to UN and also Government counterpart.

The design of UNDAF was informed by the existing development and social issues in the country and informed by UNDG frameworks and guidelines. As a Delivery as One country, a clear coordination and collaboration among the three Pillars of UNDAF was not articulated. In practice, vertical coordination is very minimal. The only platform of interaction is at UNCT level. Delivery as One (Dao) principals and practice has not taken root yet. There is no joint programme under the current UNDAF.

> *The governance and coordination structure is there in paper. But Coordination within pillars and among the three pillars is not as strong and effective as it should be. Harmonization and coordination of UNDAF activities within the UN and in Government ministries and agencies is really wanting. In a small country like Swaziland harmonization and coordination should be seamless. The UNDAF structures need to be rejuvenated (Key Informant, UN, 2018),*

Joint programming through Annual Joint Work Plans that could have facilitated DaO is not happening effectively. In Pillar III, good attempt on this has been made, some attempt has been made in pillar 2 and no attempt at all in Pillar 1. It appears that UN Agencies do not take seriously the preparation of JAWPs for the UNDAF interventions. There is no accountability for reporting UNDAF activities and results.

Three challenges emerged that affected effective coordination and delivery of results:

‣ Limited UNDAF ownership within UN and Government counterpart (e.g. even getting all stakeholders at the same time for UNDAF or pillar meeting is a challenge). There are no standardized meeting schedules. Therefore, most meetings tend to be ad hoc – called with a short notice - and thus not attended when called.

‣ Limited collective responsibility and accountability for the UNDAF within UN and Government (and by extension UNCT). There appear to be lack of commitment to the UNDAF activities.

> *There are too many UNDAF structures and Groups/Teams. I am supposed to be in one of them. But I do not remember which one. Structure are not working and thus needs re-thinking and re-designing taking into consideration GoEs normative structures and guidelines… (Key Informant, Public Sector, 2018).*

‣ Collating and obtaining UNDAF and Pillars information/reports at the right time and of the right quality (ineffective M&E and reporting for UNDAF.

However, MTR found out positive moves toward effective coordination and enhancing efficiency. This include:

• One UN House (all UN Agencies in Eswatini are now in one house owned by UN since August 2018).

- Existence of RCO
- A comprehensive Business Operation Strategy (BOS)
- Resource Mobilization Strategy, and
- Communication strategy.

The MTR found out that both the Government counterpart and other IPs appreciate the TA provided by UN including technical support and consultants who facilitate the production of knowledge products. But there is a call from various stakeholders for UN to make sure they have and sustain professionals with experience and high competence (knowledge and skills) in supporting a country like Eswatini with a mix of traditional and modern political and governance structure, with strong support

> *Ownership and coordination of UNDAF require effective engagement, consultation and sharing with NGOs. Some groups, those in the ground in particular, feel excluded from UN and UNDAF activities. They do not see or reap the benefits of this arrangement … We need to be involved and we should be involved….*
> *(Key Informant, CSO, 2018)*

to traditional culture, norm and values. Such TA should be conversant and expert on SDGs, climate change and building resilience issues, and cross-cutting issues such as gender and human rights.

The potential for having a joint programme (s) in Eswatini in areas such managing climate change, human rights, gender mainstreaming, and youth in development is great, and necessary, putting in mind the exiting development and social priorities and challenges in the context of limited financial resources available.

4.3.3 Delivering as One (DaO): One Program Approach

According to available documents, the One Programme approach was introduced for the first time in Eswatini in 2015.[40] The approach was to transform UN programming from agency based programming to a more coherent joint programming approaches across the UN agencies. This framework was based on the UNDG Standard Operating Procedures for Delivering as One. With the UNDAF 2016-2020, this approach was expected to translate into Joint Annual Working Plans (JAWPs) under three Thematic Pillars (Poverty & Equality, Access to Social Services and Governance & Accountability). The expectation was that the JAWPs would subsequently inform agency work plans and budget allocation and form the basis for stakeholders´ engagement as well us UN reporting on annual results.

Finding 13: Delivering as One (DaO) modality is still work in progress in Eswatini. There exist a good ´domesticated´ Standard Operating Procedure (SOPs) for one programme and joint programming. Theoretically, the implementation of UNDAF meets the four basic ingredients of the DaO modality (i.e. One Leader, One Programme, One Budgetary Framework, Operating as One, and Communicating as One) but in practice it still faces

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[40] *SOP Joint Programme in Swaziland_V17 March 2017.*

operational challenges in Eswatini.[41]

In 2016, good efforts were made with transformation of agency functions using the Joint Annual Work Plans. There was even the production of ONE UN Report 2016. Also, the UNCT Eswatini executed a rapid assessment to build on their experiences of the first year using DaO One Programme Approach.[42] The first two high priority recommendations of assessment focused on the alignment between agency AWP and JAWP (including Joint Annual Work Plan template) and standardization of joint programming process, including timelines and more formalized, unified structure. These recommendations still stand and according to MTR not much progress has been made to address them.

> **The JAWPs is a very good idea. It will make UN to be more coordinated and support government as one thus create bigger impact. But operationalization is still a big challenge. Based on the experience of the past two and half years, we have to reflect more, dialogue more and build consensus on how to proceed …**
>
> **(Key Informant, UN, 2018).**

Joint Annual Work Plans, jointly convening partners, and One UN Report, which serves as the main delivery platform and process for programme implementation under DaO modality is not working. UN agencies are still working individually in their mandates and there seems to be no accountability framework for committing to DaO and reporting on UNDAF activities. There was no UNDAF Annual Report (One UN Report) for 2017 and compilation/consolidation of the 2018 report has not yet started.

Pillar I Governance, TWG has over the review period attempted successfully to produce JAWP and one Pillar Report. The Pillar have also been having joint meeting to reflect on the emerging issues within the areas of focus. Pillar 2 has also attempted to solve the governance and coordination challenges within the sector. As mentioned earlier, Pillar 3 has faced challenges in this area.

> **Coordination within UN and Government MDAs is very poor and challenging. This because of how the UNDAF Pillars were designed but also because of competing tasks of senior people in Government. UN Agencies are also not delivering jointly on UNDAF activities. We would like them to be more coordinated. Also, government counterpart should do the same. But the most critical thing is for UN to be more focus and not promise too much is they know that they do not have enough financial resources…" (Key Informant, Public Sector, 2018).**

Experience from other countries indicate that DaO modality (AWPs being used as the basis for UN planning from where agency planning is derived, jointly convening partners, and One UN Report) serves as the main delivery platform and process for effective UNDAF implementation.

Finding 14: MTR identified various factors and constraints which affect UNDAF implementation in the last two and half years. These include the following.

"We see separate UN Agencies accurately and actively supporting government in areas of their mandate and comparative advantage. We know UNDP for Governance, UNICEF for Women and

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[41] *All UN Agencies moved to ONE UN building two months before MTR. UN is congratulated for putting up a UN House under PPP. This is a first step towards improving efficiency of operations and support to the Government and other IPs.*

[42] *Rapid Scan Report _8 Recommendations for DaO in Swaziland. UNCT, December 2016.*

Design of Internal Governance and coordination for Priority Areas (Pillars) not working as effectively as they should. The MTR questions the UNDAF ownership within UN and Government MDAs. Pillar chairs and co-chairs busy with competing tasks thus do not meet regularly. There is no standardized schedule of meetings and no accountability frameworks. If they exist, then they are not being effectively used or adhered to

- Lack of clarity in terms of accountability for UNDAF activities (roles of participating institutions and individuals) within UN and government counterparts and other IPs.
- UNDAF supporting structures including Result Groups, PPSG, M&E, Communication Groups for UNDAF are not effective, lacking standard operating procedures or not effectively using the same, thus not able to effectively inform plan, implementation, monitoring, and reporting of UNDAF activities.
- Lack of standard framework and calendar for formal annual reviews, reporting and dissemination.
- Limited and dwindling financial resources within UN and Government. UNDAF faces a financial gap of 53% of what was budgeted for at the inception 2.5 years ago.
- Limited engagement with CSO and the private sector. There is no platform for engagement, dialogue, sharing and planning together.
- Emergence and Disaster Management: Shifted attention, resources and coordination from UNDAF activities.

4.4 Sustainability

This subsection assesses the extent to which the UNDAF implementation mechanisms can be sustained over time. In particular, in two areas: the degree to which UNDAF intervention results are likely to be sustainable beyond the current UNDAF.

Finding 15: Limited availability of financial resources has become a persistent issue for UNCT, creating a significant challenge in terms of sustainability of UNDAF interventions and results.

The sustainability of the UNDAF intervention results beyond the current UNDAF could only be assured if the new initiative emerging under the UN reform agenda, the socio-economic situation and political situation in the country are strategically and collectively addressed in a systematic manner and immediately.

While the sustainability of UNDAF cannot be fully appreciated at this stage, there are good results that if strategically and collectively supported could lead to positive long-term effect and sustainability. As indicated in the Effectiveness section above, UNDER UNDAF, alignment of the Framework to national priority/needs and sectoral polices/strategies and capacity building of government and other IPs institutions, and production of policies, strategies and guidelines can be considered as sustainability measures. However, the MTR notes that the UNDAF 2016-2020 did not develop an exit nor a sustainability plan.

The new emerging political and economic landscape in Eswatini provides both challenges and opportunities at the same time. If they are not strategically addressed now, implementation of

UNDAF activities and sustainability of results is likely to be affected negatively. This include from UN side: New RC, and new heads of WHO and WFP, and the Head for UNFPA is no longer in the Country (but in the region office). On the Government side, there is New Parliament and new Cabinet. The UNCT will be different from what it has been in the last 2.5 years of UNDAF. These changes are happening at time when:

- o The UNDAF Ownership by Government counterparts, professionals in various MDAs in particular, is being challenged;
- o UN Swaziland relevance and visibility is being questioned by stakeholders in government, CSO and the private sector; and
- o There are reports from the Ministry of Health that there are emerging and interested donors who are interested in supporting specific government programmed and priorities in the sector.

