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PROJECT DOCUMENT
Inclusive Economic Growth
CPD Outcome 1

Project Title: Participatory Poverty Assessment: South-South Cooperation in Swaziland Project
Project Number: 000109912

Sustainable Development Goals:

Primary Goal: SDG1: Ending all Forms of Poverty

Sub-Goals: SDG2: End Food Hunger **SDG3:** Good Health and Well-being **SDG4:** Quality Education **SDG5:** Gender Equality; **SDG 6:** Water and Sanitation; **SDG7:** Clean Energy; **SDG 8:** Decent Work and Economic Growth; **SDG16:** Peace, justice and strong institutions; **SDG 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

National Macro-Strategic Goals: Economic Prosperity and Infrastructure Development.

UNDAF Outcome 1.1: Youth, women and vulnerable groups opportunities for employment, income generation and sustainable livelihoods increased by 2020.

UNDP SP 2014-2017/CPD 2016-2020 Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

CPD Output 1.1.2: Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups.

Implementing Partner(s): Ministry of Economic Planning and Development (MEPD) – Aid Coordination and Management Section (ACMS), Poverty Reduction. Monitoring and Evaluation Division (PRMED), Central Statistical Office (CSO).

Start Date: April 2018

End Date: December 2018

Brief Project Description	
<p>The project seeks to strengthen communities' stronghold solutions for poverty alleviation by informing strategic national development as well as local actions that result in generation of sustainable income. The South-South Cooperation (SSC) development mechanism will be adopted for skills transfer and knowledge exchange between the Government of Swaziland (GOS) and the Government of India (GOI) to drive the Sustainable Development Goals (SDG) Agenda 2030, with focus on SDG1: 'End poverty and all its forms everywhere'. The SSC emphasizes that cooperation should be principled on needs-driven, effective partnerships, reciprocal with mutual benefits between the two countries. The core outcomes will be solutions for poverty eradication, generated through a participatory assessment process and improved national social assessment capacities for the Central Statistical Office (CSO) through undertaking of the second Poverty Participation Assessment (PPA). The project will have the following outcome result: Second Participatory Poverty Assessment Report with nationally drawn definitions and measurement of poverty parameters. In addition, the PPA Report will inform on strategic undertaking, and advise on the national, regional and local actions that will lead to accelerated investments for poverty alleviation.</p>	

Programme Period:	2016-2020
Project:	12 Months
Key Result Area (SP)	SS1: Poverty Eradication
ATLAS Award ID:	000110723
Project ID:	00109912
Start date:	01 April 2018
End Date	31December 2018
PAC Meeting Date	March 2018
Management Arrangements:	NIM

Total Resources	\$138,113.85	
	UNDP TRAC:	\$0.00
	Donor:	\$138,113.85
	Government:	\$0.00
	Crowd-funded:	\$0.00
Unfunded:		

Agreed by (signatures):

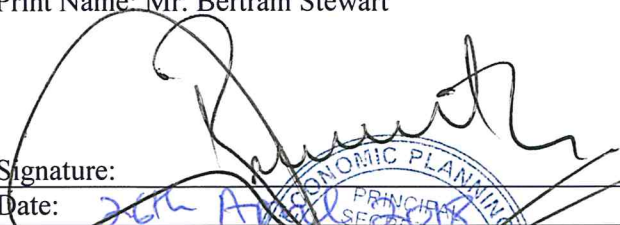

Government: Ministry of Economic Planning and Development (MEPD)	UNDP:
Print Name: Mr. Bertram Stewart	Print Name: Mr. Israel Dessalegne
	
Date: 26th April 2018	Date: 26th April 2018



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I. INTRODUCTION

1.1 Background

Growing global, regional and national sustainable development is increasingly planned for and managed by engaged citizens, in particular for poverty eradication. Swaziland is a landlocked country with a population of 1,093,238 people¹ with just over three-quarters of the population living in rural areas with wide-spread poverty, at 63%². Unemployment remains high at 28.1% with women and youth disproportionately deprived as demonstrated by the high inequalities (0.51 Gini Coefficient). The country lags others in economic performance in the SADC Region. The 2018 growth is projected at 1.3% succeeding a low performance of 1.6% in 2017. Production in Swaziland is mainly of a non-manufacturing nature, primary agricultural (sugar, crops) and apparel. Swaziland exports have not adapted well to the increasing demand in the market for high quality food and manufacturing products. Due to its narrow economic base, the country is vulnerable to macro-economic shocks, including decreasing external revenue³ and climate risks⁴. Additionally, development of the private sector in Swaziland is constrained by an unfavourable business climate which is characterized by weaknesses in investments and business establishment. Business opportunities lean towards the performance of the public sector, which together with limited entrepreneurial initiatives, consequences in poverty, impacting mostly in rural (78%) communities.

1.2 Poverty Participation in Swaziland – the Challenge

The adoption of the 2005 National Constitution Bill of Rights was to guide improved institutional capacities and participation of national citizens in sustainable development. The establishment of the Ministry of Tinkhundla Administration and Development (MTAD) aimed at enhancing the government's sustainable development decentralised outreach in the four Regions⁵ of the country with devolution through the 59 Tinkhundla⁶ and over 350 Chiefdoms. Bottom-up planning has been recently promoted through the Chiefdom Development Plans (CDPs) led by MTAD which facilitates engagement of the local traditionally-led structures. Communities discuss and roadmap their development actions. Several national investment mechanisms such as the Lower Usuthu Small-Holder Irrigation Programme (LUSIP) implemented under Swaziland Water and Agriculture Development Enterprise (SWADE), and the Strengthening Protected Areas System in Swaziland (SNPAS) implemented by the Swaziland National Trust Commission (SNTC) are enabling development of the CDP in over 50 Chiefdoms, leading to ownership of community-led income generating initiatives. This is however against national planning and budgeting which remains largely centralised, limiting integration of the people-informed and responsive resource allocation.

The Poverty Reduction Strategy and Action Programme (PRSAP) for 2007-2015 was developed as an instrument to advance the National Development Strategy (NDS), Vision 2022. The PRSAP recommended inclusive evidence-based planning through undertaking of national assessments including continued undertaking of the PPA. The government's efforts were to apply needs-driven approaches and promote policy reform aimed at increasing the participation of people in the processes of formulating and implementing policy for poverty alleviation.

The Swaziland Household Income and Expenditure Survey (SHIES) undertaken by the Central Statistical Office (CSO) is the national apparatus used to define and map the national poverty trends and adopts internationally approved definitions as well as the poverty-line status. While the government-led SHIES analysis is informed by households, the citizen participation is passive, only receiving information for implementation. To promote the involvement of the citizens in poverty assessments the first Participatory

¹ Population Census Preliminary Report, Central Statistical Office, 2017.

² Swaziland Household Income and Expenditure Survey, Central Statistical Office, 2010.

³ 2011/12 decreased Southern Africa Customs Union revenue.

⁴ 2014/15 El Nino-induced drought impact which accounted for 6.4% impact on the GDP.

⁵ The four regions of the Kingdom of Swaziland are Hhohho, Shiselweni, Manzini and Lubombo.

⁶ Tinkhundla are local administration constituencies.

Poverty Assessment (PPA) was undertaken in 1997 in the country led by the CSO. The aim was to better understand the needs of the poor and address emerging issues of poverty in a systemic manner. The report showed widespread poverty in Swaziland and hence the need to develop strategies and action plans designed to address it. The retention of institutional capacity to undertake subsequent PPAs has however not been facilitated over the two decades. There is also lack of the tools development capacity to facilitate the process within the CSO. This in turn limits the advancement of the socio-economic right in informing national development transformation with community-owned solutions.

Participatory Poverty Assessment

Many countries in Africa, Asia and Latin America adopted the PPA⁷ in the 1990s with an intention to produce qualitative research findings for dissemination to policymakers with information which represented views on poverty from the perspectives of the poor people. Such assessments quickly spread and evolved, developing in terms of both methodology and objectives, for example: the Participatory Poverty Assessment through Livelihood Analysis: Indian Case which provided insights on the Sohenkhera Village, Chittorgarh District of Rajasthan options for household incomes through establishment of a plethora of small businesses together with credit facilities for women economic empowerment; Uganda PPA Project (UPPAP), was designed as a three-phase process running over three years, beginning in 1998. Its objectives, were to enhance knowledge about the nature and causes of poverty and develop strategies for actions to; (i) build district capacity to plan for poverty reduction; (ii) develop a national system for qualitative poverty monitoring; and (iii) to establish capacity for participatory policy research in Uganda. A second PPA was implemented in September 2002 and its' aim was to; (i) deepen the understanding of poverty and poverty trends against the first PPA; and (ii) investigate people's experiences with selected government policies. Such an outcome was pitched against the first Participatory Poverty Assessment process and provided information on how local people deal with poverty from their perspective, particularly with regards to governance and the impact of policies on the poor, service delivery, infrastructure development, and the dimensions of poverty trends.

The GOS will undertake a second PPA with an intention to promote the inclusion of the citizen in informing the national socio-economic interventions that are needs driven. This information will further suggest locally-based interventions for poverty eradication. The second PPA will build on the previous assessment returns and integrate emerging sector issues through an adoption of South-South Cooperation (SSC) for knowledge exchange and skills transfer between India and Swaziland.

1.3 South-South Cooperation and Agenda 2030

South-South Triangular Cooperation (SSC) will be employed as a development tool to drive Sustainable Development Goals (SDGs) 1 with strong linkages to other SDGs, in particular those for socio-economic sustainability⁸. Along the principles of the SSC the intervention will emphasize on:

⁷ A Participatory Poverty Assessment A participatory poverty assessment (PPA) is an instrument for including the perspectives of poor people in the analysis of poverty and the formulation of strategies to reduce it. Its purpose is to improve the effectiveness of actions aimed at poverty reduction. PPAs are generally carried out as policy research exercises, aimed at understanding poverty from the perspective of poor people, and what their priorities are in terms of actions to improve their lives. PPAs can strengthen poverty assessment processes through: broadening stakeholder involvement and thereby increasing general support and legitimacy for anti-poverty strategies; enriching the analysis and understanding of poverty by including the perspectives of the poor; providing a diverse range of valuable information on a cost-effective, rapid and timely basis, and creating new relationships between policy-makers, service providers and people in poor communities. Department for International Development, UK, 2002.

