UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Good Governance and Citizen Participation
CPD Outcome 3

Project Title: Good Governance and Citizen Participation

Project Number: 00077239

Sustainable Development Goals: SDG3 Good Health and Wellbeing **SDG5:** Gender Equality; **SDG9** Industry, innovation, infrastructure; **SDG10:** Reduced inequalities; **SDG 11:** Sustainable cities and communities; **SDG13:** Climate action; **SDG16**: Peace, justice and strong institutions **SDG17**: Partnerships for Goals.

National Macro-strategic Goals: Good governance and sound economic management.

UNDAF Outcome 3.1: Public institutions deliver efficient and quality services by 2020.

UNDP SP Outcome 1: Citizen Expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Implementing Partner: Parliament of Swaziland, Prime Minister's Office e-Government Unit, Ministry of Tinkhundla Administration and Development (MTAD) Deputy Prime Minister's Office – Gender unit, Ministry of Justice and Constitutional Affairs (MOJCA), Ministry of Housing Urban Development, Swaziland Public Procurement Regulatory Authority (SPPRA), Anti-Corruption Commission (ACC), Commission on Human Rights and Public Administration (CHRPA), Public Service HIV/AIDS Coordinating Committee (PSHACC), Coordinating Assembly of Non-Governmental organisation (CANGO), National Emergency Response Council to HIV/AIDS (NERCHA).

Start Date: January 2016   **End Date:** December 2020

Brief Description
The programme seeks to strengthen public institutions oversight function and support Governments effort to deliver efficient quality services to its citizens; increase citizens voice and participation in public accountability and promotion of transparency; strengthen knowledge based research for informed evidence based advocacy; support the implementation of National Development Strategy and policies especially those aimed at decentralisation of services to citizens and support national and local authority elections. The programme further seeks to strengthen Government capacities to mainstream International Conventions and regional protocols into legal frameworks and development programmes.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDAF Outcome 3.1: Public institutions deliver efficient and quality services by 2020

Indicative Output(s):

Output 3.1.1. Improved accountability and participation in key institutions and systems that deliver public services at national and local level; Output 3.1.2. Parliament and related institutions have capacity to develop legislation and policies in line with the national Constitution and international conventions; Output 3.1.3. Civil society strengthened to engage in constructive dialogue and advocacy for promotion of human rights, transparency, public accountability and other international agreements.

Total resources required:	$1,618,405	
	UNDP TRAC:	$968,405
	Donor:	$650,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)[1]:

Government	UNDP
Print Name:	Print Name:
Signature:	Signature:
Date:	Date:

I. INTRODUCTION

The adoption of the Swaziland Constitution 2005 ushered in new prospects for strengthening independence of the governance institutions for the delivery of an effective and just system of governance, these being The Parliament of Swaziland, The Judiciary and the Executive. To sustain effective, functional democracies and attainment of social, economic, cultural and political development in a state, it is imperative that these three elements are in a 'stable balance' (Fukuyama, 2011)[2]. The Constitution also establishes key institutions such as the Commission on Human Rights and Public Administration, the Anti-Corruption Commission and Swaziland Public Procurement Authority. These institutions are critical for ensuring that oversight is strengthened in the prevention of corruption, monitoring adherence to international public procurement standards and increasing access to human rights. These institutions therefore become an extension of the accountability structures to keep the public sector in check over and above the function of Parliament. Developmental interventions outlined in this document therefore aim at strengthening these institutions capabilities to adhere and demonstrate good principles of governance in the delivery of public services, respect for Human rights and increase capacity of citizens and voice in the governing of public services.

The National Development Strategy, (NDS) provides for strengthened good governance, economic management and public sector management (NDS, chapter 10). It promotes practices such as legitimacy and constitutionalism, accountability, transparency, participation the rule of law and predictability (NDS,2015). The NDS sets the foundations for public institutions to practice principles of good governance for the achievements of the set development goals for Swazi Citizens. Government development interventions are thus to be designed with the view of enhancing citizen's engagement, adoption of the rights based approach; promoting gender equality and transparency and accountability.

The Global UNDP Strategic Plan (SP) through Outcome 2, promotes increasing citizen's expectation for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. This provides an opportunity for an integrated approach to the delivery of programmes, where by focus should be given to strengthening capacity of the government with organisational systems promoting effective engagement with citizens on development matters. The strategy also provides for UNDP to create an enabling environment for citizens to engage with public service providers, contribute towards shaping their development agenda. The strategy prioritizes strengthening of public institutions to deliver universal access to basic service; strengthening Constitutional Bodies and Parliaments to have functional and accountable systems that promote participation and representation;

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1.   [2] Fukuyama, F. (2011). *The Origins of Political Order. From Prehumen Time to the French Revolution.* London

strengthened institutions for the prevention of corruption across sectors and stakeholders with a major focus on access to information, contracting, public procurement; promote access human rights though awareness raising and having clear systems for reporting and mitigations including implementation of the human rights conventions; strengthening frameworks and processes for engagement for civil society organisations that are transparent; ensure that the legal and policy reform is enabled for the reduction of discrimination for PLWD, women, adolescents and key populations and migrants (UNDP SP 2014-2017). The strategic approach therefore for the implementation of outcome three of the Country Programme Plan (CP) should take into consideration the aforementioned priorities in the design and planning of intervention during this period of the CPD.

