

Country Programme Action Plan 2011-2015

Between

**The Government of the Kingdom of Swaziland
&
United Nations Development Programme**



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Acronyms and Abbreviations

ACC	Anti Corruption Commission
ADB	African Development Bank
ART	Anti-retro Viral Treatment
AWP	Annual Work Plan
AU	African Union
CANGO	Coordinating Assembly of Non-government Organisations
CBO	Community Based Organisation
CCA	Complementary Country assessment
CEDAW	Convention on the Elimination of Discrimination against Women
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRC	Convention on the Rights of the Child
EBC	Elections Boundaries Commission
EU	European Union
FBO	Faith Based Organisation
FSE&CC	Federation of Swaziland Employers and Chamber of Commerce
GBV	Gender Based Violence
GCS	Government Cost Sharing
HACT	Harmonized Approach to Cash Transfer
HDI	Human Development Index
HRPAC	Human Rights Public Administration Commission
IMF	International Monetary Fund
JPMCT	UN Joint Programme Management and Coordination Team
MDG	Millennium Development Goals
MDGR	Millennium Development Goals Report
NSF	National Strategy Framework
OMT	Operations Management Team
OVC	Orphaned and Vulnerable Children
PLHIV	People Living with HIV and AIDS
PMTCT	Prevention of Mother-to-Child Transmission
PRSAP	Poverty Reduction Strategy and Action Plan
MEC	Monitoring and Evaluation Committee
MEPD	Ministry of Economic Planning and Development
MOA	Ministry of Agriculture
MOET	Ministry of Education and Training
MOF	Ministry of Finance
MOH	Ministry of Health
NCCC	National Climate Change Committee
NDMA	National Disaster Management Authority
NEMA	National Environment Management Act
NERCHA	National Emergency Response Council on HIV and AIDS
NGO	Non-Government Organisation
NSF	National Strategic Framework
SACU	Southern Africa Customs Union
SBAA	Swaziland Basic Assistance Agreement

SEA	Swaziland Environment Authority
SHIES	Swaziland Household Income Expenditure Survey
SNC	Second National Communications
SNL	Swazi National Land
SNTC	Swaziland National Trust Commission
SODVB	Sexual Offences Domestic Violence Bill
SODVA	Sexual Offences Domestic Violence Act
SWAP	Sector-Wide Approach
SWG	Sector Working Group
TDL	Title Deed Land
TWG	Technical Working Group
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Framework
UNFCCC	United Nations Framework Convention on Climate Change
UNGTG	United Nations Gender Thematic Group
WB	World Bank

The Framework

The Government of the Kingdom of Swaziland and the United Nations Development Programme (UNDP) are in mutual agreement and cooperation regarding the contents of this document and their responsibilities in the implementation of the Country Programme (2011-2015);

Furthering their mutual agreement and cooperation for the realization of a coherent and integrated United Nations System response to national priorities and challenges within the framework of the United Nations Development Assistance Framework (UNDAF): 2011-2015, the Millennium Development Goals (MDGs) and the international conferences, summits and conventions of the UN system to which the Government of Swaziland and UNDP are committed;

Building upon the lessons learnt and progress made during the implementation of the previous Country Programme – the 3rd Country Cooperation Framework (2006-2010); and

Entering into a new period of cooperation – the Country Programme for 2011-2015, declare that these responsibilities will be fulfilled in a spirit of friendly cooperation; have agreed as follows:

Part I. Basis of Relationship

- 1.1. WHEREAS the Government of the Kingdom of Swaziland (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred as UNDP) have entered into a Standard Basic Assistance Agreement (SBAA), which was signed on 28 October 1977. This Country Programme Action Plan (CPAP) together with the Annual Work Plans (AWPs) (which shall be deemed annexes to this document, and incorporated herein by reference) concluded hereunder constitute together the basis upon which the project documents shall be prepared and signed, as referred to in the Agreement between the Government and UNDP.
- 1.2. This CPAP is a five-year framework defining mutual cooperation between the Government of the Kingdom of Swaziland and UNDP covering the period 2011-2015. It is prepared based on development challenges identified in the UN Complimentary Country Assessment (CCA) and the UN System response as outlined in the United Nations Development Assistance Framework (UNDAF), which, in turn, takes into account various UN Conferences, Conventions and the MDGs, as well as the lessons learned from the Country Cooperation Framework for the period 2006 – 2010, and national development priorities as outlined in the National Development Strategy (NDS) and the Poverty Reduction Strategy and Action Programme (PRSAP). The CPAP, prepared in close consultation with key stakeholders, defines the broad outlines of the goals that the Government and UNDP jointly subscribe to within agreed financial and programme parameters.

Part II. Situation Analysis

A. Overview on Achievements

- 2.1 A number of positive developments have been recorded in Swaziland that offer promise for significant improvements on both the social and economic fronts. At the policy level, several noteworthy achievements are evident.
- 2.2 *Firstly*, concerning issues of *Poverty Reduction*, Government has put in place several measures and initiatives that are intended to reduce poverty and attain the MDGs. They include the PRSAP, which was launched by His Majesty King Mswati III in April, 2008. Through the PRSAP, Government gives priority to, *inter alia*, policies aimed at increasing the competitiveness of the economy; promoting international

trade; broadening the revenue base; and expanding financial services. *Secondly*, at the level of macroeconomic stability and growth, the Government has produced a fiscal adjustment roadmap (FAR), which focuses on fiscal discipline and a broader tax base through the newly established Revenue Authority. Efforts are also underway to improve Public Financial Management to make it more transparent and accountable. There is also concerted effort to stimulate private sector growth and investment; implement trade reforms; and improve aid coordination.

- 2.3 *Secondly*, in the area of *HIV and AIDS*, the National Multi-sectoral HIV and AIDS Policy has been put in place. Its goal is to “create an enabling environment for the national response to the HIV and AIDS epidemic.” The policy aims to provide a comprehensive and multi-sectoral framework for the national HIV and AIDS response. It is based on the ‘three ones’ principle. The new National Multi-sectoral Strategic Framework for HIV and AIDS (NSF) covering the 2009-2014 comprises four main areas, namely, prevention; treatment, care and support; impact mitigation; and response management. The NSF is operationalised by the National Action Plan at the national level and the Regional Action Plan at the regional and sub-regional levels, moving the response in a decentralized direction. Important gains have been made in PMCTC, and ART Universal access, and Male Circumcision and condom use strategies are being implemented.
- 2.4 *Thirdly*, to promote *Environmental Sustainability*, national policies and institutions that aim to sustainably manage the state of the environment have been established. They include the Swaziland Environment Authority (SEA), Swaziland National Trust Commission (SNTC), and Departments of Forestry, Water Affairs, and Energy. These institutions strive to adhere to international instruments that the country is signatory to such as the Convention on Biodiversity and the Montreal Protocol as well as the UN Framework Convention on Climate Change (UNFCCC). The Initial National Communication on climate change was produced in 2001 and the Second National Communication is expected to be completed by December, 2010. Furthermore, to demonstrate its intention to address the expected impacts of climate change, the Government has put in place the National Climate Change Committee (NCCC) to provide a coordinated response to increased water insecurity; reduced agricultural productivity; health risks; vulnerability and lack of resilience to natural and man-made shocks; and inadequate adaptation and mitigation strategies.
- 2.5 *Fourthly*, Strengthening *Disaster Risk Reduction* mechanisms has been recognised as being vital for addressing risks that include drought, wild/bush fires, storms as well as outbreak of diseases such as the avian flu; A/H1N1 and cholera that affect the resilience of communities. The National Disaster Management Agency (NDMA) under the Deputy Prime Minister’s Office has been established to effectively manage such risks and associated adverse disasters.
- 2.6 *Fifthly*, with respect to *Governance*, Swaziland adopted its first National Constitution in 2006. The Constitution includes a Bill of Rights that entrenches gender equality, freedom of speech and freedom of association. Since its adoption, the Constitution has recorded notable achievements, which have included the establishment of the Anti-Corruption Commission (ACC) and the Human Rights and Public Administration Commission (HRPAC). In response to Constitutional provision for free primary education, Government is progressively introducing state-funded education, making this service a right for every child.
- 2.7 *Sixthly*, in pursuit of *Gender Equality*, several efforts are being made to address the gender dimension. For example, Government has adopted a Gender Policy that provides clear guidelines for addressing structural inequalities between women and men. In line with the African Union’s Decade for African Women (2010-2020), Government has launched the Decade for Swazi Women. The inclusion of an equality clause in the Constitution as well as a 30 percent quota for women representatives in Parliament are also positive moves.