⁸ SDG 1: Ending of forms of poverty; 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions; 1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions; Cross-cutting 1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.

- (i) Ensuring *mutual benefit* through knowledge and technical and skills transfer from the Government of India (GOI) to the Government of Swaziland (GOS). In turn, the GOI would draw lessons from Swaziland on how a small middle-income status economy has sustained growth over the years. In addition, information exchanged from the GOS Central Statistical Office on how centrally-based poverty assessments through the Swaziland Household Income Expenditure Survey have impacted policy and national programmes for both national and local livelihood solutions.
- (ii) Maintaining national development *sovereignty* in the process of engagement between the two GOS and the GOI for better stewardship of the suggested project outcomes.
- (iii) Increasing ownership and institutionalisation on undertaking social assessments by the Swaziland Government Central Statistical Office (CSO). Such would be maintained in the anticipated partnership growth between the two governments, beyond the project implementation.
- (iv) Creation of an exchange platform which promotes *equality* between the Government of India and the Government of Swaziland, stemmed on *non-conditionality* and *non-interference*, and influence achievement of outcomes.

II. OBJECTIVES

The overall objective of the project is to generate the perspectives and solutions of the people of Swaziland in the analysis of poverty. Emphasis will be on suggested actions to influence the status of poverty in the country through stronger linkages between sectors.

The specific objectives will be to:

- i. Establish a socio-economic multi-dimensional analysis in line with Sustainable Development Goals (SDGs), identifying the main trends, causes and remedial measures for poverty, ensuring linkages with other goals.
- ii. Determine progress made through the implementation of policies, programmes as provided for by the various national development strategies.
- iii. Enable discussions for prioritized actions by the local poor communities to accelerate poverty eradication in all its forms in the country. Projects and initiatives with direct beneficiation to the poor will be identified through a phased implementation modality.

Targeting:

The PPA will cover all the four (4) regions of the country Hhohho, Manzini, Shiselweni and Lubombo for: (i) an improved understanding of poverty in the Kingdom of Swaziland, (ii) ensuring that poverty reduction strategies reflect the priorities expressed by the poor, (iii) promoting a wide ownership of proposed solutions, and (iv) building capacity for poverty analysis and policy design.

III. STRATEGY

Along the new UNDP Strategic Plan 2018-2021, the United Nations Development Assistance Framework (UNDAF), and central to the UNDP Swaziland Country Programme Document (CPD), national transformation will lead to a more inclusive society, articulate with national development and providing the people 'living in poverty' with decision-making leadership in processes that will inform a significant undertaking in future development solutions.

SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development 17.3 Mobilize additional financial resources for developing countries from multiple sources; 17.3.1 Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget.

The strategic interventions that will be employed in the project will include the following:

1. Strengthening the national location and hosting of the PPA within the government's, Ministry of Economic Planning and Development-Poverty Reduction Monitoring and Evaluation Division MEPD-PRMED and the Central Statistical Office (CSO) to facilitate effective capacities for socio-economic research, will be enabled.
2. Providing technical and advisory support from the Government of India (GOI) to the Government of Swaziland (GOS), MEPD-PRMED and CSO through training for the Survey Team on PPA undertaking. Additional technical training will be provided on the tools to be employed for data collection, analysis and report writing from other institutions, namely the University of Oxford which has previously assisted other developing countries in this regard.
3. Mainstreaming gender in the PPAs undertaking. This will be enabled through a monitoring and evaluation (M&E) framework collating data and information and its analysis in a sex-disaggregated method, enabling women needs approaches and benefits.
4. Innovative data collating methods through use of geo-referencing technologies. This will strengthen the chiefdom development planning process by enabling geographic targeted interventions.
5. Knowledge exchange and management is at the core of the SSC-driven interventions: Technical expertise will be enabled from India to Swaziland institutions. Local trends and lessons will strengthen institutional knowledge-base through case-studies for both countries. Documentation of best practices and lessons drawn from the implementation of project activities will be undertaken.

IV. RESULTS AND PARTNERSHIPS

a) The Expected results for the UNDP Swaziland Country Office Country Programme Document 2016 – 2020:

UNDAF Outcome 1.1: Youth, women and vulnerable groups opportunities for employment, income generation and sustainable livelihoods increased by 2020.

UNDP SP 2014-2017/CPD 2016-2020 Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

CPD Output 1.1.1: Knowledge products on diversification and competition of the economy developed.
Output Indicator 1.1.1.2: Number of public and private development investments that are informed by cross-sector assessment and knowledge products to maximize social, environment and economic benefits over the medium to long term.

CPD Output 1.1.2: Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups.
Output Indicator 1.1.2.3: Number of new South-South and Triangulation/Cooperation partnerships, public-private partnership mechanism that provide innovative solutions piloted for sustainable growth.

The project outputs will include the following:

1. Improved skills for the Ministry of Economic Planning and Development (MEPD) Central Statistical Office (CSO) to lead and conduct successive Participatory Poverty Assessment in the country.
2. Participatory Poverty Assessment Report informed by the broader national community, pointing to national, regional and community options to facilitate economic growth for the country.

b) Resources Required to Achieve the Expected Results

Implementation of the PPA will be provided through catalytic funding from the India-UN Development Partnership Fund⁹ (I-UNDPF). Technical resources and expertise will be provided by the Government of Swaziland, Central Statistical Office (CSO), in particular for data collection which will be complemented by the technical advisory services from the India and other identified complementary institutions.

c) Partnerships

The partnership between Swaziland and India will be based on the SSC principles of mutual benefit, sovereignty, ownership, equality, non-conditionality and non-interference. The GOS will be led by the Ministry of Economic Planning and Development (MEPD) – Poverty Reduction, Monitoring and Evaluation Division (PRMED) working closely with the Central Statistical Office (CSO) and key Ministries namely: Deputy Prime Ministers Office – Gender and Family Issues Unit (DPMO-GFIU), Ministry of Commerce Industry and Trade (MOCIT), Ministry of Agriculture (MOA), Ministry of Health (MOH), Ministry of Tinkhundla Administration and Development (MTAD). Non-governmental organisations will be represented by the Coordinating Assembly of Non-Governmental Organisations (CANGO).

Partnerships will also be established and strengthened with the UN sister agencies under the UNDAF: Inclusive Economic Growth Pillar 1 for enhanced SDGs evidence based development. The approach will be adopted through joint implementation, working towards the targeted government poverty reduction outcomes.

d) Risks and Assumptions

Risks	Mitigation	Outcome
1. The national elections have been planned for 2018 which could hamper progress of the assessment undertaking.	National support for timely undertaking of the data collection in the four (4) regions.	Timely 2018 PPA Report
2. National participation to inform the assessment.	Continuous engagement with the Principal Secretaries of respective Ministries for undertaken agreed responsibilities.	Government, partners and community leadership enhanced for timely project outcomes.

⁹ The India-UN Development Partnership Fund⁹ has been established in 2017 and was launched on World Oceans Day on 8 June 2017. The Fund is managed by the UN Office of South-South Cooperation (UNOSSC) hosted by the United Nations Development Programme. India has committed to contribute \$100 million to the Fund during the next 10 years. \$5million has been contributed during the year 2017. The SDGs are the focus areas of the Fund. The Fund supports Southern-owned and led, demand-driven, and transformational sustainable development projects across the developing world, with a focus on select small island developing states (SIDS), and least develop countries (LDCs). The Fund underscores the importance of the capacity-building impact of its projects; favours local procurement; and promotes the use of Southern expertise. The Fund imposes no conditionality on the partner countries. The key principles of the Fund are that cooperation projects should be need-driven as well as locally owned and managed to ensure sustainability and continuity of development outcomes on the ground. Interested countries submit proposals either to the Permanent Mission of India to the United Nations in New York, or to the India-UN Development Partnership Fund Secretariat at the United Nations Office for South-South Cooperation. Proposals submitted to the facility may consist of a simple concept note (describing the strategy, key features and indicative budget of the initiative). The format and template for initial submissions remains flexible, and clarifications or further details might be requested by the UNOSSC, or the technical expert at the Mission of India. The first project from the Fund is a multi-country project entitled 'Climate Early Warning Systems in Pacific Island Countries'. This project was formulated in consultation with the United Nations Development Programme and the governments of the Cook Islands, the Republic of Kiribati, the Republic of Marshall Islands, the Federated States of Micronesia, the Republic of Nauru, the Solomon Islands and the Kingdom of Tonga. The project aims to increase resilience from natural disasters of these seven Pacific island countries. Since then, four more projects have been finalized to be supported from the Fund, one each in Liberia (school construction and training of teachers), Chad (Reinforcing Resilience of Vulnerable Populations in Kanem and Lake Chad), Benin (Promoting Youth and Women Employment through agriculture Diversification) and Tuvalu (Solar Home Standalone Systems). \$2 million have been earmarked in the Fund to support rehabilitation efforts in Antigua & Barbuda and Dominica following the devastation caused by hurricanes Maria and Irma. The Fund has recently decided to support six more projects in countries such as Bolivia, Uruguay, Belize, Honduras, Palau, and Sierra Leone.

e) Stakeholder Engagement

The project will target the following institutions promoting better understanding and capacities for poverty assessments and follow-up poverty alleviation actions:

- (i) Government: Deputy Prime Ministers Office (DPMO), Gender and Family Issues Department (GFID), Ministry of Commerce Industry and Trade (MOCIT), Ministries of Agriculture (MOA), Ministry of Health (MOH), Ministry of Education (MOE), Ministry of Tinkhundla Administration and Development (MTAD) will be responsible for ensuring responsive PPA actions that will enrich a more holistic policy direction. These institutions will ensure that appropriate and responsive interventions are recommended for future poverty strategies and programmes.
 - (ii) Civil Society Organisation capacity will be strengthened for enhanced monitoring of the implementation of SDGs and national poverty targets, improved community mobilisation and advocacy for integration of the local solutions to the national, regional and community decision-making processes.
 - (iii) Citizens' engagement and participation in national planning and execution of programmes remains critical in instilling ownership and stewardship of the implementation of the suggested actions. As envisaged by the CPD all national activities should be implemented with an element of citizen's capacity building for monitoring of programmes at all development levels.
- f) **Cost Efficiency and Effectiveness:** Delivery as One (DaO) is a modality that will be adopted to enhance efficiency and effectiveness in the delivery of the CPD and UNDAF. Joint collaboration with the UN in the delivery of multi-dimensional assessment initiatives that would enable agencies to leverage on each other strengths; maximise on the use of UN resources, target reach, less duplication, strengthened advocacy and increased learning. The Project Steering Committee (PSC) and technical teams will constitute of the government, and UN Agencies.