The sustainable development goals (SDG) to which Swaziland is a signatory to also provides another opportunity for transformation. The SDGs recognises the importance for peace and security as fundamental for achieving sustained development. The introduction of SDG 16 promoting peaceful and inclusive societies for sustainable development, provided access to justice for all and build effective accountable and inclusive institutions at all levels provides new prospects for Swaziland to set its own standards aimed at strengthening good governance systems and institutions in the country aligned to international standards. The project document for 2016-2020 explores possible strategies to be adopted for strengthening accountability through increased citizens voice and participation in decision making and access to public services. Institution of an accountable government is a process engaged by the state through consultation with its citizens. At macro level, Parliaments are established to provide oversight function on the Executive Government and the Judiciary responsibility is to uphold rule of law and the Constitution. It is imperative that during the period of the country programme document 2016-2020 Government's capacities are enhanced for continuous engagement with citizens, active civil society organisations, interest groups on the management of public goods and respect for human rights, for prosperity economically, environmentally and socially (Fukuyama, 2011).

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II GOVERNANCE DEVELOPMENT CHALLENGE

Swaziland continues to face challenges relating to the development of strategic governance interventions aimed at fostering voice and participating of citizens, increased knowledge and access to human rights, ensure women representation in structures of decision making such as Parliament, Constituency based structures, local authorities as well as the Senior held government positions and Commissions. The Swaziland Development Index (SDI) has adopted the Mo Ibrahim Index (MoII) as means for measuring the country's performance towards improving its governance indicators. This means that efforts of the 2016-2020 strategies need to focus on assisting the Government of Swaziland to achieve the desired status of being amongst the top 10 countries in the MoII by 2018 or 2022. The 2015/16 MoII places Swaziland at 29th out of 54 countries showing a decline of -4.5 and amongst the least 7 countries whose indicators have not improved in some of the critical areas of concern. In 2013/2014 Swaziland was along boarder line at 26/24 out of 52 countries. The country continues to be rated low on three critical indicators that can be improved if concerted effort is made by the Government to invest on strategic initiatives that demonstrate that human

rights are at the core of its development interventions. Swaziland is rated low on participation and human rights 48 out of 54 countries (Participation 51/54-(11.8%) and human rights 45/54 (29.5%), down by -1 in 2014. Other indicators that require improvement is around accountability and rule of law, the country is presently at 19 and 22 out of 54 countries. The Human Development Index is at 17 (-1) in 2015, though there is need to improve on strengthening social protections mechanisms if we are to reach the target of eliminating poverty by 2022 and 2030. The country has also made significant progress towards the reduction of corruption. The corruption trend as presented by Transparency International shows a steady decline from 121/172 countries in 2006 to 95/172 in 2011 and 69/172 in 2014, up by 52points. This indicates that the country can make the necessary effort to improve on its international standing on governance with the right targeted interventions put in place.

The low scores under accountability, human rights and participation and rule of law, in the MoII (2016) can be attributed to a number of factors including the following: lack of confidence in the Judicial system in handling cases as efficient and effective as possible; the perceived lack of independence[3] and adherence to the constitution in the appointment of Judges positions; prohibitive costs of services of legal counsel; formalistic and cumbersome legal processes; lack of knowledge and information about legal remedies and court procedures; Weak enforcement of laws and implementation of court orders; Absence of confidentiality in the court processes; lack of access to justice through availability of legal aid for marginalised and disadvantaged groups; Lack of harmonization of courts modern system and traditional national courts; low level of awareness on human rights and how to access them; Gender bias and other discriminatory practices against women, key populations and persons with disability or vulnerable groups in terms of participation, representation and access to services and rights.

In 2005 Swaziland adopted the decentralisation policy which aims at taking public services to the people. Decentralisation is a process that enables citizens to participate directly in development decisions that impact and or shape citizens lives. It promotes a bottom up participatory approach, empowers citizens and strengthens local governance structures. The country presently has a strategic system of taking public services to the people through the Constituency approach. The Ministry of Health has successfully decentralised its services to the different constituencies and provides an opportunity to learn and roll out good practices to other government ministries. The current CPD[4] recognises the importance of focusing on weak governance systems for equitable access to and efficient delivery of quality public services. It notes the coexistence of the traditional and modern governance systems and its negative effect towards the achievements of the Constitution if not harmonised; contribution to low citizen participation in decision-making and to inadequate service delivery. The current CPD provides a shift in the way working UNDP has been accustomed to and creates an opportunity for strengthening local authority governance structures for enhanced citizen's participation and voice including institutions with the mandate for oversight and increased state accountability. The CPD also notes the lack of policy implementation, and monitoring and evaluation frameworks as major gaps in the NDS. Interventions aimed at increasing citizen's role in monitoring the implementation of national public policies needs to be encouraged. The role of civil society organisations (CSO) in the monitoring of state public policies is not clearly defined. It is imperative that mechanisms for monitoring public accountability are established and strengthened. These should also be geared towards

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[3] The Judiciary and UNDP. Report on Judicial Code of Ethics, 2008
[4] Country Programme Plan 2016 -2020

informing policy reform and strengthening capacity of grassroots citizens in monitoring policy interventions.

Gender equality remains one of the major challenges in Swaziland despite the emancipation provisions outlined in the Constitution of Swaziland. The Constitution of Swaziland (2005) Section 20 introduces an" equality before the law" clause which guarantees equality status of all persons before and under the law in all spheres of political, economic, socially and economic life in the country. It further makes reference to protect all citizens from discrimination on the grounds of, inter alia, gender, race, colour, ethnic origin, tribe, birth, creed, or religion. Parliament is encouraged to ensure that legislation enacted is non-discriminatory. Section 28 of the Constitution on the other hand protects the 'rights and freedoms' of women. It states that women have the fundamental right to equal treatment with men and equal opportunities in political, economic and social activities. These rights are also extended to afford women the ability to consent or refuse to participate in any customary activity to which they consciously oppose. Increasing awareness of public servants on gender equality for the realisation of the Constitutional outcomes therefore remains a key priority for this programme cycle.