B. Challenges

2.8 Notwithstanding the significant achievements presented above, Government and the UNDP recognise that the country still faces major challenges that must be addressed for the country to achieve its development objectives. Some of the pertinent challenges that have informed UNDP programming are briefly presented below:

1. Inclusive Economic Growth and Poverty Reduction

2.9 Despite being categorized as a lower middle income economy with a per capita gross domestic product of \$2,780.87 in 2008, Swaziland is confronted by many of the challenges associated with a poor country. At the level of household incomes, according to the 2008 Poverty Reduction Strategy and Action Programme, 69 per cent of Swazis live in poverty and income distribution remains highly skewed. In recent years, the prevalence of absolute poverty has also declined. Human development as measured by the Human Development Index (HDI) fell from its peak of 0.626 in 1995 to 0.498 in 2010. Allocations from the South African Customs Union (SACU) declined by over 60 percent in 2010.

2.10 Lack of access to and control of, productive assets by the poor and disadvantaged groups such as women and youth has remained central to low human development indicators for Swaziland. This evidence suggests that previous gains in economic growth are not broadly shared, thus, undermining the prospects for further growth and broad-based prosperity. These indicators suggest a condition that threatens sustainable economic growth and, as a consequence, Government acknowledges that a lot is still required if Swaziland is to attain its objective of achieving the Millennium Development Goals by 2015.¹

2. HIV and AIDS

2.11 Swaziland's socio-economic growth prospects, continues to be hamstrung by the HIV and AIDS pandemic. The country has the highest HIV prevalence in the world. As much as 25.9 percent of the reproductive age group 15-49 years was estimated to be infected in 2007.² According to Antenatal Clinic (ANC) Sentinel Surveillance data, HIV prevalence among ANC clients increased from 3.9% in 1992 to 41.1% in 2010.³ Swaziland's life expectancy has drastically declined from 60 years in 1997 to 43 years in 2007 mainly on account of HIV and AIDS (2010 Swaziland MDG Report).⁴ Women and young people are especially affected. Despite very high HIV awareness, public awareness remains low. The repercussions are far reaching and are reflected in high morbidity and mortality rates, low productivity, increasing number of orphaned and vulnerable children (OVC) and increased poverty and destitution. The refusal of many Swazi to know their status is linked, in large part, to the high levels of social stigma associated with the disease.

2.12 The pandemic has also contributed to the weakening of the traditional extended family system that, for a long time, served as the only social safety net for many people, particularly those in the rural areas. As much as 69 percent of pregnant women on ART receive PMTCT medication. As of December 2009, 80 percent of HIV infected people eligible for ART receive the services.⁵ Such coverage indicates that access to the HIV and AIDS services is good, but management for effective coordination and sustainable funding for the continued access to ART remain a challenge.

¹ Swaziland's target under the MDGs is to half the income inequality from 51 percent in 2001 to 25 percent in 2015.

² Government of Swaziland, Swaziland Millennium Development Goals Progress Report, Mbabane, September 2010.

³ UNAIDS and NERCHA, p.1

⁴ Recently, NERCHA reported that the demographic impact of HIV and AIDS in terms of loss in life expectancy is estimated at about 20 years, thus, reversing the gains achieved to the 1950s.

⁵ SDHS, HIV Estimates and Projections 2010, Ministry of Health M&E Report, 2009

3. Environmental Sustainability and Climate Change

- 2.13 The country has in the recent past been affected by large variations in rainfall and recurring droughts. Analysis from climate change mapping exercises suggest that climate change will have an increasingly adverse effect on agricultural production, particularly on small-holder farmers' reliance on rain-fed agriculture. Land degradation, soil-erosion and uncontrolled bushfires contribute further to the vulnerability of the 79 percent of the population that reside in rural areas.
- 2.14 Climate change has become one of the major emerging threats to Swaziland's sustainable economic growth and social welfare given its probable adverse impact on the environment, human health, food security, economic activity, and physical infrastructure. These challenges compromise the institutional capacity to address environmental issues. They also adversely affect the resiliency of communities to cope with recurrent disasters such as drought, bush fires and hail storms. Although the National Disaster Management Agency (NDMA) has been established, effective disaster risk management is yet to take root.

4. Governance

- 2.15 Government has established a number of bodies to facilitate the implementation of the Constitution. Limited capacity however continues to compromise the efficacy of these institutions and structures. There is currently limited awareness of fundamental rights although the Constitution offers opportunities for enhanced engagement by the people on issues that concern them. Civic education is, therefore, required in the development of an informed citizenry, an important prerequisite to improved governance. Administration of Justice faces many institutional and capacity challenges. The backlog of cases that are pending in courts of law calls for the strengthening of those institutions tasked with the administration of justice.
- 2.16 Government has signed and, in some cases, ratified a number of international and regional conventions and treaties however, many of these are yet to be fully domesticated.
- 2.17 The current economic crisis has further highlighted the importance of transparency, accountability and prudent application and management of public resources. The Anti Corruption Commission (ACC) as well as the Human Rights and Public Administration Commission (HRPAC) remain under-resourced and under-staffed. Modernizing laws and regulations and building the capacity of public financial management institutions and oversight agencies is considered important in this regard.

5. Gender

- 2.18 Several challenges remain in the area of gender in Swaziland. The following are particularly noteworthy:
- Women are worse-off in terms of poverty prevalence due to their low participation in formal sector employment. A significant proportion of women are employed in the informal sector.
 - Although female enrolments are increasing in tertiary education, they tend to have higher enrolments in lower return tertiary programmes. There is still inequitable access to education.
 - Women continue to be considered minors before some laws and in practice, and their access to Swazi Nation Land (SNL) remains a challenge. Access to Title Deed Land (TDL) is equally a challenge for women.
 - Gender-based violence is a major problem affecting mainly women and children. In the lifetime of a woman, about a third (33%) experience some form of sexual violence.
 - Although the situation of representation of women in national positions and structures of decision making is improving, the UN, AU and SADC target of 50 percent is far from being attained.
 - There is higher HIV and AIDS exposure for women than men, with women carrying a disproportionate burden of care. Unsafe sexual practices combined with behavioural and socio-cultural and economic factors exacerbate women and girls' vulnerability to the pandemic.

- 2.19 Until the Constitution is fully implemented, gender inequality will continue to be a challenge. The 2008 PRSAP as well as the recently adopted Gender Policy identify the increasing feminization of poverty as a key challenge in achieving national development. Addressing this objective requires, inter alia, the alignment of legislation to the gender equality clause of the Constitution.
- 2.20 According to the Gender Policy “gender-based violence is on the increase and continues to rise at an alarming rate”. On a positive note, Parliament is in the final stages of reviewing the Sexual Offence and Domestic Violence Bill (SODVB).

Part III. Past Cooperation and Lessons Learned

- 3.1 The 2006-2010 Country Programme Action Plan focused on poverty reduction (incorporating environment and disaster risk reduction), HIV and AIDS, governance and gender. Strengthening government capacity to implement the 2008 Poverty Reduction Strategy and Action Programme through evidence-based planning was integral to the programming cycle. The development of the ‘Threshold 21’ planning model by the Ministry of Finance (MOF) and Ministry of Economic Planning and Development (MEPD) increased the capacity of the government to undertake medium and long-term scenario planning. Technical support provided by UNDP strengthened the capacity of the Central Statistics Office (CSO) to undertake a 2009/2010 Swaziland Household Income and Expenditure Survey (2009/2010 SHIES), which is a critical output for the development of national planning systems for poverty reduction. To strengthen policy coordination and development, UNDP is providing the government with technical support towards the design and implementation of sector working groups (SWG) in agriculture, health, education, and water and sanitation.
- 3.2 UNDP support was also central to strengthening national capacity in areas such as HIV and AIDS, environmental sustainability, governance and gender. With regard to the issue of HIV and AIDS, UNDP supported mainstreaming of gender into HIV policies through the Universal Access initiative. In the area of environmental sustainability, support was provided in the drafting of the Second National Communications (SNC) as well as the establishment of the National Climate Change Committee (NCCC). The National Disaster Management Agency (NDMA) was also established through contributory support.
- 3.3 UNDP played an important role in the establishment of the Anti-Corruption Commission (ACC) and Human Rights and Public Administration Commission (HRPAC). In collaboration with AusAid (Australia), and UNODC, UNDP provided assistance for the formulation of the anti-corruption strategy that provided the foundation for the establishment of the Anti-Corruption Commission (ACC). UNDP also initiated support towards strengthening the technical capacity of the HRPAC.
- 3.4 A strengthened United Nations reform agenda enhanced coordination of the UNCT team. Other examples of closer cooperation have included the development of the Joint United Nations Programme Support on HIV and AIDS (JUNSP); improved collaboration in the UN Gender Theme Group (UNGTG); and the introduction of the Harmonized Approach to Cash Transfers (HACT). UNDP also convened periodic meetings between development partners supporting governance and poverty interventions, including the European Union (EU), Commonwealth Secretariat, and United States Embassy, African Development Bank (ADB), International Monetary Fund (IMF), and the World Bank (WB).
- 3.5 Key lessons learnt, which were also identified in the 2008 CPAP 2006-2010 Mid-Term Review and Evaluation, included the following:

- 3.5.1 To implement more effectively the development policies and programmes and international and regional instruments, there is need to build the capacity of the relevant government and implementing partner institutions.
- 3.5.2 Government leadership is critical in providing strategic direction and programme delivery. At the same time, greater stakeholder ownership and participation development planning and implementation is required.
- 3.5.3 UNDP is most effective as a catalyst for policy and institutional reform and development, especially in sensitive but critical areas such as governance, human rights and gender equality. These define and provide the enabling environment to achieve development results in other areas.
- 3.5.4 Strengthening the technical capacity of the country office staff is critical if UNDP is to effectively support attainment of national development objectives. There is a recognised need to improve mechanisms for coordination and communication with development partners and among United Nations organizations, especially in the harmonized approach to cash transfers environment.

Part IV. Proposed Programme

A. Guiding Objective

- 4.1 The UNDP country programme for Swaziland will be guided by the overarching objective of achieving the MDGs and supporting the implementation of the four outcomes of the 2011-2015 UNDAF, targeting areas where the Organization has comparative advantages and demonstrated capacity. In this respect, UNDP will focus during the 2011-2015 period on (a) Poverty reduction and sustainable livelihoods; (b) HIV and AIDS; (c) Environmental sustainability and climate change (d) Governance; and (e) Gender. Common to all five UNDP priorities are cross cutting issues relating to gender equality, human rights, disaster risk reduction, and capacity development. UNDP will continue engaging with development partners in the aforementioned focus areas. In addition; UNDP will work to strengthen intra-United Nations collaboration through participation in joint programmes on (a) Gender and (b) Strategic Information and Data Management. The proposed programmes are presented below.

B. Poverty Reduction and Sustainable Livelihoods

Intended UNDAF outcome #2: Increased and more equitable access of the poor to assets and other resources for sustainable livelihoods.

UNDP Programme Outcomes:

- (a) The poor's access to productive resources increased.
 - (b) Women have the capacity to/and accessing their rights.
- 4.2 The poverty reduction component of the 2011-2015 CPD contributes to UNDAF Pillar 2. The expected outcome is to bring about an increase and more equitable access of the poor to assets and other resources for sustainable livelihoods. To do so, it will support the design and implementation of evidence-based poverty reduction policies to help Government and other stakeholders to implement the Poverty Reduction Strategy and Action Programme (PRSAP) and achieve MDGs objectives of significantly reducing poverty by 2015. In particular, the programme will seek to achieve the following:
- (a) Strengthen economic planning and management capacities for inclusive economic growth and poverty reduction, as well as monitoring and reporting on progress towards the MDGs;
 - (b) Assist Government in formulating and implementing policies to address structural economic inequalities.

- 4.3 The expected results shall include the following:
- (a) Strengthened capacity for pro-poor economic policy formulation;
 - (b) Improved implementation and monitoring that will deliver the MDGs;
 - (c) Better aid tracking and coordination;
 - (d) Strengthened capacity of the poor in particular women through training and access to productive assets; and
 - (e) Strengthened systems of results-based management.

4.4 During the CPAP 2011-2015 period, UNDP will assist Swaziland in the achievement of the following outputs under Poverty Reduction and Sustainable Livelihoods through the stated activities:

Output 1: Developed policies that promote the poor to access and effectively utilize productive resources.

4.5 Activities to produce this output shall focus on:

- (a) Review and updating of policies and national development frameworks, strategies and plans to address changing national circumstances and sharpen their pro-poor scope.
- (b) Improve the effectiveness of existing SWGs and expand them into other sectors to ensure coordinated participation of all development stakeholders in the formulation and implementation of national and sectoral policies and strategies through SWAs.
- (c) Formulate pro-poor targeting criteria for government service delivery and transfer programmes and mainstream them into the national development planning and budgeting systems.
- (d) Implementing pilot projects to promote inclusive economic growth through economic empowerment of women.

Output 2: Timely collection, processing, analysis and dissemination of disaggregated poverty data.

4.6 Activities to produce this output shall focus on:

- (a) Technical assistance towards the development of national statistics with a focus on the development of data sets that allow Government to track progress towards poverty reduction, gender equality and overall attainment of the MDGs.
- (b) Support programmes to enhance the access and use of information and data by citizens and organizations to plan and monitor development initiatives at the regional and local levels.

C. HIV and AIDS

Intended UNDAF outcome #1: To contribute to reduced new HIV infections and improved quality of life of persons infected and affected by HIV by 2015.

UNDP Programme Outcome: A human rights-based and gender sensitive HIV and AIDS response strategy in place.

4.7 The HIV and AIDS component of the 2011-2015 CPD contributes to UNDAF Pillar 1. The expected outcome is to ensure that HIV and AIDS response is effectively managed at all levels. Guided by the National Multi-sectoral Strategic Framework for HIV and AIDS (2009-2014), UNDP will support management, coordination, and M&E of the national response within the UNAIDS framework. Expected results include:

- (a) Strengthened national/local management and coordination to improve service delivery in the areas of prevention, treatment, care, support, and impact mitigation.
- (b) Mainstreaming of HIV and AIDS, gender, and human rights into national development plans and budgets, and advocating for a scaled-up multi-sectoral response to the pandemic.

Output 1: Developed multi-sectoral gender sensitive HIV and AIDS response that promotes human rights.

4.8 The following activities shall be focused upon:

- (a) Support the strengthening of a coordination framework at national and decentralized levels: This will be developed to map out the one national coordination system. UNDP will support the convening of a regular meeting to improve coordination of sectors.
- (b) Strengthening capacity of implementing partners: The main activity shall entail the facilitation of mentorship partnerships to build capacity of implementing partners. The UNDP programme will also develop capacity for national volunteer infrastructure to provide mentorship and training of implementing partners on capacity gaps.
- (c) Support the mainstreaming of Gender Equality and Human Rights into HIV and AIDS planning processes.

D. Environmental Sustainability and Climate Change

Intended UNDAF outcome #2: Increased and more equitable access of the poor to assets and other resources for sustainable livelihoods.

UNDP Programme Outcome: National Institutions have the capacity and providing guidance on the utilisation of natural resources in a sustainable and equitable manner.

4.9 Environmental sustainability and climate change component of the UNDP country programme will be contributing to the UNDAF Pillar 2 on Poverty Reduction and Sustainable Livelihoods. The expected outcome is to bring about an increase and more equitable access of the poor to assets and other resources for sustainable livelihoods. The proposed interventions aim to strengthen the national capacity to develop and coordinate a multi-sectoral response to the human and naturally induced impacts on the environment as well as climate variability. Support will be provided for mainstreaming of environmental sustainability in national development interventions through the implementation of NEMA as well as the climate change post-Copenhagen adaptation and mitigation measures. Support will also be provided for the implementation of the National Disaster Management Act and the National Action Plan 2008-2015.

4.10 Expected results from UNDP support include the following:

- (a) Strengthened national capacity for implementation of climate change adaptation and mitigation measures.
- (b) Strengthened capacity of the Swaziland Environment Authority (SEA) to conduct initiatives and other duties consistent with its mandate of developing and enforcing environmental rules and regulations.
- (c) Strengthen the capacity of government and non-governmental actors on disaster risk management.

4.11 During the CPAP 2011-2015 period, UNDP will assist Swaziland in the achievement of the following outputs under environment sustainability and climate change:

Output 1: Improved capacity of key stakeholders for mainstreaming environment issues into poverty reduction.

4.12 To realise this output, the following activities shall be focused upon:

- (a) Support the development and advocacy for key policies, legal frameworks and action plans that will enhance the capacity of Government and other key institutions to meet international

commitments, obligations and reporting requirements in relation to climate change and the status of the environment.

- b) Support national effort to strengthen national readiness to address anticipated climate change impacts and increase national ability to utilise available technical and financial resources.
- c) Support the development of national capacity to design and implement climate change adaptation and mitigation strategies.

Output 2: Improved Government capacity to establish and operationalise decentralised structures for disaster risk management.