V. RESULTS FRAMEWORK

<p>Intended UNDAF Outcome 1.1: Youth, women and vulnerable groups opportunities for employment, income generation and sustainable livelihoods increased by 2020.</p> <p>Outcome indicators as stated in the Country Programme:</p> <p>UNDP SP /CPD Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p> <p>CPD Output 1.1.1: Knowledge products on diversification and competition of the economy developed. Output Indicator 1.1.1.2: Number of public and private development investments that are that are informed by cross-sector assessment and knowledge products to maximize social, environment and economic benefits over the medium to long term. Baseline:3 Target: 8</p> <p>CPD Output 1.1.2: Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups. Output Indicator 1.1.2.3: Number of new South-South and Triangulation Cooperation partnerships, public-private partnership mechanism that provide innovative solutions piloted for sustainable growth. Baseline:1 Target: 3</p>									
<p>Project title and Atlas Project Number: TBC</p>									
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁰	DATA SOURCE	BASELINE		2018 Annual TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Q2	Q3	Q4		
<p>Output 1.1: Improved skills for the Ministry of Economic Planning and Development (MEPD) Central Statistical Office (CSO) to lead and conduct successive Participatory Poverty Assessment for the country.</p> <p>Output 1.2: Participatory Poverty Assessment Report informed by the broader national community, pointing to national, regional and community options to facilitate economic growth for the country</p>	<p>Indicator 1.1.1: Number of technical staff capacitated at various levels to undertake a PPA.</p>	MEPD, CSO Reports	0	2017	0	60	60	Quarterly and Annual Progress Reports	
	<p>Indicator 1.1.2: Numbers of national regions covered</p>	MEPD, CSO Reports	0	2018	0	4	4	Quarterly and Annual Progress Reports	
	<p>Indicator 1.2.1: Second Poverty Participatory Assessment Report</p>	MEPD, CSO Reports	PPA 1 Report	1997	0	0	1	Quarterly and Annual Progress Reports	
	<p>Indicator 1.2.2: National poverty line (non-income-based).</p>	CSO Reports	0	2017	PL	PL	PL	PPA	

¹⁰ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the IRRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly/Annual	Project progress reports will be prepared and sent to the India-UN Fund through its Secretariat at UNOSSC. Such reports will highlight on progress made as well as the challenges encountered and subjected to adaptive management.		
Monitor and Manage Risk	The identified risks that may threaten achievement of intended results will be managed using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks will be identified and management actions taken to curb impact on achieving results achievement. The project will not require and SES process, however would be subjected to cooperate Audit requirements.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annual	Relevant lessons will be captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annual	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Project Report	A progress report will be presented to the PSC and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated	Annual	The Final Project Report will be prepared and submitted to the India-UN Fund Secretariat at UNOSSC. The report will draw on lessons		

	<p>risk log with mitigation measures, and any evaluation or review reports prepared over the period.</p>		<p>encountered and provide a case study relating the knowledge and capacity growth by the Government of Swaziland Central Statistical Office in undertaking a PPA.</p>		
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VI. MULTI-YEAR WORK PLAN

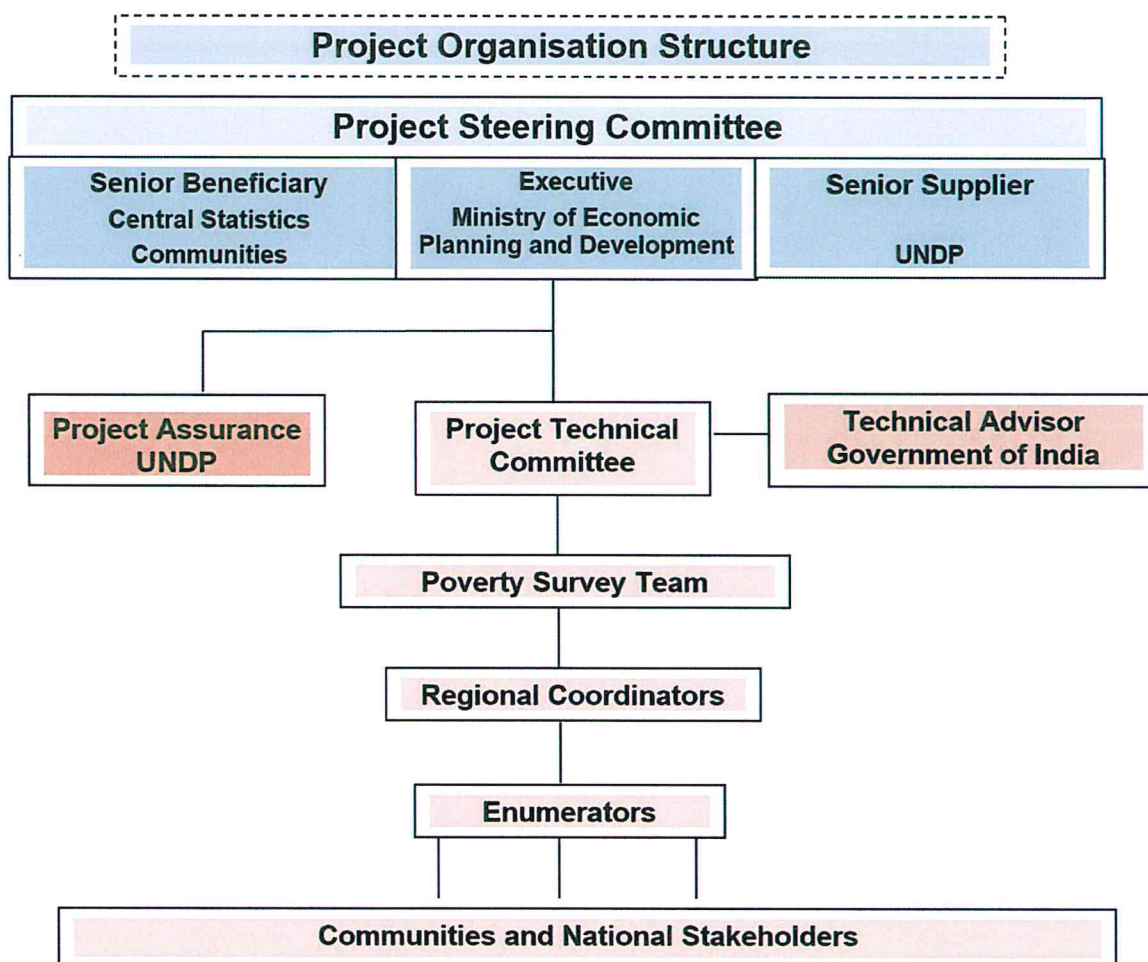
EXPECTED OUTPUTS	PLANNED ACTIVITIES	2018			RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
Output 1. National capacities strengthened for the production of the Second Poverty Participatory Assessment (PPA)	1.1 Procure services of a Technical Advisor	X			MEPD, CSO	I-UNDPF	71600-DSA	20 000.00
	1.2 Travel for the Technical Advisor.	X		X	MEPD	I-UNDPF	71600-Travel	18 000.00
	1.3 Recruit Survey Administrators.	X			CSO	I-UNDPF	71300-National Consultants	1 000.00
	1.4 Recruit Regional Coordinators.	X			CSO	I-UNDPF	71300-National Consultants	5 000.00
	1.5 Recruit Constituency Facilitators.	X			CSO	I-UNDPF	71300- National Consultants	1 000.00
	1.6 Recruit Data Collectors.	X			CSO	I-UNDPF	71300-National Consultants	10 000.00
	1.7 Conduct stakeholders' Inception Meeting.	X			MEPD	I-UNDPF	75700-Conference facility	2 500.00
	1.8 Conduct training for Regional Coordinators and Supervisors.	X			CSO	I-UNDPF	75700-Conference facility	2 000.00
	1.9 Conduct training for data collectors and field staff.	X			CSO	I-UNDPF	75700-Conference facility 74210-Printing	10 000.00 5 000.00
	1.10 Conduct Report writing workshop.			X	CSO	I-UNDPF	75700-Conference facility	10 000.00
	1.11 Conduct Validation Meeting with stakeholders.			X	MEPD	I-UNDPF	75700-Conference facility	2 500.00
	1.12 Conduct Report Dissemination Workshops.			X	MEPD	I-UNDPF	75700-Conference facility 74210-Printing	5 000.00 5 000.00
	1.13 Procure Survey Stationary – Survey Report.				MEPD	I-UNDPF	71800-Contract	5 000.00
	1.14 Provide communication resources – Airtime.			X	MEPD	I-UNDPF	71800-Contract	4 500.00
	1.15 Recruit Drivers.				MEPD	I-UNDPF	71800- Contract	5 000.00
	1.16 Rent vehicles.			X	MEPD	I-UNDPF	72215- Vehicle hire	9 000.00
	1.17 Fuel vehicles.			X	MEPD	I-UNDPF	72200-Fuel	3 500.00
	1.18 Maintain vehicles.			X	MEPD	I-UNDPF	72200-Vehicle maintenance	1 091.00
Direct Project Costing (DPC)	2.0 Project Oversight	X	X	X	UNDP	I-UNDPF	60000-Direct Project Costing	9 000.00
					Total			134 090.05
GRAND TOTAL					General Management Support (GMS) 3%			4 022.73
					General Management Support (GMS) 3%			\$ 138 113.73

India-UN Development Partnership Fund (I-UNDPF)

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed under the UNDAF Pillar 1 Results Outcome Group responsible for monitoring results under the delivery as one modality and UNDP Country Programme Document 2016-2020 Outcome Committee, chaired by the Ministry of Economic Planning and Development (MEPD).

