

UNDP Eswatini Governace Portfolio Mid-Cycle Outcome Evaluation Report

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List of acronyms and abbreviations

ACC	Anti-Corruption Commission
ACMS	Aid Management and Coordination Section
CANGO	Coordinating Assembly of Non-Governmental Organizations
CHRPC	Commission of Human Rights and Public Administration
CHRPC	Commission on Human Rights & Public Administration/Integrity
CJ	Chief Justice
CO	Country Office
CPD	Country Programme Document
CSO	Civil Society Organization
DPMO	Deputy Prime Minister's Office
EBC	Elections and Boundaries Commission
ESCCOM	Eswatini Communications Commission
EYEP	Eswatini Youth Empowerment Programme
FGD	Focus Group Discussion
GP	Governance Portfolio
HMCS	His Majesty's Correctional Services
KII	Key Informant Interviews
LOA	Letter of Agreement
MEPD	Ministry of Economic Planning and Development
MICT	Ministry of Information Communication and Technology
MOJCA	Ministry of Justice and Constitutional Affairs
MOU	Memorandum of Understanding
NDP	National Development Plan (2023/24-2027/28)
NMRF	National Mechanism for Reporting and Follow-up
NSSV	National Surveillance System on Violence
PSS	Parliament Service Staff
PWDs	Persons With Disabilities
RBM	Results Based Management
RCO	Resident Coordinator's Office
REPS	Royal Eswatini Police Service
SDG	Sustainable Development Goals
SRHR	Sexual Reproductive Health and Rights
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UNOHCHR	United Nations Office High Commissioner for Human Rights
UNSDCF	United Nations Sustainable Development Cooperation Framework

Executive Summary

The Mid-cycle Outcome Evaluation of the UNDP Eswatini Governance Portfolio was conducted between April and May 2024, and considered activities implemented under the UNDP Governance Portfolio between 2021 and 2023. The evaluation was conducted by experienced independent consultants with significant experience of the national development context in Eswatini, monitoring and evaluation and the mandate and strategic offer of UNDP. In collaboration with UNDP Country Office personnel, the methodology of the evaluation and data collection tools used were adapted to best serve the local context from the UNDP Outcome Evaluation Handbook (2011). Against the backdrop of a detailed review of national policy, strategies and data, annual and partner project reports and internal documents and communications, the team engaged 14 key informants to complement the evaluation. Through this mixed method approach, a rigorous set of findings were developed and organised under four evaluation criteria, namely: relevance, effectiveness, efficiency and sustainability.

In general, the UNDP Governance Portfolio activities were found to be relevant and aligned with both UNDP's mandate and with the national strategic framework. Even though there have been contextual changes which have presented challenges in implementation, there is also some evidence of progress made against the results matrix and workplan outlined in the Portfolio Document. Through implementing partners, the portfolio has promoted inclusiveness in areas of access to justice, human rights, accountability, institutional policies and guidelines.

Similarly, the evaluation found that, in general, the Governance Portfolio is effective in strengthening capacities within different entities to promote good governance. Although largely anecdotal, there is observed improvement in many areas of service delivery among government departments, clearer uniformity in operations and client engagement and improved literacy in using systems. However, the portfolio should consider a clearer partnership strategy as well as diversifying its partners, exploring new partnerships with key civil society, media and local government entities, as these groups are grossly underrepresented within the portfolio activities to-date. The establishment and oversight of the Portfolio Board was also frequently cited as a success of the portfolio within this cycle.

Regarding the efficiency of the portfolio's operations, the evaluation identifies some gaps and areas for improvement, particularly concerning timeliness, stakeholder engagement, and communication between UNDP and key stakeholders. The observed trends in the feedback offered by stakeholders regarding the budgeting and workplan approval processes, collaboration with other development partners, and the quality of monitoring and evaluation processes which could be improved. There are also instances, especially earlier in the five-year cycle, where decision-making was not transparent or strategic, but rather in response to partner request.

Finally, the evaluation found that there have been improvements in the sustainability of the activities over the last three years. UNDP's support of key strategic documents and other forms of technical assistance over direct implementation are testament to this. Implementing partners also report being more aware of sustainability than in previous cycles. However, some questions regarding sustainability could not be definitively addressed because implementation is still in progress and some results are not yet attained and this should therefore be considered in more detail at endline.

As well as collecting recommendations from partners and stakeholders, the evaluation team's recommendations were grouped into five groups, as follows:

1. Improve MERL mechanisms and processes across the portfolio life cycle
2. Strengthen effective communications and ways of working
3. Develop a transparent and inclusive partnership strategy

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4. Continue to promote digitalization and digital solutions to achieve the SDGs and greater sustainability
5. Leverage on UNDP's comparative advantage to accelerate outcomes

The findings and recommendations of this mid-cycle outcomes evaluation are an important learning opportunity which should inform the CPD mid-cycle evaluation to be conducted in 2024 and the subsequent planning for the next cycle of UNDP programming, anticipated to be launched in 2025 and which will last until the end of the Agenda 2030 period in 2030.

Chapter 1: Introduction

With less than a decade remaining before the deadline of the Sustainable Development Goals (SDGs), and many diverse challenges yet to be resolved, the current United Nations Sustainable Development Cooperation Framework (UNSDCF) and subsequent UNDP Country Programme Document (CPD), 2021-2025 is positioned at a crucial time for UNDP and its primary partner, the Government of Eswatini. Informed by the National Development Plan (2019/2020-2021/2022) and the Strategic Road Map (2019-2022), this CPD, supported by its two core portfolios, aims to bring the country closer to achieving some of its SDG targets and lay the foundation for further economic and social development.

Since its signing in September 2021, UNDP Eswatini has implemented three years of the current CPD 2021-2025, namely 2021, 2022 and 2023, and as such, an independent mid-cycle evaluation of the activities which have taken place, and their resultant outcomes, is needed. The objectives of the outcome evaluation is to measure UNDP's contribution to human rights and rule of law, conflict prevention and peacebuilding, digital solutions to improve service delivery, institutional capacity strengthening of other oversight bodies, access to justice, youth empowerment, gender-based violence to evaluate current UNDP Participatory and Effective Governance Portfolio (henceforth "the Governance Portfolio") as well as informing the next programming cycle. The evaluation will assess how the UNDP Eswatini Governance Portfolio's results have contributed to a change in development conditions in collaboration with key actors in the Government of Eswatini. It is intended that this evaluation inform the strategic direction and investments within the two years remaining of the programming cycle (2024 and 2025) and aid UNDP team members in preparing for the next programming cycle, which will be the final cycle before the SDG target deadline in 2030.

In particular, the following learning points were of interest to the evaluation team:

- i. The processes and achievements of the Governance Portfolio and partners in 2021, 2022 and 2023, identifying challenges, innovative approaches and capacities developed through UNDP assistance and assessing if the outputs are relevant and adequate to the outcome.
- ii. An analysis of external factors affecting outcomes, including future opportunities and threats. Where possible, the evaluation also attempts to distinguish design issues from implementation and management capacities, timelines, stakeholder involvement and process management.
- iii. To examine the UNDP's Governance portfolio's relevance and efficiency as a partner in Eswatini, focusing on the Country Office's communication, planning, tailoring of services, soft-assistance, value creation by responding to partner's needs, resource mobilization, demonstrating a clear breakdown of UNDP's services, and comparative advantages compared to other development organizations.
- iv. Assess the extent of organizational structure, managerial support and coordination mechanism used by UNDP in supporting the programme.
- v. To determine the effectiveness of the UNDP's partnership strategy, the formation of partnerships, UNDP's role, the contribution of the partnership to the outcomes,

assessing the level of stakeholder participation and partnership with other UN Agencies.

- vi. Identify lessons learnt and best practices and related innovative ideas and approaches, including making recommendations for future programming strategies.

The evaluation measures the outcomes attributed to the following three (3) outputs:

Output 2.1: Capacities developed across the whole of government and parliament to integrate SDGs and human rights including gender equality into national planning and budgets.

Output 2.3: Use of digital solutions enabled for improved public services and other government functions in implementing the SDGs.

Output 2.4: Capacities of key rule of law institutions at national and regional levels (Tinkhundla) strengthened for transparency, ease of doing business and equal access to justice.

1.1. Evaluation Approach

The following evaluation uses the recommended best-practice approach as outlined by the UNDP Outcome-Level Evaluation Handbook (2011),¹ which encourages evaluators to base their assessments of four main criteria: relevance, effectiveness, efficiency and sustainability. Important cross-cutting issues such as human rights, gender equality, inclusion, meaningful participation, partnership strategies and the UNDP governance principles are highlighted throughout.

The evaluation uses a hybrid approach, triangulating partner and UNDP reports, data and other knowledge products with key informant interviews involving UNDP personnel, local government stakeholders, various institutions, and civil society organizations. Following the localisation of a data collection tool, again adapted from UNDP best practice (ibid.), anonymous, semi-structured interviews were conducted in the months of March and April 2024 and the responses documented in writing and audio-recording. The utilization of this mixed method approach aims to ensure the robustness and authority of the findings gathered from diverse sources, as well as identifying points of departure within the information gathered.

¹ The publication's full title is Outcome-Level Evaluations: A Handbook on Planning, Monitoring and Evaluating for Development Results for Programme Units and Evaluators (UNDP, 2011).

Chapter 2: The Development Challenge UNDP intends to alleviate

While Eswatini is a lower middle-income country, there are many areas where economic development has been sluggish in recent years, including real GDP per capita growth, the lack of significant progress in poverty rate reduction, especially in rural areas, and (youth) unemployment, all of which pose major challenges in the country's economic growth. Although Eswatini's GDP per capita averages more than US\$3500 a year, the country has the tenth highest income inequality in the world with a Gini coefficient of 51.5% (NDP 2023-2027) which has significantly impeded the country's development trajectory. Eswatini's loss in human development value due to this inequality is a significant threat to the SDGs with estimates indicating that more than 50 percent of wealth is owned by less than 20 percent of the population (NDP 2019-2021). Inadequate infrastructure, capacity gaps and governance issues have affected the country's ability to improve economic standing and deliver essential services to the citizens. The economic situation has impeded the development of human capital within government ministries, which in turn, affects service delivery. This situation contributes to a vicious cycle of poverty, unemployment, low wage, inequality and undermines anti-corruption measures, rule of law and governance structures. Lack of good governance including poor service delivery, lack of accountability, infringement of human rights, gender imbalance in decision making, corruption, political challenges following the 2021 unrest, weaker fiduciary and tax controls, and gender inequality have presented significant challenge of poor economic performance and fiscal crisis in Eswatini (NDP 2023-27). The country has also recorded a 50% increase in gender-based violence reporting between 2017 and 2023 (NSSV, 2024), especially a rash of femicides affecting women and girls. Several cases are published in the local newspapers, and these include collaterals, or corollary, and homicide victims.²

An underlying factor that influences economic growth is the overall governance context. Through the governance portfolio, UNDP intends to alleviate these development challenges by providing resources and technical expertise to strengthen systems for various strategic entities. The agency believes that urgent improvements to good governance practices, rule of law and justice, human rights, and gender equality contributes to increased economic growth and improves the efficiencies which currently deter investment and waste of resources. In alignment with the National Development Plan 2023-2027, the priority is to facilitate good governance and use it as an anchor for economic recovery, green growth and sustainable livelihoods. This presents a great opportunity to address several development challenges and accelerate the implementation of the Sustainable Development Goals. Through the NDP, the government has committed to implement good governance principles to ensure sound economic management, elimination of corruption and respect to the rule of law and human rights.

² <https://ifp.nyu.edu/2023/journal-article-abstracts/intimate-partner-femicide-suicide-in-eswatini-offenders-victims-incident-characteristics-and-sociocultural-contexts/>

Chapter 3: UNDP Response and Challenges

On many occasions, the government of Eswatini has committed itself to prioritizing sustainable economic growth and inclusive governance, especially through offering increased opportunities to the most marginalized. The Effective and Participatory Governance Portfolio, when coupled with UNDP's work on inclusive and economic growth, aims to support the country with the capacity and technical expertise necessary for increased transparency, human rights, peacebuilding, good governance and rule of law. As well as being important ends in themselves, these good governance outcomes are critical precursors to greater economic and social prosperity. UNDP achieves this through direct support to national institutions, providing technical support and capacity, promoting human rights and inclusive governance and facilitating strategic partnerships in line with national planning and policy frameworks.