- 4.13 Under this output, UNDP shall strive to strengthen the capacity of the National Disaster Management Agency (NDMA) and non-state actors to promote and implement DRM at national and local level.

E. Governance and Gender

Intended UNDAF outcome #4: Strengthened national capacities for the promotion and protection of rights.

UNDP Programme Outcomes:

Governance

- (a) Supportive policy and legal framework for improved governance in place.
- (b) People have full knowledge on all their rights.
- (c) All citizens have access to justice.

Gender

- (a) Gender equality fully adopted in all spheres of life.
- (b) Legal and policy framework promoting gender equality in place.

- 4.14 The Governance and Gender component of this CPAP contributes to UNDAF Pillar 4 on Governance. One of the main aims during the 2011-2015 period is to support the Government in the implementation of the Constitution adopted in 2006. In relation to the implementation of the Constitution, UNDP will support capacity strengthening of key governance institutions. The UNDP support also aims to strengthen national capacities for the promotion and protection of rights, especially gender equality, and facilitate greater involvement of women in political participation and decision-making. Expected results are as follows:

- (a) Strengthened governance institutions to implement the Constitution.
- (b) Enhanced capacity for under-represented groups, especially women and youth, to access their rights and participate in political decision-making.
- (c) Strengthened transparency and accountability in the management of public resources.
- (d) Enhanced gender equality through support towards the enactment and implementation of gender equality laws and policies.

- 4.15 In the light of the above, UNDP will assist Swaziland in the achievement of the following outputs during the CPAP 2011-2015 period:

Governance

Output 1: Implemented and improved Constitutional provisions and adherence to reporting requirements on International and Regional Conventions and Treaties.

- 4.16 The main activities will include the following:
- (a) Facilitate the assessment of Government ministries' capacity to implement the provisions of the Constitution, including the review of subsidiary laws and their alignment to the Constitution.
 - (b) Provide technical support to state and non state actors for reporting on and monitoring of regional and international instruments which the country is party to.

Output 2: Public sector management capacity enhanced for increased transparency and accountability.

4.17 The main activities under the UNDP programme shall include the following:

- (a) Provide technical assistance and training to support implementation of the Public Finance Management Act and to improve business processes.
- (b) Capacity development of the Aid Coordination Management through the provision of technical support to review and develop policies for improved aid management in line with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action.
- (c) Develop capacity of the Anti-Corruption Commission (ACC) to implement its mandate including programmes under the Leadership Code of Conduct Act.
- (d) Strengthening the capacity of the Revenue Authority through training and provision of technical assistance to develop business processes.

Output 3: Improved access to justice through strengthened capacity to ensure justice remedies.

4.18 The main activities under the UNDP programme shall include the following:

- (a) Support development and implementation of an electronic file system for civil and criminal court cases.
- (b) Facilitate the drafting of a policy and legal frameworks for the provision of legal aid services for the poor, with a particular focus on women.
- (c) Strengthen capacity of the Human Rights and Public Administration Commission (HRPAC) and other human rights stakeholders to advocate, monitor and report on human rights as enshrined in the Constitution.

Output 4: Enhanced representation in public decision-making bodies of under-represented groups including women, youth, PLHIV and people living with disabilities.

4.19 The main activities under the UNDP programme shall include the following:

- (a) Conduct leadership training specifically targeted at under-represented groups, including women youth, PLHIV and people living with disabilities.
- (b) Support Civic Education on participation and representation.

Gender

Output 1: National response against gender-based violence increased.

4.20 The main activities under the UNDP programme shall include the following:

- (a) Support the enactment and implementation of the Sexual Offence and Domestic Violence Bill.
- (b) Conduct targeted training of Judiciary staff, law enforcement officers and other key stakeholder involved in providing services to GBV survivors.
- (c) Strengthening legal aid and counselling structures for GBV survivors to make them more efficient and sustainable.
- (d) Support court-monitoring programme to identify capacity needs and implementation gaps as well as other challenges with regard to survivors' access to justice.

Output 2: Support towards the enactment and implementation of gender equality laws and policies provided.

4.21 This output addresses implementation gaps of the Constitution and CEDAW with regard to gender equality particularly with respect to women's unequal status in relation to marriage, inheritance and property. The main activities will include the following:

- (a) Support the review and alignment of all laws and policies that promote the realization of gender equality in the context of the Constitution, CEDAW and the SADC Protocol on Women and Development.
- (b) Support stakeholder consultations on draft legislation and policies promoting gender equality.
- (c) Conduct sensitization and training on gender mainstreaming and gender-sensitive budgeting for key government decision makers.

F. Resource Mobilization

4.22 Resources to implement the 2011-2015 CPAP will be mobilized from local and regional sources, focusing on multilateral and bilateral partners. Negotiations to develop collaborative agreements with USG/PEPFAR, GEF and the European Union are currently underway. Government Cost Sharing is earmarked for inclusive economic growth and poverty reduction will be maintained at previous levels (USD \$1.5 million per programme cycle). Estimated non-core resources to be mobilized amount to USD \$7.8 million for the 2011-2015 period. Periodic missions will also be undertaken to development partners accredited to Swaziland and based in Pretoria (South Africa) and Maputo (Mozambique) for the purposes of sensitization on the country programme and mobilization of resources. In the spirit of partnership, resources, both financial and in-kind, shall be solicited from stakeholders that are beneficiaries to the UNDP programmes over the 2011-2015 period.

Part V. Partnership Strategy

- 5.1 Guided by General Assembly resolution 62/208, UNDP will strive to create an enabling environment in which the links between it and the Governments, civil society, non-governmental organizations and the private sector are strengthened during the implementation of the 2011-2015 country programme and in accordance with national policies and priorities. South-South cooperation will also be an important element of corporate and country-level partnership strategies. UNDP will annually identify initiatives that gradually widen the array and impact of partnerships. The initiatives will include:
- (a) Strengthening existing partnership arrangements to ensure a practical division of labour and to create synergies.
 - (b) Seeking more structured partnerships with international financial institutions, including the World Bank, particularly at the level of the MDGs and poverty reduction; improved economic governance, and; aid effectiveness.
- 5.2 The Partnership Strategy shall utilise the limited UNDP core resources as catalytic funding to leverage resources from other bilateral and multilateral partners inside and outside the country. Nurturing strong links with other in-country UN Agencies shall be part of this Partnership Strategy. This shall be achieved through several arrangements, including joint programming; cost sharing; and technical assistance. In the light of this, UNDP shall work intimately with such bodies as Government departments and parastatals; the National Emergency Response Council on HIV and AIDS, (NERCHA); Swaziland Environment Authority (SEA); CSOs and NGOs; and the private sector whenever opportunities offer themselves for closer collaboration.
- 5.3 Specifically with respect to the *United Nations System*, the United Nations Country Team (UNCT) partnerships will be pursued within the UNDAF framework involving, to the extent possible, collaborative and joint programmes, joint monitoring and reporting on activities and annual programme review meetings where appropriate.
- 5.4 With respect to the Partnership Strategy with the *Bilateral Institutions*, the linkages shall build on the partnerships forged during the 2006-2010 country programme, focusing on technical assistance in areas of common interest in areas such as good governance, gender, poverty reduction, HIV and

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AIDS prevention and mitigation, natural resources management, and food security. Partnerships with external bilateral and multilateral partners will also be pursued.

- 5.5 With respect to partnership with *CSOs/NGOs, private sector and professional bodies*, linkages shall be sought in full consultation with the Government, focusing on such institutions as the Coordinating Assembly of Non Governmental Organisation (CANGO), Federation of Swazi Employers & Chamber of Commerce (FSE&CC), and the Media.
- 5.6 Wherever desirable and feasible, partnerships with different stakeholders will be established through memorandums of understanding (MoUs), which will state the nature and extent of collaboration/partnerships.

