



**United Nations – Government of Swaziland  
COUNTRY: SWAZILAND**

**Programme Title:** Strengthening SDG based national planning, monitoring and reporting- PHASE 1  
**SDGs:** The programme establishes a national stakeholder development framework reflecting the full range of the SDGs.

**National Macro-Strategic Goals:** The programme links the SDG framework to the national development strategy and will prioritize and localize the SDG goals and targets, linking them to each of the intervention areas under the NDS.

**UNDAF Outcome 3:** Good governance and accountability **Outcome 3.1** Access to, and quality of priority public service delivery to citizens improved.

**UNDP SP Outcome 1:** Countries have strengthened institutions to progressively deliver universal access to basic services.

**R-UNDG strategy for MICs pillar 1:** Programming in middle-income countries **pillar 2:** strategic partnerships

**Implementing Partners:** Ministry of Economic Planning and Development (MEPD).

**Responsible Parties:** Ministry of Tinkhundla, Ministry of Finance (MOF), Deputy Prime Ministers Office, United Nations Development Programme (NIM with UNDP as responsible party), New York University-Wagner School of public governance (NYU).

**Strategic Partners:** UN agencies (UNICEF, WFP, UNFPA, WHO, UNAIDS, FAO), Central Statistics Office, Swaziland Economics Policy Analysis and Research Centre (SEPARC), Coordinating Assembly of Non-Governmental organisation (CANGO), Swaziland Commission of Human Rights, Federation of Swaziland Employers and Chamber of Commerce (FSE&CC), University of Swaziland (UNISWA).

**Brief Description**

**Narrative:** Supporting the government of Swaziland with the prioritization and localization of SDG goals, targets and baselines is central to the SDG programme. The programme provides a mix of policy advice , capacity development, knowledge management and advocacy to facilitate transition of national planning, monitoring, evaluation and reporting processes towards an SDG based national planning and monitoring system. It will build further the necessary capacities for SDG policy advancement, promote SDG policy development/implementation through effective partnerships and tracking for policy impact.

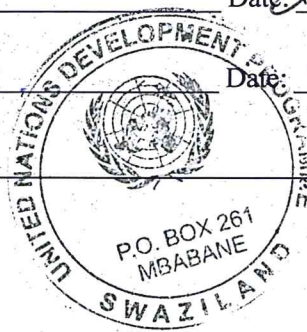
Programme Period:	2016-2019	Total budget:	\$ 2,173,811
Project:	2016-2019	Total allocated resources:	
Key Result Area (Strategic Plan):	Policy Support	• Regular (AWP 2017)	\$ 100,000.00
ATLAS Award ID:	TBC	• Other:	
Project ID:	TBC	◦ Government	\$ TBD
Start date:	01 December 2016	Unfunded budget:	\$ TBD
End Date:	31 December 2019	In-kind Contributions	
PAC Meeting Date:	TBC	NYU- 4 staff for 5 months	
Management Arrangements:	NIM	UNV- 1 staff for 3 years	

Agreed by MEPD: 

Date: 23.02.2017

Agreed by UNDP: 

Date: 23.02.2017



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## I. SITUATION ANALYSIS

Swaziland aspires for sustainable development acumen working towards meeting the ultimate National Development Strategy, Vision 2022 (1997-2022) targets. In line with the ‘unfinished MDG business,’ the country articulates curbing the global and national financial and economic crisis impacts, through poverty reduction and quality service delivery guided by the Government Ministries’ Programme of Action (2013-2018). The Programme of Action also schemes to address high poverty<sup>1</sup> and high unemployment<sup>2</sup> rates triggered by the low investment inflows and low resilience to external shocks. In addition, this requires more robust institutions for better access to quality public services as well as increased national participation in development process of the country.

Classified as lower Middle Income<sup>3</sup> (MICs), the Swaziland remains in the low growth category with high inequality<sup>4</sup> indicators. The Sustainable Agenda 2030, provides the country with opportunities to align the global targets with national outcomes that according to the 2015 MDG Report, indicate the need for robust policies and programmes for poverty alleviation, and attention to the agriculture and health sectors<sup>5</sup>. This was also highlighted in the national dialogue on the Post-2015 Agenda that pointed out employment creation, poverty reduction, food and health security and institutional strengthening, key to sustainable development.

The country analysis for the United National Development Assistance Framework (UNDAF) for 2016 to 2020 noted the low income trajectories, food insecurity, structural institutional issues for effective support to quality basic service provision, and low participative advancement of the NDS development targets are among the major development bottlenecks. Premised along the UNDAF, the UNDP Country Programme Document (CPD) 2016-2030 advocated for the need to shift emphasis to upstream advisory work that is informed by catalytic research and downstream projects for sound technical policy advice, drawing extensively on its global knowledge networks and the entire UN system.

UNDP’s support to the GOS leans towards upstream initiatives, principally targeting policy advisory, formulation and planning, budgeting and M&E, statistics and data reform, capacity strengthening and advocacy. Additionally, support is provided in addressing crucial emerging issues such as climate change, youth empowerment and governance as ingrained in the NDS. With the launch of the SDGs in 2016, the Government will continue to mainstream the prioritized targets in all national planning with a view to continue strengthening the Medium Term Expenditure Framework (MTEF). The SDG programme complements ongoing efforts of UNDP and the UN System at large to enhance governance and strategic planning functions of the government

The government of Swaziland views the Sustainable Development Goals (SDGs) - a transformational roadmap enunciating 17 goals, 169 targets, and 231 indicators and has as its overarching objective poverty eradication – as a much-needed development portal for the country to take care of outstanding MDGs business, achieve its development vision, and improve social development in Swaziland. Launched in Swaziland on 30 June 2016, the SDGs map the way towards sustainable and inclusive economic growth and development at the global, regional, and country level.

It should be noted that GOS, and in particular MEPD, has already initiated critical interventions to facilitate the country's transition towards an SDG based national planning, monitoring, evaluation and reporting system, including the conclusion of a SDG baseline analysis and initiated the adaption of the

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<sup>1</sup> 63% - Poverty, Swaziland Household Income Expenditure Survey, 2010.

<sup>2</sup> 29% - Unemployment, MDG Report, 2015.

<sup>3</sup> Income > \$1,046.

<sup>4</sup> Gini Coefficient 0.51, Human Development Report, 2015.

<sup>5</sup> The country performed well with MDGs 2 and 7, had mixed outcomes with MDGs 3 and 8 and challenges with MDGs 1, 4, 5, and 6, 2015 MDG Report.

national M&E system that would facilitate SDG based planning and monitoring. The SDGs baseline report indicated for example that availability of data in support of SDG goal 7 (access to energy), 11 (sustainable cities and settlements) and 13 (climate change) is less of an issue than in other areas. More remains to be done, but the momentum for the SDGs is undeniably building under the overall leadership of the government.

However, key challenges remain: fifteen years after the MDGs were put in place, the number of people in extreme poverty, the proportion of undernourished people, the maternal mortality rate, and the under-five mortality rate in Swaziland is still high. The country MDG Report (MDGR) documents that Swaziland was unable to achieve 3 of the 8 goals. The report also indicates that the country managed to partially achieve most of the targets in the MDGs. The implication is that there are a number of outstanding MDGs issues in Swaziland that require further redress. Based on the MDGR outstanding MDGs business in Swaziland includes, inter alia, the need to reduce poverty and hunger, reduce child mortality, and improve maternal health in Swaziland<sup>6</sup>.

Despite commendable achievements under the MDG's, structural challenges within government also contributed to the country's inability to meet all the MDGs. Two important lessons from the MDG period and that will need to be taken into account as lessons were the limitation in the application of the MDG goals and targets in the context of national planning, monitoring, evaluation and reporting and the absence of direct links between the national budgeting process and the MDGs, which would have allowed prioritised resourcing for areas that fell behind in terms of progression towards their MDG targets. Another notable challenge constraining progress on MDG mentioned is a lack of a coordinated approach resulting in stakeholders, both inside and outside of government working in silos in the fight against poverty.

In spite of the country adopting and implementing the PRSAP in 2006 and the ERS in 2011, growth remained relatively sluggish averaging 2.7% - much against the 5% required to create jobs and set the economy on a recovery path. The unemployment rate increased from 28.2% in 2007 (the earliest year for which reliable employment data from the CSO is available), on the eve of the global financial meltdown, to 28.5% in 2010. By 2014, unemployment had not changed much: it remained high at 28.1%. The uptake of financial services was also low: Only 11.2% of the total population owned a bank account in 2015. As a result, Swaziland only managed to decrease poverty by 6% between 2001 and 2010.

The country's inability to achieve target 1.a, 1.b., 4.a, and 5.a of the MDGs is attributed to slow economic growth and the persistent scourge of HIV/AIDS (MDGR 2015). The HIV/AIDS pandemic added to the economic ills of the country mainly by reducing worker productivity (see KoS, 2015).