The Implementing Partners (IPs) will be the Ministry of Economic Planning and Development Poverty Reduction Monitoring and Evaluation Division (PRMED), Central Statistical Office (CSO). Working mechanism will be enabled with the line ministries, civil society organisations (CSO) and communities.



The Project Steering Committee (PSC) will be established and chaired by the Ministry of Economic Planning and Development (MEPD) and will meet quarterly. The Government of India (through the Permanent Mission of India to the UN) and UNDP programme team will be part of the PSC to ensure that the project activities are in line with national priorities as presented in the project document as well as contribute to the United Nations Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD) 2016-2020 outcomes.

Quality Assurance will be provided by the Quality Assurance Team (QAT) established under the Leadership of the Deputy Resident Representative which constitutes of Programme and Operations staff.

VIII. CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Under the Standard Basic Assistance Agreement (SBAA) signed between UNDP and the Government of Swaziland (GOS) in 1977 as well as contributing to the objectives of the Swaziland UNCT United Nations Development Assistance Framework (UNDAF) 2016-2020 and the UNDP Country Programme Document (CPD) 2016-2020 also signed with the GOS, this project document will serve as a guide for the implementation of the project activities. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner (IP). The IP shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) assume all risks and liabilities related to the IP's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure

that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Special Clauses. In case of government financing through the project, the following should be included:

Please insert the schedule of payments and UNDP bank account details.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.

2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.

4. All financial accounts and statements shall be expressed in United States dollars.

5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

6. If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

7. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to 8%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

8. Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

9. The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

X. ANNEXES

ANNEX 1: Project Quality Assurance Report Template

ANNEX 2: Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

ANNEX 3: Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Annex 4: Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

ANNEX 5: Terms of Reference for the Project Steering Committee (PSC)

BACKGROUND:

The project seeks to strengthen communities' stronghold solutions for poverty alleviation by informing strategic national development as well as local actions that result in generation of sustainable income. The South-South Cooperation (SSC) development mechanism will be adopted for skills transfer and knowledge exchange between the Government of Swaziland (GOS) and the Government of India (GOI) to drive the Sustainable Development Goals (SDG) Agenda 2030, with focus on SDG1: 'End poverty and all its forms everywhere'. The SSC emphasizes that cooperation should be principled on needs-driven, effective partnerships, reciprocal with mutual benefits between the two countries. The core outcomes will be solutions for poverty eradication, generated through a participatory assessment process and improved national social assessment capacities for the Central Statistical Office (CSO) through undertaking of the second Poverty Participation Assessment (PPA). The project will have the following outcome result: Second Participatory Poverty Assessment Report nationally drawn definitions and measurement of poverty parameters. In addition, the PPA Report will inform on strategic undertaking, and advise on the national, regional and local actions that will lead to accelerated investments for poverty alleviation.

ROLES AND RESPONSIBILITIES

The Project Steering Committee (PSC) is the group of key individuals responsible for making management decisions by consensus for the project and when guidance is required by the focal points at PRMED and Central Statistical Office. To ensure full accountability, the PSC is in place to make decisions in accordance to standards¹¹ that shall ensure best value for money, fairness, integrity, transparency and effective international competition.

The PSC has three roles that include: (i) An **Executive**: individual representing the project ownership and chairs the PSC, (ii) **Senior Supplier**: individual or a group of individuals representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the PSC is to provide guidance regarding the technical feasibility of the project, and

¹¹ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, IP, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, IP, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

Senior Beneficiary: individual or a group of individuals representing the interests of those who will benefit from the project. The primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries.

THE SPECIFIC RESPONSIBILITIES OF THE PSC INCLUDE:

3.1 Defining a project: Review and approve the Initiation Plan

3.2 Running a project:

3.2.1 Review and appraise detailed Project Plan and Annual Work Plans (AWP), including ATLAS¹² reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan

3.2.2 Provide overall guidance and direction to the project, ensuring it remains within any specified constraints

3.2.3 Address project issues as raised by the PRMED and Central Statistical Office (CSO), and the technical teams

3.2.4 Provide guidance and agree on possible countermeasures/management actions to address specific risks

3.2.5 Agree on Project tolerances in the Annual Work Plan (AWP) and quarterly plans when required

3.2.6 Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans

3.2.7 Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner, Ministry of Economic Planning and Development (MEPD).

3.2.8 Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the UNDP Programme Outcome Board about the results of the review

3.2.9 Provide ad-hoc direction and advice for exceptional situations when tolerances are exceeded

3.2.10 Assess and decide on project changes through revisions

3.3 At the end of the project

3.3.1 Assure that all Project deliverables have been produced satisfactorily

3.3.2 Review and approve the final project report, including lessons learnt

3.3.3 Make recommendations for follow on actions to be submitted to the UNDP Programme Outcome Board

3.3.4 Commission project evaluation(s)

3.3.5 Notify operational completion of the project to the UNDP Programme Outcome Board

Executive: The role of Executive will be undertaken by the Ministry of Economic Planning and Development (MEPD). The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project has value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific responsibilities include:

- Ensuring that there is a coherent project organisation structure and logical set of plans and budgets
- Setting tolerances in the Annual Work Plan (AWP) and other plans as required for the Project Manager
- Monitoring and controlling the progress of the project at a strategic level
- Ensuring that risks are being tracked and mitigated as effectively as possible
- Chairing PSC meetings

Senior Beneficiary: The Central Statistical Office representatives will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet

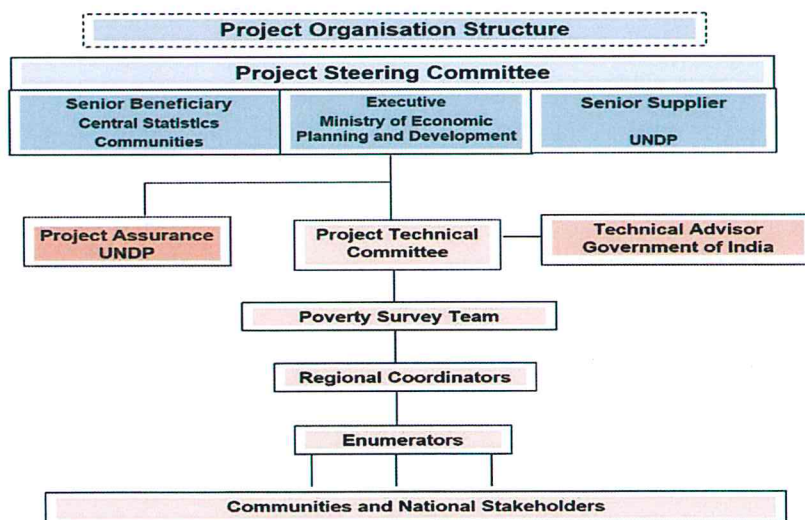
¹² ATLAS - UNDP programme administration and management system

those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific responsibilities include:

- Ensuring that the expected output(s) and related activities of the project are well defined
- Making sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promoting and maintaining focus on the expected project output(s)
- Prioritising and contributing beneficiaries’ opinions on PSC decisions on whether to implement recommendations on proposed changes
- Resolving priority conflicts, in particular those that challenge the beneficiation process of the project to the vulnerable communities

Senior Supplier, UNDP representatives will hold the role of Senior Supplier, along with a representative of the government of India. The Senior Supplier’s primary function within the PSC is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific responsibilities will include:

- Ensuring that progress towards the outputs remains consistent from the supplier perspective
- Promoting and maintaining focus on the expected project output(s) from the point of view of supplier management
- Ensuring that the supplier resources required for the project are made available
- Contributing supplier opinions on PSC decisions on whether to implement recommendations on proposed changes
- Arbitrating on, and ensuring resolution of any supplier priority or resource conflicts



Project Quality Assurance is a responsibility of each PSC member. The role will also be delegated to the UNDP Programme Associate and UNDP Finance Associate. The project assurance role supports the PSC by carrying out independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed in a timely manner.

XI. MEETINGS

5.1 The PSC meets each quarter or on ad hoc basis as requested by the PM and based on the needs of the project.

5.2 The quorum for convening of a meeting and decision-making will be sixty percent (60%) of the membership attendance. At least any four (4) delegates must be present for a meeting to form a quorum.

5.3 Decision-making will be conducted on consensus. In case a consensus cannot be reached, final decision shall rest with the UNDP the Deputy Resident Representative.

5.4 Meeting venue will be the Ministry of Economic Planning and Development (MEPD), Aid Coordination and Management Section (ACMS) unless specified otherwise by the PSC, Chair.

List of Institutions for the Project Steering Committee

1. Mr. Mthunzi Mthupha Head of Aid Coordination and Management Section, Chair/ Sibongile Dube UN Focal Point
2. Ms. Lungile Mndzebele-Dladla Ministry of Economic Planning and Development, PRMED, Alt Chair
3. Mr. Amos Zwane, Director for Central Statistical Office, Member
4. Mr. Mahesh Kumar, Government of India Representative (or Delegate)
5. Mr. Bheki Ginindza, UN UNDAF Pillar 1 Representative, Member
6. Ms. Sithembiso Gina Programme Specialist, United Nations Development Programme (UNDP), Member
7. Mr. Emmanuel Ndlangamandla, Coordination Assembly of Non-Governmental Organisations (CANGO), Member
8. Mr. Choice Ginindza Senior Statistician, Central Statistical Office Secretariat

PROJECT DOCUMENT
Inclusive Economic Growth
CPD Outcome 1

Project Title: Participatory Poverty Assessment: South-South Cooperation in Swaziland Project
Project Number: 000109912

Sustainable Development Goals:

Primary Goal: SDG1: Ending all Forms of Poverty

Sub-Goals: SDG2: End Food Hunger **SDG3:** Good Health and Well-being **SDG4:** Quality Education **SDG5:** Gender Equality; **SDG 6:** Water and Sanitation; **SDG7:** Clean Energy; **SDG 8:** Decent Work and Economic Growth; **SDG16:** Peace, justice and strong institutions; **SDG 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

National Macro-Strategic Goals: Economic Prosperity and Infrastructure Development.