Finding 16: Good and relevant policy and legal frameworks and guidelines have been supported and created under UNDAF, but their operationalization/effect on the primary beneficiaries is being questioned.

Stakeholders point out that they appreciate the fact that UNDAF focus is on high level interventions (policy, institutional environment, capacity building and advocacy). But the challenge is that "*having policies and strategies without financial and human resources for implementation leads to waste of resources, desperation and lose of trust*" *(Key Informant, Public Sector, 2018).* A cross-section of stakeholders and beneficiaries from the Government, NGOs, the private sector indicated that for UNDAF interventions to be more meaningful and impact positively on the socio-economic and political environment and promote sustainable development, UNDAF interventions need to target implementation of some of the policies and strategies that have been developed. This can be, for example, having case studies in one or two outcomes – can be show-cased as best practice.

4.5 Design and Focus
The sub-section assesses the design and focus of the UNDAF in terms the quality of the formulation of results at different levels and the extent to which the current UNDAF was designed as a results-oriented, coherent and focused framework.

Finding 17: The current UNDAF was to a large extent not designed as a result-oriented, coherent and focused framework. The RBM principles, to a large extent, were not adhered to. Outcome and output indicator are not SMART.

The MTR recognizes that a comprehensive CCA and situational analysis of the country´s social-economic and political issues and status was done and informed the design of UNDAF 2016-2020. The Framework, with is challenges, reflects a good example of systematic mapping of and alignment to the national priorities and needs. However, MTR notes that the design of UNDAF was to a large extend not result-oriented. The RBM principles did not inform the design and articulation of indicators for baseline and targets.

The logical flow as required in the RBM planning was not strictly adhered to. Instead, UNDAF have too many activities, with no clear logical follow and no indicators. However, the result orientation, coherence and focus was generally clear in the Second Pillar, followed by the Third Pillar. But not in the first Pillar, which were overloaded with too broad areas of focus,

under two Outcomes. Besides, Gender Equality and Women´s empowerment have not also been articulated and effectively mainstreamed through the UNDAF. There is an assumption that this is being done.

The UNDAF document spells out the indicators and target of Outcomes and Outputs in all the three Priority Areas. But the SMART principles were not adhered to in the most cases. MTR noted the following as far as indicators and targets are concerned.

- The UNDAF has national level indicators and no UN specific indicators which should contribute to national level indicators
- There are 78 indicators in UNDAF document
  - A total of 47 (60 %) are addressing the outcome or output
  - A total of 30 (38 %) indicators are not related to the outcomes and not SMART.
- Some indicators are not measurable and data sources are unclear
- Some indicators do not have baseline and targets, as they are still to be decided (TBD)
- Some indicators are not measurable and data sources are unclear. Some outcomes have a lot of indicators (mixed and some do not speak to the outcome).
- In some indicators targets were set too high and will be difficult to reach.

4.6 Network and Linkages

This subsection presents findings on the networking and linkages under UNDAF

Finding 17: Stakeholders, in Government, especially professionals in technical departments, specialized agencies, the private sector and Trade unions, feel that they are not represented, fully engaged and participating enough and strategically in the UNDAF activities. Indeed, the majority are not familiar with the programmes of the UNDAF 2016-2020.

UNDAF is a national Framework that targets various stakeholders from the UN, the Government, CSO/NGOs, the Private Sector and the academia Table 16). Due to the design of UNDAF, the MTR indicates that various partners are involved in the implementation of UNDAF. But there is no national Donor Coordination Forum.

> *We are at a loss. UN does not engage us more effectively that they used to do 5-6 years back. We do not understand systems of operations and framework for supporting our social and development agenda. There is too much operations and bureaucracy and administration at the expense of technical support and targeting issues.*
>
> *(Key Informants, NGO, 2018).*

Table 15: UNDAF Stakeholders and Level of Participation

1.Partner	Level/degree/representation of	Assessment from Stakeholders perspectives
1.Policy and Decision Makers at the DPM, Ministries: Economic Planning, Agriculture, and Justice.	High	Above average
2.Technical Departments and Professionals in-charge of implementations of programmed/projects in the Ministries	Low	Very low
3.Specialized Agencies: HR Commissions, Disaster Management Authority, Correction Services, NERCHA,	Minimal	Very low
4.Parliament	Average	Average
5.NGOs (CANGO), SWAAGA	average	Below average
6.Private Sector (F & CC)		
7.Policy Analysis and Research (Universities, SEPARC etc.)	UN Entity. But not UNDAF	Below average
8.Trade Unions (Teachers, Employees)	None	None

Stakeholders, especially professionals in technical departments, specialized agencies, the private sector and Trade unions, feel that they are not represented, engaged and participating enough and strategically in UNDAF activities. Indeed, the majority are not familiar with the programmes of UNDAF because "*there is too much focus on policy makers.*" **(Key Informant, Public Sector, 2018).** The majority of stakeholders from Government and CSOs perceive UNDAF as being a "*UN document that spelled out what it will do in supporting the Government of Eswatini.*".

"UN should mix upstream approach with some programmed targeting the primary beneficiaries. Upstream approach is hard to sale to donors, who are interested in their financial resources directly benefiting, for example the vulnerable and hard to reach groups… There should be a shift and innovations on how UN works if it is to attract financial support and remain relevant in Eswatini" (Key Informant, IP, 2018).

Reaching other development partners and synergy building: The other development partners (EU and PEPFAR) although aware of UNDAF document are not updated on UNDAF activities and achievements. Currently, there is no Donor Coordination Forum in Eswatini for coordination, information sharing, and learning. The potential for alignment of UNDAF and

other development partners (EU and PEFPER in particular) and stakeholders for programs of support to the government of Eswatini, identifying linkages and opportunities for achievement of UNDAF objectives/targets is there but it has not been exploited by UNCT. There exists opportunity of working jointly on issues such managing climate change, GEWE, human rights, generation of evidence/IMS, sustainable agriculture, youth empowerment and good governance.

With proper targeting, planning and coordination, including National Donor Forum and effectively engaging with other stakeholders in the public sector, NGOs and the Private sector, synergies can be built and duplications avoided. Thus, realize bigger outcomes and promote sustainability.

Great opportunities exist in knowledge management and communication for UNDAF. But these opportunities are not yet to be exploited jointly and in an organized manner. With Agenda 2030 for Sustainable Development and specific SDGs in particular other regional frameworks like AU Agenda 2063 and SADC commitments, the potential is great. Effecting decision making, focus, targeting and programming for UNDAF required effective knowledge management, reporting and communication. There is good progress being made by some UN entities in supporting government capacity development for EMIS. But more could be done jointly on this.

4.7 Emerging Issues and Priority of Priorities from Stakeholders

Based on triangulation of data from various sources, MTR documented the following emerging issues:

- UN is still regarded by Government stakeholders central Ministries as well as relevant MDA, at the level of the minister and PS and technical staff (directors and technical specialists) as neutral and independent partner, who has comparative advantage in giving specialized TA support and resources to support Government in it development agenda.

- But in the last 5-6 years UN visibility, support and relevance has been dwindling. "***What is the relevance and impact of UN in Eswatini´s development puzzle?"*** asks a government counterpart. "***UN need to compete for relevance and visibility with other coming new partners***" says another.

- Delivery as One modality is not yet working and needs re-thinking and dialoging within UN and with the Government counterpart.

Stakeholders are calling for:

- The mobilization of additional financial resource that has not been very successful by UNCT and UN entities in the last 2 years, thus financial envelop for UNDAF activities has shrunk. More financial resources needed.

- As much as it appreciated that UN focus is upstream and TA, "***UN Eswatini should support implementation of strategic downstream interventions with bigger impact. UN tend to lose focus and touch with the primary beneficiaries e.g. poor women and girls, people living with HIV, who need it support most." (***Key Informant, IP, 2018).

- SDGs advocacy, publicity and capacity building is still limited and need to be enhanced and sustained.
- UN has to be more visible and remain relevant at his time in point where growth and donors dwindling.

- "UN should mix upstream approach with some programmed targeting the primary beneficiaries – show-casing what works. With dwindling of financial resources but increase in public demand for reaching the primary beneficiaries, there is need for shift and innovations on how UN works if it is to attract financial support and remain relevant in Eswatini.

- There is urgent need to re-focus (on priorities of priorities), re-package and re-sale, and promoting ownership of UNDAF to new Parliament, and Government stakeholders central Ministries as well as relevant MDA, at the level of the minister and PS and technical staff (directors and technical specialists). Need for comprehensive and strategic reflection by UNCT and UN entities on what can realistically be done under the current UNDAF, setting a good foundation for the next Framework.

- Governance and coordination of UNDAF activities need re-organization for effectiveness and efficiency. There is limited accountability on UNDAF activities within UN and government counterparts and others IPS. Effective accountability framework is needed now going forward.

- With the effect of climate change in Eswatini, FAO presence and technical assistance in country, supporting sustainable agriculture, food security and drought management in particular, is needed more than ever before in the country.

- Targeting, directly supporting and working/providing TA, including M&E, to specific specialized and semi-autonomous institutions, like Judiciary, NDMA, Anti-corruption Commission and HR Commission, in the remaining period of UNDAF could create more impact and contribute towards sustainability of results and enhance UN Swaziland relevance and visibility.

- Creating a formal framework and platform to bring programmed team, OMT and M&E Group together to dialogue, think, share information and plan together is critical for the effective and efficient implementation of UNDAF. Besides, a comprehensive framework on financial reporting, mobilization and utilization of resources for UNDAF activities need to be developed, disseminated and used.