3.1. Overview of Portfolio activities to-date

The following paragraphs offer brief summaries of the partner interventions under the governance portfolio during the period 2021-2023.³

Parliament of Eswatini: In partnership with UNDP Eswatini's Governance Portfolio, significant progress has been made in Parliament's involvement in SDG initiatives. Over the past 1.5 to 2 years, the UN Parliamentary Committee [on SDGs] reportedly has been operational, focusing on various SDGs. However, to enhance its impact and align with broader SDG objectives, the committee is in the process of being renamed as the "SDG Committee." This renaming process involves procedural steps, including a joint session of the Senate and House of Assembly to approve the change. Despite the name change, the committee's objectives remain consistent, aiming to encompass all thematic areas relevant to UN agencies, such as health, education, climate change, and gender. The overarching mandate of Parliament is to mainstream SDGs across all portfolio committees, ensuring comprehensive coverage of SDG-related issues. By including all chairpersons in the SDG committee, communication and execution of SDG mandates are streamlined. Given the turnover of MPs and chairpersons, training sessions, including Training of Trainers (TOT), are planned to equip them with the necessary knowledge to effectively advocate for SDGs and fulfil bilateral obligations. Through oversight of portfolio committees, Parliament aims to scrutinize budgets more effectively, ensuring accountability in areas such as sexual and reproductive health and rights (SRHR). These initiatives underscore Parliament's commitment to capacitate MPs, particularly chairpersons, to engage meaningfully in SDG-related activities and fulfil their oversight responsibilities. Going forward, proposed activities will further enhance Parliament's engagement with SDGs, fostering sustainable development in Eswatini.

The Legal Aid Unit: The Legal Aid Unit received support from UNDP to establish and implement a national legal aid mechanism. It was hoped that this support would also lead to

³ There are many other ways in which the UNDP Governance Portfolio could be seen to be responding to national challenges, including more informal technical assistance, networking and informal advocacy work. However, the more informal support roles are difficult to evaluate and have not been included here. In addition, in the aftermath of the civil unrest of 2021, UNDP implemented a project entitled "Crisis and Stabilization Recover project" on which no data or information has been made available to the evaluation team.

the adoption of the Legal Aid Bill (2023) and the Legal Practitioners Act Amendment Bill (yet to be tabled) by parliament, as well as the enhancement of the institutional capacity of the legal aid office to fulfil its mandate. As part of this initiative, UNDP provided mobile containers, which were delivered to the Manzini Magistrate Court with the aim of creating accessible centres for the provision of legal aid services. However, progress has been hindered by delays in partitioning the containers and ensuring compliance with Manzini City Council standards before occupancy. Unfortunately, this delay has impeded the utilization of the containers. Additionally, the Legal Aid office conducted a benchmarking exercise in South Africa to learn best practices for establishing similar offices. Throughout the period that the legal aid services have been operating, there has been an influx of walk-ins to consult on various cases including family, land, and marital issues and women constitute a higher percentage of the clients received. Citizens have been sensitized through strategic roadshows and media platforms. The public has enjoyed their constitutional right of access to justice and engaging with legal experts to seek guidance.

His Majesty's Correctional Services (HMCS): The UNDP provided funding to HMCS for the development of regulations to operationalize the Correctional Services Act (2018). These regulations, known as the Correctional Services Regulations of 2020, have been officially promulgated into law. UNDP supported the entire process, from its inception, through consultations with various stakeholders (both internal and external), to the final printing of the regulations. This support encompassed expenses related to session venues and accommodation but did not cover the provision of a consultant. The HMCS legal expert, in collaboration with the HMCS Rehabilitation and Reintegration Department, played a crucial role in drafting the regulations. This process unfolded between 2018 and 2022. Additionally, other activities funded by UNDP included capacity building for officers on the fair treatment of offenders and the formulation of disciplinary procedures.

Commission on Human Rights and Public Administration (CHRPA): The partnership between the Commission on Human Rights and Public Administration/Integrity and UNDP Eswatini's Governance Portfolio focused on the promotion and protection of human rights. Activities included awareness campaigns, particularly on CHRPA's mandate, and UNDP support for their annual Human Rights Day events held in early December each year. UNDP assistance extended to election observation training, including recruiting observers and producing necessary materials. Additionally, stakeholders like the Royal Eswatini Police Services and HMCS received human rights training facilitated by CHRPA. In some instances, UNDP's support was indirect, aiding other stakeholders with meeting and conference venue costs, while the commission facilitated the training activities.

Coordinating Assembly of NGOS (CANGO): CANGO expressed a lack of engagement between UNDP Eswatini's Governance Portfolio and CSOs over the past 2.5 years, signalling a concerning gap. CANGO emphasized the importance of balance between government, multilateral and bilateral agencies, and civil society, with CANGO serving as a crucial intermediary. While some CANGO members received minimal support from UNDP, overall engagement with civil society has been lacking, despite stated objectives including them. This

raises concerns about the effectiveness of UNDP's approach in involving civil society in governance initiatives.

Eswatini Communications Commission (ESCCOM): The partnership with UNDP Eswatini's Governance Portfolio primarily focuses on the recent achievements, including the establishment of the partnership and signing of an MOU. The MOU aims to facilitate inclusive digitalization through the establishment of community ICT centres across the country, with SEDCO providing space and business technical expertise. However, there are challenges in customizing approaches due to UNDP policies, leading to delays. Despite this, efforts are underway to engage youth and persons with disabilities (PWD) in the project, with SEDCO tasked with ensuring inclusivity by installing ramps in the centres so that these centres are accessible.

Judiciary: Over the past 2.5 years, the Governance Portfolio has supported training initiatives for judiciary personnel, focusing on the Administration of Estates Act 1902 and the Taxation Act of 2021. The training is aimed at enhancing service delivery and ensure consistent application of the acts. As a result, improvements have been observed in customer care, office efficiency, and the number of Taxing Masters and Remote Remand. The Remote Remand initiative, catalysed by UNDP support, emerged as a resounding success in modernizing the justice system. By facilitating remote court proceedings, it has not only streamlined operations but also significantly reduced government expenditures and minimized risks associated with physical transportation. This innovative approach, backed by the provision of necessary equipment and targeted training, marks a pivotal step towards enhancing efficiency, cost-effectiveness, and adherence to human rights principles within the legal framework. The UNDP also provided support in building capacity and establishment of the Small Claims Court which has enabled affordable access to justice services and help resolve small debts cases that had been overlooked previously.

Elections and Boundaries Commission (EBC): In partnership with UNDP and the EBC, conducted a program to sensitize stakeholders, including chiefs, on voter rights in the wake of COVID-19 pandemic and civil unrest in the country. This was a significant step as it represented UNDP's (and the UN as a whole) first support to the electoral process in Eswatini. The objective was to align chiefs with their roles in elections and ensure voters' rights were understood and protected, largely focusing on freedoms of expression and participation in the 2023 elections. Efforts were made to engage chiefs and males effectively to educate them on voter and human rights, aiming to prevent intimidation during elections at the community level. The goal was to create an environment where voters felt empowered to nominate and support candidates freely. The program targeted all 59 Tinkhundla, including their chiefs, through two-day residential workshops, with stakeholders provided transport reimbursement to facilitate their participation.

National Mechanism for Reporting and Follow-up (NMRF): In 2020, UNDP provided support of furniture and office equipment to help establish this new department under the MOJCA. Operationalization of the NMRF features within the new CPD framework, with ongoing efforts to capacitate it further to clear the country's international reporting backlog and make it fit for purpose. UNDP played a vital role in training the NMRF Committee on UN reporting

systems and collaboration with the secretariat on documenting international human rights treaties. NMRF has successfully prepared state reports and followed up on implementation recommendations. Notably, submissions include the UPR third cycle, the Common Core Document and periodic report on the Convention on the Rights of Persons with Disabilities (CRPD). Work is ongoing on the Convention on Economic and Social Cultural Rights (ICESCR), with submission to Cabinet anticipated by end of March 2024. UNDP support extends to strengthening the NMRF secretariat, supporting the development of its strategic plan in 2024, and creating a UPR implementation plan. These efforts aim to enhance systematic follow-up of recommendations and establish a National Recommendation Tracking Database and state reporting platform.

Kwakha Indvodza (KI): KI worked with UNDP in implementing the GBV Charter program to reduce GBV cases in Eswatini. The program aimed to increase knowledge and create a network of allies to address gender-based violence in various settings, as well as offer training to strategic stakeholders on the gender norms, gender equality and other root causes of GBV. Trainees included REPS and HMCS officers from different regions, UNDP staff and portfolio focal persons, groups of corporate men and women, female parliamentary candidates and faith leaders, among others.

Women in Trade and Development (WITAD): WITAD conducted human rights and gender equality awareness training for women as part of a three-month engagement from UNDP. This initiative also included a livelihoods component. It's important to note that WITAD did not directly receive UNDP support, but instead, worked closely with UNDP who facilitated financial management and made payments directly to suppliers. The WITAD Livelihoods program was an on-going community initiative aimed at increasing the financial and business skills of rural women. In collaboration with UNDP, WITAD added several components of gender equality and human rights to the curriculum, which was delivered over a three-month period in 2022.

Ministry of Economic Planning and Development (MEPD): While MEPD does not directly implement programs under the UNDP initiative, the collaboration with the Governance Portfolio is pivotal. The Aid Management and Coordination Section (ACMS) serves as a coordinating entity for development partners working alongside the government including the UNDP Governance Portfolio of UNDP Eswatini. Their responsibilities include organizing meetings chaired by the Ministry of Justice and Constitutional Affairs, ensuring board participation, and facilitating alignment with the Eswatini National Development Plan (NDP). A significant development in the 2023-2027 NDP is the inclusion of governance considerations, underscoring the recognition that governance issues significantly impact economic growth and overall national development. Consequently, the UNDP governance portfolio is structured to align closely with the NDP's objectives and priorities. Furthermore, in the Inclusive Growth Board, oversight is led by the Permanent Secretary (PS) of MEPD.

3.2. Portfolio Results to-date

The following section evaluates outputs against two planning documents included in the CPD: the Portfolio Results Framework, which tracks the portfolio's cumulative progress against the

established output indicators and the Multi-year Work Plan, which tracks the activities identified as critical for the success of the CPD. In each case, the evaluation team have added two columns on the right of the original tools to offer results and insights drawn from the mid-cycle evaluation, based on the information available. Where no data or information was available to the evaluation team, it has been noted as such. Colour coding has been used to demonstrate progress, as follows:

Green	Target met or task complete
Blue	Ongoing or on-target to be completed within cycle period
Orange	Support provided by outcome challenged by external circumstances
Red	No known progress to-date

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3.2.1. Portfolio Results Framework

Intended Outcome as stated in the UNDAF/country programme: By 2025, oversight bodies and government institutions at national and regional level (Tinkhundla) operate in an independent, participatory and accountable manner, ensuring equal access to justice and services with a systematic, participatory implementation and reporting mechanisms for its human rights obligations and SDGs with a focus on leaving no one behind.													
Outcome indicators as stated in the UNDAF/country programmes, including baseline and targets: Corruption Perceptions Index - Baseline: 34/100 (2019); Target: 45/100 Mo Ibrahim Index and Freedom House Index - Baseline: 48.7/100 (Mo Ibrahim Index) (2018); 19/100 (Freedom House Index) 2020; Target: 50/100 and 30/10													
Applicable Output(s) from the UNDP Strategic Plan: Outcome 2 - Accelerate structural transformation for sustainable development													
Portfolio Title Effective and Participatory Governance Atlas Portfolio #	Project Titles	Project 1: Strengthening Parliamentary Oversight and Accountability Institutional Mechanisms project					Atlas Project #						
		Project 2: Digital Solutions for improved services and implementing SDGs project					Atlas Project #						
		Project 3: Strengthening institutional capacities for rule of law, transparency, and access to justice project					Atlas Project #						
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		YEAR						MID-CYCLE REVIEW	COMMENT	
			Value	Year	Y1	Y2	Y3	Y4	Y5	FINAL			
Project 1: Strengthening parliamentary oversight and accountability institutional mechanisms project (Implementing Partner: Parliament)													
CPD Output 2.1 Capacities developed across whole of government and Parliament to integrate SDGs and human rights including gender equality into national planning and budgeting	2.1.3 Parliamentary Committee on SDGs established and operational	Parliamentary reports on SDGs	0	2020			1				1	1	The Parliamentary Subcommittee exists but there are questions on how often it operates. It consists of the Chairpersons of all others sub-Committees. Name change to SDG rather than UN focus underway.
	2.1.4 # of adopted legal, policy and institutional reforms to remove structural barriers to women’s empowerment	DPMO-Gender Policy Unit Reports	2 SODV Act and Gender Policy	2019	1	1	1	1	1	1	5	1	Legal Aid Policy