UNDAF Outcome 1.1: Youth, women and vulnerable groups opportunities for employment, income generation and sustainable livelihoods increased by 2020.

UNDP SP 2014-2017/CPD 2016-2020 Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

CPD Output 1.1.2: Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups.

Implementing Partner(s): Ministry of Economic Planning and Development (MEPD) – Aid Coordination and Management Section (ACMS), Poverty Reduction. Monitoring and Evaluation Division (PRMED), Central Statistical Office (CSO).

Start Date: April 2018

End Date: December 2018

Brief Project Description	
<p>The project seeks to strengthen communities' stronghold solutions for poverty alleviation by informing strategic national development as well as local actions that result in generation of sustainable income. The South-South Cooperation (SSC) development mechanism will be adopted for skills transfer and knowledge exchange between the Government of Swaziland (GOS) and the Government of India (GOI) to drive the Sustainable Development Goals (SDG) Agenda 2030, with focus on SDG1: 'End poverty and all its forms everywhere'. The SSC emphasizes that cooperation should be principled on needs-driven, effective partnerships, reciprocal with mutual benefits between the two countries. The core outcomes will be solutions for poverty eradication, generated through a participatory assessment process and improved national social assessment capacities for the Central Statistical Office (CSO) through undertaking of the second Poverty Participation Assessment (PPA). The project will have the following outcome result: Second Participatory Poverty Assessment Report with nationally drawn definitions and measurement of poverty parameters. In addition, the PPA Report will inform on strategic undertaking, and advise on the national, regional and local actions that will lead to accelerated investments for poverty alleviation.</p>	

Programme Period:	2016-2020
Project:	12 Months
Key Result Area (SP)	SS1: Poverty Eradication
ATLAS Award ID:	000110723
Project ID:	00109912
Start date:	01 April 2018
End Date	31December 2018
PAC Meeting Date	March 2018
Management Arrangements:	NIM

Total Resources	\$138,113.85	
	UNDP TRAC:	\$0.00
	Donor:	\$138,113.85
	Government:	\$0.00
	Crowd-funded:	\$0.00
Unfunded:		

Agreed by (signatures):

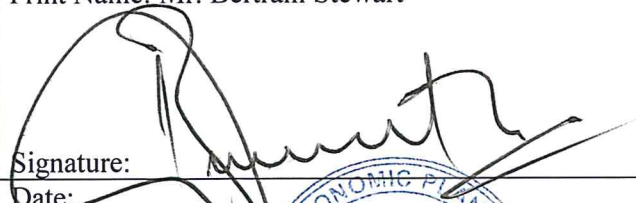
Government: Ministry of Economic Planning and Development (MEPD)	UNDP:
Print Name: Mr. Bertram Stewart	Print Name: Mr. Israel Dessalegne
Signature: 	Signature:
Date:	Date:



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I. INTRODUCTION

1.1 Background

Growing global, regional and national sustainable development is increasingly planned for and managed by engaged citizens, in particular for poverty eradication. Swaziland is a landlocked country with a population of 1,093,238 people¹ with just over three-quarters of the population living in rural areas with wide-spread poverty, at 63%². Unemployment remains high at 28.1% with women and youth disproportionately deprived as demonstrated by the high inequalities (0.51 Gini Coefficient). The country lags others in economic performance in the SADC Region. The 2018 growth is projected at 1.3% succeeding a low performance of 1.6% in 2017. Production in Swaziland is mainly of a non-manufacturing nature, primary agricultural (sugar, crops) and apparel. Swaziland exports have not adapted well to the increasing demand in the market for high quality food and manufacturing products. Due to its narrow economic base, the country is vulnerable to macro-economic shocks, including decreasing external revenue³ and climate risks⁴. Additionally, development of the private sector in Swaziland is constrained by an unfavourable business climate which is characterized by weaknesses in investments and business establishment. Business opportunities lean towards the performance of the public sector, which together with limited entrepreneurial initiatives, consequences in poverty, impacting mostly in rural (78%) communities.

1.2 Poverty Participation in Swaziland – the Challenge

The adoption of the 2005 National Constitution Bill of Rights was to guide improved institutional capacities and participation of national citizens in sustainable development. The establishment of the Ministry of Tinkhundla Administration and Development (MTAD) aimed at enhancing the government's sustainable development decentralised outreach in the four Regions⁵ of the country with devolution through the 59 Tinkhundla⁶ and over 350 Chiefdoms. Bottom-up planning has been recently promoted through the Chiefdom Development Plans (CDPs) led by MTAD which facilitates engagement of the local traditionally-led structures. Communities discuss and roadmap their development actions. Several national investment mechanisms such as the Lower Usuthu Small-Holder Irrigation Programme (LUSIP) implemented under Swaziland Water and Agriculture Development Enterprise (SWADE), and the Strengthening Protected Areas System in Swaziland (SNPAS) implemented by the Swaziland National Trust Commission (SNTC) are enabling development of the CDP in over 50 Chiefdoms, leading to ownership of community-led income generating initiatives. This is however against national planning and budgeting which remains largely centralised, limiting integration of the people-informed and responsive resource allocation.

The Poverty Reduction Strategy and Action Programme (PRSAP) for 2007-2015 was developed as an instrument to advance the National Development Strategy (NDS), Vision 2022. The PRSAP recommended inclusive evidence-based planning through undertaking of national assessments including continued undertaking of the PPA. The government's efforts were to apply needs-driven approaches and promote policy reform aimed at increasing the participation of people in the processes of formulating and implementing policy for poverty alleviation.

The Swaziland Household Income and Expenditure Survey (SHIES) undertaken by the Central Statistical Office (CSO) is the national apparatus used to define and map the national poverty trends and adopts internationally approved definitions as well as the poverty-line status. While the government-led SHIES analysis is informed by households, the citizen participation is passive, only receiving information for implementation. To promote the involvement of the citizens in poverty assessments the first Participatory

¹ Population Census Preliminary Report, Central Statistical Office, 2017.

² Swaziland Household Income and Expenditure Survey, Central Statistical Office, 2010.

³ 2011/12 decreased Southern Africa Customs Union revenue.

⁴ 2014/15 El Nino-induced drought impact which accounted for 6.4% impact on the GDP.

⁵ The four regions of the Kingdom of Swaziland are Hhohho, Shiselweni, Manzini and Lubombo.

⁶ Tinkhundla are local administration constituencies.

Poverty Assessment (PPA) was undertaken in 1997 in the country led by the CSO. The aim was to better understand the needs of the poor and address emerging issues of poverty in a systemic manner. The report showed widespread poverty in Swaziland and hence the need to develop strategies and action plans designed to address it. The retention of institutional capacity to undertake subsequent PPAs has however not been facilitated over the two decades. There is also lack of the tools development capacity to facilitate the process within the CSO. This in turn limits the advancement of the socio-economic right in informing national development transformation with community-owned solutions.

Participatory Poverty Assessment

Many countries in Africa, Asia and Latin America adopted the PPA⁷ in the 1990s with an intention to produce qualitative research findings for dissemination to policymakers with information which represented views on poverty from the perspectives of the poor people. Such assessments quickly spread and evolved, developing in terms of both methodology and objectives, for example: the Participatory Poverty Assessment through Livelihood Analysis: Indian Case which provided insights on the Sohenkhera Village, Chittorgarh District of Rajasthan options for household incomes through establishment of a plethora of small businesses together with credit facilities for women economic empowerment; Uganda PPA Project (UPPAP), was designed as a three-phase process running over three years, beginning in 1998. Its objectives, were to enhance knowledge about the nature and causes of poverty and develop strategies for actions to; (i) build district capacity to plan for poverty reduction; (ii) develop a national system for qualitative poverty monitoring; and (iii) to establish capacity for participatory policy research in Uganda. A second PPA was implemented in September 2002 and its' aim was to; (i) deepen the understanding of poverty and poverty trends against the first PPA; and (ii) investigate people's experiences with selected government policies. Such an outcome was pitched against the first Participatory Poverty Assessment process and provided information on how local people deal with poverty from their perspective, particularly with regards to governance and the impact of policies on the poor, service delivery, infrastructure development, and the dimensions of poverty trends.

The GOS will undertake a second PPA with an intention to promote the inclusion of the citizen in informing the national socio-economic interventions that are needs driven. This information will further suggest locally-based interventions for poverty eradication. The second PPA will build on the previous assessment returns and integrate emerging sector issues through an adoption of South-South Cooperation (SSC) for knowledge exchange and skills transfer between India and Swaziland.

1.3 South-South Cooperation and Agenda 2030

South-South Triangular Cooperation (SSC) will be employed as a development tool to drive Sustainable Development Goals (SDGs) 1 with strong linkages to other SDGs, in particular those for socio-economic sustainability⁸. Along the principles of the SSC the intervention will emphasize on:

⁷ A Participatory Poverty Assessment A participatory poverty assessment (PPA) is an instrument for including the perspectives of poor people in the analysis of poverty and the formulation of strategies to reduce it. Its purpose is to improve the effectiveness of actions aimed at poverty reduction. PPAs are generally carried out as policy research exercises, aimed at understanding poverty from the perspective of poor people, and what their priorities are in terms of actions to improve their lives. PPAs can strengthen poverty assessment processes through: broadening stakeholder involvement and thereby increasing general support and legitimacy for anti-poverty strategies; enriching the analysis and understanding of poverty by including the perspectives of the poor; providing a diverse range of valuable information on a cost-effective, rapid and timely basis, and creating new relationships between policy-makers, service providers and people in poor communities. Department for International Development, UK, 2002.

⁸ SDG 1: Ending of forms of poverty; 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions; 1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions; Cross-cutting 1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.