- There are priority programmatic issues that need urgent focus on. These include: support to enhance management of climate change and enhancing community resilience, access to justice and human rights, effective governance, Gender mainstreaming and empowerment of women, and addressing the youth question and issues: SRR and development (population dividend), reducing HIV infections and promoting treatment for young people 10-24 years of age, and strengthening capacity of health systems in particular those in rural area.

- With the existing country context of MIC, UN reduction of funding globally, and donor architecture, RCO, UN entities and Government and other IPS have to device more innovative and sustainable resource mobilization strategies and actions, including implementing efficiency measures.

- Mainstreaming the cross-cutting issues/principles such as human rights and HRBA, gender equality, environmental sustainability and results-based management throughout the UNDAF planning and activities still remains a challenge and invisible. Both UN system and Government MDAs and IPS indicate that they still need TA and capacity building to mainstream the cross-cutting principles and effective monitor their application in various interventions.

- RCO needs to be strengthened for effective coordination, back-stopping and M&E and reporting.

4.8 Potential and Priority Areas in the next 2.5 years of implementation of re-focused UNDAF interventions.

MTR identified several priorities area and institutions that UNCT should consider using to refocus UNDAF priorities and interventions in the next two and half years for bigger impact, UN visibility and relevance to the country needs and priorities. The priorities include the following by each Pillar of UNDAF:

Pillar 1:

i. With DPM:
    a.   Support strengthening of Social Welfare;
    b.   Support strengthening of Disaster Unit
    c.   Support strengthening the National Children's Department.

ii. With the Ministry of Agriculture: -
    o   Support the establishment of an Agricultural Information system – to document/report land use, water use and post -harvest loss and management.

ii. With the National Disaster Management Agency: -
    a. Support research on early warning; trends on disaster in the country and develop a National Risk Profile for all hazards.
    b. Support the development of the National Disaster Risk Plan of Action (Strategy and Programs)- to address awareness and educating the public

iii. With Federation of Swaziland Employers:
    o   Support Business Women Forum and Youth Chamber of Commerce.

iv. With Swaziland Environmental Authority:
    a. Support the production of a National State of Environment Report
    b. Support review of the Waste Management Act (Safe Disposal)
    c. Support the Establishment of a Chemical Management Framework.

v. With SNTC:
    o   Support integration of components of sustainable development into Climate Change interventions

vi: With the Ministry of Natural Resources:
    o   Support the review Water Sector Act - Legislation for portable water in rural areas.

Pillar 2:

i. With the Ministry of Education:
- o Support efforts towards improving quality of basic education (including ECDE) and training (TVET)

ii. With the Ministry of Health:
- o Support Integration of Non-Communicable Diseases with HIV /AIDS program
- o Support scaling up of treatment and support services for HIV positive adolescent and youth (10-24 years).

iii. With National Nutrition Council
- o Support efforts to create an independent Nutrition Council

iv. With SNYC
- o Support creation of awareness of SDGs among youths and their role/stake in addressing Agenda 2030 for Sustainable Development in Eswatini.

v. With FLAS
- o Support strengthening and monitoring sexuality education and SRH interventions for targeting and effectiveness.

Pillar 3:

i. With DPM
- o Support the development and operationalization of eGovernance system

ii. With Anti-Corruption Commission
- o create an IT Warehouse for ACC to keep data that investigators can share.

iii. With Judiciary support the:
- o Development of a Legal Aid Policy
- o Establishment of an Electronic Records System for Master of the High Court
- o Increasing access to justice, especially for those in the rural regions, by for example, supporting mobile courts and/or transport for magistrates and court officials to rural areas.

iv. With the Ministry of Justice:
- o Support Law review of selected legislation to align with Constitution
- o Support Capacity building for Judicial Officers on new laws

4.9 Lessons Learned.

- ‣ Achievement of UNDAF results and its effectiveness require going beyond planning and having a good UNDAF document. This requires strong leadership, committed partners, and effective accountability, monitoring and reporting/dissemination mechanisms.

- ‣ One important lesson learned as far as leadership and coordination of UNDAF Pillars is concerned is that it is important to follow and adhere to the Public Service normative arrangements and protocols when designing and nominating co-chairs and establishing a secretariat from the Government ministries. This will solve the management and coordination challenges that could arise because of protocols, rules and regulations within the public service.

‣ Analysing areas for improved programme planning, especially with respect to setting targets, relevance and capacity of institutions for delivery of the UNDAF results is critical in improving coordination, effectiveness and supporting government counterpart ministries effectively.

‣ Identify significant lessons or conclusions which can be drawn from the UNDAF implementation in terms of effectiveness, efficiency, sustainability and networking is critical for laying foundation for the new UNDAF, in particular down-sizing the scope of interventions and targeting.

‣ If there is no effective and seamless connection between programs and operations, as it is currently under UNDAF, there will be limited increased efficiency.

‣ Effective and timely communication and reporting for UNDAF activities build and sustain ownership, trust and accountability.

‣ The resource mobilization for UNDAF under the context of MIC, poor economic growth (less public resources) and dwindling donor support requires innovations and new partners. And promoting jointly efficiency (including new financial austerity measures) within UN entities and Government MDAs

4.10 Good Practices

MTR team noted the following as good practices under the implementation of the current UNDAF that should be encouraged, scaled-up sustained and used for future programming:

- Development of UNDAF was informed by a comprehensive analysis and by consultations of various stakeholders to identify gaps, opportunities and priority areas of interventions, thus making sure that the Framework is aligned to the country and sectoral needs and priorities.

- Flexibility and innovativeness reflected in Pillar II in terms of designing, planning and enhancing management and leadership and effective UNDAF implementation.

- Effective operationalization and functioning of TWGs and JAWPs as exhibited by Pillar 3. The Governance group has been developing their One Reports, their JAWP and convening partners jointly. After comprehensive assessment of agreed upon priority interventions (outputs) under UNDAF vis a vis emerging realities including limited financial resources, the group was flexible and strategic enough to drop almost half of the outputs, "*cancelled/Target will never be met by end of programme*".

- There were examples of good technical and advisory support to government ministries, departments and agencies in the development of policy and legal frameworks, guidelines and review/research reports (evidence creation) to inform decision making and programming.

- Innovations in resource mobilization and partnerships with the private sector and other potential financiers (e.g. Bush Fire for advocacy on SDGs, Entrepreneurship & Job Creation partnership).

- Analysis of public resources and expenditure and the development of the Eswatini Overall Budget Analysis Brief 2017-2018, a Brief for Education Budget 2017/208 and a Brief for Health Budget 2017/2018. The objective is to support capacity building in budgeting, resource allocation and prioritization of expenditure on priority sectors.

5.0 Conclusions and Recommendations

5.1 Conclusions

This section presents the main Mid-Term Review conclusions and recommendations. The conclusions and recommendations are based on the evaluation criteria of MTR and are derived from triangulation of evidence from various sources, informed by the findings of the review, and discussions with the RCO and M&E Groups.

Conclusion 1: Although UNDAF 2016-2020 is aligned to the country´s priorities and needs, and sectoral policies/plans, it was overloaded in focus, mixing development issues with humanitarian assistance, and identified many stakeholders with limited capacity to deliver on agreed upon outputs. The UNDAF is largely regarded by the majority of stakeholders (government, CSO and the private sector) as a UN framework and articulating a UN agenda in Eswatini. It needs re-designing, repackaging and reselling to national counterpart (Government, SCO and the private sector).

The evaluation findings 1, 2, 3 and 16 provide evidence that UNDAF 2016-2020 was aligned to the country´s development priorities and needs. The UNDAF priorities are still relevant to the country focus and aspirations that supports the domestication and achievement of SDGs and AU Agenda 2063. However, UNDAF Priority Areas (Pillars were overloaded with too many relevant outputs/interventions, many partners with limited capacity to deliver on agreed upon outputs.

Stakeholders from the public, CSO and the private sector request that UNCT and UN entities should be innovative and blend working at macro level (policy, advocacy and information production) with some actual support to selected programmes as a show case on impact and visibility of UN.

With the current development context in Eswatini, (MIC, slow economic growth, limited donor support) there is urgent need to refocus, re-target and resell a UNDAF with few areas of interventions for bigger impact and sustained relevance.

Conclusion 2: In the period under review, progress of performance and achievement of results under the current UNDAF is average and calls for strategic dialogue, re-designing, and close M&E in the next 2-5 year to create bigger impact and increase UN visibility. The production of various polices, guidelines and research reports during the period under review has been exemplary. But, their implementation is widely perceived by Government and IPs to be lacking due to limited capacity in Government MDAs. There are, however, potential areas and institutions that should be supported going forward.

The conclusions are based on MTR findings 4, 5 ,2 and 15. MTR indicates some priorities of priorities potential areas (low hanging fruits) that UNCT should focus on, dialogue with counterparts/partners, and implement jointly for bigger and visible impact in the remaining UNADF period and as a preparation (laying foundation) for the next UNDAF.

Conclusion 3: Resource mobilization for UNDAF was not as effective and successful as it had been anticipated by UNCT despite the development of Resource Mobilization and Partnership Strategy. The UNDAF funding gap is at an average of 57%. The UN Agencies have not arranged UNDAF financial data to allow for single tracking for allocation and expenditure against UNDAF outcomes/outputs. New innovative approaches to resource mobilization and partnership building is required.

The MTR findings 6, 7, 8and 13 provide evidence that resource mobilization for UDAF faced challenges and the Framework has a big funding gap (average 57%), which affected the implementation of some planned activities. Resource mobilization for UNDAF faced challenges in the last 2.5 years due to the emerging global and national context including slow economic growth, UN globally cut of Agencies core financial resources for programs and Eswatini regarded as middle-income country has reduced resources that could have supported the effective implementation of UNDAF.