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Project 2: Digital Solutions for improved services and implementing SDGs project (Implementing Partner: MOJCA, MTAD, MICT)												
CPD Output 2.3 Use of digital solutions enabled for improved public services and other government functions in implementing the SDGs	2.3.1 # of digital technology solutions adopted by government with special focus on fiscal management, aid coordination regional integration	Reports to Parliament	0	2020		1	1		1	3	0	
	2.3.2 Existence of digital solution to monitor frequency and quality of reporting on international conventions and their recommendations	Ministry Reports	No	2020						Yes	No	
Project 3: Strengthening institutional capacities for rule of law, transparency, and access to justice project (Implementing Partner: MoJCA)												
CPD Output 2.4 Capacities of key rule of law institutions at national and regional levels (Tinkhundla) strengthened for transparency, ease of doing business and equal access to justice	2.4.1 Existence of gender-responsive legal framework for establishing Commercial Bench developed and implemented	Judiciary Reports	No	2020						Yes	Ongoing	The Small Claims Court and Commercial Court has been established and is operational, which is an important first step. However, actions to establish a Commercial Bench have yet to be taken and there may now be a change
	2.4.2 % of vulnerable people (disaggregated by men and women) benefiting from legal aid services		0	2020			5%	5%		10%	0%	No data available. With the Legal Aid Unit established and communities being reached, it is anticipated that data will be forthcoming in 2024.
	2.4.3 Existence of functional digital case management system		No	2020						Yes	No	Planned to be rolled out in June 2024
	2.4.4 # of Anticorruption measures for improved transparency & accountability implemented	Commission Reports	0	2020		1	1		1	3	0	Plans are in place with UNODC to support the ACC in developing their policy and reviewing guiding legislation in 2024
	2.4.5 Key electoral amendments as identified in the 2018 EBC National Elections Report implemented	Commission Reports	No	2020						Yes	No	UNDP provided convening support to discuss election reform priorities., which ultimately led to some reforms taking place. However, only a few of the recommendations of the 2018 EBC National Elections Report have been implemented.

3.2.2. Multi-Year Workplan by Project

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Year					RESPONSIBLE PARTY	MIDCYCLE PROGRESS TO-DATE	
		Y 1	Y 2	Y 3	Y4	Y5		Progress	Comment
Project 1: Strengthening Parliamentary Oversight and Accountability Institutional Mechanisms project (Implementing Partner: Parliament)									
CPD Output 2.1 Capacities developed across whole of government and Parliament to integrate SDGs and human rights including gender equality into national planning and budgeting <i>Gender Marker: 1</i>	2.1.1 Develop Eswatini Parliament Strategic Plan 2021-2025	X					Parliament	Complete	
	2.1.2 Host consultative forums/ meetings/ workshops for Strategic Plan 2021-2025 design and implementation (pre-plan and post-plan)	X					Parliament	Complete	
	2.1.3 Undertake a capacity assessment review of the Parliament to support the implementation of the Strategic Plan, SDGs oversight and citizen engagement			X			Parliament	Ongoing	To be completed in early 2024
	2.1.4 Training modules developed for the MPs on the national planning and budgeting framework; SDG monitoring; monitoring gender and human rights and key other areas	X	X	X	X	X	Parliament MEPD	Ongoing	Inductions for new MPs (Q4 2023) and new portfolio committees (Q1-2 2024) are ongoing. Presentations will be collated to create a training package for future use.
	2.1.5 Develop joint oversight - accountability – citizen engagement/participation strategy and action-plan for institutions with constitutional mandates in providing oversight and accountability functions under leadership of Parliament		X				Parliament	No information available to evaluation team	
	2.1.6 Facilitate regular meetings and strengthen capacities to implement the joint oversight-accountability strategy and action plan		X	X	X	X	Parliament	No information available to evaluation team	
	2.1.7 Undertake a targeted capacity assessment review and develop a capacity building action-plan for the Parliamentary Budget Office and Parliamentary Budget Committee			X			Parliament	No information available to evaluation team	

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	2.18 Undertake capacity building and institutional strengthening support to roll out capacity assessment of the Parliamentary Budget Office and Parliamentary Budget Committee recommendations			X	X	X	Parliament	No information available to evaluation team	
	2.1.9 Organise training programme for strengthening capacities of parliamentary service staff				X	X	Parliament	No information available to evaluation team	Not yet due
	2.1.10 Organise south-south cooperation for Parliamentary Service Staff with special focus on citizen engagement				X	X	Parliament	No information available to evaluation team	Not yet due Legal Aid Unit staff took part in a South-South exchange and learning visit
	2.1.11 Support Parliament in fully implementing e-Parliament as an alternative to physical settings	X	X				Parliament	Challenged	Parliament and UNDP successfully implemented e-Parliament system, but it is not currently operational due to the need for additional equipment and licenses for new MPs
	MONITORING 2.1.12. IPs submit quarterly monitoring reports 2.1.13. IPs attend quarterly M&E Reference Group meeting	X	X	X	X	X	Parliament	Ongoing	
Project 2: Digital Solutions for improved services and implementing SDGs project (Implementing Partner: MICT)									
CPD Output 2.3 Use of digital solutions enabled for improved public services and other	2.3.1 Conduct detailed digital process mapping and needs assessment of the key government businesses: fiscal management; aid coordination and regional integration		X	X			MEPD MICT	No progress to-date	Plans are in place to implement this activity in 2024.
	2.3.2 Develop digitalization strategy for government and facilitate implementation of strategy		X	X			MEPD MCIT	No information available to evaluation team	Plans are in place to implement this activity in 2024.

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government functions in implementing the SDGs. <i>Gender marker:2</i>	2.3.3 Develop an in-country monitoring online solution for tracking reporting to international treaties and their recommendations (such as NRTD)	X	X				MOJCA	Ongoing	
	MONITORING	X	X	X	X	X	UNDP	Ongoing	
Project 3: Strengthening institutional capacities for rule of law, transparency, and access to justice project (Implementing Partner: MOJCA)									
CPD Output 2.4 Capacities by key rule of law institutions at national and regional levels (Tinkhundla) strengthened for transparency, ease of doing business and equal access to justice. <i>Gender marker:2</i>	2.4.1 Inter-ministerial mechanism (NMRF) convened for coordinating national preparations for the development/review of: (1) The Universal Period Review Report; (2) The International Covenant on Economic, Social and Cultural Rights; (3) Conventions on the Rights of Persons with Disabilities; (4) Common Core Document; (5) CEDAW (6) Any other outstanding report to treaty bodies and ensure linkages between Human Rights & SDG planning, budgeting and financing	X	X	X	X	X	MOJCA	Ongoing	
	2.4.2 Facilitate policy, institutional guidance framework for establishment of Commercial Bench ⁴	X	X				JSC MOJCA	No information available to evaluation team	
	2.4.3 Undertake refresher programme on commercial adjudication for judicial officers and researchers		X		X		JSC	No information available to evaluation team	Not yet due
	2.4.4 Map gaps along with analysis of regional frameworks associated with commercial and company matters to support ease of doing business and increase private sector space in economy		X	X			MEPD MOCIT	No information available to evaluation team	

⁴ Operational and staff requirements will be covered as part of the regular judiciary allocations. UNDP partnership will focus on creating the necessary systems – policy and institutional guidance for launch of the Commercial Bench and strengthening staff capacities to fully operationalize mandates of the Bench including access to appropriate subscription for three years to online case resources.

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2.4.5 Specialised justice services to accelerate response to civil disputes – small claims courts and ADR mechanisms strengthened		X	X			JSC MOJCA	Completed	
2.4.6 Finalise Small Claims Courts Rules, training manual	X					JSC MOJCA	Completed	
2.4.7 Support Attorney General’s Office staff capacities in legal application and drafting to support economic growth orientation	X	X	X	X	X	MOJCA	No information available to evaluation team	
2.4.8 Develop a National Implementation Plan to strengthen the implementation of the Sexual Offences and Domestic Violence Act	X					CHRPA	No progress to-date	
2.4.9 Undertake capacity assessment of all justice sector actors to inform the development of the <i>whole of judiciary</i> digital case management system	X					CHRPA MOJCA	No information available to evaluation team	
2.4.10 Develop a digital case management system with full functional deployment; inbuilt cyber security measures and full operational control to designated focal point of MOJCA		X				MOJCA	Ongoing	
2.4.11 Strengthen judicial officers and MOJCA staff capacities in use of digital case management system		X	X			MOJCA	No known progress to-date	
2.4.12 Undertake assessment for launch of remote remand system	X					MOJCA JSC Law Society of Eswatini	Complete	
2.4.13 Deploy remote remand solution including hardware and software with full operational efficiency		X	X			MOJCA JSC Law Society of Eswatini	Complete	

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2.4.14 Strengthen staff capacities in management of remote remand system as well as full operational control to designated focal point of the judiciary		X	X			MOJCA JSC Law Society of Eswatini	Complete	
2.4.15 Organise final year law students specialising in commercial and company law exposure to commercial litigation through visiting lectures by leading authorities in commercial matters		X	X	X	X	UNESWA JSC	No known progress to-date	
2.4.16 Launch a national multi-sector and multi-media corruption prevention campaign	X			X		ACC	No known progress to-date	Not yet due
2.4.17 Review 2007 National Anticorruption Strategy and develop a new National Anticorruption Strategy		X	X			ACC	No known progress to-date	This activity was stalled by the Cabinet approval to merge the ACC and CHRPA, a process which, though not completed, UNDP has supported in 2022 and 2023.
2.4.18 Undertake a systems analysis of three key business processes with high public interface and develop anticorruption measures within business processes			X			ACC MoHA	No known progress to-date	
2.4.19 Amend and Finalize legal aid policy for access to justice to poor and vulnerable segments of population	X					MOJCA	Complete	
2.4.20 Develop strategic and operational plan for Eswatini Law Reform Unit / Commission		X				MOJCA	No known progress to-date	The AG's Office requested that they first conduct the AG's Office Strategic Plan before the Legal Reform Unit develop their own. This process is ongoing.
2.4.21 Develop platforms and implementation plan for digitalization of civil registrations services		X	X			ACC MOHA	Ongoing	Discussions and planning around this activity have begun.
2.4.22 Review of Immigration Act				X		MOJCA	No known progress to-date	Not yet due
2.4.23 Develop EBC Institutional and Capacity Building Strategic Plan 2021-2025	X	X				EBC	Complete	This activity was complete but without UNDP support.

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	2.4.24 Support EBC in review of electoral laws ⁵ governing areas identified in the 2018 National Elections Report	X	X				EBC AG Office	No known progress to-date	
	2.4.25 Strengthen EBC institutional capacities in electoral research, analysis and lessons sharing		X	X	X	X	EBC	No known progress to-date	
	MONITORING: IPs submit quarterly monitoring reports IPs attend quarterly M&E Reference Group meeting Physical verification of existence of systems Conduct a corruption perception Index	X	X	X	X	X	UNDP	Ongoing	
Evaluation	EVALUATION End of Portfolio Evaluation					X	UNDP	No known progress to-date	Not yet due
General Management Support		X	X	X	X	X	UNDP	Ongoing	

⁵ 2018 National Elections Report identified the need for review of the legal frameworks and identified in Page 11 elements for further consideration

Chapter 4: Contribution to Results

4.1. Relevance of UNDP's involvement and its approach

Evaluation Questions:

- How has the Governance Portfolio (GP) progressed towards achieving its intended outcomes?
- To what extent have these outcomes effectively advanced principles of good governance and sustainable development?
- Are human rights principles and standards adequately reflected and actively promoted within the planning and implementation of the GP, contributing to inclusive and equitable development outcomes?
- To what extent and in what ways are inter-linkages observed among the outcome interventions, both within program areas and in collaboration with other UN agencies and development partners, fostering synergy and maximizing impact?

In evaluating the relevance of the Governance Portfolio, the evaluation team sought opinions and information on the extent to which the portfolio's activities are in line with UNDP's mandate, national priorities and the requirements of the most left behind populations in Eswatini. With a special focus on UNDP's role, strategic offering and the principles of human rights, gender equality, and inclusion the relevance criteria also assess the appropriateness of activities within the Swati development context, the delivery approach, and the impact of UNDP support within the country's wider development. The UNDP Governance Portfolio is highly relevant to the context of Eswatini and its partnerships with government, civil society, and other parastatals. The portfolio focused on various aspects of governance, including promoting democratic governance, strengthening rule of law, enhancing public administration, and fostering accountability and transparency. In a country like Eswatini, where there is a need for strengthening governance structures and promoting inclusive decision-making processes, the UNDP's support in this area can play a crucial role. In view of the partnerships with EBC, CHRPA, Ministry of Justice and Constitutional Affairs, Legal AID etc. the tenets of the portfolio are relevant.