Part VI Programme Management

- 6.1 UNDP Programme implementation during the 2011-2015 period will be guided by a results-based management strategy adopting a programme approach. The HACT modality shall be used for effective financial management and monitoring.
- 6.2 Through the UNDAF framework, the UN system collaboration will aim at providing a package of technical and financial assistance within the respective mandates and programme areas. The UNDAF shall be the UNDP's resource programming tool over the 2011-2015 period. Nevertheless, UNDAF shall not be independent of other UNDP-specific planning/programming instruments as processes such as the Annual Work Plans and Budgets (AWPs), which will constitute the primary instrument for implementing the UNDP programme. All the UNDP activities that shall be implemented annually shall focus on the realisation of one or more of the UNDAF's outcomes during the 2011-2015 period as stipulated in this CPAP.
- 6.3 UNDAF oversight will be ensured at two levels, namely, external and internal. At the *external* level, the Joint Steering Committee (JSC) will be the overall oversight and implementation review mechanism interfacing with UNDP through the UNCT. The Thematic Working Groups (TWGs) will be the monitoring and review mechanism for UNDAF implementation, which shall include the UNDP inputs. Government's Sector Working Groups, once consolidated, will interface with the UNDAF-TWG in the joint areas of work. *Internally*, the UNCT (Resident Coordinator's Office), the Joint Programme Management and Coordination Team (JPMCT), TWGs, Policy Support Group (PSG), and the M&E Committee (MEC) and will perform different functions in oversight, coordination, management, execution, technical support and monitoring and evaluation of the different UN Agencies' components of UNDAF implementation.
- 6.4 All cash transfers to an Implementing Partner shall be based on the Annual Work Plans (AWP) as will be agreed between the Implementing Partner and UNDP. Cash transfers to the activities in AWP will be made by UNDP using the following HACT modalities:
- (a) Cash transferred directly to the Implementing Partner (prior to the start of activities through direct cash transfer), or after activities have been complemented through reimbursement.
 - (b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
 - (c) Direct payments to vendors or third parties for obligations incurred by the UN agencies in support of activities agreed with Implementing Partners.
- 6.5 Upon the recommendations of micro-assessments and following extensive training conducted by the UN Operations Management Team (OMT), cash transfers will be made to the Implementing Partner. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any

activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

- 6.6 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting and audits. National Implementation (NIM) audits will be carried out by the Government as an integral part of sound financial and administrative management and the UNDP accountability framework. Audit observations and recommendations will be used together with monitoring, evaluation and other reports to continuously improve the quality of the UNDP programmes.
- 6.7 Resource mobilization (both financial and in-kind) will be intensified to support the Resources and Results Framework (RRF) and ensure effective implementation of the UNDP programme over the 2011-2015 period. Mobilization of other resources for the country programme in the form of cost sharing, trust funds, and parallel funding will be pursued.

Part VII: Monitoring and Evaluation

- 7.1 Effective monitoring and evaluation of the UNDP activities are critical functions of delivery. *Firstly*, these processes will provide essential data and insights for drawing lessons, priority setting and informed review of UNDP implementation processes. *Secondly*, they will offer the assurance that resources are used for agreed purposes as programmed in this CPAP. Further, they will provide accountability information and performance measurement.
- 7.2 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The government and UNDP will be responsible for setting up the necessary M&E systems, mechanisms, procedures and tools. Participatory approaches for monitoring and evaluation will be developed and applied in partnership with implementing partners to secure their fuller involvement in the M&E function.
- 7.3 To enable regular and quality reporting, key performance indicators have been identified for each UNDAF Outcome that the UNDP programme targets during 2011-2015 (see Annex 1 on Results and Resource Framework). The identified indicators will help to focus efforts and resources during implementation. The monitoring reports will form a major input into the annual, mid-term, and end-of-UNDAF progress reports. In situations where baseline data is not available or is unreliable, the UNDP, in collaboration with other UN Agencies, will support, to the extent feasible, the generation of the required data.
- 7.4 UNDP Annual Work Plans (AWP) will use data derived from monitoring to benchmark performance. An M&E implementation timeline (see Annex 2) shall be reviewed annually taking into account the new challenges that may justify reorientation of the envisaged activities. Sufficient resources shall be allocated by UNDP to the M&E function to ensure that this important task that shall track performance, including the efficacy of resource use, shall be adequately performed.
- 7.5 There will be *Annual Reviews* of the UNDP programme. The Reviews will analyse in detail the reasons for achieving or not achieving specific UNDP annual targets based on the stated performance indicators. The Annual Programme/Project Reports (APR) that will be based on the annual reviews will explain, where possible, the impact of the interventions and identify areas for further investigation. They will also incorporate lessons learnt from the implementation of the intervention.
- 7.6 There will be a *Mid-Term Review* of UNDP interventions under this CPAP, which will be undertaken after two and half years of implementation (mid-2013). It will assess the progress made towards achieving the five year outcomes and will analyse the impact of UNDP interventions based on the identified performance indicators. It will consider questions of efficiency, relevance, effectiveness, and sustainability of the various interventions.

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- 7.7 There will be the *End-of-programme Evaluation* (Terminal Evaluation) that shall assess the overall performance of the UNDP over the 2011-2015 period and identify lessons learnt that shall be expected to inform future strategic planning and implementation processes.
- 7.8 The measurement of progress towards the attainment of the MDGs will continue to guide UNDP interventions and direction. The periodic Millennium Development Goals Report (MDGR) for Swaziland will serve as the primary means for reporting on UNDAF activities, complemented by the Annual Report and Work Plan of the Resident Co-ordinator. An effort will be made to link the M&E systems of the UNDP country programme as well as those of UNDAF with what is used for monitoring the performance of the Poverty Reduction Strategy and Action Programme.
- 7.9 Under the HACT modality, the Auditor General's Department will undertake the audits of Implementing Partners. If the Auditor General's Department chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by UNDP, UNDP will commission the audits to be undertaken by private sector audit services. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.
- 7.10 Revisions not involving significant changes in the immediate objectives, activities, or outputs may be made to the Annual Work Plan (AWP) with the signature of the Resident Representative only provided the other signatories have no objection to the proposed changes.

Part VIII: Commitments of UNDP

- 8.1 Regular resource allocation for the UNDP country programme over the 2011-2015 period is foreseen at US\$ 2,800,000. Working closely with the Government and other UN partners, UNDP plans to mobilize an additional US\$ 7,800,000 as non-core resources, subject to interest by funding partners. These resources do not include emergency funds that may be mobilized in response to the humanitarian crisis. The resource allocations will be utilized according to the priorities expressed in this CPAP.
- 8.2 UNDP is committed to ensuring coherence between the main programming instruments, namely, this CPAP, Annual Working Plans (AWP), UNDAF Results Matrix, UNDAF M&E Framework, MDG reports, and PRSAP outcomes and monitoring mechanisms. The sharing of responsibilities between UNDP, the Government and implementing partners shall be defined and refined periodically through the annual reviews and periodic progress reporting.
- 8.3 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner within five (5) working days.
- 8.4 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within five (5) working days.
- 8.5 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.
- 8.6 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will, to the extent possible, be undertaken jointly or coordinated with those UN agencies.
- 8.7 At the Government's request, UNDP will provide the following support services for activities in the CPAP:

- (a) Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with UNDP regulations, rules and procedures.
- (b) Identification and facilitation of training activities, including workshops and study tours.
- (c) Access to specialized technical backstopping services through the Regional Service Centre and UNDP's global presence and knowledge networks.
- (d) Access to UNDP-managed global information and knowledge sharing through the Communities of Practice

Part IX: Commitments of the Government

- 9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement signed between the Swaziland Government and UNDP on 28 October 1977. The Government shall apply the provisions of the Convention on the Privileges and Immunities of United Nations agencies to UNDP's property, funds, and assets and to its officials and Consultants on mission for the United Nations. In addition, the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, privileges, immunities and facilities as set out in the SBAA.
- 9.2 As per the previous cycle (2006-2010), and in recognizing the serious economic constraints facing government, the Government's contribution to the country programme (2011-2015) will be maintained at approximately USD\$1.5 million as Government Cost Sharing (GCS) to the country programme. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP. The contribution shall be made in five equal instalments of US\$300,000 payable to the Bank of America
- 9.3 The Government commits itself to facilitating the following:
- (a) Extending support to UNDP's resource mobilization strategy to meet the financial needs of the Country Programme.
 - (b) Organising periodic programme review and planning meetings as and when required.
 - (c) Facilitating co-ordination mechanisms with development partners, including donors, CBOs and communities where appropriate and agreed.
 - (d) Co-ordinating sectoral and thematic groups to facilitate fulfilment of programme objectives and outcomes.
 - (e) Making available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact on the programme and its outcomes.
- 9.4 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilisation of the money received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
- 9.5 Cash transferred to Implementing Partners shall be spent for the purpose of activities as agreed in the annual work plans (AWP) only.
- 9.6 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to (a) all financial records which establish the transactional record of the cash transfers provided by UNDP; and (b) all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

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- 9.7 The findings of each audit will be reported to the Implementing Partner and UNDP. Furthermore, each Implementing Partner will do the following:
- (a) Receive and review the audit report issued by the auditors.
 - (b) Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash and to the Auditor General's Office or the private firm selected to carry out the audit.
 - (c) Undertake timely actions to address the accepted audit recommendations.
 - (d) Report, on a quarterly basis, on the actions taken to implement accepted recommendations to the UNDP and the Auditor General's Office.