Although UN agencies had committed some funding (through budgets) for UNDAF activities, the actual financial resources used for UNDAF activities has remained low. The UN entities financial record for UNDAF activities is not consolidated (deposited with RCO) and thus was not readily available during the review. The existing funding gap for the UNDAF calls for new and innovative approach for resource mobilization and developing partnerships.

Conclusion 4: Leadership, management and coordination of the UNDAF was generally not very effective and efficient and needs re-designing going forward. Governance and coordination of UNDAF activities need re-organization for effectiveness and efficiency. There are limited accountability and reporting on UNDAF activities within UN and government counterparts and others IPS that need to be corrected.

The conclusion is based on findings 9, 10, 11 and 15. The UNDAF leadership, management and coordination (horizontal and vertical) in the three Priority Areas have faced challenges over the last two years. MTR indicates that there is limited ownership of UNDAF in the UN and Government MDAs as well. Besides, accountability and reporting frameworks for progress and results is lacking. Overall, governance and coordination of UNDAF activities calls for a fresh dialogue and commitment within UN family in Eswatini and Government counterparts.

Conclusion 5: Delivering as One (DaO) modality is still work in progress in Eswatini. Theoretically, the implementation UNDAF meets the four basic ingredients of the modality (i.e. one programme document, one budgetary framework, one office, one leader). However, the practical implementation of DaO still faces operational challenges in the country.

The conclusion is based on findings 10, 11, 12 and 13. Although there are some good practices of UN agencies working together, for example in Pillars 2 and 3 in developing JAWP, convening partners jointly and producing one UN report, delivering as one UN is not yet working. UN agencies are still working individually on their mandates and there seems to be no accountability framework for committing to and delivering under DaO modality, and reporting on UNDAF activities.

Conclusion 6: As a good practice, UNDAF has M&E Framework. But the most indicators and target were not SMART and result-oriented thus making them difficult to track progress made. Documenting, reporting and disseminating UNDAF plans, activities, lessons learned and good practices was not effective and efficient.

The conclusion is based on MTR findings15. Although UNDAF has a M&E framework, not enough though and investment went into M&E during the UNDAF design and implementation during the last 2.5 years. Some outcome and output indicators were not SMART. Monitoring, documenting, reporting and disseminating progress of UNDAF activities remain a major challenge.

For future programming, this gap calls for investing enough resources (financial and human) to strengthen M&E, accountability mechanisms and communication for UNDAF.

Conclusion 7: New context at UN (new RCO and 2 Heads of Agencies) and Government counterpart (new Parliament and Cabinet) provides both a challenge and an opportunity for re-focusing, re-targeting and reselling UNDAF interventions and UN Eswatini visibility and relevance going forward.

MTR findings indicate that there is new context that provides challenges and opportunities for opening new effective dialogue for making UNDAF more focused and owned by various stakeholders, who are committed effective coordination and accountability for progress and results. The following are leaving UN Eswatini family (a new one are coming in): RCO, Head of WHO and WFP). There is a new Parliament and a new Cabinet. UNCT will thus have new faces. Therefore, new engagement and dialogue for a re-focused UNDAF activities and effective coordination has an important window. RCO will have to take lead, in mobilizing the UNCT, to take advantage of the new opportunities in the country.

5.2 Recommendations

The recommendations presented in this section takes into consideration, as articulated in the ToR, that the review was "undertaken at the midpoint of implementation of (UNDAF) and will pave the way for improved delivery for the remaining duration and propose amendments (if any) required in design, implementation arrangements and/or institutional linkages in order to effectively and sustainably contribute to the livelihood improvement in the target areas." The recommendations have, therefore, been developed based on the MTR findings and conclusions above.

Despite limited finances, UNDAF has made good progress in supporting and production of policies and legal frameworks, guidelines, and relevant review/research reports and creating demand for focused, targeted and better coordination and delivery of development outputs. Policy, guidelines and research reports have created a good foundation for addressing key issues including education quality, GBV, integrated health services, gender mainstreaming and human rights.

> We need to consult and talk more on areas of focus and integration before planning. This will help us be effective, efficient and realizing greater results under UNDAF. We spend too much time talking about operations and administration issues but not on strategic focus and programmes with bigger and visible impact
>
> (Key Informant, Programme Manager

Below we present specific recommendations by each conclusion made for improved delivery for Remaining Duration of UNDAF 2016-2020.

Conclusion 1: Although UNDAF 2016-2020 is aligned to the country´s priorities and needs, and sectoral policies/plans, it was overloaded in focus, mixing development issues with humanitarian assistance, and identified many stakeholders with limited capacity to deliver on agreed upon outputs. The UNDAF is largely regarded by the majority of stakeholders (government, CSO and the private sector) as a UN framework and articulating a UN agenda in Eswatini. It needs re-designing, repackaging and reselling to national counterpart (Government, SCO and the private sector).

Recommendations:	Responsibility	Target
1.3. Building on SDGs (and SSDIG) momentum, UNCT Eswatini should urgently re-focus (on priorities of priorities), re-package and re-sell, and advocate for ownership of, UNDAF to the new Parliament, Government stakeholders, central Ministries as well as relevant MDA, at the level of the minister and PS and technical staff (directors and technical specialists) for greater impact and visibility in the remaining 2.5 years of UNDAF.	-UNCT	Immediate
1.4. UNCT Eswatini should re-focus on a few priorities of priorities where jointly, the UN entities can maximize their impact, and shift the development trajectory above just developing national tools.	-UNCT	Immediate
1.3 Based on the importance and challenges that Eswatini is facing in the following areas: Climate Change, Gender and Human Rights, Education and Health, and the comparative advantage of UN Agencies, there is need to jointly dialogue and plan with GoEs and re-design strategic support, including capacity development, to the counterpart ministries to effectively address strategic issues in these areas.	-UN Agencies & Government Counterpart Ministries & Agencies	Immediate

Conclusion 2: In the period under review, progress of performance and achievement of results under the current UNDAF is average and calls for strategic dialogue, re-designing, and close M&E in the next 2-5 year to create bigger impact and increase UN visibility. The production of various polices, guidelines and research reports during the period under review has been exemplary. But, their implementation is widely perceived Government and IPs to be lacking due to limited capacity in Government MDAs. As indicated below, there are, however, potential areas and institutions that should be supported going forward.

Recommendations:	Responsibility	Target
2.1 Advocate and support implementation of strategic policies and strategies (show case) that could have multiplier effect and bring bigger impact. For example - in the area of climate change, human rights, quality of education, integrated quality health, and gender mainstreaming.	**-UNDP, UNICEF, UNFPA, WHO**	**Within two years**

2.2 For future UNDAF, UNCT should dialogue and start laying foundation for three to four Joint Programmes on the following strategic issues: Climate change, GEWE, Youth SRH and Development, Governance and Human rights.	-UNCT -UN Agencies	**Within two years**
2.3 There is need to re-focus on some of the following Priorities in the remaining period of the current UNDAF:	-UNCT	**For next UNDAF**

Pillar 1:
 	
i. With the Ministry of Agriculture: -
  o Support the establishment of an Agricultural Information system – to document/report land use, water use and post -harvest loss and management.
 	
ii. With the National Disaster Management Agency: -
  c. Support research on early warning; trends on disasters in the country and develop a National Risk Profile for all hazards.
  d. Support the development of the National Disaster Risk Plan of Action (Strategy and Programs) - to address awareness and educating the public.
 	
iii. With Federation of Swaziland Employers:
  o Support Business Women Forum and Youth Chamber of Commerce.
 	
iv. With Swaziland Environmental Authority:
  d. Support the production of a National State of Environment Report
  e. Support review of the Waste Management Act (Safe Disposal)
  f. Support the Establishment of a Chemical Management Framework.
v. With SNTC:
  o Support integration of components of sustainable development into Climate Change interventions
 	
vi. With the Ministry of Natural Resources:
  o Support the review of Water Sector Act - Legislation for portable water in rural areas.
	- Pillar Co-chairs
	-Result Groups
		Within the next 2 years

Pillar 2: **i. With the Ministry of Education:** o Support efforts towards improving quality of basic education (including ECDE) and training (TVET).	**-Pillar Co-Chairs** **-Result Group**	**Within the next 2 years.**

ii. With the Ministry of Health: ○ Support Integration of Non-Communicable Diseases with HIV /AIDS program. ○ Support scaling up of treatment and support services for HIV positive adolescent and youth (10-24 years). **iii. With National Nutrition Council** ○ Support efforts to create an independent Nutrition Council. **iv. With SNYC** ○ Support creation of awareness of SDGs among youths and their role/stake in Eswatini in addressing Agenda 2030 for Sustainable Development. **iv. With FLAS** ○ Support strengthening and monitoring sexuality education and SRH interventions for targeting and effectiveness.		
Pillar 3: **i. With DPM** ○ Support the development and operationalization oft e-Governance system. **ii. With Anti-Corruption Commission** ○ Support the creation of an IT Warehouse for ACC to keep data that investigators can share. **iii. With Judiciary:** ○ Support development of a Legal Aid Policy ○ Support establishment of an Electronic Records System for Master of the High Court ○ Support increasing access to justice, especially for those in the rural regions, by for example, supporting mobile courts and/or transport to magistrates and court officials. **iv. With the Ministry of Justice:** ○ Support Law review of selected legislation to align with the Constitution ○ Support Capacity building for Judicial Officers on new laws.	**-Pillar Co-Chairs** **-Result Group**	**Within the next 2 years**

Conclusion 3: Resource mobilization for UNDAF was not as effective and successful as it had been anticipated by UNCT despite the development of Resource Mobilization and Partnership Strategy. The UNDAF financial gap is at over 53% and has been increasing over the last two years. The UN Agencies have not arranged UNDAF financial data to allow for single tracking for allocation and expenditure against UNDAF outcomes/outputs. New innovative approaches to resource mobilization and partnership building is required.