For the first time, good governance priorities and targets were included in the National Development Plan (NDP 2023- 2027) which widely recognises that governance challenges have an impact on sustainable development.⁶ The emphasis and recognition of good governance priorities, alongside climate change, into the overarching national development plan is a milestone and can be attributed to UNDP technical support throughout the drafting process. Despite being written in 2020-2021, the UNDP governance portfolio is therefore aligned with the NDP 2023/24-2027/28 in such a way that it provides easy alignment of activities and priorities.

In general, the support UNDP offers partners is a combination of technical support, often through consultants (strategic plan development, legislation and policy draftsmen, technical assistance) and support convening partners and stakeholders (venue, conferencing,

⁶ It should be noted, however, that the majority of good governance issues which are included in the NDP are in order to maximise economic growth and development, rather than for other goals, such as strengthening the observance of human rights.

transport) for various reasons. The Governance team also offer regular so-called “soft-support”, or guidance to government and other partners on issues of good governance and development. In less common instances, the UNDP governance portfolio provided equipment, software or other capital expenditure support. UNDP does not support the long-term human capital costs of its partners. According to the information gathered during key informant interviews, the UNDP has supported the development of strategies for various government departments and other entities which has improved the entities outcomes by providing a clear roadmap for achieving the objectives of strengthening governance and increasing accountability. The strategic plan documents have aligned the institutions to consider the principles of good governance and other cross-cutting issues. One partner was provided with technical assistance to facilitate institutional restructuring. This support included conducting skills audit, adapting to the changes in legal framework or other circumstances, or becoming agile in their operations. For instance, the UNDP support of the pilot of the digitalized remote remand facility has reportedly improved the effectiveness of the remand system, which, due to backlogs at the Magistrates Courts, led to offenders being held unduly on remand whilst they await a hearing, and then having to be transported considerable distances for a short, often procedural hearing. As discussed further below, the Government is reported saving significant costs in transporting the inmates to these remand hearings. Furthermore, the development of strategies for various government departments and other entities has reportedly improved the function of these entities by providing a clear roadmap for strengthening governance, efficiency and service delivery and increasing accountability. The strategic plan documents have aligned the institutions with the NDP 2023/24-2027/28 and incited their management to consider the principles of good governance and other cross-cutting issues in their everyday work.

4.1.1. Gender Equality, Inclusion and Human Rights Principles

Although not the only outcome outlined by the Portfolio Document, gender issues were directly addressed through support to trainings, community sensitizations and advocacy such as the launch of the National Gender Policy and the Strategy to End Violence 2022-2027. Several UNDP partners felt confident that their activities directly promoted gender mainstreaming and equality, including activities led by CSOs and the Elections and Boundaries Commission.

However, while some of the activities implemented under the Governance portfolio have indirect gender equality outcomes and/or directly engage women as beneficiaries, many are not primarily focused on gender equality outcomes.⁷ Examples where gender equality outcomes were primary concerns within programs included support to Kwakha Indvodza, WITAD, and EBC’s community trainings and so it is recommended that these types of interventions are scaled in the subsequent years. For instance, WITAD highlighted that some husbands, upon witnessing the positive impact of their wives’ participation in their programs, expressed a desire to join the sessions alongside their wives. They reported seeing value in

⁷ Although each project under the Governance Portfolio was awarded a gender marker (ranging from 1-3) at the conceptualisation stage, due to a lack of information provided, it was not possible to evaluate how these proposed gender markers were realised in practice.

the community-based sessions on GBV prevention and human rights and the noticeable positive changes they observed in their wives. In general, gender equality outcomes were not fully understood by UNDP programmes or partners. Several partners cited gender parity, female participation or their institution’s female leadership as examples of achieving gender equality within their programming. In other, partners misunderstood the concept of gender equality altogether. Finally, whilst most partners understand the importance of sex disaggregation of data, there is little gender analysis or interpretation conducted on results. For instance, the newly established Legal Aid Unit serves a majority of women as its inaugural clients but requires further capacity to be able analyse that data through a gender lens. As one respondent put it: “The data is there but it is under-utilized”. The focus on vulnerable populations acknowledges the disproportionate barriers they face in accessing justice and aims to address these disparities. Through legal aid, the portfolio strives to create an inclusive and equitable legal aid system that upholds the principles of non-discrimination and equal protection under the law.

In other instances, partners expressed concern that they were implementing with a traditional context and in some cases had to conform to the discriminatory practices of that location or structure in order to advance their mandate. Examples include government officials presenting in Parliament and CHPRA engaging chiefs on how to engage with female elections candidates in community settings. In the two CSO-led community-based activities, partners reported an intended or unintended outcome that men and boys supported the empowerment of women and girls was observed.

“The UNDP support played a crucial role in ensuring that the complaints from our clients are addresses and officers are capacitated on how to implement fairer treatment to clients and considering human rights. Out of the various activities we have observed a decline in complaints, with exception of a few a reported publicly in connection to politics”.

Respondent

“There is lack of political will from Government to support human rights. The challenge is more at Cabinet. Parliament is better. It is perceived that the UN agencies are the ones pushing the agenda on human rights, so we wish to train the cabinet with the funding agency not present or visible.”

Respondent

4.1.2. Portfolio Activities’ Alignment to SDGs

The SDGs remain a reference point within the UNDP Governance Portfolio activities, but from what could be determined within the scope of this evaluation, in few cases do they take a leading role in decision-making or reporting.

The evaluation assessed outcomes linked to outputs 2.1, 2.3, and 2.4, determining the portfolio's alignment with SDGs for each output. Output 2.1 focused on developing capacities across government and parliament to integrate SDGs, human rights, and gender equality into national planning and budgets. This aligns with SDG 5, aiming to achieve gender equality and

empower all women and girls, as well as SDG 16, which promotes peaceful and inclusive societies, ensuring access to justice and building accountable institutions at all levels.

Output 2.3 emphasized utilizing digital solutions to enhance public services and government functions for SDG implementation. This corresponds with SDG 9, which advocates for resilient infrastructure, sustainable industrialization, and innovation, and SDG 11, aiming to create inclusive, safe, and sustainable cities and human settlements.

In Output 2.4, the focus was on strengthening the capacities of key rule of law institutions for transparency, ease of doing business, and equal access to justice. This aligns primarily with SDG 16, which underscores the importance of promoting peaceful, inclusive societies, ensuring access to justice for all, and establishing effective, accountable institutions at all levels.

The evaluation established that Parliament has established the UN Parliamentary Committee on SDGs, which will ensure that parliament is contributing to the different thematic areas and there is participation as this is part of their mandate. This structure will track progress towards reaching the SDGs, although its activity has been stifled by the national election and subsequent reshuffle of parliamentary roles, meaning it has not sat since mid-2023. The portfolio has made significant strides towards achieving SDG 16, by empowering citizens with knowledge of their rights and facilitating access to justice for marginalized individuals. The Legal Aid has become a powerful tool for enhancing equity. As a result, a substantial portion of the population is better equipped to access services provided by the justice institution. Working knowledge of the SDGs among implementing partners appears to be mixed. Some IPs are leveraging on their strategic partnership with UNDP to better understand their role in contributing to the SDGs, as they see UNDP as being at the forefront of promoting the SDG agenda. Others experienced fatigue at the number of international instruments, strategies and frameworks within which they must work, and saw the SDGs as akin to those established by SADC or the AU, as at the periphery of the real work.

4.1.3. Good Governance Principles

This section offers insights into the evaluation of the portfolio's activities through the lens of the "Principles of Effective Governance for Sustainable Development" (2018) that have been endorsed by the United Nations Economic and Social Council to assist interested countries in building effective, accountable and inclusive institutions at all levels, within the framework of the 2030 Agenda.

4.1.3.i. Rule of Law

Within the period under evaluation, UNDP supported the development of the Legal Aid Policy, Legal Aid Bill, and stakeholder consultation for the amendment of the Legal Aid Practitioners Act, mostly through technical and financial support towards stakeholder consultation. The Ministry of Justice and Constitutional Affairs actively engaged stakeholders to ensure their input and feedback in the formulation process. A Legal Aid Seminar was held June 2021 and a Legal Aid Bill internal consultation meeting held May 2022. Through this support, the Legal Aid Unit reports being able to increase citizens' access to legal services and help them realize their constitutional rights to access justice although the number of people reached was not available to the evaluation team. Furthermore, though drafted, the required legislation (the Legal Aid Bill and Legal Practitioners Act Amendment Bill) has not been passed into law, limiting the roll-out of legal aid by government or other parties. For instance, due to the stall in the enactment of the Legal Practitioner's Act Amendment Bill, the Legal Aid Unit has not been able to execute its full duties, including case litigation and is resigned to awareness raising at present.

“Thanks to this collaboration, individuals in need of legal services, particularly the indigent, have received valuable assistance, and an increasing number of institutions are referring cases to the Legal Aid Office. This fruitful partnership has significantly contributed to the realization of access to justice for marginalized populations.”

Respondent

Through UNDP support, officers from His Majesty's Correctional Services have been capacitated on the fair treatment of offenders, in alignment with SADC and human rights convention protocols and, as a result, HMCS staff reported an observable improvement in the treatment and rehabilitation of offenders within the correctional system. This training was also aligned with the HMCS Regulations, developed with UNDP support, which it was reported has led to an observable decline in human rights infringements within correctional centres.⁸

4.1.3.ii. Participation and Leaving no one behind

Through supporting partner outreach programmes (EBC, WITAD, Kwakha Indvodza), UNDP has been able to engage some members of the public, but in general, work has been upstream, which limits meaningful participation. Several partners spoke about poor legal and human rights literacy in general population, especially in rural communities and so it may be possible for UNDP to explore supporting programmes which aims to increase knowledge on human rights, corruption issues, and the importance of access to justice.

UNDP has recently partnered with PEPFAR and several local LGBTQI+ organizations on a project entitled “We Belong Africa” to improve healthy and social service uptake among LGBTQI+ persons. However, being very recently rolled out, data and further information on this project was not readily available to the evaluation team.

⁸ However, it was also reported that cultural changes within HMCS require time and that some HMCS officers, particularly wardens working inside correctional facilities, were resistant to changing the way they regard incarcerated offenders.

Finally, commendable efforts have been made since the 2021 civil unrest to improve the participation of youth and women through the Youth Think Tank and Women’s Advisory Committee (see additional information below) but the outcomes of these platforms were not apparent to the evaluation team.

4.1.3.iii. Accountability and Transparency of the Governance Portfolio

There were times when respondents felt that the accountability of the decision-making and activities was not optimal, highlighting a need for clearer communication throughout the portfolio life cycle. For instance, although there may have been collaborative agenda-setting workshops in 2020 in order to identify the priorities of the CPD, several respondents, and especially CSO partners, felt that they had no part in the development of the Governance Portfolio.⁹ In addition, several partners causally mentioned a belief that the objectives or motivations of UNDP were different to that of government. One said: *“working with development partners is always a challenge. They have agendas as well and they report back to their principals, which are outside the country.”*

In one case, a CSO felt that their costed proposal had been submitted to UNDP, although there was no reply and the activity was then implemented by a government entity, with UNDP support.

4.1.4. Interlinkages between Outcomes and/or other UNDP Portfolios

Respondents reported that they feel that there is little overlap or synergy with the UNDP Inclusive Growth portfolio and that the two portfolio teams and partners act largely working entirely independently of one another, despite some of the government partners being partners under both portfolios and some individuals sitting on both Portfolio Boards. Some exceptions, which benefitted outputs from both portfolios, include the Eswatini Youth Employment Program (EYEP), the establishment of the Small Claims Court, and the nascent SEDCO and ESSCOM activities on digitalization and decentralization of service delivery points through establishing community-based “I-HUBS” to improve the ease of doing business. Finally, in late 2023, a new pilot project aimed at women in the energy sector was launched but there was little implementation on this within the period under review. Given the differences in funding and the cross-cutting nature of some of the outputs and planned activities, respondents felt that there could be further collaboration between UNDP staff and partners working on both portfolios, and that that would lead to greater time and costs-efficiencies.

Activities which feature within the Portfolio Document, but which have yet to be implemented, such as those under Output 2.3 may improve this perception as digitalization certainly serves both outcomes.¹⁰

⁹ This may be attributed to staff turnover amongst partners as several respondents were not in their current roles in 2019/2020.