Risks associated with agricultural production and unfavourable terms for agricultural credit for producers on Swazi National Land (SNL) caused a significant number of producers and would be investors to shun the agricultural sector - hindering any attempts geared toward enhancing the sector's contribution to job creation and economic growth. At the same time, diminishing foreign investments and company closures reduced employment opportunities in the economy and contributed to the diminishing tax-base in Swaziland. Lastly, the relatively small size of the Swazi economy constrained any attempts aimed at accelerating development (MDGR 2015).

In addition, sectoral dialogues revealed that a hurdle that may hinder the successful planning and therefore implementation of the SDGs in Swaziland will be lack of data. Only 37% of the required data was available to report on Swaziland's standing on the different indicators of the SDGs. In particular, it emerged that for the most part, data in the country is not available in the public domain or where available is partially disaggregated making it difficult to inform Swaziland's implementation plan for its development agenda, the SDG Agenda 2030. Similarly, the limited frequency of statistical

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<sup>6</sup> Swaziland SDG Report Summary (2016)

publications in Swaziland is found to be an area that require further attention as the country gears itself for the implementation of the SDGs.

These will be important to address and build and expand on the successes from the MDGs in Swaziland as the country joins the global community on a countdown to 2030. While the country is undoubtedly more prepared for the implementation of the SDGs as enshrined in the draft revised NDS than it was with the MDGs, the existence of the MDGs unfinished business and the limited time period before 2030 call for an informed and prudent implementation plan of both the revised NDS and transition the national planning, monitoring, evaluation and reporting systems towards an SDG based system.

## II RATIONALE

The stakeholder dialogues in support of the Swaziland SDG report identified 6 areas of support required to transition the national planning, monitoring, evaluation and reporting processes towards an SDG based approach<sup>7</sup>:

- In terms of *policy and strategic support*, prioritisation is yet to be done, and technical and methodological guidance to translate SDGs in the Swazi context, prioritize the Goals and localize baselines and targets to reflect Swaziland's reality. This includes the translation of national goals into decentralised local goals to inform the national SDG strategy, especially taking into account constituency-specific priorities;
- In terms of *partnerships*, the private sector and academic sector were largely missing from the consultations and a separate exercise taking the goals to local companies explaining and informing them of their role is needed;
- In terms of *advocacy*, a number of sector heads representing government departments and line ministries, civil society organisations (CSOs), and NGOs expressed concern over limited understanding of the SDGs. There is a need for advocacy and capacity development to empower stakeholders to take ownership of the SDGs; and
- In terms of *capacity development*, national capacity development targeting a range of stakeholders as well as constituency-based regional technical workshops targeting individual communities are required to support the process of SDGs implementation.

UNDP, and the UN System at large, are well positioned to provide this support to GOS. Using its convening power and its role as a knowledge broker, UNDP can play an enabling role to facilitate stakeholder dialogues required to prioritize and localize the SDGs and assist with the transition of national planning and monitoring systems towards an SDG based approach. In addition, UNDP is well positioned to provide the required technical assistance with regards to strategic planning and monitoring processes, which complements UNDPs current programme portfolio well. Finally, UNDP has already established academic and media partnerships to facilitate knowledge exchange and enhance advocacy efforts of both GOS and its partners in the context of the SDGs.

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<sup>7</sup> Swaziland SDG Report Summary (2016)

### III STRATEGY

The SDG programme is structured around 5 strategic drivers:

1. **Policy Support** to assist with the transition towards an SDG based national planning, monitoring, evaluation and reporting system;
2. **Capacity development**, in particular institutional, human and financial capacity supporting national SDG based planning, monitoring, evaluation and reporting;
3. **Knowledge management and exchange**, especially through South- South cooperation;
4. **Advocacy** to enhance awareness and engagement in the SDG programme; and
5. **Partnership development**, including academic, private sector, media and civil society partnerships to ensure an inclusive approach involving a wide range of stakeholders.

The programme spans multiple years and is divided into phases.

**Phase 1** is the initiation phase, and focuses on developing and/or refining national planning, monitoring, evaluation and reporting systems to incorporate the SDGs as the central framework to plan for and measure development progress. The first phase focuses on the collection of international and regional practice examples for localization and prioritization of SDGs to inform national SDG policy. There is significant focus on establishing the institutional, human and financial capacity for (disaggregated) data collection and management to establish or refine SDG baselines and localized targets, as well as establishing the partnerships necessary for a sustainable national SDG based planning system. Use of international and regional good practices to inform national SDG policy combined with a targeted SDG advocacy effort play a key role to ensure stakeholders, especially the population at large understand how SDGs relate to their daily lives and challenges they face on a day-to-day basis. Advocacy is a critical element to ensure the proper mobilization of stakeholders in support of the SDG programme and contribute to policy prioritization and development as well as monitoring and evaluation of services provided under SDG based development programme.

*This programme document covers phase 1.*

**Phase 2** will build on the institutional, human and financial infrastructures developed in phase 1. It will focus on support to governments central and line ministries at national, regional and local level to decentralize the SDG based planning, monitoring, evaluation and reporting system to regional and local (chiefdom) levels. As with phase 1, phase 2 will follow the same strategic intervention areas to structure the programme (policy advice, capacity development, partnerships, advocacy and knowledge management).

The United Nations, as well as other potential partners such as the EU, will transform their own development programmes in support of GOS NDS to align with the SDG based planning approach to ensure their development interventions clearly contribute to government agreed SDG priorities and targets. In this context, the programme is expected to contribute to enhanced aid coordination reinforcing the link between GOS planning and development partner planning.

## IV OBJECTIVES

The upstream policy/technical advisory services aim to advance human development efforts by establishing the institutional, human and financial structures within GOS and other partners that enable the transition towards a sustainable SDG based planning, monitoring, evaluation and reporting environment in Swaziland.

More specifically, the SDG programme has five key objectives:

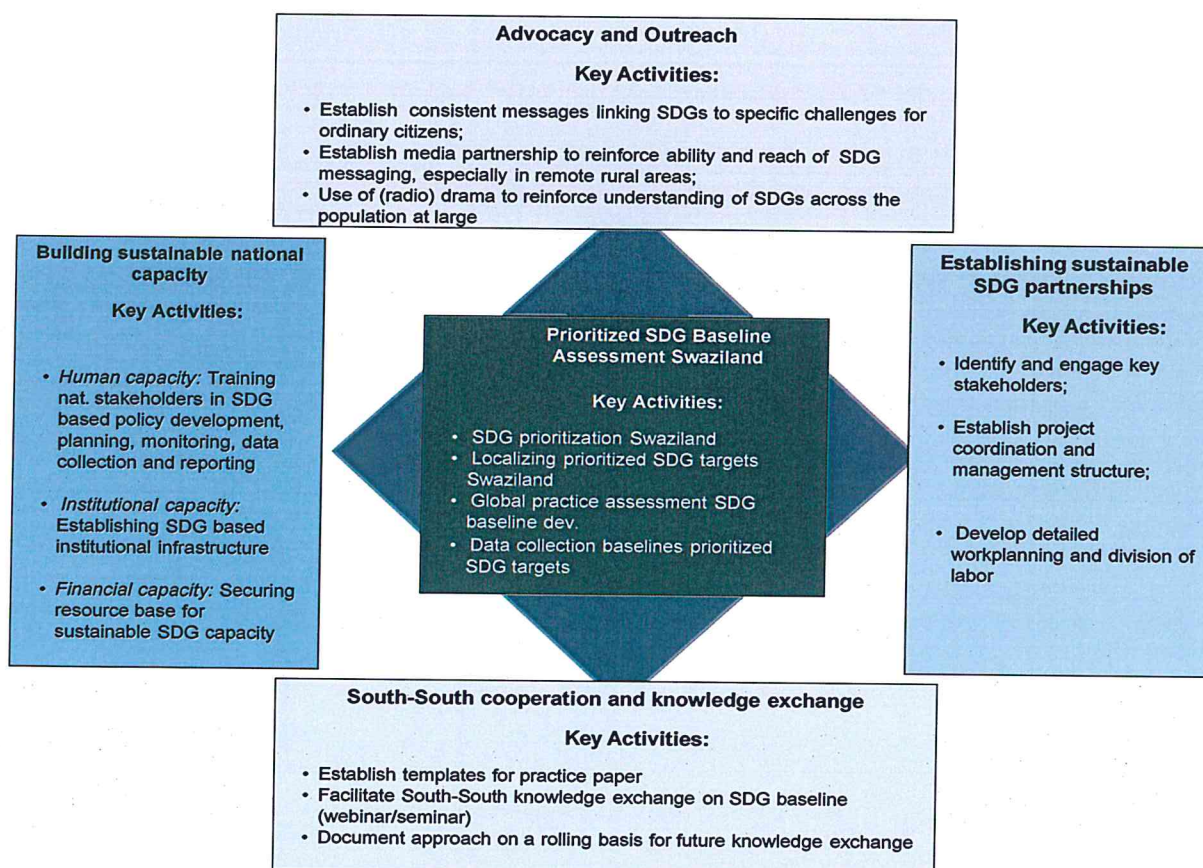
- I. To support the government of Swaziland with the **prioritization and localization of SDGs**, including the further articulation of **prioritized targets and baseline for SDG based national development framework** to facilitate planning, data collection, monitoring and reporting on progress against the SDGs in the Kingdom of Swaziland;
- II. To support the **building of sustainable national capacity** for SDG based national development planning, data collection, monitoring and reporting on progress against the SDGs in Swaziland;
- III. To **establish sustainable partnerships** between government and key stakeholders such as the UN domestic/external development partners, civil society, academia and private sectors in support of full prioritized SDG achievement by 2030;
- IV. To engage in **SDG based advocacy** using innovative media partnerships to enhance awareness and engagement in the SDG programme; and
- V. To enhance **South/South cooperation** by capturing the approach and methodology developed in Swaziland with the aim to **facilitate replication, learning and knowledge exchange** in support of similar programmes executed by other countries, especially the ones with Middle Income Country (MIC) status;