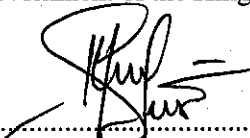
Part X: Other Provisions

- 10.1. This CPAP supersedes any previously signed programme agreements (but excluding the Standard Basic Agreement signed on 28 October 1977) between the Swaziland Government and UNDP and may be modified by mutual consent of both parties on the recommendations of the annual review meetings.
- 10.2. Nothing in this CPAP shall in any way be construed to waive the protection of UNDP accorded by the contents and substance of the United Nations Convention on Privileges and Immunities to which the Government is a signatory.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country

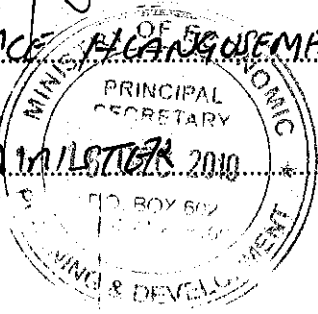
Programme Action Plan (CPAP) on this day 16TH DEC, 2010.....in Mbabane, Swaziland.

For the Government of the Kingdom of Swaziland

Signature: 

Name: PRINCE ALEANQOSE MPH'

Title: M. M. L. STOKER 2010



for the United Nations Development programme in Mbabane, Swaziland

Signature: 

Name: M. L. BOYER

Title: Resident Representative d. l.



Annex 1: UNDP CPAP RESULTS AND RESOURCE FRAMEWORK

1. Poverty and Sustainable Livelihoods

UNDAF Pillar: Poverty and Sustainable Livelihoods		Indicative Resources by Programme component (per year, US\$)						
UNDAF Outcome: Increased and more equitable access of the poor to assets and other resources for sustainable livelihoods		2011	2012	2013	2014	2015	Total	
1.1 Poverty eradication and achievement of inter/nationally agreed development goals, including the MDGs.	<p>Expected UNDP Outcomes</p> <p>1.1 The poor's access to productive resources increased.</p> <p>Indicator: Improved social and economic welfare of the poor.</p> <p>Expected Outputs</p> <p>1.1.1 Developed national frameworks including policies that promote the poor to access and effectively utilize productive resources.</p>	<p>Output targets and indicators</p> <p>Indicators</p> <p>(a) Accelerated implementation of the PRSAP through the SWAp approach.</p> <p>(b) # of national and sectoral interventions supported for a coordinated and effectively managed attainment of MDGs through a more effective implementation of the PRSAP.</p> <p>(c) National individual MDG targets in place.</p> <p>Targets</p> <p>(a) Four sectors (health, education, agriculture and water and sanitation) strategies harmonized and development plans in place by 2012 and operationalised by 2015.</p> <p>(b) At least four national and sectoral interventions to improve coordination and management for attainment of the MDGs through more effective implementation of the PRSAP by 2015.</p> <p>(c) National targets for attainment of individual MDGs developed by 2012.</p> <p>Baselines</p> <p>(a) Four sector working groups established but not yet functional.</p> <p>(b) No coordinated effort to promote economic empowerment of the general population and in particular, women and disadvantaged groups (Youth, PLHIV)</p> <p>(c) No national targets for attainment of</p>	<p>Implementing Partners</p> <ul style="list-style-type: none"> o MoEPD, o MoF, o MoA, o MoNRE, o MoH, o MoET, o WHO o UNICEF o UNESCO o Civil Society o EU o WB 	<p>Regular Resources</p> <p>200,000</p>	<p>200,000</p>	<p>200,000</p>	<p>200,000</p>	<p>200,000</p>
				<p>Other Resources</p> <p>300,000 (Govt Cost Sharing)</p>	<p>300,000 (Govt Cost Sharing)</p>	<p>300,000 (Govt Cost Sharing)</p>	<p>300,000 (Govt Cost Sharing)</p>	<p>300,000 (Govt Cost Sharing)</p>

<p>1.2 Effective social protection systems that secure the livelihoods of vulnerable communities in place.</p>	<p>1.2.1 Women have the capacity and accessing their rights.</p> <p>Indicator: Women's rights and their access to productive resources enhanced.</p>	<p>individual MDGs.</p>
<p>Indicators</p> <p>(a) # of women businesses registered.</p> <p>(b) # of women entrepreneurs benefitting from technical and financial assistance.</p> <p>(c) # of women entrepreneurs receiving support through mentoring programmes.</p>	<p>Targets</p> <p>(a) 20% increase in the number of registered women's businesses by 2015.</p> <p>(b) Two thousand (2,000) women entrepreneurs benefitting from technical and financial assistance.</p> <p>(c) Five (5) capacitated organizations effectively supporting and mentoring business women and five (5) of mentoring services provided systematically by 2012.</p>	<p>○ DPMO-Gender Unit</p> <p>○ MoCIT Business Women Forum Swaziland (BWFS) Imbita</p> <p>○ Gona Rural Swaziland Swaziland</p> <p>○ Indigenous products (SIP) TechnoServe</p> <p>○ SWEET World Vision Swaziland</p>
<p>Baselines</p> <p>(a) 1,200 women owned businesses registered in directory.</p> <p>(b) 2010: 700 women entrepreneur benefitting from UNDP support.</p> <p>(c) No mentoring services provided systematically.</p>	<p>Indicators</p> <p>(a) Development and implementation of statistics road map to provide timely information on poverty, inclusive growth, gender equality, environment and the MDGs.</p> <p>(b) # of institutions/users receiving timely generated data by 2012.</p> <p>(c) # of sectors with up-to-date website and internet services by 2013.</p>	<p>○ MoEPD Central Statistics Office Civil Society UNICEF UNFPA WFP FAO UNESCO World Bank</p>
<p>1.1.2 Timely collection, processing, analysis and dissemination of disaggregated poverty data.</p>	<p>Targets</p> <p>(a) 2009/10 SHIES and poverty maps and profiles compiled and disseminated by 2011, multi poverty index by 2013, labour market data and information by 2013, update MDG reports 2012, 2015.</p>	

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- (regional report); 2014/15 SHIES and other relevant national survey initiatives undertaken.
- (b) Data and information management and dissemination systems in place by 2012
 - (c) Government statistical systems updated and timely and disaggregated information provided to increase the effectiveness of the four sector working groups (education, health, water sanitation and agriculture) and DPMO by 2013. Four sectors with website and internet services (support on sliding scale as from 2013).

Baselines

- (a) SHIES 2001, 2010 Multi-Poverty Index, 2010 MDG Report.
- (b) Limited and untimely release of data and information for institutions/users. Government websites are rarely updated and often inaccessible
- (c) No sector website in place.

2. HIV and AIDS

UNDAF Pillar: HIV and AIDS

UNDAF outcome: To contribute to reduced new HIV infections and improved quality of life of persons infected and affected by HIV by 2015

Programme Component	Expected UNDP Outcomes	Expected Outputs	Output targets and indicators	Implementing Partners	Indicative Resources by Programme component (per year, US\$)					
					2011	2012	2013	2014	2015	Total
2.1 Strengthening the governance component of AIDS responses	<p>2.1 A human rights-based and gender sensitive HIV and AIDS response strategy in place.</p> <p>Indicator: Significantly reduced new cases of HIV.</p>	<p>2.1 Developed multi-sectoral gender sensitive HIV and AIDS response that promotes human rights.</p>	<p>Indicators</p> <p>(a) Multi-sectoral and gender-sensitive response framework to HIV and AIDS in place.</p> <p>(b) # of sectors equipped with coordination tools and skills, and integrated in national coordination framework.</p> <p>(c) # of sectors receiving mentorship in comprehensive program management.</p> <p>(d) A human rights-based and gender sensitive HIV and AIDS response strategy in place.</p> <p>(e) # of decentralized NERCHA structures and non-state actors equipped with skills</p>	<ul style="list-style-type: none"> o DPMO – Gender Unit o NERCHA o SWANNE o PHA o Civil Society o UNAIDS o UNV o UNAIDS EU 	80,000	80,000	80,000	80,000	80,000	400,000
					<p>Regular Resources</p> <p>80,000</p>	80,000	80,000	80,000	80,000	400,000
			<p>Other Resources</p> <p>80,000 (UNV Project-UNV, UNAIDS, EU)</p>	80,000 (UNV Project-UNV, UNAIDS, EU)	80,000 (UNV Project-UNV, UNAIDS, EU)	80,000 (UNV Project-UNV, UNAIDS, EU)	80,000 (UNV Project-UNV, UNAIDS, EU)	80,000 (UNV Project-UNV, UNAIDS, EU)	400,000 (UNV Project-UNV, UNAIDS, EU)	

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in financial management, programme development, implementation and monitoring and resource mobilization.