- (i) Ensuring *mutual benefit* through knowledge and technical and skills transfer from the Government of India (GOI) to the Government of Swaziland (GOS). In turn, the GOI would draw lessons from Swaziland on how a small middle-income status economy has sustained growth over the years. In addition, information exchanged from the GOS Central Statistical Office on how centrally-based poverty assessments through the Swaziland Household Income Expenditure Survey have impacted policy and national programmes for both national and local livelihood solutions.
- (ii) Maintaining national development *sovereignty* in the process of engagement between the two GOS and the GOI for better stewardship of the suggested project outcomes.
- (iii) Increasing ownership and institutionalisation on undertaking social assessments by the Swaziland Government Central Statistical Office (CSO). Such would be maintained in the anticipated partnership growth between the two governments, beyond the project implementation.
- (iv) Creation of an exchange platform which promotes *equality* between the Government of India and the Government of Swaziland, stemmed on *non-conditionality* and *non-interference*, and influence achievement of outcomes.

II. OBJECTIVES

The overall objective of the project is to generate the perspectives and solutions of the people of Swaziland in the analysis of poverty. Emphasis will be on suggested actions to influence the status of poverty in the country through stronger linkages between sectors.

The specific objectives will be to:

- i. Establish a socio-economic multi-dimensional analysis in line with Sustainable Development Goals (SDGs), identifying the main trends, causes and remedial measures for poverty, ensuring linkages with other goals.
- ii. Determine progress made through the implementation of policies, programmes as provided for by the various national development strategies.
- iii. Enable discussions for prioritized actions by the local poor communities to accelerate poverty eradication in all its forms in the country. Projects and initiatives with direct beneficiation to the poor will be identified through a phased implementation modality.

Targeting:

The PPA will cover all the four (4) regions of the country Hhohho, Manzini, Shiselweni and Lubombo for: (i) an improved understanding of poverty in the Kingdom of Swaziland, (ii) ensuring that poverty reduction strategies reflect the priorities expressed by the poor, (iii) promoting a wide ownership of proposed solutions, and (iv) building capacity for poverty analysis and policy design.

III. STRATEGY

Along the new UNDP Strategic Plan 2018-2021, the United Nations Development Assistance Framework (UNDAF), and central to the UNDP Swaziland Country Programme Document (CPD), national transformation will lead to a more inclusive society, articulate with national development and providing the people 'living in poverty' with decision-making leadership in processes that will inform a significant undertaking in future development solutions.

SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development 17.3 Mobilize additional financial resources for developing countries from multiple sources; 17.3.1 Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget.

The strategic interventions that will be employed in the project will include the following:

1. Strengthening the national location and hosting of the PPA within the government's, Ministry of Economic Planning and Development-Poverty Reduction Monitoring and Evaluation Division MEPD-PRMED and the Central Statistical Office (CSO) to facilitate effective capacities for socio-economic research, will be enabled.
2. Providing technical and advisory support from the Government of India (GOI) to the Government of Swaziland (GOS), MEPD-PRMED and CSO through training for the Survey Team on PPA undertaking. Additional technical training will be provided on the tools to be employed for data collection, analysis and report writing from other institutions, namely the University of Oxford which has previously assisted other developing countries in this regard.
3. Mainstreaming gender in the PPAs undertaking. This will be enabled through a monitoring and evaluation (M&E) framework collating data and information and its analysis in a sex-disaggregated method, enabling women needs approaches and benefits.
4. Innovative data collating methods through use of geo-referencing technologies. This will strengthen the chiefdom development planning process by enabling geographic targeted interventions.
5. Knowledge exchange and management is at the core of the SSC-driven interventions: Technical expertise will be enabled from India to Swaziland institutions. Local trends and lessons will strengthen institutional knowledge-base through case-studies for both countries. Documentation of best practices and lessons drawn from the implementation of project activities will be undertaken.

IV. RESULTS AND PARTNERSHIPS

a) The Expected results for the UNDP Swaziland Country Office Country Programme Document 2016 – 2020:

UNDAF Outcome 1.1: Youth, women and vulnerable groups opportunities for employment, income generation and sustainable livelihoods increased by 2020.

UNDP SP 2014-2017/CPD 2016-2020 Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

CPD Output 1.1.1: Knowledge products on diversification and competition of the economy developed.
Output Indicator 1.1.1.2: Number of public and private development investments that are informed by cross-sector assessment and knowledge products to maximize social, environment and economic benefits over the medium to long term.

CPD Output 1.1.2: Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups.
Output Indicator 1.1.2.3: Number of new South-South and Triangulation/Cooperation partnerships, public-private partnership mechanism that provide innovative solutions piloted for sustainable growth.

The project outputs will include the following:

1. Improved skills for the Ministry of Economic Planning and Development (MEPD) Central Statistical Office (CSO) to lead and conduct successive Participatory Poverty Assessment in the country.
2. Participatory Poverty Assessment Report informed by the broader national community, pointing to national, regional and community options to facilitate economic growth for the country.

b) Resources Required to Achieve the Expected Results

Implementation of the PPA will be provided through catalytic funding from the India-UN Development Partnership Fund⁹ (I-UNDPF). Technical resources and expertise will be provided by the Government of Swaziland, Central Statistical Office (CSO), in particular for data collection which will be complemented by the technical advisory services from the India and other identified complementary institutions.

c) Partnerships

The partnership between Swaziland and India will be based on the SSC principles of mutual benefit, sovereignty, ownership, equality, non-conditionality and non-interference. The GOS will be led by the Ministry of Economic Planning and Development (MEPD) – Poverty Reduction, Monitoring and Evaluation Division (PRMED) working closely with the Central Statistical Office (CSO) and key Ministries namely: Deputy Prime Ministers Office – Gender and Family Issues Unit (DPMO-GFIU), Ministry of Commerce Industry and Trade (MOCIT), Ministry of Agriculture (MOA), Ministry of Health (MOH), Ministry of Tinkhundla Administration and Development (MTAD). Non-governmental organisations will be represented by the Coordinating Assembly of Non-Governmental Organisations (CANGO).

Partnerships will also be established and strengthened with the UN sister agencies under the UNDAF: Inclusive Economic Growth Pillar 1 for enhanced SDGs evidence based development. The approach will be adopted through joint implementation, working towards the targeted government poverty reduction outcomes.

d) Risks and Assumptions

Risks	Mitigation	Outcome
1. The national elections have been planned for 2018 which could hamper progress of the assessment undertaking.	National support for timely undertaking of the data collection in the four (4) regions.	Timely 2018 PPA Report
2. National participation to inform the assessment.	Continuous engagement with the Principal Secretaries of respective Ministries for undertaken agreed responsibilities.	Government, partners and community leadership enhanced for timely project outcomes.

⁹ The India-UN Development Partnership Fund⁹ has been established in 2017 and was launched on World Oceans Day on 8 June 2017. The Fund is managed by the UN Office of South-South Cooperation (UNOSSC) hosted by the United Nations Development Programme. India has committed to contribute \$100 million to the Fund during the next 10 years. \$5million has been contributed during the year 2017. The SDGs are the focus areas of the Fund. The Fund supports Southern-owned and led, demand-driven, and transformational sustainable development projects across the developing world, with a focus on select small island developing states (SIDS), and least develop countries (LDCs). The Fund underscores the importance of the capacity-building impact of its projects; favours local procurement; and promotes the use of Southern expertise. The Fund imposes no conditionality on the partner countries. The key principles of the Fund are that cooperation projects should be need-driven as well as locally owned and managed to ensure sustainability and continuity of development outcomes on the ground. Interested countries submit proposals either to the Permanent Mission of India to the United Nations in New York, or to the India-UN Development Partnership Fund Secretariat at the United Nations Office for South-South Cooperation. Proposals submitted to the facility may consist of a simple concept note (describing the strategy, key features and indicative budget of the initiative). The format and template for initial submissions remains flexible, and clarifications or further details might be requested by the UNOSSC, or the technical expert at the Mission of India. The first project from the Fund is a multi-country project entitled 'Climate Early Warning Systems in Pacific Island Countries'. This project was formulated in consultation with the United Nations Development Programme and the governments of the Cook Islands, the Republic of Kiribati, the Republic of Marshall Islands, the Federated States of Micronesia, the Republic of Nauru, the Solomon Islands and the Kingdom of Tonga. The project aims to increase resilience from natural disasters of these seven Pacific island countries. Since then, four more projects have been finalized to be supported from the Fund, one each in Liberia (school construction and training of teachers), Chad (Reinforcing Resilience of Vulnerable Populations in Kanem and Lake Chad), Benin (Promoting Youth and Women Employment through agriculture Diversification) and Tuvalu (Solar Home Standalone Systems). \$2 million have been earmarked in the Fund to support rehabilitation efforts in Antigua & Barbuda and Dominica following the devastation caused by hurricanes Maria and Irma. The Fund has recently decided to support six more projects in countries such as Bolivia, Uruguay, Belize, Honduras, Palau, and Sierra Leone.

e) Stakeholder Engagement

The project will target the following institutions promoting better understanding and capacities for poverty assessments and follow-up poverty alleviation actions:

- (i) Government: Deputy Prime Ministers Office (DPMO), Gender and Family Issues Department (GFID), Ministry of Commerce Industry and Trade (MOCIT), Ministries of Agriculture (MOA), Ministry of Health (MOH), Ministry of Education (MOE), Ministry of Tinkhundla Administration and Development (MTAD) will be responsible for ensuring responsive PPA actions that will enrich a more holistic policy direction. These institutions will ensure that appropriate and responsive interventions are recommended for future poverty strategies and programmes.
 - (ii) Civil Society Organisation capacity will be strengthened for enhanced monitoring of the implementation of SDGs and national poverty targets, improved community mobilisation and advocacy for integration of the local solutions to the national, regional and community decision-making processes.
 - (iii) Citizens' engagement and participation in national planning and execution of programmes remains critical in instilling ownership and stewardship of the implementation of the suggested actions. As envisaged by the CPD all national activities should be implemented with an element of citizen's capacity building for monitoring of programmes at all development levels.
- f) **Cost Efficiency and Effectiveness:** Delivery as One (DaO) is a modality that will be adopted to enhance efficiency and effectiveness in the delivery of the CPD and UNDAF. Joint collaboration with the UN in the delivery of multi-dimensional assessment initiatives that would enable agencies to leverage on each other strengths; maximise on the use of UN resources, target reach, less duplication, strengthened advocacy and increased learning. The Project Steering Committee (PSC) and technical teams will constitute of the government, and UN Agencies.