## V APPROACH

Phase 1 of the programme is divided into 5 work streams - two core work streams aimed at the development of a prioritized and localized SDG framework for effective planning, analysis, monitoring and progress reporting in Swaziland as well as the development of sustainable national capacity for the same. The other three work streams center supporting sustainable partnerships and knowledge exchange through South-South/triangular processes.

While some activities will be executed sequentially, at any given time several activities will run concurrently across the 5 work streams.

The figure below reflects the SDG programme approach:



### ***Work stream 1: Prioritized Swaziland SDG framework***

#### ***Outputs work stream 1:***

1. *Completed global scan of existing SDG localization approaches;*
2. *Mapped existing programmes of relevance with the SDG framework and baselines as input to broader workplan;*
3. *Prioritized Swaziland national SDG development framework;*
4. *Established baselines for each of the prioritized and localized SDG goals and targets; and*
5. *Refined existing national monitoring and evaluation framework to provide a sustainable basis for ongoing development monitoring and reporting as well as informing ongoing policy direction.*

#### ***Outline work stream 1:***

The SDGs provide a strong basis for national development planning, analysis, monitoring and reporting on development progress against internationally agreed development standards. In order to leverage the SDG framework, certain pre-conditions need to be put in place to ensure the SDG's can inform national development processes.

The SDGs cover 17 goals and 169 targets. Whereas each of these goals and targets are important, countries will need to prioritize certain goals in line with national capacity, resources and need.

In addition, one of the key lessons learned from the MDGs is that global goals and targets need to be localized to reflect the actual situation that varies significantly from country to country. This means that the targets set by the SDG framework need to be translated to local targets that make sense in the context of Swaziland.

Based on the prioritized and localized SDG framework, data need to be collected to establish baselines for each of the targets as a basis for monitoring and reporting and in some cases, the data need to be disaggregated according to different vulnerable stakeholder groups such as women, children, and disabled. These baselines are essential as they provide critical management information regarding the progress towards each of the development goals and will inform subsequent policy and programme priorities.

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Some work relevant to the national SDG framework and the SDG baselines is already under implementation by Swaziland and will be used in the context of this programme so that resources can be prioritized and focused on those areas where additional work is required. Appendix A provides an outline of ongoing work by the government, UN and other development partners which can be leveraged in the context of this programme.

Finally, this work stream will be supported by a global scan of existing approaches to prioritizing and localizing SDGs by academic partners, including the University of Swaziland and the New York University Wagner School of Public Management.

### ***Work stream 2: Building sustainable national and local capacity for SDGs***

#### ***Outputs work stream 2:***

1. *Established national planning and monitoring systems and reporting framework and methodology in support of SDGs, starting at national level with subsequent roll-out to Tinkhundla and chiefdom level (Local);*
2. *Established sustainable budget structure in support of the systems mentioned above;*
3. *Key stakeholders trained in skills and competencies required to manage a national SDG based planning, monitoring and reporting system.*

#### ***Outline work stream 2:***

Capacity to engage and sustain SDG based planning, analysis, monitoring and reporting includes three dimensions of capacity:

- Institutional capacity focuses on establishing the institutional processes and platforms that allow the Government of Swaziland, supported by its partners, to manage the SDG based development process:
  - Establishing processes and intergovernmental platforms to support SDG based planning, analysis, monitoring and reporting;
  - Enhancing systems for accountability on progress of implementation of the development goals and increased citizen's participation in public service delivery;
  - National and international resource mobilization to sustain SDG based development planning.



- Financial capacity focuses on developing a sustainable financial management system through the national budgeting process and national and international resource mobilization to sustain the SDG based development process.
- Human capacity focuses on strengthening staff skills and competencies enabling them to engage in SDG based development processes:
  - SDG based policy and programme development and management skills;
  - Monitoring and evaluation of SDG based policies and programmes;
  - Collecting and analyzing data for evidence-informed policies and decision-making;
  - Reporting on SDGs in line with international standards;
  - Ability to use existing information on the status of SDG implementation to inform subsequent policy and programme design.

### ***Work stream 3: Establishing sustainable SDG partnerships***

#### ***Outputs work stream 3:***

- *Established Memorandum of Understanding with various stakeholders reflecting the mutually agreed objectives of the programme, the management arrangements and the division of labour in support of programme objectives;*
- *Mobilized technical and financial support for the programme.*

#### ***Outline work stream 3:***

The programme envisages a broad partnership approach including the Government of Swaziland, academia within and outside Swaziland (University of Swaziland, New York University Wagner School), private sector (telcom/banking), civil society and development partners to support the development of sustainable capacity in Swaziland to facilitate SDG based analysis, planning, monitoring and reporting.

The Government of Swaziland will be in the overall lead for the programme and focus on engagement of government ministries and departments as well as overall programme coordination.

The United Nations in Swaziland, supported by its global UN SDG knowledge centres, acts as the primary advisory partner to the government and will use its convening power to assist government with overall programme management and South-South triangular cooperation and knowledge exchange objectives.

Other development partners in Swaziland will support the SDG programme with technical support where needed and where possible with financial support.

Civil Society in Swaziland engages to support the definition of localized SDG targets and priorities and assist with the collection of data for Swaziland SDG targets.

Academic partners will be engaged in support of the development of the national planning, monitoring and reporting systems, as well as assistance with the collection of data for the SDG baselines. Existing UN partnerships with the University of Swaziland and the US based University of New York (Wagner School of Public Management) will be used primarily.

Private sector, in particular telcom and/or banking sectors will be engaged to provide technical expertise, such as, for example, the telcom sector's ability to use its network for citizen based monitoring systems and, where possible, to support SDG awareness raising and financial resource mobilization.

More specifically, some of the partnerships include:

- The Government of Swaziland, especially the Central Statistics Office; Ministry of Economic Planning and Development with the mandate for monitoring the implementation of SDGs; the Ministry of Tinkhundla Administration and Development responsible for monitoring public service delivery;
- National Accountability Institutions such as the Swaziland Public Procurement Regulatory Authority and Swaziland Commission on Human Rights and Public Administration;
- The University of Swaziland (UNISWA), especially the Social Sciences Department and Computer Science department, to enhance research skills and ICTs for the development of innovative applications for monitoring SDGs and conducting high level research;
- Swaziland water and Agricultural Development Enterprise (SWADE) for local level development planning engagement;
- UNISWA, Central Bank research unit in collaboration with Swaziland Economic Policy Analysis and Research Centre providing technical support to UN with data analysis for SDG monitoring and currently establishing a pool of researchers to be mentored by the institution;
- Innovation and Science Technology Park to stimulate innovative approaches in the above mentioned areas.

#### ***Work stream 4: Advocacy and outreach for SDGs***

##### ***Outputs work stream 4:***

1. *Establish consistent messages linking SDGs to specific challenges for common citizens;*
2. *Establish media partnership to reinforce ability and reach of SDG messaging, especially in remote rural areas;*
3. *Use of (radio) drama to reinforce understanding of SDGs across the population at large.*

##### ***Outline work stream 4:***

Despite ongoing efforts, the population at large in Swaziland still struggles to understand the SDGs and its relevance to their day-to-day lives and challenges they face. As a result, engagement of individuals but also private sector and other stakeholders is suboptimal, hampering the efforts to ensure a SDG based national planning, monitoring, evaluation and reporting effort is truly inclusive. Citizens and other stakeholders play a crucial role in this process, from community based monitoring, use of mobile technology to support monitoring and reporting efforts and informing policy, but these systems are unlikely to succeed if those engaged fail to recognize the importance of the SDGs to make a change in their lives.