¹⁰ These activities under Output 2.3 are likely to be implemented with funding expected in 2024

4.2. Effectiveness *(in contributing to the achievement of outcomes)*

Evaluation Questions:

- How has UNDP, in collaboration with your organization, demonstrated effectiveness in delivering results within the designated timeframe? What observable changes can be attributed to this collaboration?
- Have the skills acquired through UNDP-supported capacity-building initiatives been successfully integrated into your organization's day-to-day operations to ensure sustained efficiency and resilience in the face of future challenges? If so, how?
- Does the existing institutional capacity align with the requirements for implementing the UNDP Governance portfolio, considering the complexity and scope of the initiatives?
- What mechanisms are in place to assess and strengthen the capacity of the institutions involved in the UNDP Governance portfolio, and how have these mechanisms contributed to improved performance and sustainability?
- What institutional arrangements facilitate coordination and collaboration among relevant stakeholders, and how do they ensure a cohesive and integrated approach to portfolio implementation?
- How have these institutional arrangements adapted to emerging challenges and opportunities, demonstrating resilience and flexibility in the implementation of the UNDP Governance portfolio?

The evaluation found that, in general, the Governance Portfolio is effective in strengthening capacities within different entities to promote good governance. Although largely anecdotal, there is observed improvement in many areas of service delivery among government department, uniformity in operations and client engagement and improved literacy in using systems. Through implementing partners, the portfolio has promoted inclusiveness in areas of access to justice, human rights, accountability, institutional policies and guidelines. As a result, the majority of partners said that, despite challenges, they believed the collaboration with UNDP demonstrated an effective means of delivering mutually desired results within the designated timeframes, with evident improvements in their capacity, service delivery and infrastructure.

4.2.1. Capacity Building

Within its broadest definition, the majority of UNDP support could be seen to be positively contributing to the capacity of government actors to perform their roles transparently and effectively. As well as traditional capacity building activities such as trainings and workshops, (such as those conducted through the judiciary, EBC, CHRPA and others) this includes technical assistance, advisory support, strategic planning, learning exchange visits, the procurement of equipment and others. As these activities are explored elsewhere in this report, this section focuses on traditional capacity building support.¹¹

¹¹ It should also be noted that this evaluation did not include an assessment of current partner capacity to implement the UNDP Governance Portfolio and so there can be no conclusions in this regard. It is further noted that there was no evidence that the UNDP conducted its own capacity assessments of implementing partners to determine their capacity to implement effectively or their capacity needs, which may be a risk and a suggested means of strengthening future programming.

UNDP supported the venue and conferencing costs of judiciary training sessions on new legislation, including the Income Tax Amendment Act (2023), and Small Claims Court Act (2011) and even new application modalities of the Administration of Estates Act (1908). These trainings were aimed at enhancing service delivery and improving legal knowledge among the 27 judicial officers in attendance. It was reported that these trainings resulted in increased uniformity in application and improved customer care, contributing to better efficiency within the judiciary, although it did not appear to the evaluation team that outcome indicators were established, nor outcomes harvesting conducted after these trainings to assess implementation or impact. In addition, the judiciary reported that these trainings also led to a higher number of Taxing Masters and several Practice Directives from the Chief Justice, both of which will improve the efficiency and relieve the backlog within the court system.¹²

In collaboration with the UNDP Accelerator Lab, the Governance Portfolio also provided training support and infrastructure for the Remote Remand Pilot Project, resulting in the successful initiation and pilot of remote remand facilities at Sidvashini Correctional Services and Mbabane Magistrate Court. It was reported that this project was very successful, and the remote remand system reduced government transportation and personnel costs, improved safety, and enhanced respect for human rights by eliminating the need to transport suspects to court.

Through the partnerships with civil society organizations WITAD and Kwakha Indvodza (KI), the portfolio was able to reach 85 and 490 people respectively (mostly girls and women) with community-based skills trainings in areas such as gender equality, gender-based violence, power dynamics, human rights, financial literacy, business planning. Both Kwakha Indvodza and WITAD continue to implement (after UNDP support) in the same communities as targeted in 2022, indicating sustainability and commitment to those most left behind. These trainings were cost-effective and represent a compelling counterbalance to the upstream support offered to government. Following the KI trainings, which reached 490 people from diverse partners from REPS, HMCS and CSO partners to the Eswatini Women's Football Association, the organization conducted a 3-month post-training outcome evaluation, the results of which were shared with UNDP, and which may represent the only outcome data collection outside of this evaluation.

Finally, the development of the legal aid policy framework has been a notable achievement, and the Legal Aid Unit has been established to provide crucial legal aid services in the future. UNDP support was crucial in both the technical assistance and the equipment and furniture support. However, the current lack of legislative framework remains a risk for the Legal Aid Unit, as without this, the department is working outside of mandate (this has been seen before with other specialist human rights institutions like CHRPA and the ACC. However, the evaluation team were assured that dedicated efforts are underway to ensure that the

¹² For instance, while the Small Claims Court was established to reduce the backlog at Magistrates Courts, it was discovered that garnishee orders needed to be referred back to that level for application. Through the UNDP-supported workshops hosted by the Judiciary, Judicial Officers, including Magistrates were able to solicit a Practice Directive to streamline this process, pending legislative amendment.

necessary laws are promptly enacted as soon as possible, at which point the unit will become fully operational.

4.2.2. Collaborations and Strategic Partnership

When discussing the origins of the partnerships under the governance portfolio, it was reported that there were several instances of UNDP approaching government partners to support or accelerate existing programs. In others, partners had existing workplans which they were able to use to solicit UNDP support. In both instances, this represents a willingness to align the UNDP's strategic offering to Eswatini with government

"This portfolio sometimes feels like a 'good government' Portfolio rather than 'good governance'"

Respondent

entities' own priorities and strategic plans. Furthermore, by actively seeking new partnership and existing programming which they can support, scale or accelerate, it could be said that UNDP has challenged the traditional power dynamics which exist between "donor" and recipient, reinforcing the notion that UNDP and other UN agencies are *partners* in development. None of the partners engaged reported that they were pressured to reengineer their existing programs to align with UNDP's priority areas or CPD outputs. which they can support, scale or accelerate. In other instances, partners reported that they approached UNDP in 2020 and 2021 (throughout the development and finalization of the CPD) to inform them about their plans for next five-year period and that they continue to write letters of request for support, in a traditional manner. In some cases, partners were referred to UNDP by other UN agencies (especially UNICEF, UNFPA) whom they had contacted for support. In some cases, new partners were referred to existing Responsible Parties, such as MOJCA, for alignment with similar work. This gives the Responsible Parties more control over their assigned output and minimises duplication, as well as creating new partnerships and efficiencies amongst government entities.

Once the partnership had been established, there was a fair understanding among the IPs that partners will need to follow and conform to UNDP policies and procedures. While many informants found that UNDP processes are more complex and generally take longer than their own institutions, there was mixed opinions as to whether this was a strength or weakness of the partnership (for more on procurement and adherence to policy, please see section 4.3 of this evaluation).

Through collective planning and coordinated programming, the portfolio has fostered collaborative program implementation among stakeholders and UN agencies, demonstrating

"I wonder if it was necessary to separate agencies [RCO and UNDP]. We don't see the coordination. The idea of "One UN" is still not realised"

Respondent

attempts to achieving a "One-UN" approach, as well as resilience and flexibility in adapting to emerging challenges and opportunities. For instance, since the inception of legal aid, the office has effectively collaborated with the OHCHR office in Pretoria, South Africa, along with UNDP Eswatini, to conduct regional roadshows and outreach activities. During these activities, the Legal Aid Unit has also worked in

conjunction with the CHRPA to ensure that the people on the ground receive holistic legal information. This approach has fostered synergies and assisted the office to leverage the extensive resources provided by the UN and other partners

4.2.3. Portfolio Board and Oversight

The Governance Portfolio Board is made of different members from the various sectors, including government ministries, parastatals and members of the civil society, in order to ensure a comprehensive and inclusive approach to service delivery. Being the first time, such a Portfolio Board has been constituted, several informants stated that the oversight of the portfolio was now clearer and more transparent, leading to a more effective oversight of the portfolio. However, there were a number of informants who believed the Portfolio Board was not yet operating at its potential efficiency, in either achieving transparent participation, control or oversight functions. Respondents were almost unanimous in their feedback that the communication with and among board members was suboptimal.

“Having the other PSs as part of the board has been positive step - they have taken interest in what is happening and are active in attending meeting and holding members of their Ministries (and others) to account. Before it looked like a UN and MEPD thing which raises questions of the authority of ministries etc.”

Respondent

“Having the Ministry of Justice as the Chair [of the Portfolio Board] is helping and most of the issues of governance reside under that ministry (ACC, CHRPA, Legal Aid, NMRF)”

Respondent

Timely organization was also seen as a challenge, with board packs and prerequisite reading are often not delivered to Portfolio Board members in enough time for review in advance, inhibiting the efficacy of the meeting. Reporting was said to be ad hoc and anecdotal. In another case, a board member recounted partners would present the same progress update report as previously submitted several months prior. Furthermore, some respondents questioned the mandate of the board, citing that Portfolio Board members are in conflict as they are also advocating for further support for their own ministries or entities. Several respondents recalled that some measures were taken to emphasize the objective role of Portfolio Board Members, but that “it was only natural for each member of the board to look out for their own [institutions]”.

“When they present activities, the emphasis is that we are not acting or reporting at individual capacity or as Ministries, but as board members. As such, though each member of the board is aware of their role to compete for resources, the board is controlling the competition”

Respondent

In addition, some partners expressed that the make-up and agenda of the Portfolio Board reinforces the conception that UNDP works too closely with government, leaving little opportunity for the active and meaningful participation of civil society or other entities.

These challenges led some respondents to question the role of the board in real decision-making and oversight stating that the board did not make substantive input into the direction of the portfolio, either at its design or since, but rather approved the decisions of UNDP Governance staff members. While the Portfolio Board was not established for the drafting process of this CPD, now that it is constituted, it may meaningfully contribute to future cycles.

“They [government] still think good governance is somebody trying to control you, especially when this message comes from a development partner. The government thinks you are talking about political governance, yet it goes beyond that”

Respondent

4.3. Efficiency (in delivering outputs)

The evaluation of the UNDP Governance Portfolio identified challenges pertaining to efficiency, particularly concerning timeliness, stakeholder engagement, and communication between UNDP and key stakeholders. Regarding resource utilization, cost-effectiveness, and adaptability, partners did not report challenges, likely due to their limited involvement in direct financial management, as UNDP handled procurements on their behalf. This approach facilitated efficient resource management. Another aspect of efficiency involves responsiveness to changing circumstances, enabling flexible implementation of the work plan outlined in the UNDP CPD. The approach demonstrated adaptability during the COVID-19 pandemic and civil unrest. However, there is room for improvement in enhancing results delivery and maximizing the impact of programs and interventions. Below are some of the key issues identified by partners at mid-term:

4.3.1. Efficiency of Implementation

Respondents in this evaluation affirmed that the implementation of activities was generally progressing towards achieving project outcomes. However, the annual budget cycle notably affected the timely execution of planned activities, with many partners citing that they are often asked to implement activities in six months or less, rather than the full 12 months within the annual budget cycle.¹³ Partners also expressed confusion as to why processes like report and proposal reviewing takes a long time and why disbursement is often as late as May or June each calendar year. While institutions hold the primary responsibility for ensuring activities adhere to designated timelines, partners often felt that they were unduly pressured to implement within an unnecessarily short timeframe.

¹³ Although some financial reporting was shared by the Governance team, it was not possible to ascertain the financial efficiencies of the Portfolio, as the reports were unclear as to which project or activity was being supported.

When asked about the composition, capacity and efficiency of the UNDP team, partners were complementary, with many citing how dedicated and committed the team appear to be. Many stated that they felt the governance team to be too small, especially given the travel demands put on them, and that this led to some of the communication challenges highlighted elsewhere in this evaluation. When asked, most partners felt that there was enough potential value-add to justify adding at least one person to the governance team.

“Unless you get the holistic view, you will not understand the work that the UNDP does. It will seem like the balance [of their programming] is not there.”

Respondent

Notwithstanding these efforts, the portfolio has experienced challenges outside its control which have hindered the efficacy of the portfolio and the achievement of its desired outputs and outcomes. For example, although there are a notable number of Bills at various stages of drafting which propose strengthening the human rights and gender equality framework in Eswatini, the enactment of these has been slow. These include the group of six so-called Family Bills, the two legal aid bills, the Code of Conduct in Leadership Bill, and legislation which mandates the ACC, among others. In some cases, the dissolution of parliament prior to the 2023 national election before impeded progress on tabling and debating these bills, and the gains made in lobbying for them may have to be repeated to pass them through a new parliament.