Recommendations:	Responsibility	Target
3.1 Use UNDAF Resource Mobilization and Partnership Building Strategy to dialogue with Government and build commitment for joint resource mobilization.	UNCT	Immediate
3.2 Leverage, build on and scale up innovations in resource mobilization and partnerships with the private sector and other potential financiers (e.g. Bush Fire for advocacy on SDGs, Entrepreneurship & Job Creation partnership).	-UN Agencies -UNCT	Immediate
3.3 Develop tool (s) for UNDAF financial accountability and reporting, and for consolidation at RCO level to be able to effectively monitor implementation of UNDAF activities.	-RCO	Immediate
3.4 UNCT Eswatini should advocate, initiate and support Gender Responsive Budgeting (GRB) for effectiveness and efficient implementation of UNDAF.	-UNCT -UN Agencies	-For Next UNDAF

Conclusion 4: Leadership, management and coordination of UNDAF was generally not very effective and efficient and needs re-designing going forward. Governance and coordination of UNDAF activities need re-organization for effectiveness and efficiency. There seem to be a limited accountability and reporting on UNDAF activities within UN and government counterparts and others IPS. Effective accountability framework is needed now going forward.

Recommendations:	Responsibility	Target
4.1 Re-think, dialogue and build consensus on re-organizing the leadership (chairs and co-chairs) of Priority Areas (Pillar 1 in Particular). For example, putting UNDAF co-chair to be PM or Secretary to Cabinet. Also, having alternate to co-chairs (a senior officer who can represent and make decision on behalf of a PS in Pillar or UNCT meetings).	-UNCT	For future
4.2 The lessons learned from good practices by Pillar 3 and Pillar 2 in terms of coordination, JAWPs, jointly convening of partners and production of one report should be sustained, copied by Pillar 1, and made even more effective in informing implementation/delivery under UNDAF.	-UNDAF Pillars Co-Chairs	Immediate
4.3 RCO should be strengthened, by hiring (or on consultancy basis) experienced professionals in M&E, Communication and Resource Mobilization, and getting additional financial resources for coordination and	-UNCT	Within 3 months

monitoring UNDAF activities and training.		
4.4 Support the creation of an effective data base and information management system in RCO for effective coordination, monitoring progress and accountability.	-UNCT	Within 3 months
4.5 Re-establish and constitute PPSG to serve as the main "think tank", giving technical advice to the UNCT based on evidence. Strengthen and support M&E Group by appointing an UN agency head to chair it, and seconding only M&E focal persons from agencies as members. Create a framework and platform to bring together Programme leaders (PPSG), OMT, M&E and Communication for joint dialoguing, sharing and thinking.	-RCO	Immediate
4.6 Enhance and ensure AJWPs and Annual reports are done and approved in time to strengthen linkages, coordination and accountability under UNDAF by having schedules meeting and accountability framework for resource mobilization and utilization, and reporting on UNDAF activities.	-UNCT -RCO	
4.7 Re-create an empowering framework and modality for effective engagement, dialoguing, sharing and thinking together with the CSO/NGOs and the Private Sector	-RCO	
4.8 Support institutional and technical capacity building for strategic NGOs, with strategic reach to primary beneficiaries, for effective coordination and bigger sustained impact of UNDAF activities.	-UN Agencies	

Conclusion 5: Delivering as One (DaO) modality is still work in progress in Eswatini. Theoretically, the implementation of UNDAF meets the four basic ingredients of the modality (i.e. one programme document, one budgetary framework, one office, one leader). However, the practical implementation of DaO still faces operational challenges in Eswatini.

Recommendations:	Responsibility	Target
5.1 Strengthen the Delivery as One (DaO) modality by implementing the recommendations of Rapid Scan Report for DaO (Dec 2016), in particular the alignment between agency AWP and JAWP (including Joint Annual Work Plan template) and standardization of joint programming process, including timelines and more formalized, unified structure.	-RCO -UNCT	Within 2 years
5.2 UN agencies and government counterparts should jointly have a reflection and planning session (s) on how to plan and effectively operationalize and monitor the DaO modality based on lessons learned in the past two and half	-UNCT	Within 3 Months

years		
5.3 There is need for UN agencies and government to recommit and develop accountability mechanism for Joint Annual Work Plans for UNDAF, joint annual reviews, and production of one UN Report. Such reports should be produced and signed-off in time. Developing guidelines/tools, including standard time-lines, for the same is critical for effective implementation of UNDAF.	-UNCT	Immediately
5.4 Designing two to three joint programmed (refer 2.3 above) is one of the strategies for operationalising and strengthening DaO modality, and for effective UNDAF implementation.	-UNCT	For the next UNDAF

Conclusion 6: As a good practice, UNDAF has an M&E Framework. But most indicators and targets were not SMART, thus making them difficult to track progress made. Documenting, reporting and disseminating UNDAF plans, activities, lessons learned and good practices was not effective and efficient.

Recommendations:	Responsibility	Target
6.1 Based on the re-focused and trimmed UNDAF activities for the next 24 months (recommendations 1.2 and 2.2) get technical assistance to develop UNDAF M&E Framework, with SMART indicators and a clear road map, milestones and outputs (including. Standardized meeting schedules)	-RCO -UNCT	Within 6 months
6.2 UNCT should strengthen M&E group by recognizing its role. The Group should be chaired by a head of UN Agency. Members from Agencies should be those with M&E and information portfolio and should be given time to attend to UNDAF issues.	-UNCT	Immediate
6.3 Create a platform for Programme people to dialogue, think and review UNDAF together with OMT, M&E and Communication Groups (arrangement for effective implementation of UNDAF).	-UNCT	Within 2 months
6.4 Lobby and support evidence generation (knowledge management) for UNDAF- studies/surveys for credible and timely data and information for decision making, focus, and programming of UNDAF activities	-UN Agencies	Within 2 Years
6.5 Support the creation of data/information Hub in key MDAs for storage, analysis, and dissemination.	-UN Agencies	Within 2 years
6.6 Support documentation, reporting and dissemination of what is working and best practices (on various issues) under UNDAF e.g. harmonization, joint support, monitoring or reaching the vulnerable.	-RCO in consultation with M&E and Communication Groups	Within 2 years.

Conclusion 7: New context at UN (new RCO and 3 Heads of Agencies) and Government counterpart (new Parliament and Cabinet) provides both a challenge and an opportunity for re-focusing, re-targeting and reselling UNDAF interventions and UN Eswatini visibility and relevance going forward.		
Recommendations:	**Responsibility**	**Target**
7.1 Draw a road-map and provide framework and forum for dialoguing, sharing information and re-selling UNDAF and winning ownership and accountability from new Parliament and Cabinet, the PM, Secretary to Cabinet, and CANGO.	-UNCT, in consultation with Pillar Co-Chairs.	Within 3 months
7.2. Get external facilitator to work jointly with RCO to package and disseminate MTR Report, and facilitate dialogue with various stakeholders (duty bearers and right holders) as a strategy for re-selling, targeting and redesigning UNDAF for improved delivery and bigger impact for the remaining duration.	-RCO	Within 3 months.

4.4 Support the creation of an effective data base and information management system in RCO for effective coordination, monitoring progress and accountability.	-UNCT	Within 3 months
4.5 Re-establish and constitute PPSG to serves as the main "think tank", giving technical advice to the UNCT based on evidence. Strengthen and support M&E Group by appointing an UN agency head to chair it, and seconding only M&E focal persons from agencies as members. Create a framework and platform to bring together Programme leaders (PPSG), OMT, M&E and Communication for joint dialoguing, sharing and thinking.	-RCO	Immediate
4.6 Enhance and ensure AJWPs and Annual reports are done and approved in time to strengthen linkages, coordination and accountability under UNDAF by having schedules meeting and accountability framework for resource mobilization and utilization, and reporting on UNDAF activities.	-UNCT -RCO	
4.7 Re-create an empowering framework and modality for effective engagement, dialoguing, sharing and thinking together with the CSO/NGOs and the Private Sector	-RCO	
4.8 Support institutional and technical capacity building for strategic NGOs, with strategic reach to primary beneficiaries, for effective coordination and bigger sustained impact of UNDAF activities.	-UN Agencies	

Conclusion 5: Delivering as One (DaO) modality is still work in progress in Eswatini. Theoretically, the implementation of UNDAF meets the four basic ingredients of the modality (i.e. one programme document, one budgetary framework, one office, one leader). However, the practical implementation of DaO still faces operational challenges in Eswatini.

Recommendations:	Responsibility	Target
5.1 Strengthen the Delivery as One (DaO) modality by implementing the recommendations of Rapid Scan Report for DaO (Dec 2016) in particular the alignment between agency AWP and JAWP (including Joint Annual Work Plan template) and standardization of joint programming process, including timelines and more formalized, unified structure.	-RCO -UNCT	Within 2 years
5.2 UN agencies and government counterpart should jointly have a reflection and planning session (s) on how to plan and effectively operationalize and monitor the DaO modality based on lessons learned in the past two and half years	- UNCT	Within 3 Months
5.3 There is need for UN agencies and government to recommit and develop accountability mechanism for Joint	-UNCT	Immediately

Annual Work Plans for UNDAF, joint annual reviews, and production of one UN Report. Such reports must be produced and signed-off in time. Developing guidelines/tools, including standard time-lines, for these is critical for effective UNDAF.		
5.4 Designing two to three joint programmed (refer 2.3 above) is one of the strategies for operationalising and strengthening DaO modality, and for effective UNDAF implementation.	-UNCT	For the next UNDAF

Conclusion 6: As a good practice, UNDAF has an M&E Framework. But the most indicators and target were not SMART, thus making them difficult to track progress made. Documenting, reporting and disseminating UNDAF plans, activities, lessons learned and good practices was not effective and efficient.