Targets

- (a) Multi-sectoral and gender-sensitive response to HIV and AIDS in place by 2013.
- (b) 18 sectors fully integrated in national coordination framework by 2014
- (c) 8 main sectors having mentorship partners to build capacity for comprehensive programme management.
- (d) A human rights-based and gender sensitive HIV and AIDS response strategy in place by end of 2011.
- (e) Short and medium-term resident TA provided to 4 REMSHACCs and 5 civil society organizations by 2014.

Baselines

- (a) 2010- National Coordination Framework in place but not fully operational.
- (b) 2009- Capacity Needs Assessment of sectors conducted by NERCHA. Sectors not equipped with coordination tools and skills and an integrated national coordination framework.
- (c) Limited mentorship interventions for comprehensive programme management
- (d) No human rights-based and gender sensitive HIV and AIDS response strategy in place.
- (e) Limited capacity of non-state actors to effectively manage and account for resources provided by NERCHA and development partners.

3. Environmental Sustainability and Climate Change

UNDP Programme Component		Expected UNDP Outcomes		Expected Outputs	Output targets and indicators	Implementing Partners	Indicative Resources by Programme Component (per year, US\$)					
							2011	2012	2013	2014	2015	Total
3.1 Environment and Sustainable development (including climate change) and crisis prevention and recovery	National Institutions have the capacity and providing guidance on the utilisation of natural resources in a sustainable and equitable manner.	3.1.1 Improved capacity of key stakeholders for mainstreaming environment g. issues into poverty reduction.	<p>Indicators</p> <p>(a) Environmental sustainability and climate change mainstreamed in national development frameworks and sector strategies.</p> <p>(b) National institutions have the capacity and providing guidance on the utilisation of natural resources in a sustainable and equitable manner.</p> <p>(c) National climate change policies/strategies and legislation developed (such as adaptation, mitigation and carbon markets).</p>	<ul style="list-style-type: none"> o DPMO-NDMA o MoTEA o SEA o SNIC o MNRE o MoA o MoH o SWADE o Civil society 	<p>80,000</p> <p>80,000</p> <p>600,000 (GEF)</p>	80,000	80,000	80,000	80,000	80,000	80,000	400,000
						<p>Regular Resources</p> <p>Other Resources</p> <p>600,000 (GEF)</p> <p>600,000 (GEF)</p> <p>600,000 (GEF)</p>	600,000 (GEF)	600,000 (GEF)	600,000 (GEF)	600,000 (GEF)	600,000 (GEF)	3,000,000 (GEF)
		<p>Indicator:</p> <p>Enhanced national ability to put in place environmentally friendly and sustainable development.</p>		<p>Targets</p> <p>(a) Four sector strategies and development plans that mainstream environmental sustainability and climate change developed and operational by 2015.</p> <p>(b) Five TA initiatives provided to build the capacity for sustainable utilization of natural resources at both national and local level.</p> <p>(c) Two national climate change policies/strategies (such as adaptation, mitigation and carbon markets) developed and/or implemented by 2015.</p>								
		<p>Baselines</p> <p>(a) Only the health sector has a strategy in place with limited integration of environment sustainability and climate change.</p> <p>(b) Limited capacity to manage natural resources sustainably.</p> <p>(c) Draft Second National Communications, no climatic strategies in place.</p>										

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<p>3.1.2 Improved Government capacity to establish and operationalise decentralised structures for disaster risk management.</p>	<p>Indicators (a) Status of the National Disaster Management policy and implementation of the National Action Plan for disaster risk reduction. (b) Partnership between Government and non-state actors to promote and implement disaster risk management at local level enhanced.</p>	<p>o DPMO-NDMA o SEA o MoA o MoET o MoH o Civil society</p>
<p>Targets (a) The National Disaster Risk Management Policy approved by 2011 and disaster risk management national action plan being implemented by 2015. (b) Promote and implement disaster risk management at local level covering at least 50% of the country by 2015.</p>	<p>Baselines (a) Draft disaster risk management policy revised but not approved. (b) National Action Plan for disaster risk reduction (2008-2015) in place but is not fully implemented. Disaster risk management not promoted and fully implemented at local level.</p>	

4. Governance and Gender

UNDAF Pillar: Governance
 UNDAF outcomes: Strengthened National capacities for the promotion and protection of rights
 : Gender equality enhanced

UNDP Programme Component	Expected Outcomes	Expected Outputs	Output targets and indicators	Implementing Partners	Indicative Resources by Programme component (per year, US\$)					
4.1	Strengthening accountable and				2011	2012	2013	2014	2015	Total
	4.1.1 Supportive policy and legal framework for	4.1.1.1 Implemented and improved Constitutiona	Indicators (a) # of reviewed pieces of legislation that are central to the attainment of the MDGs and operationalising key provisions of	o MoJCA o Parliament o Attorney General's	200,000	200,000	200,000	200,000	200,000	1,000,000
					Regular Resources	Other Resources				

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<p>responsive governing institutions</p>	<p>Improved governance in place.</p> <p>Indicators:</p> <p>(a) Policy developed and adopted by the Cabinet.</p> <p>(b) Legal framework adopted.</p>	<p>1 provisions and adherence to reporting requirements on International and Regional Conventions and Treaties.</p>	<p>Constitution.</p> <p>(b) % increase in the number of legal advisors in line ministries.</p> <p>(c) # of state party reports compiled and submitted.</p> <p>Targets</p> <p>(a) Three (3) pieces of legislation central to attainment of MDGs reviewed by 2013.</p> <p>(b) By 2015, five ministries provided with TA to align sector specific legislation with the Constitution.</p> <p>(c) Two reports compiled through a participatory process (UPR by end of 2011 and Third National Communications by 2013).</p> <p>Baseline</p> <p>(a) 2008: Three (3) bills gazetted and Four (4) pieces of legislation have been reviewed.</p> <p>(b) Limited legal capacity in line ministries.</p> <p>(c) 2010: CEDAW and Second National Communications drafts in place.</p>	<p>Office</p> <ul style="list-style-type: none"> o DPMO - Gender Unit o Civil Society 	<p>60,000 (DGTF: Access to Justice)</p> <p>140,000 (EU: Public finance management)</p> <p>70,000 (DGTF: Voter education)</p>	<p>60,000 (DGTF: Access to Justice)</p> <p>140,000 (EU: Public finance management)</p> <p>70,000 (DGTF: Voter education)</p>	<p>60,000 (DGTF: Access to Justice)</p> <p>140,000 (EU: Public finance management)</p> <p>110,000 (DGTF: Voter education)</p>	<p>60,000 (DGTF: Access to Justice)</p> <p>140,000 (EU: Public finance management)</p>	<p>60,000 (DGTF: Access to Justice)</p> <p>140,000 (EU: Public finance management)</p>	<p>300,000 (DGTF: Access to Justice)</p> <p>700,000 (EU: Public finance management)</p> <p>250,000 (DGTF: Voter education)</p>
			<p>Indicators</p> <p>(a) # of key government officials trained in Public Finance Management based on skills audit.</p> <p>(b) Reviewed Aid Coordination Policy of 200 and effective External Aid Management System in place.</p> <p>(c) # of ACC and Revenue Authority staff trained in accountability and transparency issues, including Leadership Code of Conduct.</p> <p>(d) # of advocacy campaigns and level of thematic dialogue sessions on corruption prevention, transparency and accountability conducted.</p> <p>Targets</p> <p>(a) 250 senior public servants trained in the Public Financial Management Act (PFMA) by 2015.</p> <p>(b) Aid Coordination Policy of 2000 reviewed and Effective External Aid Management</p>	<ul style="list-style-type: none"> o MoF o MoEPD o MoICA o Revenue Authority (RA) o Anti-Corruption Commission (ACC) o Civil society 						