However, concerns were raised about procurement processes, with delays and logistical issues hindering operations for some partners (see section 4.3.3). While a few partners expressed satisfaction with procurement experiences, the majority cited dissatisfaction, underscoring the need for improved processes and clearer communication channels to enhance collaboration and trust between UNDP and its partners.¹⁴

4.3.2. Communication and Collaboration (including overlaps in programming)

Partner and stakeholder communication was consistently reported as being delayed or absent, according to the majority of interviewed partners. Key communication such as workplan and budget submissions, funding requests, and other crucial updates were left unanswered for prolonged periods until follow-up was initiated. Additionally, significant developments such as staff changes or extended periods of leave were not effectively communicated to partners. One respondent emphasized that the first indication of a staff change was often an email autoreply, highlighting a clear gap in communication expectations.

“The communication is getting worse; a venue is procured without engaging us [to check] if the timeline will work for our calendar”

Respondent

¹⁴ To streamline processes and alleviate burden on the UNDP team, several partners proposed that UNDP allow partners to source the required number of quotations from suppliers and present these to UNDP for action. However, as this approach is not permitted under the UNDP procurement processes, this has been omitted from this evaluation.

In addressing the issue of potential isolation among development partners, particularly within Government Ministries or entities, it is evident that while such exclusivity exists to a lesser extent compared to other countries, there remains a need for improved coordination and collaboration. Despite occasional competition among development partners, there is a growing recognition among bi- and multi-lateral organizations of the necessity to work together more effectively. For instance, engagements with the EU have highlighted the importance of recognizing each partner's strengths and fostering collaboration rather than competition. It is emphasized that partnerships, especially with key agencies like UNFPA and UNICEF, should prioritize collaboration to maximize impact, particularly in fulfilling mandates related to youth empowerment.

Regarding the influence of established partnerships on program progress and outcomes, there have been notable strides towards adopting a collaborative approach, as seen in initiatives such as the joint planning meeting (held in 2024) and proposed breadbasket approach with partners like the EU, World Bank, and UNICEF. This collaborative effort is anticipated to yield significant outcomes, with tangible results expected by 2024. However, there remains room for further improvements in leveraging partnerships to optimize program outputs and overall outcomes, emphasizing the importance of continued collaboration and coordination among all stakeholders involved, especially in common areas such as gender equality and inclusion, human capital development and skills for employability.

“Although there are additional staff now, I feel they are over stretched. It is hard to tell who is responsible for what.”

Respondent

The lack of clarity of UNDP governance team focal persons for specific activities was a concern raised by partners, with many expressing confusion about whom to contact for particular matters.¹⁵ Some partners resorted to copying everyone in the governance team on all emails to ensure that their communication reached the appropriate individual. This oversight led to frustration among partners and undermined their

confidence in UNDP's commitment and reliability. Moreover, it was unclear on what agreement the UNDP partnership and support of many entities was based, as Letter of Agreements (LOAs) were only established between UNDP and two Responsible Parties, Parliament and MOJCA. Acknowledging that this may be deliberate as the Responsible Parties act as guarantor for activities under their given output, the conditions of partnership were not clear to the evaluation team (or even some IPs).

Despite these challenges, some partners reported that they have experienced effective, friendly communication and a sense of partnership with their UNDP point of contact.

¹⁵ This issue also features as an area of improvement within some UNDP reports including the Advocacy Associates Annual Report, dated December 2022.

“UNDP has upped their game”. We discussed to have a steering committee and the UNDP supported it which engages the various ministries to avoid overlaps. Since we are a dynamic institution, we need to address the issues of timelines as most of our activities are impacted by state duties. Nevertheless, we hope not to overburden UNDP and we diligently execute so that we can see the outcomes”

Respondent

4.3.3. Monitoring, Evaluation, Learning and Reporting

Reporting to UNDP was described as irregular, with reports compiled based on activities but lacking structured follow-up or acknowledgment from UNDP. Although there is a reporting template, some partners advocated for more structured reporting mechanisms and proactive engagement with partners to ensure effective communication and accountability.

Knowledge management and storage at UNDP could be enhanced. From conversations with the team, files and documents appear to be filed in an unsystematic manner, often in personal rather than centralized or shared drives, and labelled without clear protocol. This results in documents not being readily available to team members, leading to unnecessary time wasted in searching for essential information.

Although there have been some improvements in Results-Based Management (RBM) over the first two years of this cycle, there is still a need for greater appreciation of RBM principles and outcomes harvesting and analysis within UNDP and IP reports. Some partners expressed concerns that activity reports were not thoroughly reviewed or acknowledged, with important insights and context sometimes overlooked or oversimplified in UNDP and/or Results Group reporting. Additionally, some partners, especially within government, struggle with understanding Monitoring, Evaluation, Reporting and Learning (MERL) terminology, which poses a barrier to effective reporting.

Despite these challenges, there have been notable advancements in MERL procedures, with UNDP supporting benchmarking activities to learn from regional best practices for more efficient development of operational procedures and frameworks. Furthermore, the recent audit conducted by UNDP in 2023 reflects a commitment to enhancing the alignment of outcome indicators and strengthening monitoring and evaluation processes. The recruitment of a Monitoring & Evaluation, Reporting & Learning (MERL) focal person is seen as a significant step towards bridging gaps in MERL and enhancing capacities among UNDP partners. Additionally, improvements in the quality of Results Oriented Annual Reports (ROARs) between 2022 and 2023 indicate a positive trend in the team's capacity and attention to reporting processes.

4.3.4. Risks Mitigation and Adaptive Management

The 2020-21 COVID-19 pandemic, frequent civil unrest in 2021 and resultant lockdowns limited some community-based activities, kept key actors at home and restricted movement between locations. Consequently, certain activities could not be carried out due to safety precautions, leading to underperformance on some indicators. Nonetheless, some outcome and output level indicators were achieved at the mid-term level.

Several UNDP staff members attested that the Portfolio Board reviewed the emerging situation throughout 2021 and 2022 and did not see it necessary to alter the program, but rather to make additions, or minor adjustments regarding time frames. This included the addition of the Crisis and Stabilization Recover project¹⁶ and the realignment of some activities to emphasize the importance of creating spaces for participation of women and youth and discussing uncomfortable issues. While this shows some adaptive management, and the majority of participants felt that this was sufficient, there was a feeling among partners that UNDP and the Governance Board could have made more decisive adaptations to the portfolio, to meet the needs of the changing context.

UNDP supported the development of the e-government in response to the COVID-19 pandemic. UNDP's response to this pandemic was part of the UN family response strategy to Government's identified needs under the National Response Plan. It is also consistent with WHO's 'COVID-19 Strategic Preparedness and Response Plan'. UNDP's support is about safeguarding the SDGs with focus on vulnerable population and those left farthest behind.

UNDP also established the Youth Think Tank and the Women's Advisory Committee.¹⁷ Although there was a plan to establish a hub, this was hindered by the risk of structures being set on fire during the civil unrest. There was a projected activity for the Youth Parliament Programme and the women's parliament caucus to serve as instruments in addressing youth and climate change issues.

More recently, the Governance Portfolio, in collaboration with strategic partners, carried out elections observation activities with the objective of resolving public apprehensions over the constitutional right to free and fair elections. The report (although not available to the evaluation team) reportedly provided information on citizen's concerns civic education meetings conducted at traditional leadership residents and the UNDP promptly responded, contributing to what observers dubbed a free and fair electoral process.

One respondent mentioned that the UNDP country office faces challenges in mobilizing resources and even when it receives finances, some funds are allocated to specific activities. It appears that external stakeholders do not appreciate this, and this has resulted in negative impressions (and reputational risk) from partners, who generally felt that UNDP governance portfolio had significant budget (perhaps larger than in reality) and that the prioritization of certain activities was not due to limited resources.

¹⁶ Very little data was made available on this project, its specific activities or outcomes, although activities included in this evaluation may have fallen under this project.

¹⁷ Information on these structures, or their outcomes was not forthcoming and so the evaluation could not make concrete assertions of their efficiency.

4.4. Sustainability (of the outcomes)

Evaluation Questions:

- To what extent are the program achievements likely to be sustained over the long term, and what factors contribute to or hinder sustainability?
- Is there willingness and demonstrated ability from involved partners to independently continue program activities, integrate program practices, and allocate resources for sustainability?
- How can the Governance Portfolio best support long-term service delivery improvements in the interim?
- What structural adjustments would most effectively support long-term service delivery improvements within the Governance Portfolio, and what preliminary recommendations can be made to achieve this?
- As a partner, what recommendations would you make for improving the Governance Portfolio for the remaining CPD period?

Sustainability is defined as the likelihood that the project's outcomes and activities continue beyond the allocated time of the CPD. Since this is a mid-term review, some of the sustainability questions cannot be definitively addressed because implementation is still in progress and some results are not yet attained. Nevertheless, partners have mentioned that it will be feasible to sustain the activities because they are part of their work plans. Therefore, it is crucial to continue monitoring and evaluating the progress of implementation to ensure long-term sustainability. The ongoing stakeholder engagement and capacity building efforts will be essential to supporting the sustainability of the project beyond the CPD timeline. By proactively addressing any challenges or gaps in resources, the governance portfolio will increase its chances of long-term success. The portfolio sustainability strategy can map out potential initiatives whose outcomes can be sustained. The following factors that ensure sustainability summarize the different contexts of the evaluation:¹⁸

4.4.1. Human Capital

Several of the UNDP partners (Legal Aid, NMRF, Law Reform, CHRPA) are small government units or entities, with only a limited number of staff members. This affects their capacity to implement activities nationwide. Human capital, as a concept of sustainability, refers to the knowledge, skills, abilities, and experiences possessed by individuals within a population or workforce. It emphasizes the importance of investing in education, training, and healthcare to enhance the productive capacity and well-being of people, thereby contributing to long-term economic, social, and environmental sustainability (World Bank, 2019).¹⁹

Examining the current situation with some of the UNDP partners, there are evident human capital gaps to ensure sustainability. In some other partners, for example, CHRPA, vacancies

¹⁸ Note: The evaluation team could not find significant environmental sustainability considerations and so these have been omitted from the categories explored below.

¹⁹ (World Bank, 2009). Sustainable employment: Enhancing the role of human capital in development. World Bank Publishers

have been advertised but remain unfilled. Despite additional mandates, such as public administration, the process of filling these positions is excessively prolonged. This situation raises questions, not only on operations but on sustaining the offerings of the commission. Examples such as this demonstrate the notable challenges within the government in adopting and prioritising the support of human rights mechanisms and secure financial and human capacity which impedes the sustainability of the whole governance portfolio.

Under the new administration, the Deputy Prime Minister's Office (DPMO) expressed reservations about the pledging process, citing potential liability if commitments are not fulfilled. There are observed delays in the enactment of human rights and legal aid bills, which may on one hand be because of the change of office from the outgoing administration to the current one, but this also has a direct impact on sustainability matters especially in the facilitation of legal instruments to ensure continuity.

4.4.2. Social

Social sustainability involves a range of concepts that are essential for creating a thriving and equitable society. One fundamental aspect of social sustainability is social equity and justice, which involves ensuring that resources, opportunities, and rights are distributed fairly among all members of society. This includes addressing issues of inequality, discrimination, and ensuring access to basic services for everyone. Partners with showed evidence and/or potential for social sustainability are Parliament, REPS, HMCS, CHRPA, Legal Aid Unit and EBC, whose mandate is built on the promotion social equity and justice.

For example, parliament has established a UN Committee (soon to be the SDG Committee) that will ensure that the SDGs are implemented and monitored effectively. The committee will act as a centralized platform for communication and coordination among different stakeholders involved in the implementation of the SDGs.

Another critical concept of social sustainability is community well-being which also emphasizes the importance of democratic governance, human rights, and inclusive practices. These concepts are embodied or are supposed to be by the partners mentioned above and are collectively working in partnership with UNDP to promote transparent, participatory governance structures and upholding human rights for all individuals, societies can ensure that everyone has a voice in decision-making processes and that fundamental freedoms are protected. The governance portfolio embraces amongst others the concepts of diversity and gender equality.

For example, the collaboration efforts between EBC and CHRPA. A respondent stated that *"The presence of CHRPA to educate the public and chiefs on human rights, to demystify myths pertaining to freedoms to participate and to express oneself during an election benefitted the election process."* Those present and those who participated in sessions gained knowledge on these freedoms as enshrined in the UNDHR of 1948 and the Swaziland Constitution Act of 2005.