Recommendations:	Responsibility	Target
6.1 Based on the re-focused and trimmed UNDAF activities for the next 12 months (recommendations 1.2 and 2.2) get technical assistance to develop UNDAF M&E Framework, with SMART indicators and a clear road map, milestones and outputs (including. Standard meeting schedules)	-RCO -UNCT	Within 6 months
6.2 UNCT should strengthen M&E group by recognizing its role. The Group should be Chaired by a head of UN Agency. Members from Agencies should be those with M&E and information portfolio and should be given time to attend to UNDAF issues.	-UNCT	Immediate
6.3 Create a platform for Programme people to dialogue, think and review UNDAF together with OMT, M&E and Communication Groups (arrangement for UNDAF).	-UNCT	Within 2 months
6.4 Lobby and support evidence generation (knowledge management) for UNDAF- studies/surveys for credible and timely data and information for decision making, focus, and programming of UNDAF activities	-UN Agencies	Within 2 Years
6.5 Support the creation of data/information Hub in key MDAs for storage, analysis, and dissemination	-UN Agencies	Within 2 years
6.6 Support documentation, reporting and dissemination of what is working and best practices (on various issues) under UNDAF e.g. harmonization, joint support, monitoring or reaching the vulnerable.	-RCO in consultation with M&E and Communication Groups	Within 2 years.

Conclusion 7: New context at UN (new RCO and 3 Heads of Agencies) and Government counterpart (new Parliament and Cabinet) provides both a challenge and an opportunity for re-focusing, re-targeting and reselling UNDAF interventions and UN Eswatini visibility and relevance going forward.

Recommendations:	Responsibility	Target
7.1 Draw a road-map and provide framework and forum for dialoguing, sharing information and re-selling UNDAF and winning ownership and accountability from new Parliament and Cabinet, and PM, Secretary to Cabinet, and CANGO.	-UNCT, in consultation with Pillar Co-Chairs.	Within 3 months
7.2. Get external facilitator to work jointly with RCO to package and disseminate MTR Report, and facilitate dialogue with various stakeholders (duty bearers and right holders) as a strategy for re-selling, targeting and redesigning UNDAF for improved delivery and bigger impact for the remaining duration	-RCO	Within 3 months.

ANNEXES:

Annex I: Documents consulted / Reviewed

Category of Document		Name of Document
Background/Context Report		
		UNDAF Country Synthesis Report – Swaziland 2015
		Swaziland UNDAF 2016-2020
		2016 Swaziland Transition Report from MDGs to SDGs Country
		Swaziland SDGs Baseline Report
		Swaziland SDG Country Report 2016
		GoEs Vision 2022.
		The Constitution of the Kingdom of Swaziland Act 2005 Preamble. GoS, 2005.
		The 2017 Population and Housing Census, preliminary results, CSO,2017. Swaziland Gender and Development Index (SDGI), 2016.
		Multiple Overlapping Deprivation Analysis (MODA) report, 2018
		Swaziland Gender and Development Index, 2016.
		Eswatini HIV Incidence Measurement Survey II, 2017
		Draft Eswatini Strategy for Sustainable Development and Inclusive Growth (SSDIG), 2018.
		https://tradingeconomics.com/swaziland/corruption-rank
UNDAF Plans and other UN Joint Report		
	6.	Joint Biannual Work Plan 2016-2017
	7.	Joint Biannual Work Plan 2018-2019
	8.	2016 Swaziland One UN Report
GoEs /National Policies/ Frameworks/References		
	9.	GoEs (/WHO). The National Health Sector Policy 2016-2020
	10.	GoEs(/WHO) Second National Health Sector Strategic Plan 2014-2018.
	11.	GoEs (/UNICEF) National Education and Training Sector Policy 2018.
	12.	GoEs National Education and Training Improvement Programme (NETIP) Nov 2014
	13.	GoEs SADC CTL Policy Framework for Teaching and Learning Nov. 2015
	14.	GoEs National Education and Training Improvement Programme (NETIP) 1 Draft Review Report 2016.

	15.	GoEs Strategic Plan for Sustainable Development and Inclusive Growth 2018.
UN Agencies Programmes		
UNDP	16.	UNDP Country Programme Document (CPD) 2016-2020.
	17.	UNDP. Result Oriented Annual Report (ROAR) – Swaziland 2017.
	18.	UNDP Result Oriented Annual Report (ROAR) - 2016
UNAIDS	19.	UNAIDS. JPMS 2016-2017
	20.	UNAIDS Swaziland Country Report Unified Budget Results and Accountability Framework (UBRAF) 2016-2020
	21.	UCO 2016 Tasks and Sub-Task Report
	22	UCO 2017 End Year Report
	23.	UCO Mid-Year Report July 2018
UNFPA	24.	UNFPA Swaziland Country Programme Document 2016-2020
	25.	UNFPA Swaziland Strategic 2018-2021.
FAO	26.	FAO Country Programme Document 2016-2020
	27	FAO Strategy on Regional Initiatives (FAO Strategic Framework)
WHO	28	WHO Country Office – Swaziland 2016-2017 Biennial Report
	29	WHO JPMS Summary Report
UNICEF	30	UNICEF Country Programme Document (CPD) 2015
UNESCO	31	UNESCO JPMS 2016 Report
ILO	32	ILO Regional and Country Context: Swaziland
	33	Final Review of the Eswatini Country Decent Work Programme (2010-2014) EXT 2017
	34	Final Review of the Eswatini Country Decent Work Programme (2010-2014) EXT 2017 – Validation Workshop Report
Other Documents		
		World Bank (2016; 2017 & 2018). Ease of Doing Business. Doing Business measures aspects of regulation in 11 areas of the life of a business. http://data.worldbank.org/country/swaziland.

Annex II: Lists of institutions interviewed /consulted

No.	Institution	Location	Interviewee
Level I: UNDAF Design, Planning and Oversight			
1.	UN Resident Coordinator´s Office	Mbabane	Resident Coordinator
2.	UNICEF	Mbabane	UNICEF Representative
3.	UNFPA	Mbabane	UNFPA Representative
4.	UNDP	Mbabane	UNDP Deputy Resident Representative
5.	WHO	Mbabane	WHO Representative
6.	WFP	Mbabane	WFP Representative
7.	FAO	Mbabane	FAO Sub-Regional Director
8.	UNESCO	Mbabane	UNESCO Representative
9.	UNAIDS	Mbabane	UN AIDs Representative
10	UNODC	Pretoria	UNODC Representative
11	ILO	Pretoria	ILO Representative
12	OMT	Mbabane	UN Operation Management Team
13	European Union	Mbabane	Provided by the RCO
Level II: UNDAF Leadership, Coordination and Management			
14	Ministry of Economic Planning and Development	Mbabane	Principal Secretary
15.	Other Government Ministries: including Deputy PM´s Office	Mbabane	-Principal Secretary (or representative) -Director Gender
16	Ministry of Health	Mbabane	Deputy Director – Public Health
Level III: UNDAF Implementation (Secondary Beneficiaries)			
17	Ministry of Economic Planning and Development – Central Statistics Office	Mbabane	Director of Statistics
18	Ministry of Economic Planning and Development – AID Coordination Unit	Mbabane	Director, Deputy Director
19	Ministry of Agriculture	Mbabane	Senior Planning Officer
20	Ministry of Natural Resources	Mbabane	Senior Planning Officer
	Ministry of Labour and Social Development	Mbabane	Principal Secretary
	Ministry of Education	Mbabane	Director of Education
	Ministry of Justice	Mbabane	Principal Secretary
	Swaziland National Trust Commission	Lobamba	Director of Parks
	Judiciary	Mbabane	- Registrar of High Court - Senior Magistrate - Master of High court
	Parliament	Lobamba	Assistant Clerk to Parliament
	Anti-Corruption Commission	Mbabane	Communications Manager
	Human Rights Commission	Mbabane	Executive Secretary
	Swaziland Environmental Authority (SEA)	Mbabane	Acting Chief Executive Officer

	National Disaster Management Agency (NDMA)	Mbabane	Chief Executive Officer
	Alliance of Mayors' Initiative for Community Action on AIDS at the Local Level (AMICALL)	Manzini	Program Manager
	His Majesty's Correctional Services	Mbabane	Director Research and Planning
	National Nutrition Council	Mbabane	Executive Director
	Civil Society Organizations / NGOs CANGO	Mbabane/ Districts	Director Programs Officer
	FSE & CC	Mafinini	Programs Director
	Family Life Association of Swaziland	Manzini	Executive Director
	Church Forum	Manzini	Executive Director
	Swaziland National Youth Council (SNYC)	Manzini	Programs Director
	SWANNEPHA	Mbabane	Executive Director & Programs Team
	SWAGAA	Manzini	Executive Director
	Research & Policy Organization (Academia)	Mbabane	Executive Director

Annex III: UNDAF Policy and Legal Frameworks and Sectors´ Review/Survey & Research Reports

Policy/legal and Evidence Reports
1. The UN is supporting the development of an HIV- sensitive Social Protection policy in collaboration with the DPMO. The process of recruiting a consultant to develop the policy is under way. 2. Wetland Policy: The UN is supporting the development of the wetland policy in collaboration with SNTC and the Ministry of Tourism and Environmental affairs 3. Mapping and profiling of the wetlands: UN supported the development of Wetland maps produced. Two (2) baseline biodiversity surveys conducted at two (2) wetlands in one (1) chiefdom 4. A trend analysis of teenage pregnancies in Eswatini; 5. An historical analysis of the causes and effects of inequality of opportunities in education in Eswatini. 6. Economic impacts of Loan Guarantee Schemes in Eswatini: A case of Small-scale Loan Enterprise Guarantee Scheme.