Swaziland has the highest Gini coefficient at 0.51, in the economic sphere the majority of women are unemployed and largely trade in the informal sector which is not documented and its contributions to economic growth not valued. Female unemployment in 2010 was recorded at 46.3% and females active in the labor force, in 2014 accounted for 45%[5]. At political level the country still struggles to meet the proposed quota by the Convention on the Elimination of Discrimination of All Forms against Women (CEDAW), Constitution of Swaziland stipulating 30% and the SADC Protocol on Gender and Development, calling for 50% representation of women in Parliament respectively. Women in Parliament account for 14% with only one (1) woman elected from the 55 Tinkhundla (Constituencies) and the rest appointed by the Head of State into the Upper and Lower houses of Parliament in 2013 elections. The House of Assemble also elect ten (10) members into Senate of which five (5) must be women. Cabinet Ministers and Principal Secretaries account for only 25% and 24% respectively of the Government of Swaziland Leadership. Under Secretaries and Directors also represent 35% and 43%, respectively of Government Senior management. In the Judiciary, of the 18 High Court Judges only two (2) are women, and of 24 Magistrates, 42% are women. These indicators demonstrate the need for intensified strategies aimed at educating policy makers, appointing commissions and the government ministries on gender equality, for enhance mainstreaming of gender in development initiatives. Continuous advocacy and influencing of citizens to vote for women during the election period remains critical in the absence of any affirmative processes put in place for achieving the right quota for women.

Gender Based Violence (GBV) remains one of the major challenges in the country with the number of reported cases increasing over the years. Between 2011 and 2014 a total of 7,636 cases were reported, the highest number being 2016 cases reported in 2014iv, showing an upward trend over the years from 1731 in 2011. Strategic interventions aimed at the reduction of gender based violence need to be aligned to the work of UNDP. Strengthning policy interventions and ensuring that public and private sector have the rights systems and mechanisms for the reduction of sexual harassment within the world of work. UNDP will contribute to work with the national partners that target the workplace in the reduction of gender based violence.

[5] Swaziland Labour Force Survey, 2010

The interventions to be implemented through the period of 2016 – 2020 will therefore respond to the following: -

- Strengthen the capacity of the government to monitor implementation of public services and introduction of public performance management systems.
- Enhance participation of citizens in the broader governance systems; access to justice and human rights.
- Create enabling environment for legislation reform, operationalization, implementation and application of the law at all levels.
- Domestication of International and regional conventions and protocols including preparation of state reports
- Enhance civic education for the establishment of stronger accountability institutions at all levels and including understanding of the electoral processes.
- Strengthen government capacities for effective citizen's engagement on access to and improvement of public service delivery.

This period of the CPD also needs to focus on strengthening capacity of the governance institutions in programme implementation and management skills; strengthening organisational systems, processes and procedures; strengthen coordination and partnerships in the implementation of similar programme initiatives; strengthen evidence based intervention and systems for data collection; and use of real time data to influence policy reform; strengthen outcome based monitoring and evaluation of public service delivery.