4.4.3. Economic (costing sharing and/or transition)

There are three (3) key components²⁰ that demonstrate economic sustainability in a in a short-term project: cost-effectiveness, revenue generation and scalability. The concept of cost-effectiveness ensures that resources are efficiently utilized to achieve goals within the allocated budget. Unfortunately an evaluation of cost-efficiency and therefore sustainability could not be conducted as only aggregated financials were offered to the evaluation team and these were not further broken down to activity or cost-type, nor were these expenses presented against the portfolio budget.

Parliament and MEPD reported that most of the activities implemented with UNDP support are co-sharing arrangements between the government and UNDP, which is encouraging for sustainability. The CHRPA and Legal Aid Unit also reported positively that most of their operating budget are now provided by government, rather than development partners. This marks positive steps in the formation of such entities.

The component of revenue generation, which speaks to implementing strategies to generate income or secure funding sources to sustain project activities beyond the initial funding period. None of the partners evaluated demonstrated this ability outside the support of UNDP. There is evidence of scalability in some of the activities implemented by UNDP partners. Scalability speaks to designing the project in a way that allows for expansion or replication to reach a larger audience or address additional needs without significantly increasing costs. Services offered by Legal Aid, HMCS, and CHPRA are scalable.

“The activities come with the government, so it makes it easy to sustain for an example of government assuming some costs. The legal aid, it got catalytic funding from the UNDP and the government is now running with it.”

“Cost-sharing agreement with UNDP demonstrates the willingness to share costs and look beyond the UN budget.”

Respondent

20 Purvis, B., Mao, Y. and Robinson, D. (2018) Three pillars of sustainability: in search of conceptual origins. Sustainability Science. ISSN 1862-4065

Chapter 5: Recommendations and Conclusions

The following Chapter provides recommendations from both the respondents interviewed as well as the evaluation team. The recommendations have been rigorously drawn from across the data collected

5.1. Respondents' Recommendations

The key informants engaged in this evaluation were able to make clear and ready recommendations to improve the partnership between the UNDP and its partner institutions. Several of these recommendations included increasing the scope or financial envelope of UNDP support to their entity, which, while valuable, is not the focus of this evaluation.²¹ Suggested areas of further partnership include:

- Advancing work which promotes gender equality and representation, addressing stereotypes, and encouraging women's participation in community meetings.
- Gender equality and addressing gender-based violence through capacity building, sensitization, and community engagement for both men and women.
- Technological and digital solutions, especially now that government is more open to these solutions than in previous years. This includes innovations such as the roll-out of electronic case management systems, expanding digital solutions throughout elections, digitalising and decentralising civic services under the Ministry of Home Affairs, and developing online legislation repository for judicial officers (and, eventually, wider public use).
- Increase outreach programmes to sensitize the public on human rights, gender equality, GBV prevention.
- Work with multiple stakeholders to improve to the consistent and transparent application of rule of law by law enforcement and ensure that the court mechanisms are friendly and accessible to all, especially vulnerable groups such as women. This will ensure that the country fully realizes the impact of recent legal reforms and initiatives, which protect those most vulnerable (SODVA, CPWA and PWDA).
- Have a clear target or indication of the resources to be committed to civil society and government partners. One respondent suggested that this amount be around 30% directed to civil society, and that this be reviewed and adjusted as per need throughout the portfolio cycle. Make it clear when developing country programme that certain objectives will be delivered by civil society, in same way as other UN agencies, and release clear open requests for proposals from organizations with clear capacity and demonstrable experience.
- The development of Correctional Services Officers Handbook that will provide all members of the force with the operational guidelines and key human rights issues or best practices.

²¹ Several partners requested further capital expenditure and infrastructure support, such as vehicles or laptops. In such cases, the evaluators used their discretion to determine the inclusion of certain recommendations.

- Multi-sectoral public awareness campaigns to promote the Sustainable Development Goals
- Strengthen the Youth Think-Tank structure to involve youth in decision making and political processes in the country.
- The finalize and roll-out of the electronic case management system to improve the function of the court systems and allow other legal departments to have access e.g. The Legal Aid Unit.
- Training on project management and M&E for personnel directly involved in the implementation of project activities.

In other recommendations, respondents highlighted ways in which the partnership with UNDP could be more effective in the remaining two years of implementation and beyond. These included:

1. To improve communication, the UNDP-Governance Portfolio should consider clarifying the designated focal point of contact for each of the different partners and establish a basic (one-page) set of commitments to communications, which will ensure that partners understand the various processes and approval and where their communication is within that process. This will facilitate timely, effective communication, ensuring that information and updates are shared with partners in a transparent and efficient way. For instance, there could be a simple commitment that UNDP governance team members will acknowledge communication within 48 hours of receipt and that they will inform the relevant partner of the next step in the process and the estimated time that this will take.
2. UNDP should regularly appraise partners on UNDP's priorities and mandate and to relate their activities and contribution to the CPD. Whilst this happens at Portfolio Board level, several partners were not well-verse on the CPD or how their activities serve it. This could be through a quarterly meeting where partners working on a particular output account or report through the Responsible Party to ensure alignment and progress against the Biennial and Portfolio Document workplans. Similarly, these platforms would be an opportunity for partners to share long-term outcomes and impact, including the impact of training or capacity building initiatives on practice.
3. There is also a need to balance the work done at government and local levels. The balance will include working with local government, municipalities, the media, civil society and academia, bringing a wider consortium of actors to strengthen governance and the potential for new partnerships and institutional arrangements.
4. It is recommended that UNDP should highlight and advise on best practices from Eswatini and the region to inspire and capacitate partner organizations and ensure success. For instance, in 2022 and 2023, Zimbabwe and Uganda rolled out those respective countries' first virtual court hearings, both supported by UNDP. Such similar activities implemented in different contexts offers opportunity to learning and sharing and the emphasis on shared best practice.

5. Frequent recommendations highlighted the need for improvement in the procurement process, emphasizing better communication and feedback to partners, as well as enhanced overall efficiency. This was particularly noted in securing conferencing packages for large meetings, given the complexity and dynamism of this process. Additionally, partners expressed a desire for increased opportunity to provide detailed specifications for the supplies they wish UNDP to procure. For example, one partner proposed the development of a standardized Request for Quotation (RFQ) document that partners can complete before approaching IEC suppliers, outlining all specifications and details of the desired communication materials. Such standardization would contribute to quality assurance and facilitate the procurement audit trail necessary for evaluating project financial performance.
6. Several partners, and especially those with more extensive UNDP support, requested further capacity in project management and MERL processes to improve data collection, indicator monitoring and the quality of reports.
7. There are not many development partners, including UNDP, who feel that they can hold government accountable for its implementation or the fulfilment of its pledges or commitments. This may contribute to a lack of accountability, transparency and compromise within service delivery. Some UNDP supported programmes “feel far away from the needs and interests of the citizens” as one respondent put it. Partners recommended that the UNDP could play a role in fostering an environment where government can work with transparency and improve service deliver. This can be achieved through considering how social media and technology can play a role in holding government accountable.
8. For technical support some partners mentioned how helpful it would be for UNDP to provide technical experts to enhance their mandates. For example, the Legal Aid felt they would have benefitted from technical support when revising and developing legislations after their benchmarking exercise, and human rights. Similarly, in the discourse of strengthening their foothold in ensuring the human rights space is agitated, CHRPA would have benefitted from learning from technical expertise from other UNDP partner countries for support and learning. This was highlighted as important in expediting progress and leveraging on learnings from those countries who are ahead of Eswatini.²²

5.2. Evaluation Team’s Recommendations

The review of the project results frameworks is essential for defining outcomes, outputs, and indicators, enabling governance portfolio program implementing partners to effectively track and measure change processes across different levels. However, the alignment between work plans and the Country Programme Document (CPD) often appeared incidental rather than intentional. To enhance the tracking of results at all levels, it is crucial for UNDP and its partners to align work plans, even when a partner is implementing a specific aspect under a

²² It is important to note that while South – South exchanges and other in-person learning platforms are popular, there are several ways to ensure that there is knowledge and experience sharing between countries in the region who may be further ahead in certain processes or outcomes than Eswatini.

particular indicator. This alignment ensures a cohesive approach to monitoring and evaluation, facilitating the comprehensive assessment of project outcomes and impacts.

Based on the findings of the evaluation recommends the following:

Recommendation 1: Improve MERL Mechanisms and Processes across the Portfolio Life Cycle

- Elevating the quality of monitoring and evaluation processes is important for UNDP, demanding accurate data collection across all endeavours to attain the objective set for the project at the outcome level. This approach to monitoring and evaluation not only crystallizes the impacts of UNDP's interventions but also shows that partners comprehend their ripple effects on communities and societies at large. By strengthening these foundational pillars of assessment, UNDP can unlock invaluable insights, unveil hidden opportunities, and fine-tune strategies with precision, thereby shaping a future where every initiative is evidence-based, every action is measured for impact, and every outcome is optimized for transformative change.
- The Governance portfolio is closely aligned with the Eswatini National Development Plan. However, the Portfolio lacks foundational documents such as the MERL plan, which will anchor the program at the outcome level and clearly delineate the roles and expectations of partners. There is a need to understand how all indicators should be clearly defined, SMART and tracking of progress should be result-based, rather than expenditure-based.
- Be more ambitious with establishing outcome indicators, in collaboration with partners, and to be better communicate the impact UNDP's support. For example, as part of the support for the remote remand pilot, UNDP could have commissioned a cost-saving analysis which would have created a strong business case to government for further scale up and adoption of remote remand. In another example, the support to establishing e-parliament systems could have had a target number of meetings or committee sessions conducted virtually each year, and even a projection of the outcomes of e-parliament in the future.
- Improve monitoring and evaluation and ensure that data is collected in all activities to ensure and outcome level perspective. At times UNDP could be bolder in its indicator development, the expectations of partners, DQA and in the variety of data collection methods employed. For instance, a training's impact could be tracked through a short three-month post training questionnaire or assessment of the integration of the training content into the daily tasks of the trainings, or through requesting partners to track how the training has improved performance or service delivery.
- As a pre-condition of support to a partner, UNDP should ensure that MERL processes are in place and that the implementing partner's team member(s) have a basic understanding of the MERL principles and processes necessary to report accurately and concisely on progress to UNDP. If sub-standard or unsubstantiated reports are submitted to UNDP, the implementing partner or Responsible Party should be requested to improve it and resubmit.

- Implementing partner data quality does not seem to be assessed or assured by UNDP. It is recommended that regular data quality audits (DQA) be conducted to ascertain the veracity of the data, by checking source documents, following data audit trails and triangulating program reports against the financial reports submitted.
- Strengthen Knowledge Management and Storage at UNDP through establishing a data and document clearing houses, reinforcing a file storage and labelling protocols and ensuring that all staff (especially new team members) are appraised on how the UNDP file storage system works. Senior management team members could perform regular checks on their team members storage arrangements.

Recommendation 2: Effective Communications and Ways of Working

- It is recommended that UNDP strengthens communications channels through more regular partner updates, disseminating reports and sharing successes. For instance, a monthly email update or simple newsletter, with links to the blogs UNDP regularly uploads to its website, will increase knowledge of the portfolio and create efficiencies in the future, as partners will have a clearer concept of UNDP's priorities and be able to contribute to future programming more effectively. This will also help clarify the various UN agency's portfolios and mandates, as some partners, especially CSOs, are currently far removed from the activities or results of the portfolio, and this creates further confusion on when and how to approach UNDP, or other agencies. By creating more platforms for UNDP-led and peer-to-peer engagement among stakeholders, UNDP could strengthen its network of IPs and encourage a culture of efficient, innovating and result-oriented partnerships.
- By offering external, guest invitations to Portfolio Board Meetings UNDP could attract different and valuable critique and insights into its programming from various sectors beyond the Portfolio Board and create a reputation for transparency and inclusion.
- While stakeholders generally appreciated the delivery model (DIM), including government ministries and other development entities, there is room for enhancing procurement procedures and ensuring timely responses to partner requests to mitigate inefficiencies and prevent partner frustration. Additionally, efforts should be made to enhance the function and efficiency of the Portfolio Board.
- Collaborations between the two UNDP portfolios need improvement to foster efficiencies and transparency. Coordination at both the Results Group (RG) and UN levels, as well as among UN partners, requires attention, with the current strength of the "One UN" philosophy being inadequate. Moreover, changes in staffing, particularly within the critical Deputy Resident Representative (DRR) role within UNDP, have seemingly impeded the strategic direction of the portfolio.