To address this challenge, the SDG programme aims to develop specifically targeted messages around the SDGs based on age group and background to allow messages to be brought in a way that connects with the audience. The approach includes the development and cultivation of media partnerships to develop the messages and get the messages out there.

One component tested in a range of countries and that has proven to be highly effective in terms of impact (penetration of the messages) and cost is the use of radio drama's, where development challenges are woven into the story lines of the characters in the drama. As characters are confronted with challenges (HIV/AIDS, GBV, poverty) the dialogue in the drama addresses these issues and highlights

different ways of managing these challenges. Given the high prevalence of radio as a medium, especially in rural areas (as opposed to internet and TV), this type of advocacy intervention is likely to be highly effective.

#### ***Work stream 5: South-South cooperation and knowledge exchange for SDGs***

##### ***Outputs work stream 5:***

- 1. Practice paper on establishing SDG based national planning, analysis, monitoring and reporting systems from an MIC perspective;*
- 2. At least 2 webinars on SDG planning, analysis, monitoring and reporting over the life cycle of the programme;*
- 3. Regional seminar on SDG based development planning and baseline assessment (funding permitting).*

##### ***Outline work stream 5:***

As many countries will aim to develop their national SDG baselines, the programme aims to capture the methodology and approaches to facilitate South-South cooperation and knowledge exchange across countries facing similar challenges.

This work stream will mainly focus on the documentation of the approach and methodology used, as well as the facilitation of South-South triangular cooperation and exchange of knowledge by means of at least 2 webinars and, if funding is available, a regional seminar to be organized with the regional UNDG.

Last, the UN, together with GOS, aims to deliver a side event in the ECOSOC to highlight the different needs and approaches of MIC when prioritizing and localizing the SDGs.

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## **VI. MANAGEMENT ARRANGEMENT**

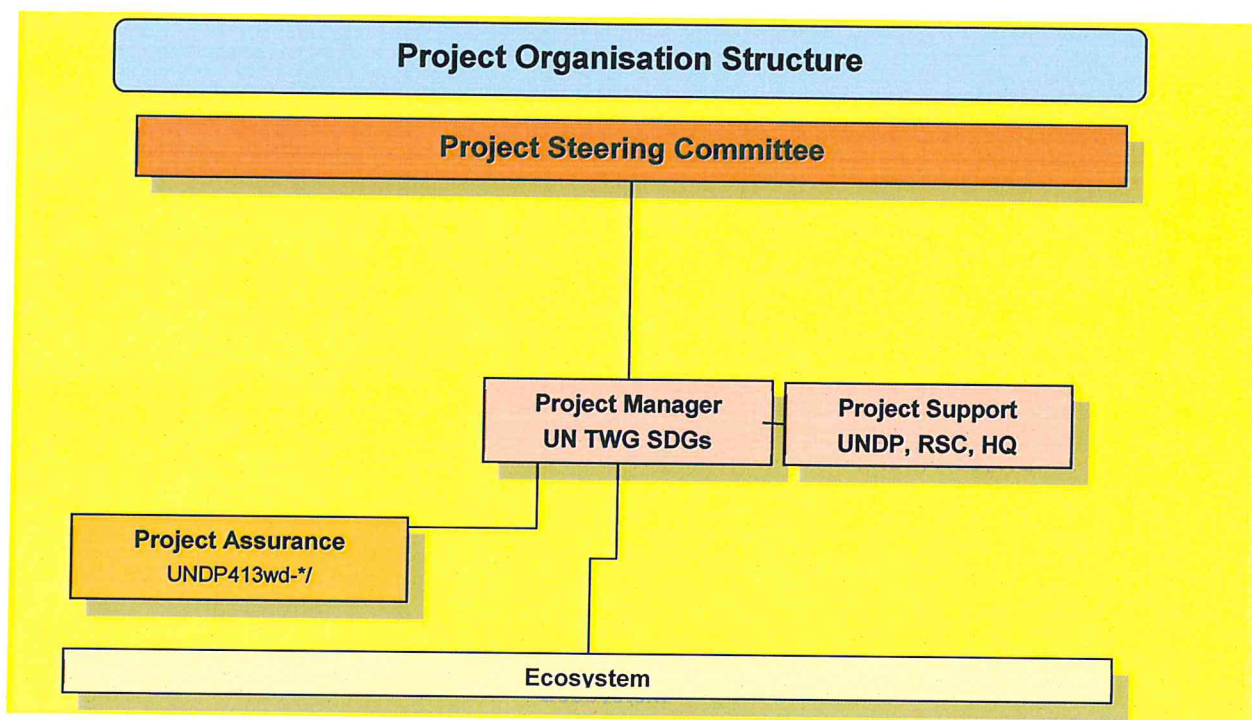
The programme will be managed by the UNDP Country Office under the Country Programme Document 2016-2020 with the Implementing Partner the Ministry of Economic Planning and Development (MEPD).

Responsible parties are Ministry of Finance (MOF), Central Statistics Office, United Nations Development Programme (NIM with UNDP as responsible party), New York University-Wagner School of public governance (NYU).

The Programme Steering Committee (PSC) is chaired by MEPD Permanent Secretary and the UN Resident Coordinator, and includes as members: Ministry of Tinkhundla Administration and Development, Ministry of Finance (MOF), Deputy Prime Ministers Office, UN agencies (UNDP, UNICEF, WFP, UNFPA, WHO, UNAIDS, FAO), Swaziland Economics Policy Analysis and Research Centre (SEPARC), Coordinating Assembly of Non-Governmental organisation (CANGO), Swaziland Commission of Human Rights, Federation of Swaziland Employers and Chamber of Commerce (FSE&CC), University of Swaziland (UNISWA).

The UN Technical Working Group on SDGs, co-chaired by UNDP DRR and MEPD Chief Economist, will manage the programme on a day-to-day basis. Members of the UN TWG SDGs include UNDP, UNICEF, WFP, UNFPA, WHO, UNAIDS and FAO.

Other partners may be added as the programme progresses.



## VII. RISK LOG

<u>Identified risk</u>	<u>Mediating action</u>
1. Lack of political buy-in for policy development.	The UN and MEPD will use their convening power to ensure broad buy-in of the results of the SDG programme. Key government stakeholder will be consistently engaged throughout the lifecycle of the programme, allowing for early identification of challenges of acceptance to allow for appropriate measures to be taken to ensure buy in into the programme results.
2. Slow policy approval processes.	The UN and MEPD will engage key decision makers specifically throughout the lifecycle of the programme, ensuring their engagement and allowing for early engagement by policy decision makers to facilitate the policy approval process.
3. Inadequate capacity for policy operationalization	Following the completion of the SDG prioritization and localization programme, additional support is planned to assist GOS with the operationalization of the SDG based national planning and monitoring framework.
4. Limited capacity for coordination across stakeholders	The programme has a component built in to reinforce MEPD capacity to manage and coordinate the SDG programme implementation and monitoring
5. Insufficient programme funding	Pro-active resource mobilization efforts are planned targeting a mix of local and regional donor countries, government cost sharing, special thematic fund (SDG innovations funds) and UN regular resources
6. Private sector insufficiently engages due to lack of understanding of their role in the programme	The advocacy component of the programme develops specifically targeted messages per stakeholder, including the

	private sector and its role in SDG achievement which will be rolled out using a multi-channel media approach involving radio, TV and newspapers. As and when needed, key private sector partners will be directly targeted bilaterally
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## VIII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the SDG programme will be monitored by means of the preparation of Annual Work Plan (AWP) to be tracked through the quarterly progress reports to submit to the PSC and the UN SDG TWG providing updates and identification of challenges. A Monitoring Plan and Issue Log shall be complementary activated in ATLAS and updated by the UNDP Programme Analyst to facilitate tracking and resolution of potential problems or requests for change, based on the initial risk analysis submitted, quarterly.

Monitoring visits will be undertaken by the UN HACT team to ascertain compliance and meeting quality disbursement of resources by the IP. The Programme will be subjected to the National Implementation Modality (NIM) Audit as and when required. An Annual Programme Report (APR) shall be prepared by the UNDP Programme Specialist shared with the Programme Steering Committee (PSC) for the assessment of the performance of the programme and appraisal of the Annual Work Plan (AWP) for the following year.

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## IX. LEGAL CONTEXT

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 programme document will serve as a guide for the implementation of the programme 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 programme 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.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document".