V. RESULTS FRAMEWORK

<p>Intended UNDAF Outcome 1.1: Youth, women and vulnerable groups opportunities for employment, income generation and sustainable livelihoods increased by 2020.</p> <p>Outcome indicators as stated in the Country Programme:</p> <p>UNDP SP /CPD Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p> <p>CPD Output 1.1.1: Knowledge products on diversification and competition of the economy developed. Output Indicator 1.1.1.2: Number of public and private development investments that are that are informed by cross-sector assessment and knowledge products to maximize social, environment and economic benefits over the medium to long term. Baseline:3 Target: 8</p> <p>CPD Output 1.1.2: Strengthened national capacity for evidence-based planning, implementation, coordination and monitoring of programmes that create jobs and livelihood opportunities, especially for excluded groups. Output Indicator 1.1.2.3: Number of new South-South and Triangulation Cooperation partnerships, public-private partnership mechanism that provide innovative solutions piloted for sustainable growth. Baseline:1 Target: 3</p>									
<p>Project title and Atlas Project Number: TBC</p>									
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁰	DATA SOURCE	BASELINE		2018 Annual TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Q2	Q3	Q4		
<p>Output 1.1: Improved skills for the Ministry of Economic Planning and Development (MEPD) Central Statistical Office (CSO) to lead and conduct successive Participatory Poverty Assessment for the country.</p> <p>Output 1.2: Participatory Poverty Assessment Report informed by the broader national community, pointing to national, regional and community options to facilitate economic growth for the country</p>	<p>Indicator 1.1.1: Number of technical staff capacitated at various levels to undertake a PPA.</p>	MEPD, CSO Reports	0	2017	0	60	60	Quarterly and Annual Progress Reports	
	<p>Indicator 1.1.2: Numbers of national regions covered</p>	MEPD, CSO Reports	0	2018	0	4	4	Quarterly and Annual Progress Reports	
	<p>Indicator 1.2.1: Second Poverty Participatory Assessment Report</p>	MEPD, CSO Reports	PPA I Report	1997	0	0	1	Quarterly and Annual Progress Reports	
	<p>Indicator 1.2.2: National poverty line (non-income-based).</p>	CSO Reports	0	2017	PL	PL	PL	PPA	

¹⁰ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan					
Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the IRRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly/Annual	Project progress reports will be prepared and sent to the India-UN Fund through its Secretariat at UNOSSC. Such reports will highlight on progress made as well as the challenges encountered and subjected to adaptive management.		
Monitor and Manage Risk	The identified risks that may threaten achievement of intended results will be managed using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks will be identified and management actions taken to curb impact on achieving results achievement. The project will not require and SES process, however would be subjected to cooperate Audit requirements.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annual	Relevant lessons will be captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annual	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Project Report	A progress report will be presented to the PSC and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated	Annual	The Final Project Report will be prepared and submitted to the India-UN Fund Secretariat at UNOSSC. The report will draw on lessons		

	<p>risk log with mitigation measures, and any evaluation or review reports prepared over the period.</p>		<p>encountered and provide a case study relating the knowledge and capacity growth by the Government of Swaziland Central Statistical Office in undertaking a PPA.</p>		
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VI. MULTI-YEAR WORK PLAN

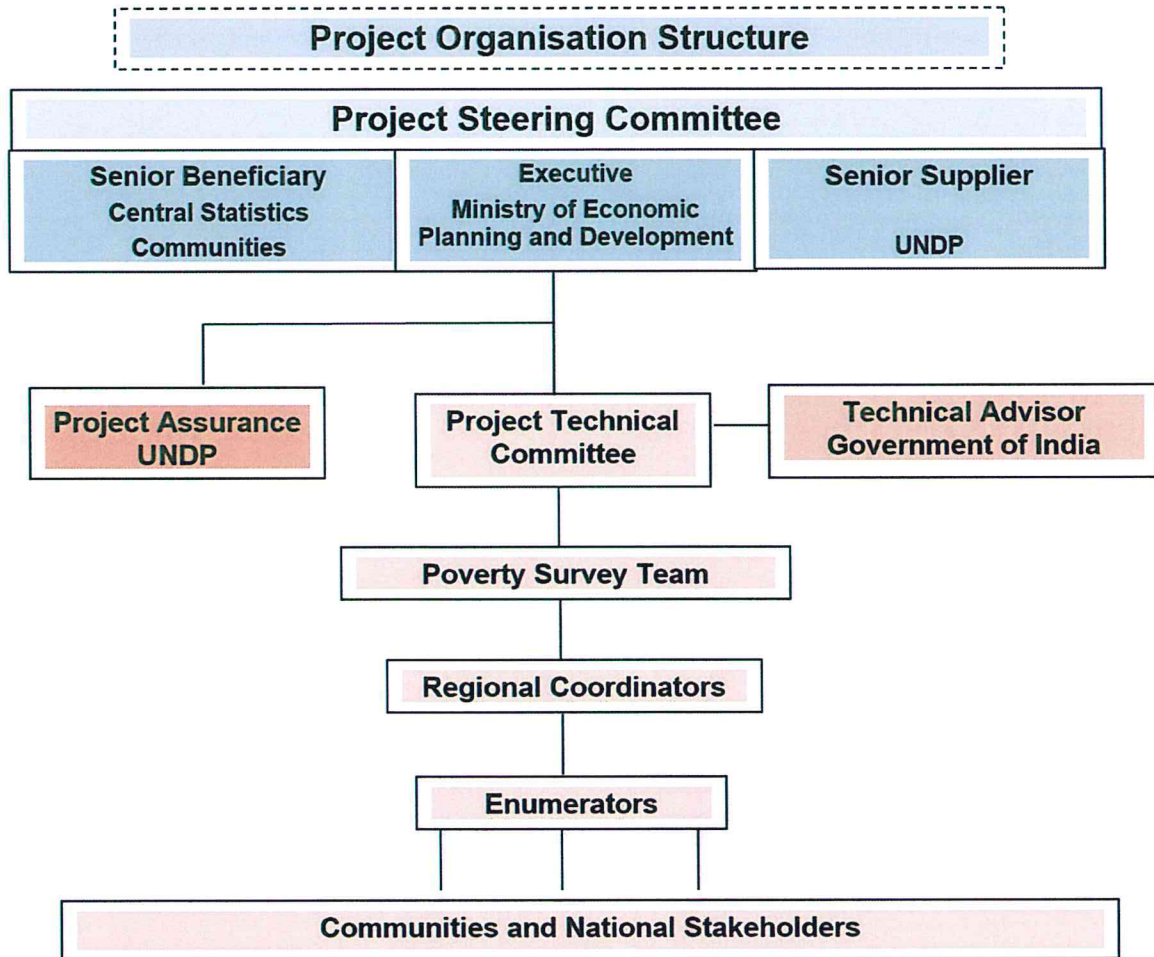
EXPECTED OUTPUTS	PLANNED ACTIVITIES	2018				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q2	Q3	Q4	Funding Source		Budget Description	Amount (\$)
Output 1. National capacities strengthened for the production of the Second Poverty Participatory Assessment (PPA)	1.1 Procure services of a Technical Advisor	X			MEPD, CSO	I-UNDPF	71600-DSA	20 000.00
	1.2 Travel for the Technical Advisor.	X		X	MEPD	I-UNDPF	71600-Travel	18 000.00
	1.3 Recruit Survey Administrators.	X			CSO	I-UNDPF	71300-National Consultants	1 000.00
	1.4 Recruit Regional Coordinators.	X			CSO	I-UNDPF	71300-National Consultants	5 000.00
	1.5 Recruit Constituency Facilitators.	X			CSO	I-UNDPF	71300- National Consultants	1 000.00
	1.6 Recruit Data Collectors.	X			CSO	I-UNDPF	71300-National Consultants	10 000.00
	1.7 Conduct stakeholders' Inception Meeting.	X			MEPD	I-UNDPF	75700-Conference facility	2 500.00
	1.8 Conduct training for Regional Coordinators and Supervisors.	X			CSO	I-UNDPF	75700-Conference facility	2 000.00
	1.9 Conduct training for data collectors and field staff.	X			CSO	I-UNDPF	75700-Conference facility 74210-Printing	10 000.00 5 000.00
	1.10 Conduct Report writing workshop.			X	CSO	I-UNDPF	75700-Conference facility	10 000.00
	1.11 Conduct Validation Meeting with stakeholders.			X	MEPD	I-UNDPF	75700-Conference facility	2 50000
	1.12 Conduct Report Dissemination Workshops.			X	MEPD	I-UNDPF	75700-Conference facility 74210-Printing	5 000.00 5 000.00
	1.13 Procure Survey Stationary – Survey Report.	X			MEPD	I-UNDPF	71800-Contract	5 000.00
	1.14 Provide communication resources – Airtime.	X	X		MEPD	I-UNDPF	71800-Contract	4 500.00
	1.15 Recruit Drivers.	X			MEPD	I-UNDPF	71800- Contract	5 000.00
	1.16 Rent vehicles.	X	X		MEPD	I-UNDPF	72215- Vehicle hire	9 000.00
	1.17 Fuel vehicles.	X	X		MEPD	I-UNDPF	72200-Fuel	3 500.00
	1.18 Maintain vehicles.	X	X		MEPD	I-UNDPF	72200-Vehicle maintenance	1 091.00
Direct Project Costing (DPC)	2.0 Project Oversight	X	X	X	UNDP	I-UNDPF	60000-Direct Project Costing	9 000.00
							Total	134 090.05
GRAND TOTAL							General Management Support (GMS) 3%	4 022.73
								\$ 138 113.73

India-UN Development Partnership Fund (I-UNDPF)

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed under the UNDAF Pillar 1 Results Outcome Group responsible for monitoring results under the delivery as one modality and UNDP Country Programme Document 2016-2020 Outcome Committee, chaired by the Ministry of Economic Planning and Development (MEPD).