III. STRATEGY

Theory of Change for the Governance Portfolio:
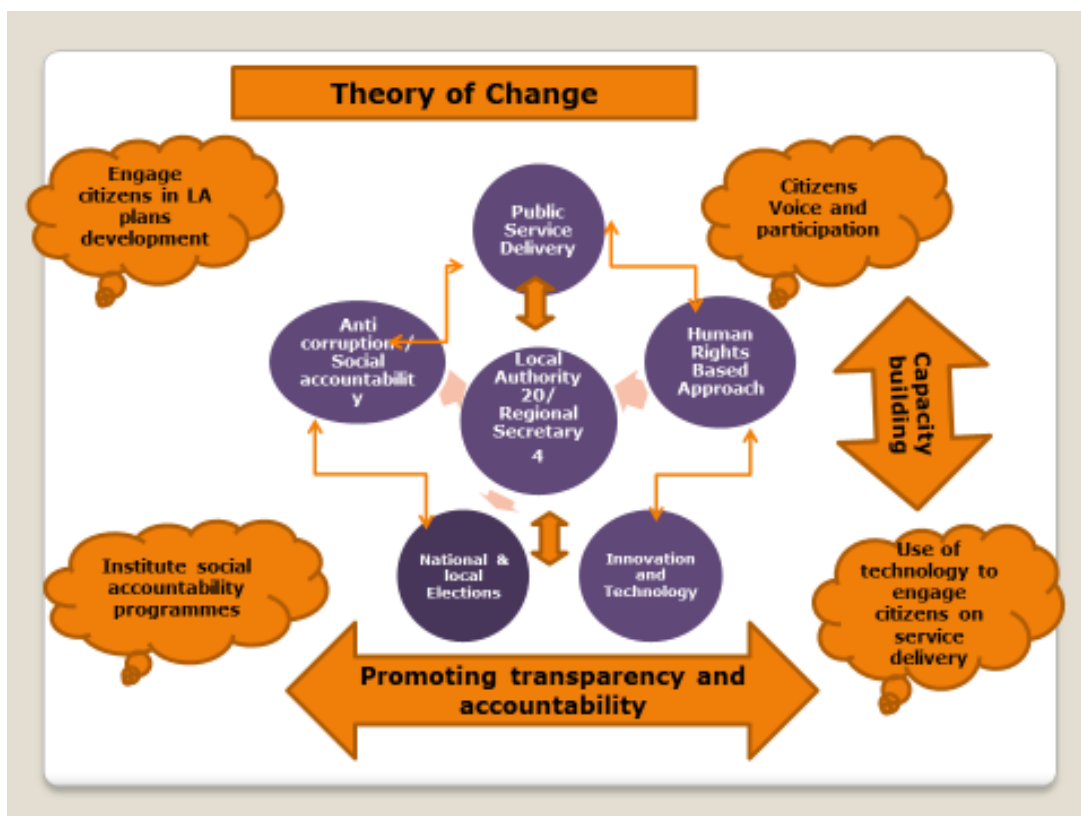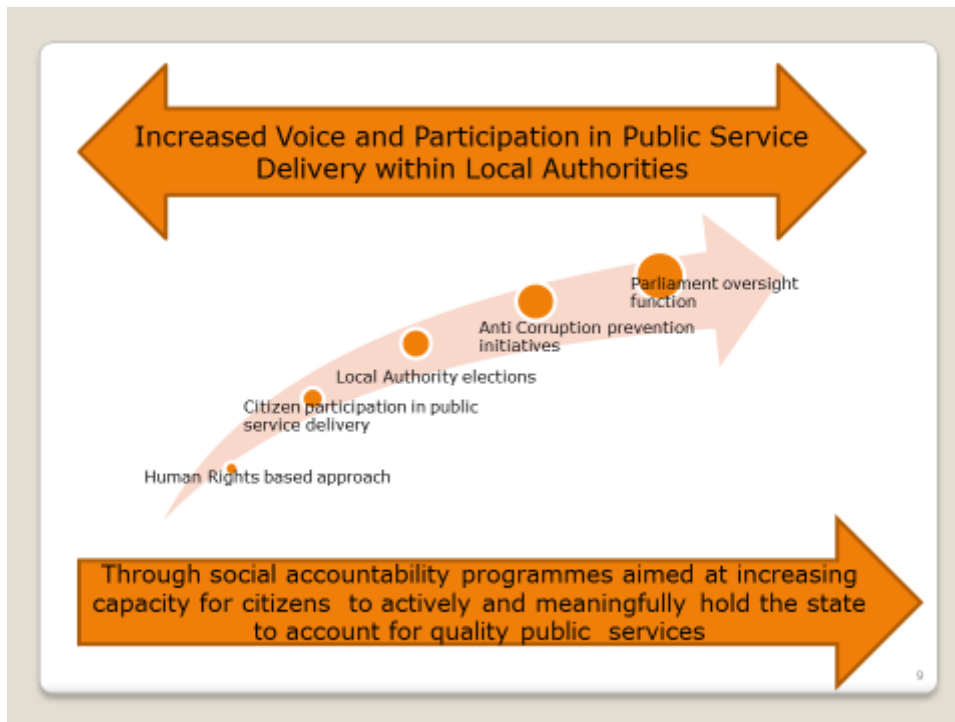
The theory of change denotes that if investment is made in the strengthening of citizen's capacities on gender equality, rights based approach, accountability mechanisms and allowed to participate in decisions that affect them, development targets can be better achieved. Further transparency and accountability can be strengthened once citizens are empowered enough to demand for better quality public services. Transparency in the delivery of services also impacts directly on the reduction or corruption. Citizen empowerment also impacts in holding Parliamentarians to account on decisions made and further strengthens engagements. UNDP has prioritised the Shiselweni and Lubombo region as the CPD priority areas, piloting of interventions should be in these two regions and then scaled up to others. In the event Manzini or Hhohho Region have a better environment for piloting an intervention that provided quick returns and learning then they could be prioritised for implementation and later scaled up in the CPD focused areas.

The strategic interventions to be engaged during this period of the strategy will include the following:

1. Capacity Building:

i) Strengthening capacities of the rights holders on their entitlement and establishment of accountability structures at all levels for effective monitoring of sustainable development goals and access to public service delivery. Strengthen capacities of the duty bearers to understand the basic principles of human rights and development of appropriate strategies to meet state obligations in the delivery of services to citizens.

ii) Strengthen organisational development systems of the governance institutions Parliament, Judiciary and the Executive and all other Constitutional bodies i.e. CHRPA on the establishment of accountability mechanisms; public performance system; monitoring and evaluation system including the review and or development of policies that promote participation.

iii) Strengthen capacities of specific institutions on investigations, establishment of appropriate reporting systems, litigation, monitoring and evaluation in the area of corruption, public procurement and human rights.

2. Advisory and Advocacy Support:

i) Provide normative technical advisory services to the Government of Swaziland and Governance institution with a view of strengthening adherence and applications of good principles of governance.

ii) Technical support will also be provided through expertise based at the Regional Service Centre and specialised technical expertise from the broader UN support services.

3. Knowledge Management:

Document learning, best practices and lessons learnt over the implementation of various interventions with the view of scaling up interventions in other areas; implications of policy and programme interventions on citizens; and public policy change in areas where accountability structures have been established and operationalised.

4. Evidence Based Research:

To be engaged to inform policy and legislation reform processes and programming. Innovative approaches using amongst other ICTs to the collection of data to inform any policy and programme interventions. Governance is an area that is under researched in the country and objective research should be encouraged.