7. New-born care guidelines developed, validated and are ready for printing and dissemination.
8. UMBUTFO Eswatini Defence Force Health and Wellness Policy and Strategy developed
9. Strategy Framework on Expanded programme of Immunization and advocacy communication and social mobilization strategy developed.
10. New Born Care guidelines developed.
11. Gender Based Violence guidelines developed.
12. UN supported the midterm review of the NHSSPII.
13. Support to Health Financing Strategic Plan.
14. Draft operational plans for Cheshire and hospice developed
15. Emergency Preparedness Response Plan developed.
16. The UN supported finalization of the 5-year HRH strategic plan.
17. Clinical guidelines for entry into practice examinations for Swaziland Nursing Council developed.
18. Job description manual for Health Ministry reviewed
19. Health Workforce survey completed.
20. Draft Pre-service comprehensive sexuality education curriculum module for teacher training institutions developed
21. A national LSE manual for out of school youth was adapted and piloted
22. The UN supported the formulation of the Emergency Operation Centre Standard Operating Procedures for the country through the NDMA with resources from OCHA.
23. Surveys:
    a. Multidimensional Child poverty in Swaziland,
    b. Out of School children in Swaziland and Grade Repetition and Its Implication for the Eswatini Primary school system.
24. SRH strategy programme review completed
25. The annual polio eradication report has been updated
26. RMNCAH&N programs review completed
27. Service Availability and Readiness Assessment (SARA) completed
28. A joint external evaluation of international health regulations implementation was conducted
29. Reports on Family Planning (FP) Logistics Management and Information System (LMIS) produced

30. Curriculum on integrated competency-based Family Planning (FP) information and services through partnership with a Nursing Training Institution.
31. SRHR Annual Reports
32. Report on Total Market Approach (TMA) for FP for sustainability and availability of FP for the country.
33. Job-aids and materials for improving capacity for health facilities to screen and treat for cervical cancer in a form of a capacity building for service providers
34. Developed and disseminated ASRH Standards for use in health facilities to provide youth friendly services.
35. Sexual and Reproductive Health and Rights (SRHR) Best Practices developed

36. National Plan of Action for Children – ongoing
37. Children's Protection & Welfare Act Regulations – ongoing
38. Drafting of selected Bills:
    a. the Marriages and Matrimonial Property Bill.
    b. review the amendment to the Administration of Estates Bill;
    c. Intestate Succession Bill
39. ICPD Report produced - The UN supported undertaking of the review of implementation of the commitments contained in the Addis Ababa Declaration on Population and Development (AADPD) over the last five years and an ICPD@25 Review Report is available
40. National Guidelines for the Multi-sectoral response to Sexual and Gender based violence.
41. Demographic Dividend Report launched and disseminated
42. UPR Report – produced and disseminated
43. CEDAW Report: Support the DPMOs office with the drafting of the CEDAW report.
44. Preliminary 2017 Population and Housing Census Report produced launched and disseminated
45. State of the World Population Report
46. Demographic Dividend Policy Brief
47. UNCRC national report produced and submitted
48. UPR Report – produced and disseminated
49. CEDAW Report: Support the DPMOs office with the drafting of the CEDAW report.

Annex IV: Analysis of UNDAF Indicators and Target

Priority Area 1: Poverty and inequality reduction, inclusive growth and sustainable development:				
Outcome/Output	**Indicator**	**Target**	**Relevant SDG**	**Are targets relevant, realistic and measurable**
Outcome 1.1: Youth, women and vulnerable groups' opportunities for employment, income generation and sustainable livelihoods increased by 2020.	1.1 a: Employment rate: **Baseline (2014):** -National: 57% -Youth:36%[43] -Women: 55% 1.1b: Proportion of population living below US$1 per day **Baseline (2010):** National: 63%; M: 59% F: 67% 1.1c: Percentage of children under 5 years stunted **Baseline (2010) - 31%** 1.1.d: Value of agricultural exports to GDP **Baseline (2013):** Vegetable: 3.2 Million, Cotton 84 Million, Sugar: 2.1 Billion, Beef: 85 million	**National**: 67% Youth: 46% Women: 65%	Goal 1 & 8	The indicators and targets are national and too general / not relevant to the outcome
Output 1.1.1: SMEs and small holder farmers'	**i.** # of businesses GAP compliant. **Baseline (2014):**	**Target: 4,300** 10 %	Goal 1, 2 & 8	i. Baseline (2014) not yet set. Still TBD at the time of MTR.

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[43] *Swaziland Government: Labour Force Survey, 2012*

good business practices enhanced	TBD ii.% of SMEs linked to local and global markets **Baseline** 2014: 1% iii. Access to finance for SMEs. **Baseline** 2014: 1%	10 %		The Targets were set too high. ii. Target appear to be too high. iii. Target appear to be too high.
Output 1.1.2: Vulnerable groups[44]have improved access to social protection services	i. National Policy and strategy on SP approved and operationalized **Baseline** (**2014):** No ii. Social protection coordination mechanism established and functional **Baseline** (**2014):** No iii. # of OVCs receiving at least two services at NCPs **Baseline (2014):** 51,596 iv. Proportion of assisted households producing two or more crops **Baseline (2013)** 26,200 (10% of households)	-**Target**: Yes -**Target**: Yes - **Target**: 51,596 - **Target**: 117,000 (50% of) households		i. National target, too general and difficult to measure. ii. National target, too general and difficult to measure. iii. National and the Target value is the same as the Baseline values. iv. National and difficult to measure
Outcome 1.2: Communities' and national institutions' resilience and management of natural resources	i.MT of Carbon Equivalent Emissions **Baseline** (**2014):** 19.8 **ii.** % of protected area coverage **Baseline** (**2014):**	Target: i.17. 8% (10% reduction) ii. 6.4% Protected Areas		i. Not SMART indicators, they are national and not easy to measure /to track the outcome

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[44]*Orphaned and Vulnerable Children(OVC) including adolescents, displaced, elderly, People With Disability and extremely poor populations ensuring adequate focus on child poverty and disparities and includes elements focused on gender*

improved by 2020	3.9% Protected Areas coverage	coverage (of the 10%)		
Output 1.2.1: Institutions' utilization of climate smart techniques (CST) and disaster risk reduction and preparedness strengthened	i. # of SMEs utilizing CST **Baseline** (**2014**): 500 ii. # of regions and local councils with Disaster Preparedness, Management and Risk Plans in place and operational. **Baseline** (**2014**): **0** regions, 3 local councils	Target: 2,000 Target: 4 regions, 5 Local Councils		Targets are national and ambitious, not easy to measure/track.
Output 1.2.2: Communities' ability to protect biodiversity and ecosystems strengthened	i. # of rural population participating in climate change adaptation/mitigation programmes. **Baseline (2014):** 20,000. ii. # of landscapes with protected ecosystems **Baseline (2014): 0** iii. # of communities with protected wetlands **Baseline (2014):** 0	- **Target:** 100,000 **-Target:** 6 **-Target**: 6		Targets are national, and are ambitious. Very difficult to measure Track. Needs review especially at Outputs level.
Output 1.2.3: National supply of energy from renewable sources increase	i.% of electricity generated from renewable energy sources. **Baseline** (**2014**): 28%	**-Target**: 35 % -		-Indicator is national, and requires national efforts to track.
Outcome 2.1: Children's and adolescents' access to quality and inclusive education and retention in school increased by 2020	i. Percentage of children aged 36-59 months currently attending early childhood development and learning **Baseline (2014):** 30%	-Target: 65%		i. SMART indicator, but national and thus will require a national survey. - The target is ambitious, difficult to double the baseline value.

	ii. Lower secondary education NER **Baseline (2012)**: 27%: F: 30%; M: 22%	-Target 80%		ii. SMART indicator, but national and thus will require a national survey. - The target is ambitious, difficult to triple the baseline value.
	iii. Primary school survival rate **Baseline** (**2012**): 76.4%: F: 78.3%; M: 73.7%	-Target: 90%		iii. and iv. SMART indicators, but national and thus will require a national survey. - The target is ambitious, difficult to value.
	iv. Repetition rate primary and lower secondary Primary **Baseline** 2012: 15.5%: (F:13,3%; M: 17.7%).	-Target 9.5%: F: 9.25%; M: 9.25%, **-Target: 60%**		v. Target national and ambitious.
	v.% of primary and secondary schools implementing Comprehensive Sexuality Education/Life skills HIV programmes a: Primary: **Baseline** 0: secondary: 5%			
Output 2.1.1: Education sector policies/ plans, and/ standards developed and implemented	**I.** National ECCD policy and framework approved and operationalized **Baseline** 2014: No	Target: Yes		Phrasing of indicator should have included development then approval and operationalized. Otherwise it is not a bad indicator
Output 2.1.2: Education institutions' capacity to deliver quality inclusive education improved	I .# of ECCD teachers who are Swaziland Early Learning and Development Standards (SELDS) qualified **Baseline**: 2014: 100; ii.% of primary and secondary schools providing comprehensive life skills education	i. 3,000 ii. Primary 95%, Secondary 100%		• This outcome has too many indicators • Indicator on schools with child friendly quality standards is not smart, and cannot me measured. • Indicator on Education sector coordination mechanism functional is not smart as it fails to define how is coordination functional • Indicator on education reports produced timely is

	Baseline: Primary 0%, Secondary 9% **iii.** % of primary and secondary schools with child friendly quality standards **Baseline:** 2014: 360; **iv.** % of primary schools providing inclusive education (SEN) strategies **Baseline:** 2014: 20% **v.** Education sector coordination mechanism functional **Baseline** 2014: **No** **vi.** Timely disaggregated education reports produced **Baseline:** (2014) None:	iii.860 iv.70% v. Yes vi. Yes		also not SMART as timely and type of reports" not specified.
Outcome 2.2 Families and communities' access to and uptake of integrated, quality health and nutrition services increased by 2020	**i.** % of children aged 12-23 months vaccinated against childhood diseases **Baseline** 2014: 75%; **ii.** Proportion of pregnancies with an antenatal visit in the first trimester **Baseline** 2007: 26% **iii.** Proportion of mothers receiving post-natal care within two days of delivery **Baseline** (**2014**): 87% **iv.** Percentage of children 0-6 months old exclusively breastfed **Baseline:**	**TBD**		• Targets are not defined and indicators are at national level