The Implementing Partners (IPs) will be the Ministry of Economic Planning and Development Poverty Reduction Monitoring and Evaluation Division (PRMED), Central Statistical Office (CSO). Working mechanism will be enabled with the line ministries, civil society organisations (CSO) and communities.



The Project Steering Committee (PSC) will be established and chaired by the Ministry of Economic Planning and Development (MEPD) and will meet quarterly. The Government of India (through the Permanent Mission of India to the UN) and UNDP programme team will be part of the PSC to ensure that the project activities are in line with national priorities as presented in the project document as well as contribute to the United Nations Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD) 2016-2020 outcomes.

Quality Assurance will be provided by the Quality Assurance Team (QAT) established under the Leadership of the Deputy Resident Representative which constitutes of Programme and Operations staff.

VIII. CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

Under the Standard Basic Assistance Agreement (SBAA) signed between UNDP and the Government of Swaziland (GOS) in 1977 as well as contributing to the objectives of the Swaziland UNCT United Nations Development Assistance Framework (UNDAF) 2016-2020 and the UNDP Country Programme Document (CPD) 2016-2020 also signed with the GOS, this project document will serve as a guide for the implementation of the project activities. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner (IP). The IP shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) assume all risks and liabilities related to the IP's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT STANDARD CLAUSES

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure

that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Special Clauses. In case of government financing through the project, the following should be included:

Please insert the schedule of payments and UNDP bank account details.

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP. All losses (including but not limited to losses as result of currency exchange fluctuations) shall be charged to the project.

2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. UNDP shall receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.

4. All financial accounts and statements shall be expressed in United States dollars.

5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

6. If the payment referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 1 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

7. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the payment shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the payment shall be charged a fee equal to 8%. Furthermore, as long as they are unequivocally linked to the project, all direct costs of implementation, including the costs of implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

8. Ownership of equipment, supplies and other properties financed from the payment shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

9. The payment and the project shall be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations and Rules and policies of UNDP.

X. ANNEXES

ANNEX 1: Project Quality Assurance Report Template

ANNEX 2: Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

ANNEX 3: Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Annex 4: Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

ANNEX 5: Terms of Reference for the Project Steering Committee (PSC)

BACKGROUND:

The project seeks to strengthen communities' stronghold solutions for poverty alleviation by informing strategic national development as well as local actions that result in generation of sustainable income. The South-South Cooperation (SSC) development mechanism will be adopted for skills transfer and knowledge exchange between the Government of Swaziland (GOS) and the Government of India (GOI) to drive the Sustainable Development Goals (SDG) Agenda 2030, with focus on SDG1: 'End poverty and all its forms everywhere'. The SSC emphasizes that cooperation should be principled on needs-driven, effective partnerships, reciprocal with mutual benefits between the two countries. The core outcomes will be solutions for poverty eradication, generated through a participatory assessment process and improved national social assessment capacities for the Central Statistical Office (CSO) through undertaking of the second Poverty Participation Assessment (PPA). The project will have the following outcome result: Second Participatory Poverty Assessment Report nationally drawn definitions and measurement of poverty parameters. In addition, the PPA Report will inform on strategic undertaking, and advise on the national, regional and local actions that will lead to accelerated investments for poverty alleviation.

ROLES AND RESPONSIBILITIES

The Project Steering Committee (PSC) is the group of key individuals responsible for making management decisions by consensus for the project and when guidance is required by the focal points at PRMED and Central Statistical Office. To ensure full accountability, the PSC is in place to make decisions in accordance to standards¹¹ that shall ensure best value for money, fairness, integrity, transparency and effective international competition.

The PSC has three roles that include: (i) An **Executive**: individual representing the project ownership and chairs the PSC, (ii) **Senior Supplier**: individual or a group of individuals representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the PSC is to provide guidance regarding the technical feasibility of the project, and

¹¹ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, IP, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, IP, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

Senior Beneficiary: individual or a group of individuals representing the interests of those who will benefit from the project. The primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries.

THE SPECIFIC RESPONSIBILITIES OF THE PSC INCLUDE:

3.1 Defining a project: Review and approve the Initiation Plan

3.2 Running a project:

3.2.1 Review and appraise detailed Project Plan and Annual Work Plans (AWP), including ATLAS¹² reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan

3.2.2 Provide overall guidance and direction to the project, ensuring it remains within any specified constraints

3.2.3 Address project issues as raised by the PRMED and Central Statistical Office (CSO), and the technical teams

3.2.4 Provide guidance and agree on possible countermeasures/management actions to address specific risks

3.2.5 Agree on Project tolerances in the Annual Work Plan (AWP) and quarterly plans when required

3.2.6 Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans

3.2.7 Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner, Ministry of Economic Planning and Development (MEPD).

3.2.8 Appraise the Project Annual Progress Report, make recommendations for the next AWP, and inform the UNDP Programme Outcome Board about the results of the review

3.2.9 Provide ad-hoc direction and advice for exceptional situations when tolerances are exceeded

3.2.10 Assess and decide on project changes through revisions

3.3 At the end of the project

3.3.1 Assure that all Project deliverables have been produced satisfactorily

3.3.2 Review and approve the final project report, including lessons learnt

3.3.3 Make recommendations for follow on actions to be submitted to the UNDP Programme Outcome Board

3.3.4 Commission project evaluation(s)

3.3.5 Notify operational completion of the project to the UNDP Programme Outcome Board

Executive: The role of Executive will be undertaken by the Ministry of Economic Planning and Development (MEPD). The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project has value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific responsibilities include:

- Ensuring that there is a coherent project organisation structure and logical set of plans and budgets
- Setting tolerances in the Annual Work Plan (AWP) and other plans as required for the Project Manager
- Monitoring and controlling the progress of the project at a strategic level
- Ensuring that risks are being tracked and mitigated as effectively as possible
- Chairing PSC meetings

Senior Beneficiary: The Central Statistical Office representatives will hold the role of Senior Beneficiary. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet

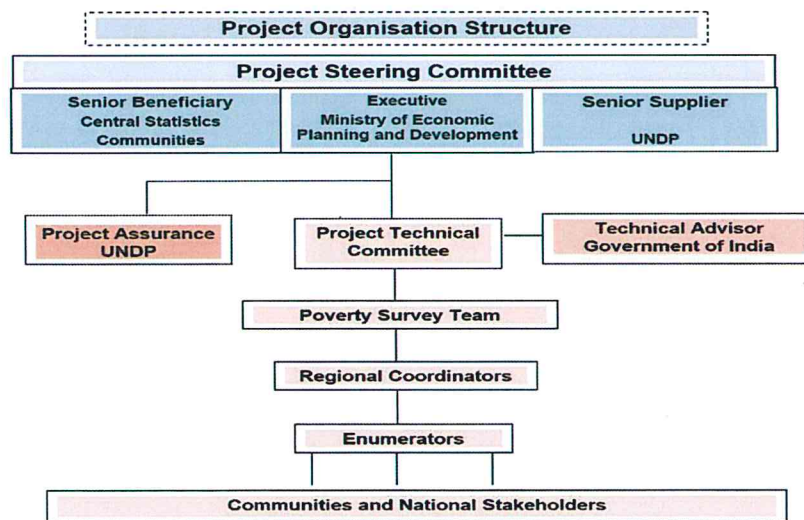
¹² ATLAS – UNDP programme administration and management system

those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. Specific responsibilities include:

- Ensuring that the expected output(s) and related activities of the project are well defined
- Making sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promoting and maintaining focus on the expected project output(s)
- Prioritising and contributing beneficiaries’ opinions on PSC decisions on whether to implement recommendations on proposed changes
- Resolving priority conflicts, in particular those that challenge the beneficiation process of the project to the vulnerable communities

Senior Supplier, UNDP representatives will hold the role of Senior Supplier, along with a representative of the government of India. The Senior Supplier’s primary function within the PSC is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. Specific responsibilities will include:

- Ensuring that progress towards the outputs remains consistent from the supplier perspective
- Promoting and maintaining focus on the expected project output(s) from the point of view of supplier management
- Ensuring that the supplier resources required for the project are made available
- Contributing supplier opinions on PSC decisions on whether to implement recommendations on proposed changes
- Arbitrating on, and ensuring resolution of any supplier priority or resource conflicts



Project Quality Assurance is a responsibility of each PSC member. The role will also be delegated to the UNDP Programme Associate and UNDP Finance Associate. The project assurance role supports the PSC by carrying out independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed in a timely manner.

XI. MEETINGS

5.1 The PSC meets each quarter or on ad hoc basis as requested by the PM and based on the needs of the project.

5.2 The quorum for convening of a meeting and decision-making will be sixty percent (60%) of the membership attendance. At least any four (4) delegates must be present for a meeting to form a quorum.

5.3 Decision-making will be conducted on consensus. In case a consensus cannot be reached, final decision shall rest with the UNDP the Deputy Resident Representative.

5.4 Meeting venue will be the Ministry of Economic Planning and Development (MEPD), Aid Coordination and Management Section (ACMS) unless specified otherwise by the PSC, Chair.

List of Institutions for the Project Steering Committee

1. Mr. Mthunzi Mthupha Head of Aid Coordination and Management Section, Chair/ Sibongile Dube UN Focal Point
2. Ms. Lungile Mndzebele-Dladla Ministry of Economic Planning and Development, PRMED, Alt Chair
3. Mr. Amos Zwane, Director for Central Statistical Office, Member
4. Mr. Mahesh Kumar, Government of India Representative (or Delegate)
5. Mr. Bheki Ginindza, UN UNDAF Pillar 1 Representative, Member
6. Ms. Sithembiso Gina Programme Specialist, United Nations Development Programme (UNDP), Member
7. Mr. Emmanuel Ndlangamandla, Coordination Assembly of Non-Governmental Organisations (CANGO), Member
8. Mr. Choice Ginindza Senior Statistician, Central Statistical Office Secretariat