5. Rights Based Approach:

Interventions will ensure that development of policies and programmes are formulated from a human rights based principles that put citizens in the centre of development. Further interventions will ensure that gender is mainstreamed in all policies and programmes including gender responsive law reforms.

6.Domestication of International and Regional Conventions and Protocols:

Strengthen Parliament and the Government of Swaziland capacities to effectively domesticate international and regional structures through the establishment of national reporting mechanisms. Capacity of the Ministry of Foreign Affairs and Secretary to Cabinet's office monitoring system strengthened to ensure that the country meets its international obligations of state reporting.

7. Inclusion of Women, Youth and Persons with Disability

Efforts will be made to ensure the inclusion of women, youth and persons with disability in policy and programme development, including strengthening their capacities to monitor programmes implemented at grassroots level.

8. Resource Mobilisation:

Strengthen resource mobilisation for all governance institutions to carry out specific interventions aimed at contributing towards the achievements of SDG 16 and support momentum and increase delivery of the CPD.

IV RESULTS AND PARTNERSHIPS

a) The Expected results for 2016 – 2020 include:

UNDAF Outcome 3.1: Public institutions deliver efficient and quality services by 2020.

Global UNDP and CPD Programme Results and Resource Framework: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

i) Output 3.1.1. Improved accountability and participation in key institutions and systems that deliver public services at national and local level.
> **Indicator 3.1.1.1.** No. of national and local level institutions implementing accountability audits and community score cards
> **Indicator 3.1.1.2.** No. of national and local-level institutions implementing public service   performance measuring system
> **Indicator 3.1.1.3.** No. of proposals adopted and under implementation to mitigate sector-specific corruption risk, including in public procurement (IRRF 2.2.2
> **Indicator 3.1.1.4.** % of key populations receiving HIV prevention services, disaggregated by key population (men who have sex with men (MSM), sex workers (SWs)

ii) Output 3.1.2. Parliament and related institutions have capacity to develop legislation and policies in line with the national Constitution and international conventions
> **Indicator 3.1.2.1.** No. of laws reviewed and formulated in line with the constitutional and international standards incorporating principles of good governance.
> **Indicator 3.1.2.1.** No. of international instruments domesticated

iii) Output 3.1.3. Civil society strengthened to engage in constructive dialogue and advocacy for promotion of human rights, transparency, public accountability and other international agreements.
> **Indicator 3.1.3.1.** No. of CSOs/networks with mechanisms for ensuring transparency, representation and accountability. (IRRF 2.4.2)
> **Indicator 3.1.3.2.** % of women participating as candidates in local and national elections (IRRF 2.1.3) in line with SADC Protocol.

b) Resources Required to Achieve the Expected Results

Implementation of the Governance Outcome three of the CPD will require core funding which would be used as catalytic funding for most of the projects to be implemented. Resource mobilisation would be key if the priorities set in the country programme are to be realised. Cost sharing with the government and all other governance institutions will be encouraged during the implementation of the CPD. Most of the governance institutions are understaffed and in need of professionalization of the different cadres i.e. developing experts in the area of human rights or public procurement. Its envisaged that technical support or in house experts will have to be placed with the institutions to strengthen their capacities. Potential project proposals would have to be developed in the following possible areas e.g.
- Capacity for strengthening investigative skills, reporting, monitoring and evaluation for governance oversight institutions.

- Capacity building of the public sector on the human rights based approach and
- Civic education on human rights, elections and accountability
- Youth entrepreneurship and access to innovative funding
- Strengthening Judiciary for enhanced access to Justice
- Strengthen capacity of Parliament on legal reform and citizen's engagement on the processes.

c) Partnerships

Partnerships will be established with the Government of Swaziland Ministry of Justice and Constitutional Affairs to take lead in the coordination of the programme initiatives aimed at increasing access to justice and the Ministry of MTAD to provide leadership on strengthening accountability systems. Partnerships will also be established and strengthened with the UN sister agencies under the UNDAF Governance Pillar Delivery as one modality. Partnerships with civil society organisations will be established to strengthen monitoring systems for SDGs and structures for accountability. Partnerships with development partners and foundations with likeminded governance priorities will be approached for joint planning and delivery of the government outcomes.

d. Risks and Assumptions

Risks	Mitigation	Outcome
Parliament and Judiciary commitment to implement activities as set out in the Annual work-plan leading to re-prioritising of activities to those not aligned with the CPD.	Continuous advocacy at a higher level for the governance institutions to utilize UNDP resources as catalytic funding	Implementing Partners commitment to achieving set results enhanced
Weak leadership from supported institutions leading to lack of implementation of the plans	Continuous engagement with the Principal Secretaries of respective Ministries.	Government leadership enhanced.
Weak institutional capacity to implement programme initiatives at technical and organisational systems level. Most of these institutions are at infancy level and require intensive capacity building to professionalise the cadres and establish systems.	Institutional capacity development plan undertaken to identify capacity gaps for the programme managers targeting the Parliament, Judiciary, CHRPA, SPPRA, ACC, MOJCA, and MTAD in the specific areas related to the programme. Systems analysis undertaken and IAS engaged to support in ICT related products	Capacity Development plan developed and implemented.
Strengthening of the Governance Institutions perceived as a threat to the Tinkhundla system of Governance resulting in implementing partner's lack of implementation or avoidance.	Continuous Advocacy for strengthening voice and participation in the delivery of services. Government ownership of the UNDP programme enhanced to change perception about strengthening accountability systems as means for achieving SDGs	High level Ministerial buy-in on strengthening capacities of citizens to monitor development outcomes.
MOJCA weak capacity to coordinate the Governance Pillar remains a challenge for the overall achievement of the justice sector targets.	Coordination mechanism established for the MOJCA. Explore the use of SWAP for effective coordination of the Justice sector.	Terms of reference developed and coordination framework developed.