**X. ANNUAL WORK PLAN - 2017**

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME (2017)				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><b>Outcome 1: Prioritized Swaziland SDG framework</b></p> <p><b>Indicator: Government approved SDG adjusted NDS, with localized indicators and baselines</b></p> <p><b>Baseline: Partial NDS not yet aligned</b> <b>Target: Signed SDG based NDS with localized indicators and baselines</b></p> <p><b>Output 1.1: Completed global scan of existing SDG nationalization approaches</b></p> <p><b>Indicator: Advisory report Swaziland localization approach based on international best practises, modified for local needs and reality.</b></p> <p><b>Baseline: Not existing</b> <b>Target: Approved report</b></p>									
	<p><b>Key Activities Output 1.1:</b></p> <p><b>Action 1:</b> Develop ToR and approach for global scan</p> <p><b>Action 2:</b> Establish meetings with international SDG experts and countries engaged in SDG localization</p> <p><b>Action 3:</b> Review draft global scan report &amp; recommendations for Swaziland</p> <p><b>Action 4:</b> Validation workshop with stakeholders (representatives of government, UN, NGOs, CSOs, private sector, academia) on SDG localization model</p> <p><b>Action 5:</b> Approval of final report</p>	X	X	X	X	UN NYU	TBD	Contractual services  Travel-International	5,000 (activity 1.4 workshop)  10,360 (activity 1.4-Field mission-DSA research team NYU)

<p><b>Output 1.2: Mapped existing programmes of relevance with the SDG framework and baselines as input to broader workplan</b></p> <p><b>Indicator:</b> Outline of existing SDG related interventions in Swaziland  <b>Baseline:</b> Not existing  <b>Target:</b> Approved outline</p>	<p><b>Key Activities Output 1.2:</b></p> <p><b>Action 1:</b> Desk review existing SDG related reports and documents</p> <p><b>Action 2:</b> Drafting mapping/outline existing SDG programmes</p> <p><b>Action 3:</b> Adjust advisory report Swaziland localization approach based on international best practises to inform existing and future local programmes and needs (in support of activity 1.4 above)</p> <p><b>Activity 4:</b> Approval outline</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UN NYU</p>			<p>Covered by budget under output 1.1</p>
<p><b>Output 1.3: Prioritized Swaziland national SDG development framework</b></p> <p><b>Indicator:</b> GOS position paper with prioritized SDG goals for Swaziland  <b>Baseline:</b> Not existing  <b>Target:</b> Approved position paper with prioritized SDG goals for Swaziland</p> <p><b>Note:</b> this effort will be a two year effort, rolling over into the annual work plan of 2018</p>	<p><b>Key Activities Output 1.3:</b></p> <p><b>Action 1:</b> Completing the linking of SDGs to national development priorities as outlined in NDS (partially already completed by MEPPD)</p> <p><b>Action 2:</b> Consultations with wide range of stakeholders (representatives of public, private sectors, UN, development partners, CSOs, NGOs, academia, disadvantaged groups, etc.) to prioritize SDG goals and targets based on acceptable criteria</p> <p><b>Action 3:</b> Validation and approval of prioritized SDGs Goals and Targets for Swaziland (position paper)</p> <p><b>Action 4:</b> Assist mainstreaming of prioritized SDG goals and targets into national, sectoral and regional policies and strategies with vertical and horizontal coherence</p> <p><b>Action 5:</b> Encourage preparation of SDGs-based national, sectoral and regional five year plans (2019/2020-2022/2023, for the new government) with special focus on public and private investment requirements including adaptive and risk mitigation policy measures</p>	<p>X</p> <p>X</p> <p>X</p>	<p>MEPPD UN Sectors Ministries</p>	<p>TBD</p>	<p>Consultant-International</p> <p>Workshops</p>	<p>Strategic/Sustainable Development planning consultant (3 months) 60,000 (activity 3.1 and 3.2)</p> <p>15,000 (5 consultation workshops)</p> <p>(activity 3.2 consultation workshops)</p>

<p><b>Output 1.4: Established baselines for each of the prioritized and localized SDG goals and targets</b></p> <p><b>Indicator:</b> Localised existing baseline and targets report (per SDG goal)  <b>Baseline:</b> Not existing  <b>Target:</b> Approved, localized SDG baseline and target report</p> <p><b>Indicator:</b> Data Action Plan to cover data gap (missing baselines)  <b>Baseline:</b> Not existing  <b>Target:</b> Approved Data Action Plan to cover data gaps in support of the SDGs</p> <p><b>Note:</b> this effort will be a medium term effort, rolling over into subsequent annual work plans</p>	<p><b>Key Activities Output 1.4:</b></p> <p><b>Action 1:</b> Refine data gap analysis from the SDG report 2016 (where needed)  <b>Action 2:</b> Mapping existing information across ministries information systems as relevant for SDG monitoring and reporting  <b>Action 3:</b> Identification of proxy indicators for missing SDG data  <b>Action 4:</b> Sector consultations to domesticate SDG goals, targets and indicators to Swazi-context as found desirable  <b>Action 5:</b> Developing plan of action to cover SDG data gaps, especially for prioritized SDGs ensuring with disaggregated data  <b>Action 6:</b> Consultation of stakeholders, validation &amp; approval of Data Action Plan</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Central Statistics Office, MEPD Sector Ministries</p>	<p>TBD</p>	<p>Consultant-internal</p>	<p>Data consultant (3 month) 60,000 (all activities)</p>
<p><b>Output 1.5: Refined existing national monitoring and evaluation framework to provide a sustainable basis for ongoing development monitoring and reporting as well as informing ongoing policy direction</b></p> <p><b>Indicator:</b> MEPD M&amp;E system tied into prioritized SDGs and local baselines &amp; targets  <b>Baseline:</b> Partially completed (to be refined with MEPD input)  <b>Target:</b> SDGs fully covered by MEPD M&amp;E system, including localized baselines and targets</p> <p><b>Note:</b> this effort will be a medium term effort, rolling over into subsequent annual work plans</p>	<p><b>Key Activities Output 1.5</b></p> <p><b>Action 1:</b> Assessment current MEPD M&amp;E system vis-a-vis SDG compliance  <b>Action 2:</b> Updating MEPD system with data as it becomes available  <b>Action 3:</b> Refining SDG dashboard drawing on MEPD M&amp;E system</p> <p><i>Linked to activities output 2.1 (national M&amp;E system) and 2.3 (Human capacity development for SDGs) below</i></p>	<p>X</p> <p>X</p> <p>X</p>	<p>MEPD</p>	<p>TBD</p>	<p>Consultant-Internal</p>	<p>Information Systems consultant (3 months) 30,000 (Activity 5.3)</p>



<p><b>Outcome 2: Building sustainable national capacity for SDGs</b></p> <p><b>Indicator:</b> Institutional of GOS ministries  <b>Baseline:</b> Limited <i>processes</i> and <i>platforms</i> in place to manage SDG based planning and monitoring (to be quantified with MEPD)  <b>Target:</b> (to be quantified with MEPD)</p> <p><b>Indicator: Human capacity of GOS ministries</b>  <b>Baseline:</b> Limited skills and knowledge with regards to SDG based planning and monitoring  <b>Target:</b> (to be quantified with MEPD)</p> <p><b>Indicator: Financial capacity of GOS ministries</b>  <b>Baseline:</b> National budget system not tied to SDG based planning and monitoring  <b>Target:</b> National budget system uses SDG based prioritization, allocation and monitoring of budgets</p>					<p><b>Output 2.1: Established national planning and monitoring systems and reporting framework and methodology in support of SDGs, starting at national level with subsequent roll-out to Tinkhundla and chiefdom level (local);</b></p> <p><b>Indicator:</b> Protocols SDG based national planning and monitoring developed and approved  <b>Baseline:</b> Not existing  <b>Target:</b> Protocols SDG based national planning and monitoring developed and approved</p>	<p><b>Key Activities output 2.1:</b></p> <p><b>Action 1:</b> Develop national planning process outline to guide SDG based planning efforts at national, regional and chiefdom level</p> <p><b>Action 2:</b> Develop protocols for ongoing SDG monitoring and reporting, including the use of other ministries information systems, at national, regional and local level</p> <p><b>Action 3:</b> Assess and recommend to strengthen entities responsible for coordinating, planning, and implementation of SDGs at different levels  <i>Linked to output 1.5 (national M&amp;E system)</i>  <i>Linked to output 2.3 (Human capacity development for SDGs)</i></p>	<p>X</p> <p>X</p> <p>X</p>	<p>MEPD UN</p>	<p>Covered under output 2.3</p>
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<p><b>Output 2.2: Established sustainable budget structure in support of the systems mentioned above;</b></p> <p><b>Indicator:</b> MTEF links to SDGs  <b>Baseline:</b> No SDG links to MTEF  <b>Target:</b> MTEF prioritizes and allocated budget based on SDG status and progress</p>	<p><b>Key Activities output 2.2:</b></p> <p><b>Action 1:</b> Adjust MTEF budget prioritization and allocation procedures to reflect SDG based priorities and targets</p> <p><b>Action 2:</b> Encourage enhanced domestic resource mobilization (broadening the tax base) for the implementation of SDGs-based development plans in Swaziland</p> <p><b>Action 3:</b> Stakeholder validation adjusted SDG based MTEF budget process</p>	<p>X</p>	<p>X</p>	<p>TBD</p>	<p>Consultant-Local</p>	<p>National budget Consultancy  1 month  20,000 (activity 2.1 and 2.2)</p>
<p><b>Output 2.3: Key stakeholders trained in skills and competencies required to manage a national SDG based planning, monitoring and reporting system.</b></p> <p><b>Indicator:</b> Nr of GOS ministries and stakeholders trained in SDG based planning, monitoring and budgeting  <b>Baseline:</b> TBC with MEPD  <b>Target:</b> TBC with MEPD</p> <p><i>Note: this indicator should be gender and age disaggregated (with possible further disaggregation)</i></p>	<p><b>Key Activities Output 2.3:</b></p> <p><b>Action 1:</b> Executed training of stakeholders based on national planning and M&amp;E protocols and SGD based budgeting system</p> <p><b>Action 2:</b> Encourage to strengthen the recently introduced SDGs curriculum in UNISWA (including integrated systems modelling)</p> <p><i>Linked to Output 1.5 (national M&amp;E system) and 2.1</i></p>	<p>X</p>	<p>X</p>	<p>TBD</p>	<p>Contractual services – Trainings</p>	<p>Tot 8 regional trainings in the 4 regions    Tot 2 national trainings in capital for nat. government  60,000 (Activity 2.3)</p>