	(**2014**): 64% **v.** % of children aged 6-23 months receiving a minimum meal frequency of complementary foods **Baseline (2014):** 81% **vi.** % of population practicing open defecation (ODF) **Baseline (2010):** 15% **vii.** Unmet need for family planning **Baseline (2014)**: 15% **viii.** Percentage of availability of tracer classes of medicines at facility level. **Baseline (2014)** 75%; **ix.** Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases **Baseline (2014):** 21%. **x.** TB Treatment success rate **Baseline (2014):** 75% **xi.** Number of local Malaria cases/year **Baseline (2014):** 158			
Output 2.2.1: Health sector's capacity to provide	1.Percentage of essential health	i..80		

	services package provided at each level of care as per standards. **Baseline (2014), 60%**[45]	ii.95%		
promotive, preventive and curative health services strengthened	**ii.** Proportion of health facilities using the Logistics Management Information System (LMIS) **Baseline: (2014)** 70%			
Output 2.2.2: Ministry of Health enabling environment for planning and coordination strengthened	**i.** Health sector joint annual reviews held **Baseline (2014):** 0	i. 4		• Indicators on policies and acts are not smart enough, rather vague • Most indicators are not addressing the output on enabling environment but only speaks to issues of nutrition
	ii. Multi- Stakeholder Platform on nutrition established and operating as per ToR **Baseline (2014):** No	ii. Yes		
	iii. Key health and nutrition policies and strategies[46]developed, approved and operationalized **Baseline (2014):** No	iii. Yes		
	Iv. Key health and nutrition acts amended and enacted[47] **Baseline (2014):** No	iv. Yes		
Output 2.2.3: Health Sector's capacity to generate, disseminate and use strategic	**i.** Timeliness of submission of HMIS data **Baseline 2014:** 74%	i. 90%		-National indicators -Targets are set high
	ii.# of priority Health Sector studies and			

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[45]*Source: National Health Sector Strategic Plan, 2014.*

[46]*Including Food and Nutrition policy and strategy, Joint health sector plans*
[47]*Including Swaziland National Nutrition Act (1945), Public Health Act*

	surveys completed and disseminated in a timely manner especially during Joint Annual Reviews **Baseline** (**2014**):84	ii. 100 p.a.		
Output 2.2.4: Children under five, pregnant and lactating women have improved access to nutrition interventions	**i.** Proportion of pregnant and lactating women receiving iron supplementation **Baseline** (**2010**): 88.2% **ii.** Proportion of children aged 6 -59 months receiving Vitamin A supplementation **Baseline** (**2010**): 68% **iii.** # of households oriented in community led total sanitation (CLTS) approach in targeted regions **Baseline** (**2013**): 500	i. 95% ii. 80% iii. 5000		-National
Outcome 2.3: Youth risky sexual behaviours reduced and citizens uptake of HIV services increased by 2020	1.% of young people aged 15-24 who report using a condom during first sex. **Baseline** (**2010**): M=49%, F=43% **ii.** % of adults and children currently receiving ART among all adults and children living with HIV **Baseline** (**2013**): 49.9% (Adult or Children?) **iii.**% of women aged 15-49 with more than one partner in the past 12 months who report use of a condom during last	i. M= 70%, F= 65% ii. 90% (Adult or children?) iii. 85% iv. 5%		- National -PMTCT indicator needs to be relocated as it does not relate to the UNDAF outcome

	sex **Baseline (2014)** 66%			
	iv. MTCT rate at 18 months **Baseline** (**2013**)**:** 11%	v.70/1000		
	v. Adolescent birth rate[48]**Baseline (2007):** 87/1000			
Output 2.3.1: Government and Civil society capacity to deliver quality HIV prevention services strengthened	i. % of young people aged 10-24 reached with social and behavioral change interventions **Baseline** (**2013**): 51 %	Target: 81 %		- National -The indicator irrelevant to outcome
Output 2.3.2: Health sector capacity to deliver quality HIV treatment care and support services strengthened	**i.**# of tests done for HIV in the last 12months **Baseline** (**2013**): 178,813 **Target**: 700,000 **ii.** % of health facilities who report no stock out of ARV and other tracer drugs in the last 12 months **Baseline** (**2013**):75% **iii.** % of HIV positive pregnant women and lactating mothers who receive life-long ART **Baseline (2013):** 44%; **iv.** Number of eligible HIV and TB clients accessing nutrition services at	Target: 65% Target: 90% Target 9.5%: F: 9.25%; M: 9.25%,		- National

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[48]*UN will contribute to this in several ways, including life skills education*

	health facilities. **Baseline** (**2013**): HIV 2,765, TB 1,773			
Priority Area 3: Good Governance and Accountability				
Outcome 3.1: **Access to and** **quality of** **priority**[49]**public** **service delivery** **to citizens** **improved by** **2020**.	**i.** % of citizens who report that they are satisfied with delivery of public institutions services. **Baseline**: (**2014**): TBD[50]			• No baseline, no target was set (still TBD)
Output 3.1.1 Public sector capacity for planning and management strengthened	i. # of priority government institutions[51]that have a functional monitoring system for public service standards Baseline: Not indicated	i. Target Not indicated.		- It is not a smart indicator as it does not state what is a priority institution. - No Baseline, no target (still TBD)
Output 3.1.2 Government and Parliament capacity to align national laws to the constitution and international standards[52]incorpo rating good governance principles strengthened	**i.** # of laws reviewed and in line with the Constitutional and international standards incorporating principles of good governance **Baseline (2014):** 3[53] **ii.**% of UPR recommendations implemented. **Baseline**: TBD **Target**: 50% **iii.** % of CRC and CEDAW recommendations met by Government	i. Target: 10 ii. Target: 50% iii.7Target: 5%		• The target was set too high, as it takes time to review a piece of legislation. • Baseline was not determined on % of recommendations from UPR, yet target is set at 50 %. Target seems ambitious • Indicator on mainstreaming key cross cutting principles is vague. It should explicitly stage whether gender or human rights so that it is easier to monitor with specific benchmarks and targets

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[49]*Service delivery ministries: MoH, DPMO, MoE, MoA, MoJCA and MoHA Royal Swazi Police*
Services
[50]*Baseline to be determined during first year of UNDAF implementation. (Has it been decided?).*
[51]*MoH, DPMO, MoE, MoA, MoJCA, MoLSS and MoHA,*
[52]*The UN will be strengthening its advocacy for domestication of ratified international instruments*
which include the following ;(ICCPR, ISECR, UNCAC, CRC, ICPD, CPD, CEDAW, UNFCC) and
reporting on the Universal Periodic Review (UPR).
[53]*Source Surveys: Census, SHIES, SDHS, MICS, VAC, Agriculture Census*

	Baseline: 2012:30% (CRC), 2014:30% CEDAW **iv.** # of key government institutions[54]whose policy documents mainstreaming key cross cutting principles **Baseline (2014):** TBD	iv. TBD		
Output 3.1.3 Government capacity for routine data collection, analysis and dissemination with a focus on key socio-economic and governance data strengthened.	**i.** # of Targeted surveys[55]conducted and timely updated **Baseline** (**2014**): 2 **ii.** SD Governance Index available and applied **Baseline** (**2014**): No **iii.** % of children under five years registered at birth. **Baseline (2014) 54%[56]**	i. 6 ii. Yes iii. 80%		• National • Target was set high • Indicator on % of children registered does not speak to the output in this pillar.
Output 3.1.4 Protection systems, including justice sector's capacity to provide efficient, accessible and quality services for the most vulnerable groups, improved	**i.** # of comprehensive multi- sectoral and victim sensitive GBV response services[57]available **Baseline:** 1 **ii.** % of cases including GBV cleared within twelve months **Baseline**: <30%[58] iii. # of vulnerable	i. 4 ii. 70% iii. TBD iv. 4[61]	SDG 16	• Indicators, baselines and targets were not set smart. Targets were high, and some were left as TBD • Target on number of

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[54]*MICS, 2014.*

[55]*Source Surveys: Census, SHIES, SDHS, MICS, VAC, Agriculture Census*

[56]*MICS, 2014.*

[57]*One stop centre(s) or similar models,*

[58]*Judiciary of Swaziland annual report 2013.*

[61]*Police, Courts, DPP, Correctional.*

	individuals[59]accessing legal aid services. **Baseline:** 2014: 0. **iii.** # of established operational case management systems within the justice sector **Baseline (2014)**: 4[60]			
Outcome 3.2 Citizen and Civil Society Organizations' participation in decision-making processes at all levels increased by 2020	1. Proportion of people who think that government takes voice of citizens and CSO into account in planning and service delivery **Baseline**: 2014:45/52[62] **ii.** Proportion of seats held by women in Parliament and Local Authorities **Baseline (2013):** 14%[63](Parliament) **Baseline (2012):** 14.7% (Local Authorities) **Target:**50%	i. 40/52 ii.33%[64] (Parliament) iii. 50% (Local Authorities)	Uncle ar (SDG1 7)	• Target is lower than baseline.
Output 3.2.1 Civil Society capacity for evidence-based advocacy for promotion of good governance strengthened	**i.** Number of research publications produced and disseminated **Baseline (2014):** 0	i. 10 periodic publications on selected themes		• In the absence of a CSO Advisory forum or platform it is unclear how this indicator would be monitored.

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[59]*Vulnerable groups include women, adolescents, OVCs, persons with disability and youth.*
[60]*Direct Public Prosecution (DPP), Police, Correctional, Courts*
[62]*IIAG 2014.*
[63]*Swaziland Government Programme of Action, 2013*
[64]*African Union.*