UNDPs role in supporting initiatives aimed at strengthening accountability, perceived negatively by some members of the public sector and citizens.	Public and Ministerial awareness and consultative meeting to be held	Ministries and citizens receptive
Government readiness to institute a Performance Management system for the public sector. This maybe beyond UNDPs control.	UNDP to focus on performance management of the public sector through monitoring public service performance	

d. Stakeholder Engagement

The Governance Outcome will target the following Government, Commissions, Parliament, Judiciary and Civil Society Organisations:

i) Government:

• **The Office of the Prime Minister - eGovernment Unit (OPM-eGov)**: which has the overall mandate for the coordination of e-Government ministerial activities and that of parastatals. Technical support and advisory services will focus on strengthening coordination mechanisms for e-governance interventions; assist with the development of some specific application or platforms that focus on improving public service delivery or citizen's engagement; creation of citizen's awareness on the e-governance initiatives and maximise utilisation. Technical support will further be provided to the Head of Public Services to institute a performance management system for the government.

• **Ministry of Justice and Constitutional Affairs** (MOJCA) responsible for the implementation of the Constitution, law reform, access to Justice and human rights. The MOJCA support will focus on strengthening coordination of the justice sector; strengthen mechanisms for state reporting on international and regional conventions including the UPR; strengthen systems for law reform; implementation of the Legal aid. Establish mechanisms for monitoring SDG 16.

• **Ministry of Tinkhundla Administration and Development** (MTAD) responsible for enhancing citizen's participation and accountability measures. Technical support and advisory services will focus on strengthened mechanisms for monitoring implementation of SDGs, public service delivery, civic education on elections, human rights at constituency level; Strengthen coordination of public services at constituency level and strengthen decentralisation.

• **Deputy Prime Ministers Office - Gender Directorate and Disability Unit (DPMO)**; Both Units have a mandate for mainstreaming gender and disability. The DPMO will be supported with strategies for mainstreaming gender and disability in the various ministries for enhanced disability and gender equality outcomes; technical and advisory services will be provided for the development of sector based gender policies and disability policy guidelines; strengthen systems for gender based budgeting; support towards preparation of all state reports; and strengthen capacities of Government Senior management on gender concepts and gender mainstreaming.

ii) Commissions

• **Swaziland Public Procurement Authority** (SPPRA) responsible for strengthening public procurement practices; technical and advisory services will be provided towards strengthening systems for monitoring public procurement service; capacity strengthening of the government and local authorities on public procurement; institutional strengthening for the effective delivery of SPPRA mandate.

• **Anti-Corruption Commission (ACC)** responsible for prevention of Corruption; Support will be provided towards strengthened implementation of the ACC strategy; implementation of sector mitigation plans for prevention of corruption; UNCAC state reporting and civic awareness on prevention of corruption.

• **Commission on Human Rights and Public Administration** (CHRPA) mandated with the promotion of access to human rights and mitigating on human rights violations. Technical support, advisory and advocacy services will be provided for the mainstreaming of human right in the public sector agenda; civic education on human rights; institutional capacities strengthened on systems and procedures for reporting and investigations of violations etc.

iii) Swaziland Business Coalition on HIV/AIDS (SWABCHA) and the Public Sector HIV/AIDS Coordination Committee (PSHACC).

These organisations have a mandate of strengthening the private and public sector to have productive employee programmes. Technical support will be provided for promoting wellness standards and strengthening systems for monitoring public and private sector's response to HIV and wellness related diseases. Further support will be provided for the promotion of interventions aimed at reducing sexual harassment violations at the workplace.

iv) Judiciary

The Judiciary will be supported with the implementation of the Judiciary Strategic Plan. Focus will be on strengthening systems and processes aimed at improving access to justice; coordination of the judicial activities; capacity building of staff; strengthening monitoring and evaluation; attachment of volunteers for strengthening M&E at all Courts needs to be explored; strengthening gender equality within the Judiciary will also be critical. Supporting the Judiciary achieve its independence for increased good governance.

v) Parliament of Swaziland

The Parliament will be supported with the implementation of the Parliamentary Strategic Plan; facilitate development partner round table for increased resource mobilisation for the strategy; strengthen parliament governance structure on effective leadership of Parliament; strengthen capacity for Parliamentarians on citizen engagement, role of Parliament in advancing SDGs at all levels, legislation processes and implementation of e-parliament.

vi) Citizens

Citizens engagement and participation is the ultimate targeted beneficiary with all the interventions that will be implemented during the period of this CPD. Its envisaged that all activities implemented should have an element of citizen's capacity building in order for them to effectively monitor programmes implemented at all levels. Key areas for citizen's engagement is in the following areas:

citizen's capacity building on transparency and accountability; awareness on human rights concept (duty bearer and rights holder); public service on procurement and citizen's role in enforcement of good practices (private sector and entrepreneurship) and elections processes. It will be imperative that systems are therefore developed for engagement with citizens and mass education using social network.

vii) Civil Society Organisations:

Coordination Assemble of Non-Government Organisations (CANGO). CANGOs capacity will be strengthened for enhanced monitoring of the implementation of SDGs; establishment of transparency and accountability measures; civic education human rights; and strengthen institutional capacity for key populations.

e. South-South and Triangular Cooperation (SSC/TrC)