<p><b>Outcome 3: Establishing sustainable SDG partnerships</b></p> <p><b>Indicator:</b></p> <p><b>Baseline:</b></p> <p><b>Target:</b></p>		<p><b>Output 3.1: Established Memorandum of Understanding with various stakeholders reflecting the mutually agreed objectives of the programme, the management arrangements and the division of labor in support of programme objectives;</b></p> <p><b>Indicator:</b> MoU with academia (NYU- Uniswa)</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2</p> <p><b>Indicator:</b> MoU with UNV</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 1</p> <p><b>Indicator:</b> MoU with media (1 TV station, 1 radio station and 2 national newspapers)</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 4</p> <p><b>Indicator:</b> MoU with Private Sector (banking and telcon)</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2</p>	<p><b>Key Activities Output 3.1:</b></p> <p><b>Action 1:</b> Develop and approve MoU's with academic sector, private sector, Media and UNV</p> <p>X</p> <p>UN</p>					
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<p><b>Output 3.2: Mobilized technical and financial support for the programme</b></p> <p><b>Indicator:</b> % of programme budget financed  <b>Baseline:</b> 0%  <b>Target:</b> 100%</p>	<p><b>Key Activities Output 3.2:</b></p> <p><b>Action 1:</b> Develop value added proposal for government to facilitate government cost sharing</p> <p><b>Action 2:</b> Develop value added proposal for donors to facilitate third party cost sharing</p> <p><b>Action 3:</b> Develop value added proposal for private sector to facilitate private sector cost sharing</p> <p><b>Action 4 :</b> Develop value added proposal for UN to facilitate UN cost sharing</p> <p><b>Action 5:</b> Engage each potential donor bilaterally to pitch the case for SDG based national planning and monitoring</p> <p><b>Action 6:</b> Provide advisory support to government mobilize external resources for the implementation of SDGs in Swaziland</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p><b>Outcome 4: Advocacy and outreach for SDGs</b></p> <p><b>Indicator:</b>  <b>Baseline:</b>  <b>Target:</b></p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>	<p style="background-color: #e1eef6;"> </p>
<p><b>Output 4.1: Establish consistent messages linking SDGs to specific challenges for ordinary citizens;</b></p> <p><b>Indicator:</b> Agreed communication protocol with consistent SDG messages developed across the range of stakeholders  <b>Baseline:</b> Not existing  <b>Target:</b> Communication protocol developed and agreed by GoS and other stakeholders</p>	<p><b>Key Activities Output 4.1:</b></p> <p><b>Action 1:</b> Develop disaggregated SDG communication protocols and messages, specifically for each target audience group (women, youth, disabled, poor, rural, urban)</p> <p><b>Action 2:</b> Agree communication protocol and messages</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
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<p><b>Output 4.2: Establish media partnership to reinforce ability and reach of SDG messaging, especially in remote rural areas;</b></p> <p><b>Indicator:</b> Disaggregated SDG messages are communicated regularly to relevant stakeholders using various media channels</p> <p><b>Baseline:</b> No SDG based communication through media</p> <p><b>Target:</b> Monthly SDG based communications based on agreed protocols and messages, through 3 different types of media channels (TV, radio, newspapers) using 5 partners (2 national newspapers, Swazi TV, and national radio)</p>	<p><b>Key Activities Output 4.2:</b></p> <p><b>Action 1:</b> Provide media training on SDGs</p> <p><b>Action 2:</b> Engage Media partners on SDG messaging frequency and means</p> <p><b>Action 3:</b> Broadcast SDG based messaging at least once a month, through all three media channels (staggered approach so each week has communication activities around SDGs)</p> <p><i>Linked to output 3.1 (Partnerships)</i></p>	<p>X</p> <p>X</p> <p>X</p>	<p>UN (UNCG) Media partners</p>	<p>7</p> <p>TBD</p>	<p>Training</p>	<p>Media Training</p> <p>5,000</p>
<p><b>Output 4.3: Use of (radio) drama to reinforce understanding of SDGs across the population at large.</b></p> <p><b>Indicator:</b> % of population indicating enhanced awareness and engagement in SDG, as a result of SDG radio dramas (SMS poll)</p> <p><b>Baseline:</b> TBC</p> <p><b>Target:</b> TBC</p>	<p><b>Key Activities Output 4.3:</b></p> <p><b>Action 1:</b> Develop proposal SDG Radio Dramas with INGO (PMC-Population Media Center)</p> <p><b>Action 2:</b> Engage radio partner to broadcast SDG radio drama once a week, for a period of 2 years (104 episodes)</p>	<p>X</p> <p>X</p> <p>X</p>	<p>UNCG PMC</p>	<p>Media Partners</p>	<p>Contractual services with media</p>	<p>750,000</p> <p>(activity and 3.2)</p> <p>3.1</p>

<p><b>Outcome 5:</b> <i>South-South cooperation and knowledge exchange for SDGs</i></p> <p><b>Indicator:</b> <b>Baseline:</b> <b>Target:</b></p>	<p><b>Output 5.1: Practice paper on establishing SDG based national planning, analysis, monitoring and reporting systems from an MIC perspective;</b></p> <p><b>Indicator:</b> Existence of approved SDGs in MIC practise paper <b>Baseline:</b> Not existing <b>Target:</b> Practise paper SDGs in MIC developed and approved</p>	<p><b>Key Activity Output 5.1:</b> <b>Action 1:</b> Establish scope of practise paper <b>Action 2:</b> Capture practise approaches on an ongoing basis, in line with the scope of the practise paper <b>Action 3:</b> Approve practise paper SDGs in MIC</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>UN NYU</p>	<p>UNDP</p>	<p>Contractual services</p>	<p>3,000</p> <p>Editing and graphic play-out</p> <p>(Activity 1.2)</p>	<p>15,000</p> <p>(activity 4)</p>	<p>Workshop</p>	<p>UNDP</p>	<p>MEPD UN UNDG/D OCO</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p><b>Key Activity Output 5.2:</b> <b>Action 1:</b> Develop webinar content <b>Action 2:</b> Deliver webinar <b>Action 3:</b> Prepare ECOSOC side event <b>Action 4:</b> Deliver side event</p>	<p><b>Output 5.2: At least 2 webinars on SDG planning, analysis, monitoring and reporting over the life cycle of the programme;</b></p> <p><b>Topic 1: SDG based planning, monitoring and evaluation</b></p> <p><b>Topic 2: Partnerships under SDGs</b></p> <p><b>Indicator:</b> Nr. of webinars delivered <b>Baseline:</b> 0 <b>Target:</b> 2</p> <p><b>Indicator:</b> Nr. of ECOSOC side events delivered <b>Baseline:</b>0 <b>Target:</b>1</p>
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<p><b>Output 5.3: Regional seminar on SDG based development planning and baseline assessment (funding permitting).</b></p> <p><b>Indicator:</b> Enhanced understanding of SDG approaches as indicated by participants  <b>Baseline:</b> TBC (pre survey)  <b>Target:</b> 80% or higher scores enhanced understanding at 4 out of 5 or higher</p>	<p><b>Key Activity Output 5.3:</b>  <b>Action 1:</b> Develop ToR regional seminar  <b>Action 2:</b> Develop agenda and programme for seminar  <b>Action 3:</b> Organise seminar</p>				40,000	(Activity 3.3)
<b>TOTAL PROGRAMME BUDGET</b>					1,073,360	
<b>PROGRAMME MANAGEMENT</b>						
Established coordination programme coordinator & support in MEPD- Programme coordinator & programme admin staff)					133,224	
					97,227	
<b>TOTAL BUDGET</b>						1,303,811