<p>4.2 Democratic governance: Grounding democratic governance in international principles</p>	<p>4.2 All citizens have access to justice. Indicator: Administration of justice enhanced.</p>	<p>4.2 Improved access to justice through strengthened capacity to ensure justice remedies.</p>	<p>System developed and operational by 2015. (c) All ACC and Revenue Authority staff trained in accountability and integrity by 2015. (d) At least one advocacy campaign or thematic dialogue sessions on corruption prevention, transparency and accountability held per year until 2015.</p> <p>Baselines (a) 2010: 120 senior government officials have received training in Accountability and Integrity. (b) Aid Coordination Policy of 2000 in place. Excel-based data capture system for External Aid Management System exists but not operational. (c) 2010: No public servants received training in Public Financial Management systems or processes. (d) In 2010: no advocacy activities conducted on anti-corruption, transparency and accountability.</p> <p>Indicators (a) Level of functionality of electronic file system for court cases. (b) # of Judiciary staff, law enforcement agencies and lawyers trained in addressing challenges in accessing justice. (c) Level of knowledge on Constitutional Bill of Rights among adult population. (d) Legal aid framework reviewed and streamlined to secure maximum access by deserving target groups. (e) More cases referred to Human Rights and Public Administration Commission (HRPAC).</p> <p>Targets (a) Electronic file system for civil and criminal cases developed and operational by 2015. (b) By 2015 training curricula of judiciary staff, law enforcement and lawyers addresses identified challenges in accessing justice. (c) At least 50% of adult population are knowledgeable about the Bill of Rights.</p>	<ul style="list-style-type: none"> o MoJCA o Judiciary o Human Right and Public Administration Commission (HRPAC) o High Court of Swaziland o Law Society o Civil Society 		
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<p>4.3 Democratic governance: Fostering inclusive participation</p>	<p>4.3 People have full knowledge on all their rights.</p> <p>Indicators:</p> <p>(a) Improved knowledge on human rights among the populace.</p> <p>(b) The majority of women claiming their rights.</p>	<p>4.3 Enhanced representation in public decision-making bodies of under-represented groups including women, youth, PLHIV and people living with disabilities.</p>	<p>(d) Feasibility study and policy development for the provision of legal aid completed by 2015.</p> <p>(e) More cases referred to and considered by the Human Rights and Public Administration Commission (HRPAC) by 2015.</p> <p>Baselines</p> <p>(a) Capacity assessment on management of court cases conducted in 2010.</p> <p>(b) No training curricula in place to build capacity to address challenges in accessing justice for judiciary, law enforcement and lawyers.</p> <p>(c) Nearly 100% awareness but limited knowledge about human rights and Bill of Rights (CSC study).</p> <p>(d) Capacity assessment with regard to delayed justice delivery conducted in 2010.</p> <p>(e) Human rights cases insufficiently attended to.</p>	<ul style="list-style-type: none"> o Elections Boundary Commission (EBC) o DPMO - Gender Unit o NERCHA o Civil Society
<p>4.3 Democratic governance: Fostering inclusive participation</p>	<p>Indicators</p> <p>(a) # of civic education interventions on importance of equal participation and representation of all parts of society supported.</p> <p>(b) # of people from under-represented groups trained in leadership and election campaigning.</p> <p>(c) # of candidates from underrepresented groups including women, youth, PLHIV, people living with disabilities.</p> <p>Targets</p> <p>(a) Effective voter education campaign conducted annually up until 2013.</p> <p>(b) Leadership training for people from under-represented groups conducted in 2012 and 2013.</p> <p>(c) Increased 20% of candidates from underrepresented groups including women, youth, PLHIV, people living with disabilities in decision-making position by 2015.</p> <p>Baselines</p>	<p>(d) Feasibility study and policy development for the provision of legal aid completed by 2015.</p> <p>(e) More cases referred to and considered by the Human Rights and Public Administration Commission (HRPAC) by 2015.</p> <p>Baselines</p> <p>(a) Capacity assessment on management of court cases conducted in 2010.</p> <p>(b) No training curricula in place to build capacity to address challenges in accessing justice for judiciary, law enforcement and lawyers.</p> <p>(c) Nearly 100% awareness but limited knowledge about human rights and Bill of Rights (CSC study).</p> <p>(d) Capacity assessment with regard to delayed justice delivery conducted in 2010.</p> <p>(e) Human rights cases insufficiently attended to.</p>	<ul style="list-style-type: none"> o Elections Boundary Commission (EBC) o DPMO - Gender Unit o NERCHA o Civil Society 	

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<p>4.4 Gender equality and empowerment of women</p>	<p>4.4.1 Gender equality fully adopted in all spheres of life. Indicator: The protection of women's rights secured.</p>	<p>4.4.1 National response against Gender-based and other forms of violence increased</p>	<p>(a) Evaluation report of 2008 vote for a woman campaign. (b) Commonwealth Report on 2008 Elections (c) No evaluation of voter education/ advocacy on women participation for 2008 elections conducted (planned for 2011).</p>	
			<p>Indicators (a) # of activities supporting enactment of Sexual Offence and Domestic Violence Bill (SODVB). (b) # of Judiciary staff and law enforcement officers that have operational knowledge on provisions of Sexual Offence and Domestic Violence Act (SODVA). (c) Legal aid mechanisms are able to cope with GBV case load.</p> <p>Targets (a) Two (2) activities supporting enactment of Sexual Offences Domestic Violence Bill (SODVB) conducted annually. (b) By 2014, institutional capacity to provide training on Sexual Offences Domestic Violence Act (SODVA) developed for 50% of judiciary staff and law enforcement officers. (c) Strengthened legal aid mechanisms for GBV survivors in place by 2015.</p>	<ul style="list-style-type: none"> o MoJCA o Judiciary o Law o Society o Civil society o UNFPA o UNICEF o WFP o FAO o ILO

<p>4.4.2 Legal and Policy framework promoting gender equality in place.</p> <p>Indicator: The protection of women's rights secured.</p>	<p>4.4.2 Support towards the enactment and implementation of gender equality laws and policies provided.</p>	<p>Baselines</p> <p>(a) SODVB tabled in Parliament. (b) Law enforcements staff trained but not with knowledge on provisions of the draft SODVA. (c) Legal aid mechanisms not capable of responding to the high number of GBV cases. Legal aid not financially sustainable.</p> <p>Indicators</p> <p>(a) Legal Audit and recommendations in place. (b) # of Bills implementing gender equality clause in the Constitution tabled in Parliament. (c) # of laws and policies that promote the realization of gender equality reviewed. (d) # of sensitization and trainings of government decision makers on gender mainstreaming and gender-sensitive budgeting.</p> <p>Targets</p> <p>(a) Legal Audit, including recommendations and drafted laws, completed by 2012. (b) Two Bills implementing the Constitution's gender equality clause tabled in Parliament by 2015. (c) Two laws and policies that promote the realization of gender equality reviewed by 2015. (d) Five capacity building initiatives to enhance knowledge of government decision makers on gender mainstreaming and gender-sensitive budgeting by 2015.</p> <p>Baselines</p> <p>(a) Legal Audit still ongoing under EU/UNDP Gender Programme. (b) In 2010, Marriage Act, Registry of Deeds Act not tabled in Parliament. (c) National Gender Policy in place. (d) Line ministries have received training in gender mainstreaming but there is limited</p>
<p>○ DPMO – Gender Unit ○ MoEPD ○ MoJCA</p>		

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knowledge and practice in gender sensitive budgeting

Annex 2: UNDP COUNTRY PROGRAMME ACTION PLAN (CPAP) 2011-2015 M&E CALENDAR

	2010				2011				2012				2013				2014				2015							
	Year Quarter				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
I. Monitoring Activities																												
1. National implementing partners meetings (Quarterly: Mar, Jun, Sept, Dec)																												
2. Field visits, and programmatic and financial monitoring (Quarterly: Mar, Jun, Sept, Dec)																												
3. Meetings of the Monitoring and Evaluation Committee (Quarterly: Mar, Jun, Sept, Dec)																												
4. Programme Board Meeting (Quarterly: Mar, Jun, Sept, Dec)																												
5. Annual Programmes and Project Report (Dec of each year)																												
II. Audits																												
6. National implementation audit NIM (External Auditor)																												
7. Country Programme Audit (IOC)																												
III. Evaluations																												
8. Mid-Term Evaluation of the CPAP (external)																												
9. End-of-Cycle Evaluation of CPAP (external)																												
IV. Planning Processes																												
10. Annual Work Plans and Budgets (AWPBs) - approved at end of each year for the following year																												
11. Formation of the Programme Boards Thematic																												
12. Formation of CPAP Monitoring and Evaluation Committee (MEC)																												
13. Preparation and approval of ToR for Mid-term Evaluation (MTR) of CPAP 2011-2015																												
14. Appointment of external consultant(s) for the CPAP 2011-2015 Mid-term Review (MTR)																												
15. Preparation and approval of ToR for End-of-Cycle Evaluation of CPAP 2011-2015																												
16. Appointment of external consultant(s) for End-of-Cycle Evaluation of CPAP 2011-2015																												