South-South is one of the strategies that will be explored as means for strengthening institutional capacity and enhanced learning. South-south should be facilitated at Government to Government or Commission to Commission level to ensure strengthened partnership and sustainability of the relationship. UNDP will also identify possible opportunities, best practices within UNDP that could

be explored for South-South. Areas for potential South-South collaboration can be explored in the following areas (quick wins):

Judiciary - Establishment of an Independent Judicial System (South Africa)

CHRPA - Institutional strengthening systems and processes, best practices (Uganda/Ghana)

SPPRA - Institutional strengthening best procurement practices.

f. Knowledge Management

Knowledge management will be produced in the following areas:

- Status Report on Human Rights in Swaziland
- Perception survey on Corruption in Swaziland
- Customer Satisfaction Survey
- Sexual Harassment Study
- Extent of Bribery in Swaziland
- Youth entrepreneurship in Swaziland
- Impact of citizen's engagement in Swaziland
- Impact of training public officers on procurement

Other areas for knowledge management will be identified during the implantation of programmes during the period of this strategy. Monitoring of projects would also have to be structured such that they highlight lessons learned and areas for documentation.

Sustainability and Scaling Up

Programme sustainability will be at institutional level and programmatic level. Institutional capacity building will need to focus on strengthening systems and processes for the organisation, developing policies and guidelines that operationalise the mandate of the institution. Focus would also have to be at human resource capacity building with the view of creating specialities and professionalising the different cadres such procurement, human rights, community participation etc.

Partners are encouraged to utilise UNDP resources for specific pilots that can be tacked and documented over time and then scaled up after two years of implementation. The constituency approach or local authority would be the entry point for any pilots to be implemented during the period of the strategy.

All interventions delivered will have clear timelines, exit strategies will have to defined at the beginning of the project this would ensure that there is continuity post UNDP programmes support. All initiatives need to be planned with partners and UNDP resources used to implement partner's priorities defined in their strategic plan or policy documents. This approach will guarantee ownership of the project implemented and sustainability.

II. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Delivery as one is one of the 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 governance programme initiative 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. Joint UN project proposals will be developed and managed at RCO/ UNCT level. Project management team will constitute of the UN focal points and the governance partners.

Furthermore, efficiency and effectiveness will be achieved through the portfolio management approach. Joint project proposals will be developed for institutions that have an oversight mandate

and cross cutting initiatives. This will strengthen the institutions sharing of best practices, create synergies and harmonise systems and procedures. The ACC, CHRPA and SPPRA have similar mandates and formalisation of the partnership for increased efficiency and effectiveness in the delivery of services, to citizens will be encouraged.

The Ministry of Justice and Constitutional Affairs capacities will be strengthened for effective coordination and monitoring of the justice sector. The MOJCA reports to Parliament on behalf of all the governance institutions, a much coordinated effort will be required to ensure that reports are produced timely for the Justice sector.

Additionally, piloting of interventions in a small area either a selected local authority or constituencies will be encouraged. This will ensure that the impact or effectiveness of an intervention is closely monitored and documented for potential scaling up. Small pilot interventions allow programme implementers to generate results quicker than if implementation was at a large scale.

III.   RESULTS FRAMEWORK[6]

Intended UNDAF Outcome 3.1: Public institutions deliver efficient and quality services by 2020.
Programme Results and Resource Framework: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
Outcome indicators as stated in the Country Programme: **Indicator 1**: Mo Ibrahim Index score of Swaziland in African countries on respondents satisfied with delivery of services by public institutions (Baseline: 51.5 Target: 60.0) **Indicator 2:** % of citizens that perceive improvements in public accountability (Baseline:30% (2010); Target: 80%)
Project title and Atlas Project Number: 00077239

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 3.1.1. Improved accountability and participation in key institutions and systems that deliver public services at national and local level	**Indicator 3.1.1.1.** No. of national and local level institutions implementing accountability audits and community score cards	**MTAD reports**	1	2015	1	3	3	2		10	**Annually**
	Indicator 3.1.1.2. No. of national and local-level institutions implementing public service performance measuring system	OPM reports MTAD reports CSO reports	2	2015	0	3	4	3		10	

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[6] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[7] 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.

	Indicator	Source	Baseline	Year						Total	Frequency
	Indicator 3.1.1.3. No. of proposals adopted and under implementation to mitigate sector-specific corruption risk, including in public procurement (IRRF 2.2.2) **Baseline:** 1 **Target:** 10	ACC and SPPRA Reports	1	2015	2	3	3	2		10	Annually
	Indicator 3.1.1.4. % of key populations receiving HIV prevention services, disaggregated by key population (men who have sex with men (MSM), sex workers (SWs)	Key Populations Reports; MOH Reports; NERCHA Reports									Annually
Output 3.1.2. Parliament and related institutions have capacity to develop legislation and policies in line with the national Constitution and international conventions	**2.1 Indicator 3.1.2.1.** No. of laws reviewed and formulated in line with the constitutional and international standards incorporating principles of good governance.27	Parliament Reports MOJCA Reports	2	2014	2	2	2	2		8	Annually
	2.2 Indicator 3.1.2.1. No. of international instruments domesticated	Parliament Reports MOJCA reports	2	2015	2	2	2	2		8	Annually