**XI. ANNUAL WORK PLAN - 2018**

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME (2017)				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount (USD)
<p><b>Outcome 1: Prioritized Swaziland SDG framework</b></p> <p><b>Indicator: Government approved SDG adjusted NDS, with localized indicators and baselines</b></p> <p><b>Baseline: Partial NDS not yet aligned</b></p> <p><b>Target: Signed SDG based NDS with localized indicators and baselines</b></p>									
<p><b>Output 1.1: Completed global scan of existing SDG nationalization approaches</b></p> <p><b>Indicator: Advisory report Swaziland localization approach based on international best practises, modified for local needs and reality.</b></p> <p><b>Baseline: Not existing</b></p> <p><b>Target: Approved report</b></p>	<p><b>Key Activities Output 1.1:</b></p> <p><b>Action 1.1:</b> Develop ToR and approach for global scan</p> <p><b>Action 2:</b> Establish meetings with international SDG experts and countries engaged in SDG localization</p> <p><b>Action 3:</b> Review draft global scan report &amp; recommendations for Swaziland</p> <p><b>Action 4:</b> Validation workshop with stakeholders (representatives of government, UN, NGOs, CSOs, private sector, academia) on SDG localization model</p> <p><b>Action 4:</b> Approval of final report</p>								



<p><b>Output 1.2: Mapped existing programmes of relevance with the SDG framework and baselines as input to broader workplan</b></p> <p><b>Indicator:</b> Outline of existing SDG related interventions in Swaziland  <b>Baseline:</b> Not existing  <b>Target:</b> Approved outline</p>	<p><b>Key Activities Output 1.2:</b></p> <p><b>Action 1:</b> Desk review existing SDG related reports and documents</p> <p><b>Action 2:</b> Drafting mapping/outline existing SDG programmes</p> <p><b>Action 3:</b> Adjust advisory report Swaziland localization approach based on international best practises to inform existing and future local programmes and needs (in support of activity 1.4 above)</p> <p><b>Activity 4:</b> Approval outline</p>			
<p><b>Output 1.3: Prioritized Swaziland national SDG development framework</b></p> <p><b>Indicator:</b> GOS position paper with prioritized SDG goals for Swaziland  <b>Baseline:</b> Not existing  <b>Target:</b> Approved position paper with prioritized SDG goals for Swaziland</p> <p><b>Note:</b> this effort will be a two year effort, rolling over into the annual work plan of 2018</p>	<p><b>Key Activities Output 1.3:</b></p> <p><b>Action 1:</b> Completing the linking of SDGs to national development priorities as outlined in NDS (partially already completed by MEPD)</p> <p><b>Action 2:</b> Consultations with wide range of stakeholders (representatives of public, private sectors, UN, development partners, CSOs, NGOs, academia, disadvantaged groups, etc.) to prioritize SDG goals and targets based on acceptable criteria for prioritization</p> <p><b>Action 3:</b> Validation and approval of prioritized SDGs Goals and Targets for Swaziland (position paper)</p> <p><b>Action 4:</b> Assist mainstreaming of prioritized SDG goals and targets into national, sectoral and regional policies and strategies with vertical and horizontal coherence</p> <p><b>Action 5:</b> Encourage preparation of SDGs-based national, sectoral and regional five year plans (2019/2020-2022/2023, for the new government) with special focus on public and private investment requirements including adaptive and risk mitigation policy measures</p>	<p>MEPD UN Sectors Ministries</p>	<p>TBD</p>	<p>Strategic/Sustainable Development planning consultant (2 months) 40,000 (activity 3.1 and 3.2) 10,000 (5 consultation workshops) (activity 3.2 consultation workshops)</p>
			<p>Consultant - International</p>	<p>Workshop</p>

<p><b>Output 1.4: Established baselines for each of the prioritized and localized SDG goals and targets</b></p> <p><b>Indicator:</b> Localised existing baseline and targets report (per SDG goal)  <b>Baseline:</b> Not existing  <b>Target:</b> Approved, localized SDG baseline and target report</p> <p><b>Indicator:</b> Data Action Plan to cover data gap (missing baselines)  <b>Baseline:</b> Not existing  <b>Target:</b> Approved Data Action Plan to cover data gaps in support of the SDGs</p> <p><b>Note:</b> this effort will be a medium term effort, rolling over into subsequent annual work plans</p>	<p><b>Key Activities Output 1.4:</b></p> <p><b>Action 1:</b> Refining data gap analysis from the SDG report 2016 (where needed)  <b>Action 2:</b> Mapping existing information across ministries information systems as relevant for SDG monitoring and reporting  <b>Action 3:</b> Identification of proxy indicators for missing SDG data  <b>Action 4:</b> Sector consultations to domesticate SDG goals, targets and indicators to Swazi-context as found desirable  <b>Action 5:</b> Developing plan of action to cover SDG data gaps, especially for prioritized SDGs ensuring with disaggregated data  <b>Action 6:</b> Consultation of stakeholders &amp; validation of Data Action Plan  <b>Action 7:</b> Approval Data Action Plan</p>	<p>X</p> <p>X</p>	<p>Central Statistics Office, MEPD Sector Ministries</p>	<p>TBD</p>	<p>Consultant-International Workshop</p>	<p>Data consultant (1 months) 20,000 (all activities) 5,000 Validation workshop (activity 4.3)</p>
<p><b>Output 1.5: Refined existing national monitoring and evaluation framework to provide a sustainable basis for ongoing development monitoring and reporting as well as informing ongoing policy direction</b></p> <p><b>Indicator:</b> MEPD M&amp;E system tied into prioritized SDGs and local baselines &amp; targets  <b>Baseline:</b> Partially completed (to be refined with MEPD input)  <b>Target:</b> SDGs fully covered by MEPD M&amp;E system, including localized baselines and targets</p> <p><b>Note:</b> this effort will be a medium term effort, rolling over into subsequent annual work plans</p>	<p><b>Key Activities Output 1.5</b></p> <p><b>Action 1:</b> Assessment current MEPD M&amp;E system vis-a-vis SDG compliance  <b>Action 2:</b> Updating MEPD system with data as it becomes available  <b>Action 3:</b> Refining SDG dashboard drawing on MEPD M&amp;E system</p> <p><i>Linked to activities output 2.1 (national M&amp;E system) and 2.3 (Human capacity development for SDGs) below</i></p>					

<p><b>Outcome 2: Building sustainable national capacity for SDGs</b></p> <p><b>Indicator:</b> Institutional of GOS ministries  <b>Baseline:</b> Limited <i>processes</i> and <i>platforms</i> in place to manage SDG based planning and monitoring (to be quantified with MEPD)  <b>Target:</b> (to be quantified with MEPD)</p> <p><b>Indicator: Human capacity of GOS ministries</b>  <b>Baseline:</b> Limited skills and knowledge with regards to SDG based planning and monitoring  <b>Target:</b> (to be quantified with MEPD)</p> <p><b>Indicator: Financial capacity of GOS ministries</b>  <b>Baseline:</b> National budget system not tied to SDG based planning and monitoring  <b>Target:</b> National budget system uses SDG based prioritization, allocation and monitoring of budgets</p>					<p><b>Output 2.1: Established national planning and monitoring systems and reporting framework and methodology in support of SDGs, starting at national level with subsequent roll-out to Tinkhundla and chiefdom level (local);</b></p> <p><b>Indicator:</b> Protocols SDG based national planning and monitoring developed and approved  <b>Baseline:</b> Not existing  <b>Target:</b> Protocols SDG based national planning and monitoring developed and approved</p>	<p><b>Key Activities output 2.1:</b></p> <p><b>Action 1:</b> Develop national planning process outline to guide SDG based planning efforts at national, regional and chiefdom level</p> <p><b>Action 2:</b> Develop protocols for ongoing SDG monitoring and reporting, including the use of other ministries information systems, at national, regional and local level</p> <p><b>Action 3:</b> Assess and recommend strengthen entities responsible for coordinating, planning, and implementation of SDGs at different levels</p> <p><i>Linked to output 1.5 (national M&amp;E system)</i>  <i>Linked to output 2.3 (Human capacity development for SDGs)</i></p>			<p>Covered under output 2.3</p>