Recommendation 3: Develop a Transparent and Inclusive Partnership Strategy

- Developing a transparent and inclusive partnership strategy is paramount for fostering effective collaborations and ensuring equitable distribution of resources and opportunities among partners. However, the lack of evidence of a transparent

partnership strategy was noted, which adversely affects partners, reinforcing a dynamic of donor and beneficiary rather than promoting transparency and inclusivity. To address this, UNDP should establish a clear partnership strategy that emphasizes innovative collaborations between government institutions, other bi-lateral and multi-lateral agencies, UN agencies like UNDP and UNFPA, and civil society organizations to drive project implementation forward.

- Supporting and collaborating with civil society organizations (CSOs) is crucial for transferring knowledge, skills, and impacts marginalized communities. This collaboration arm of UNDP should work closely with smaller and marginalized communities, requiring increased budget allocation to ensure effective program delivery. These partnerships will extend community outreach efforts to educate the public on vital issues such as human rights, gender equality, and access to justice, serving as a watchdog to ensure government and human rights projects are implemented accountably and effectively.
- Furthermore, some CSOs are seen as more accountable and capacitated than some government institutions, making them valuable partners in promoting good governance practices. Recommendations include conducting capacity assessments of CSOs to identify those that may be capacitated, leveraging complementary activities that CSOs can undertake, and engaging organizations like CANGO as prime partners or guarantors for other CSOs. UNDP can leverage its strong relationship with the Government of Eswatini to broker and promote spaces for engagement between the government and civil society, enhancing collaboration and fostering meaningful participation. Additionally, initiatives like the Youth Think Tank and Women's Advisory Committee need enhancement to create platforms for meaningful participation and informed decision-making within the UNDP Governance Portfolio.

Recommendation 4: Continue to Promote Digitalization and Digital Solutions to achieve the SDGs and greater sustainability

- During and after the COVID-19 pandemic, focusing on digitalization was crucial for adapting and implementing digital approaches. Looking ahead, the portfolio should consider digitalization in various national strategies through digital solutions mapping as well as emphasising the role of technology in enabling the SDGs and improving efficiencies, service delivery and accountability and transparency. Examples include scaling the decentralized digital skills hubs in communities, the NMRF national recommendation tracking database, digitalizing rollcall at HMCS correctional facilities, the roll-out of the electronic case management system, among others.
- To strengthen the integration of Sustainable Development Goals (SDGs) into project activities, it is imperative to go beyond the broad framework of the 17 SDGs and delve deeper into their specific targets and indicators. This will enable partners to align their work more effectively with the SDGs and track progress towards achieving them. Moreover, sustainability should be incorporated as a mandatory component in partners' work plans, ensuring that projects are designed and implemented with long-term viability in mind. Additionally, there is a critical need to enhance understanding

of sustainability among partners, moving beyond notions of autonomy or financial support as sole indicators of sustainability. By fostering a comprehensive understanding of sustainability and embedding it into project planning and execution, partners can better contribute to the achievement of SDGs and promote lasting impact in their communities.

Recommendation 5: Leverage on UNDP's Comparative Advantage to Accelerate Outcomes

- Harnessing UNDP's unique position as both long-time partner of government and independent agency, presents a prime opportunity to adopt a more assertive advocacy stance, both publicly and behind closed doors, to expedite progress in human rights outcomes and serve as a vigilant guardian when human rights and the rule of law are compromised. Embracing this proactive approach demands a delicate balance of sensitivity and strategic foresight, yet the repercussions of UNDP's absence in these critical arenas could be detrimental, not only to the desired outcomes but also to the organization's standing among partners and human rights advocates. By leveraging its comparative advantage effectively, UNDP can significantly amplify its impact and uphold its commitment to advancing human rights and fostering accountable governance.

5.3. Conclusion

The evaluation has confirmed the successful implementation of the Participatory and Effective Governance Portfolio in 2022 and 2023. Despite the challenges highlighted in the findings, the partners engaged by UNDP demonstrated commendable dedication and effort in fulfilling their respective partnerships. It is noteworthy that partners were able to achieve their targets, notwithstanding some contextual and efficiency hurdles encountered over the two years in question. However, it should be noted that, while UNDP's contribution has been and continues to be invaluable, these outcomes cannot always be attributed to UNDP funds alone. There are several instances where outcomes were maturing through government and/or other partner efforts before UNDP's support. Nevertheless, UNDP's governance portfolio has been instrumental in accelerating various areas of national development agenda. Moving forward, the evaluation emphasizes the importance of implementing improvements and considering the recommendations put forth by both partners and the evaluation team. By doing so, we anticipate that the latter half of the portfolio cycle will proceed at a more expedited pace, and, it is hoped, without the contextual instability experienced between 2020-2022. Furthermore, continuous engagement between partners will be facilitated to address any challenges that may arise, ensuring that the remaining years of the current CPD yield enhanced outcomes. These efforts are crucial in effecting positive change in the human rights landscape, achieving the SDG targets and advancing the objectives of the UNDP Governance Portfolio.

Annexure

Annex 1: List of Participating Institutions.

Name of Institution
Commission of Human Rights and Public Administration (CHSPA)
Coordinating Assembly of No-Governmental Organizations (CANGO)
Elections and Boundaries Commission (EBC)
Eswatini Communications Commission (ESCCOM)
His Majesty's Correctional Services (HMCS)
Kwakha Indvodza (KI)
Ministry of Economic Planning (MEPD)
Ministry of Justice and Constitutional Affairs (MOJCA)
National Mechanism for Reporting and Follow-Up (NMRF)
The Legal Aid Unit
The Parliament of Eswatini
United Nations Development Programme (UNDP)
Women in Trade and Development (WITAD)

Annex 2: List of Documents Reviewed

1. UNDP Governance Portfolio Document, Effective and Participatory Governance. 2021
2. UNDP Effective and Participatory Governance Results Report. 2023
3. UNDP Draft Country Programme Document (CPD). 2011
4. Eswatini National Development Plan. 2023- 2027
5. UNDP Governance Outcome Evaluation Terms of Reference. 10 October 2023
6. UNDP Evaluation Guidelines. June 2021
7. UNDP Governance Portfolio M&E Plan
8. United Nations Sustainable Development Cooperation Framework (UNSDCF). Eswatini. 2021- 2025
9. The Kingdom of Eswatini Strategic Road Map. 2019- 2022
10. Eswatini Administration Estate Act. 1908
11. The Government of Eswatini. The Small Claims Court Act. 2011
12. World Bank. Sustainable employment: Enhancing the role of human capital in development. World Bank Publishers. 2009
13. The Kingdom of Eswatini. Strategic Road Map. 2019- 2022
14. UN Eswatini. Country Results Report. 2022
15. Kingdom of Eswatini. Post COVID 20 Economic Recovery Plan. 10 July 2020
16. The Kingdom of Eswatini. Revised National Gender Policy. 2023
17. The Kingdom of Eswatini. National Strategy on Ending Violence. 2023-2027

Annex 3: The Evaluation Tool (Questionnaire)

Semi-Structured Key Informant Interview Questions

At the beginning of the interview, the consultant will:

- Make introduction and outline the purpose of the assignment
- Thank the interviewee once again and outline the time commitment of the interview (approx. 45-60 minutes).
- Make assurances of anonymity, voluntary participation, use of data/recording and consent.

The following standard questions will form the basis of the semi-structured interview. It is expected that all seven lines of enquiry (numbered below) will be addressed within the 60-minute interview, although the interviewer may choose which sub-questions (listed as letters I, ii, iii etc.) he feels most relevant in each instance. These questions may also be complemented by partner-specific questions.

Introduction

- i. Please outline the key activities and/or areas of implementation, timelines and budget in your partnership with UNDP Eswatini's Governance Portfolio.
- ii. Please describe the outcomes you have achieved within this project cycle because of these activities?

1. Relevance:

- a. How has the Governance Portfolio (GP) progressed towards achieving its intended outcomes?
- b. To what extent have these outcomes effectively advanced principles of good governance and sustainable development?
- c. Are human rights principles and standards adequately reflected and actively promoted within the planning and implementation of the GP, contributing to inclusive and equitable development outcomes?
- d. To what extent and in what ways are inter-linkages observed among the outcome interventions, both within program areas and in collaboration with other UN agencies and development partners, fostering synergy and maximizing impact?

2. Effectiveness:

- a. How has UNDP, in collaboration with your organization, demonstrated effectiveness in delivering results within the designated timeframe? What observable changes can be attributed to this collaboration?
- b. Have the skills acquired through UNDP-supported capacity-building initiatives been successfully integrated into your organization's day-to-day operations to ensure sustained efficiency and resilience in the face of future challenges? If so, how?

- c. How well-defined are the roles and responsibilities within the current institutional arrangements for overseeing and executing activities under the UNDP Governance portfolio, and how does this clarity contribute to effective implementation?
- d. Does the existing institutional capacity align with the requirements for implementing the UNDP Governance portfolio, considering the complexity and scope of the initiatives?
- e. What mechanisms are in place to assess and strengthen the capacity of the institutions involved in the UNDP Governance portfolio, and how have these mechanisms contributed to improved performance and sustainability?
- f. What institutional arrangements facilitate coordination and collaboration among relevant stakeholders, and how do they ensure a cohesive and integrated approach to portfolio implementation?
- g. How have these institutional arrangements adapted to emerging challenges and opportunities, demonstrating resilience and flexibility in the implementation of the UNDP Governance portfolio?

3. Efficiency of Implementation:

- a. What factors influenced timely execution and adherence to timelines?
- b. How well were coordination and communication channels optimized among stakeholders?
- c. How efficiently were risks identified, assessed, and mitigated?
- d. Did implementation strategies align with the budget, and how were resources optimized?
- e. Were resources effectively utilized to achieve planned outcomes?
- f. How did monitoring and evaluation contribute to identifying and addressing inefficiencies?
- g. Were efforts duplicated, and how were redundancies minimized?
- h. How did adaptive management enhance implementation efficiency in response to changing circumstances?
- i. To what degree did adaptive management practices respond to changing circumstances or emerging issues where relevant?

4. Sustainability

- i. To what extent are the program achievements likely to be sustained over the long term, and what factors contribute to or hinder sustainability?
- ii. Is there willingness and demonstrated ability from involved partners to independently continue program activities, integrate program practices, and allocate resources for sustainability?
- iii. How can the Governance Portfolio best support long-term service delivery improvements in the interim?
- iv. What structural adjustments would most effectively support long-term service delivery improvements within the Governance Portfolio, and what preliminary recommendations can be made to achieve this?
- v. As a partner, what recommendations would you make for improving the Governance Portfolio for the remaining CPD period?

5. Partnership Strategy

- i. Has UNDP effectively collaborated with local and international partners to deliver good governance initiatives, and how has this collaboration impacted program objectives?
 - a. To what extent do current or potential synergies exist between the program and national partners' programs, and how have these contributed to enhanced outcomes?
 - b. Have any overlaps with existing national partners' programs been identified, and how has the program addressed these to maximize on the collaboration?
- ii. How have established partnerships influenced progress towards program outputs, and in what specific ways have they impacted overall outcomes?
- iii. How well-aligned is the partnership strategy with program goals, stakeholders, and contextual considerations, and what tangible outcomes have resulted?
- iv. How has the program design considered cross-cutting issues, and how has this influenced overall implementation effectiveness?

6. Human Rights

- i. To what extent has the initiative provided support to the government in promoting human rights?
 - a. In what specific ways has the initiative contributed to supporting the government in promoting and advancing human rights, and to what extent have these contributions been effective in achieving the intended outcomes?
- ii. How has the assistance provided by GP enhanced the government's capacity and efforts to promote human rights, and what measurable impact can be attributed to these collaborative endeavours?

7. Gender Equality

- i. To what extent has gender been systematically integrated into the design, implementation, and monitoring of projects within the outcome area, and how have these resulted in measurable positive changes in gender equality indicators?
- ii. To what extent has UNDP's GP support resulted in measurable positive changes in gender equality indicators, and how have these changes contributed to broader social and economic development goals?
- iii. Were there any unintended effects or consequences - positive or negative - associated with UNDP's efforts to promote gender equality through governance support, and how can these insights inform future strategies and interventions?

At the end of the interview, the Consultant will:

- Thank the participant(s) for their time and emphasize the value of their contributions
- (Re-)request supporting documentation (reports, results or other publications) and/or the contact details of other informants who may be able to provide further information in support of the evaluation.
- Offer the consultant(s) contact details should any additional important information else come to mind
- Inform participants that UNDP will be sharing the outcome evaluation report