Output	Indicator	Data source	Baseline	Year							Target	
Output 3.1.3. Civil society strengthened to engage in constructive dialogue and advocacy for promotion of human rights, transparency, public accountability and other international agreements	Indicator 3.1.3.1. No. of CSOs / networks with mechanisms for ensuring transparency, representation and accountability. (IRRF 2.4.2)	CANGO reports;	1	2015	1	1	2	1				Annual
	Indicator 3.1.3.2. % of women participating as candidates in local and national elections (IRRF 2.1.3) in line with SADC Protocol	Data source: Ministry of Housing and Urban Development and EBC reports;	National – 15%; Local – 19% Elected (2013): National – 14%; Local – 7%;	2013	-						Target National – 50%; 2018 Local - 50%	2018

IV.   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 RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions 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 are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
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.	At least annually	Relevant lessons are 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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board 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 risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

V.   MULTI-YEAR WORK PLAN [89]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 3.1.1. Improved accountability and participation in key institutions and systems that deliver public services at national and local level	1.1 Establish mechanisms for improving accountability, citizen's participation and measuring public service performance.	X	X	X	X	MOJCA, ACC CHRPA, SPPRA, Judiciary, PMO DPMO/Gender Unit, MTAD	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	150,000
	1.2 Facilitate the development of policies and national guidelines that promote citizen participation, access to public service delivery and accountability.		X	X		PMO, CHRPA, SPPRA	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	45,000
	1.3 Strengthen capacity of citizens on monitoring public services delivery and implementation of SDGs at local level.	X	X	X	X	SWALGA, DPMO, CANGO	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel	120,000
	1.4 Strengthen capacity of governance institutions and local authorities in the design of interventions that promote citizen's engagement in service delivery and rights based approach.	X	X	X	X	MTAD, CHRPA, CANGO, SWABCHA, PSHACC	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel	50,000

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[8] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[9] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.5 Develop interventions aimed at prevention of sector specific corruption risks & improving public procurement systems.	X	X	X	X	ACC, AG, DPP, SPPRA	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	74,405
	1.6 Improve coordination of public service delivery at regional and constituency level.	X	X	X	X	MTAD	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel	20,000
	1.7 Conduct research and document best practices on effective citizen's engagement strategies		X		X	DPMO/ Gender & Disability Units, MTAD,CANGO	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	50,000
	1.8 Strengthen institutional capacity to advocate for policy reform and access to services.	X	X	X	X	MTAD, CANGO	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel	65,000
Output 3.1.2. Parliament and related institutions have capacity to develop legislation and policies in line with the national Constitution and international conventions	1.6 Strengthen Parliament Governance Structures for effective management of Parliament.	X	X	X	X	Parliament	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	80,000
	1.7. Capacitate Parliamentarians on legislative review processes, domestication of international and regional conventions.	X	X	X	X	Parliament	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	46,000
	1.8. Strengthen advocacy for the review of Gender equality related legislation	X	X	X	X	Parliament	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	86,000
	1.9. Facilitate the development of sector gender policies		X	X	X	DPMO, Gender Unit	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	47,000

	1.10 Support mechanisms for strengthening state reporting on international conventions		X	X	X	MOJCA, ACC, CHRPA, DPMO	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	45,000
	1.10 Strengthen capacity of Parliamentarians to effectively engage with citizens on policy and legislation reform.	X	X	X	X	Parliament, CANGO	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel -Printing	120,000
Output 3.1.3. Civil society strengthened to engage in constructive dialogue and advocacy for promotion of human rights, transparency, public accountability and other international agreements	1.11 Facilitate the development of systems for monitoring transparency and accountability	X	X	X	X	MHUD, EBC, SWALGA, DPMO, CANGO	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel	95,000
	1.12 Build capacity of Constituencies on the use of community score cards					MOJCA, ACC CHRPA, SPPRA, Judiciary, DPMO/Gender, MTAD	UNDP Trac Donor Resources	-Consultants -Workshop facilities -Travel	110,000
	1.13 Civic education on the elections		X	X		MHUD, EBC, SWALGA, DPMO, CANGO	Donor Resources	-Consultants -Workshop facilities -Travel	300,000
	1.14 Strengthen capacity of Civil Society on preparation of shadow reports on international and regional conventions	X	X	X	X	CANGO	UNDP Trac	-Consultants -Workshop facilities -Travel	25,000
	Sub-Total for Output 2								1,583,405
Evaluation (as relevant)	EVALUATION								35,000
General Management Support									
TOTAL									1,618,405

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed under the UNDAF Pillar 3 Results Outcome Group responsible for monitoring results under the delivery as one modality and UNDP Country Programme Document 2016-2020 Project Management Committee, chaired by the Ministry of Economic Planning and Development (MEPD).

The Implementing Partners (IPs) include The Parliament of Swaziland; The Judiciary; Executive - Office of the Prime Minister - eGovernment Unit; Deputy Prime ministers Office - (Gender Directorate and Disability Unit); Ministry of Justice and Constitutional Affairs (MOJCA); Ministry of Tinkhundla Administration and Development (MTAD); Public Sector HIV/AIDS Coordinating Committee (PSHACC)Commissions and other Oversight institutions - Swaziland Commission on Human Rights and Public Administration (SCHRPA); Anti-Corruption Commission (ACC); Swaziland Public Procurement Authority (SPPRA);and Coordinating Assembly of Non-Governmental Organisation (CANGO); Key Population Network and Swaziland Business Coalition on HIV/AIDS (SWABCHA).

The Project Steering Committee (PSC) will be established chaired by the Ministry of Economic Planning and Development (MEPD) that meets quarterly. UNDP project 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. The Gender Seal Team (GST) will also have an oversight function to ensure that programmes implemented are gender responsive.