<p><b>Output 2.2: Established sustainable budget structure in support of the systems mentioned above;</b></p> <p><b>Indicator:</b> MTEF links to SDGs  <b>Baseline:</b> No SDG links to MTEF  <b>Target:</b> MTEF prioritizes and allocated budget based on SDG status and progress</p>	<p><b>Key Activities output 2.2:</b></p> <p><b>Action 1:</b> Adjust MTEF budget prioritization and allocation procedures to reflect SDG based priorities and targets</p> <p><b>Action 2:</b> Encourage enhanced domestic resource mobilization (broadening the tax base) for the implementation of subsequent SDGs-based development plans in Swaziland</p> <p><b>Action 3:</b> Stakeholder validation adjusted SDG based MTEF budget process</p>	<p>X</p> <p>X</p> <p>X</p>		MOF MEPD	TBD	Consultant- Local	National budget Consultancy 2 months 40,000 (activity 2.1 and 2.2) Validation workshop 5,000 (activity 2.2)
<p><b>Output 2.3: Key stakeholders trained in skills and competencies required to manage a national SDG based planning, monitoring and reporting system.</b></p> <p><b>Indicator:</b> Nr of GOS ministries and stakeholders trained in SDG based planning, monitoring and budgeting  <b>Baseline:</b> TBC with MEPD  <b>Target:</b> TBC with MEPD</p> <p><i>Note: this indicator should be gender and age disaggregated (with possible further disaggregation)</i></p>	<p><b>Key Activities Output 2.3:</b></p> <p><b>Action 1:</b> Executed training of stakeholders based on national planning and M&amp;E protocols and SGD based budgeting system</p> <p><b>Action 2:</b> Encourage to strengthen the recently introduced SDGs curriculum in UNISWA (including integrated systems modelling)  <i>Linked to Output 1.5 (national M&amp;E system) and 2.1</i></p>						

<p><b>Outcome 3: Establishing sustainable partnerships</b></p> <p><b>Indicator:</b></p> <p><b>Baseline:</b></p> <p><b>Target:</b></p>	<p><b>SDG</b></p>						
<p><b>Output 3.1: Established Memorandum of Understanding with various stakeholders reflecting the mutually agreed objectives of the programme, the management arrangements and the division of labor in support of programme objectives;</b></p> <p><b>Indicator:</b> MoU with academia (NYU- Uniswa)</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2</p> <p><b>Indicator:</b> MoU with UNV</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 1</p> <p><b>Indicator:</b> MoU with media (1 TV station, 1 radio station and 2 national newspapers)</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 4</p> <p><b>Indicator:</b> MoU with Private Sector (banking and telcon)</p> <p><b>Baseline:</b> 0</p> <p><b>Target:</b> 2</p>							
<p><b>Key Activities Output 3.1:</b></p> <p><b>Action 1.1:</b> Develop and approve MoU's with academic sector, private sector, Media and UNV</p>							

<p><b>Output 3.2: Mobilized technical and financial support for the programme</b></p> <p><b>Indicator:</b> % of programme budget financed  <b>Baseline:</b> 0%  <b>Target:</b> 100%</p>	<p><b>Key Activities Output 3.2:</b></p> <p><b>Action 1:</b> Develop value added proposal for government to facilitate government cost sharing  <b>Action 2:</b> Develop value added proposal for donors to facilitate third party cost sharing  <b>Action 3:</b> Develop value added proposal for private sector to facilitate private sector cost sharing  <b>Action 4 :</b> Develop value added proposal for UN to facilitate UN cost sharing  <b>Action 5:</b> Engage each potential donor bilaterally to pitch the case for SDG based national planning and monitoring  <b>Action 6:</b> Provide advisory support to government mobilize external resources for the implementation of SDGs in Swaziland</p>	<p><b>Outcome 4: Advocacy and outreach for SDGs</b></p> <p><b>Indicator:</b>  <b>Baseline:</b>  <b>Target:</b></p>	<p><b>Key Activities Output 4.1:</b></p> <p><b>Action 1:</b> Develop disaggregated SDG communication protocols and messages, specifically for each target audience group (women, youth, disabled, poor, rural, urban)  <b>Action 2:</b> Agree communication protocol and messages</p>	<p><b>Output 4.1: Establish consistent messages linking SDGs to specific challenges for ordinary citizens;</b></p> <p><b>Indicator:</b> Agreed communication protocol with consistent SDG messages developed across the range of stakeholders  <b>Baseline:</b> Not existing  <b>Target:</b> Communication protocol developed and agreed by GoS and other stakeholders</p>	<p><b>Indicator:</b>  <b>Baseline:</b>  <b>Target:</b></p>
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<p><b>Output 4.2: Establish media partnership to reinforce ability and reach of SDG messaging, especially in remote rural areas;</b></p> <p><b>Indicator:</b> Disaggregated SDG messages are communicated regularly to relevant stakeholders using various media channels</p> <p><b>Baseline:</b> No SDG based communication through media</p> <p><b>Target:</b> Monthly SDG based communications based on agreed protocols and messages, through 3 different types of media channels (TV, radio, newspapers) using 5 partners (2 national newspapers, Swazi TV, and national radio)</p>																																																																																
<p><b>Key Activities Output 4.2:</b></p> <p><b>Action 1:</b> Provide media training on SDGs</p> <p><b>Action 2:</b> Engage Media partners on SDG messaging frequency and means</p> <p><b>Action 3:</b> Broadcast SDG based messaging at least once a month, through all three media channels (staggered approach so each week has communication activities around SDGs)</p> <p><i>Linked to output 3.1 (Partnerships)</i></p>																																																																																

<p><b>Output 4.3:</b> Use of (radio) drama to reinforce understanding of SDGs across the population at large.</p> <p><b>Indicator:</b> % of population indicating enhanced awareness and engagement in SDG, as a result of SDG radio dramas (SMS poll)</p> <p><b>Baseline:</b> TBC</p> <p><b>Target:</b> TBC</p>	<p><b>Key Activities Output 4.3:</b></p> <p><b>Action 1:</b> Develop proposal SDG Radio Dramas with INGO (PMC-Population Media Center)</p> <p><b>Action 2:</b> Engage radio partner to broadcast SDG radio drama once a week, for a period of 2 years (104 episodes)</p>	<p>X</p> <p>X</p> <p>X</p>	<p>UNCG PMC</p>	<p>Media Partner s</p>	<p>Contractual services -with Media</p>	<p>750,000  (activity 3.1 and 3.2)</p>
<p><b>Outcome 5:</b></p> <p><i>South-South cooperation and knowledge exchange for SDGs</i></p> <p><b>Indicator:</b></p> <p><b>Baseline:</b></p> <p><b>Target:</b></p>	<p>[Redacted]</p>					
<p><b>Output 5.1:</b> Practise paper on establishing SDG based national planning, analysis, monitoring and reporting systems from an MIC perspective;</p> <p><b>Indicator:</b> Existence of approved SDGs in MIC practise paper</p> <p><b>Baseline:</b> Not existing</p> <p><b>Target:</b> Practise paper SDGs in MIC developed and approved</p>	<p><b>Key Activity Output 5.1:</b></p> <p><b>Action 1:</b> Establish scope of practise paper</p> <p><b>Action 2:</b> Capture practise approaches on an ongoing basis, in line with the scope of the practise paper</p> <p><b>Action 3:</b> Approve practise paper SDGs in MIC</p>					



<p><b>Output 5.2:</b> At least 2 webinars on SDG planning, analysis, monitoring and reporting over the life cycle of the programme;</p> <p><i>Topic 1: SDG based planning, monitoring and evaluation</i></p> <p><i>Topic 2: Partnerships under SDGs</i></p> <p><b>Indicator:</b> Nr. of webinars delivered  <b>Baseline:</b> 0  <b>Target:</b> 2</p> <p><b>Indicator:</b> Nr. of ECOSOC side events delivered  <b>Baseline:</b>0  <b>Target:</b>1</p>	<p><b>Key Activity Output 5.2:</b>  <b>Action 1:</b> Develop webinar content  <b>Action 2:</b> Deliver webinar  <b>Action 3:</b> Prepare ECOSOC side event  <b>Action 4:</b> Deliver side event</p>		
<p><b>Output 5.3:</b> Regional seminar on SDG based development planning and baseline assessment (funding permitting).</p> <p><b>Indicator:</b> Enhanced understanding of SDG approaches as indicated by participants  <b>Baseline:</b> TBC (pre survey)  <b>Target:</b> 80% or higher scores enhanced understanding at 4 out of 5 or higher</p>	<p><b>Key Activity Output 5.3:</b>  <b>Action 3.1:</b> Develop ToR regional seminar  <b>Action 3.2:</b> Develop agenda and programme for seminar  <b>Action 3.3:</b> Organise seminar</p>		
<p><b>TOTAL PROGRAMME BUDGET</b></p> <p><b>PROGRAMME MANAGEMENT</b></p> <p><i>Established coordination programme coordination support in MEPPD- Programme coordinator &amp; programme admin staff)</i></p> <p><b>TOTAL BUDGET</b></p>	<p>FTA-NOB (lifecycle programme 3 yrs) 45,195 USD- p/y  FTA-G7 (lifecycle programme 3 yrs) 33,639 USD- p/y</p>		870,000