### Country: **SWAZILAND**

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY**

### Reporting period: 2011-2015

### **I. EXECUTIVE SUMMARY**

1. Independent assessments[[1]](#footnote-1) of UNDP’s support to development results in Swaziland (2011-2015) attest to significant progress but also captivate critical lessons moving forward in all the five outcome areas[[2]](#footnote-2)*.* [[3]](#footnote-3)*.* The nature of support given to the Government of Swaziland was a mix of upstream and downstream interventions for the duration of the CPAP period. On upstream a number of policy documents and development frameworks were developed to enhance attainment of the country’s vision and UNDAF outcomes. These are not limited to NHDI; MAF; Revised NDS; M&E Framework; T21 and 2012 MDG report.
2. In increasing access to investment capital, UNDP has supported Swaziland Economic Empowerment Trust (SWEET) towards the establishment of a Micro-Credit facility which fosters saving culture with special emphasis on rural and women in informal sector. UNDP supported a feasibility study to access the potential of establishing a women bank and registration of SWEET as a legal entity, its membership and facilitated its capital accumulation. By 2014 SWEET records showed an increase of membership from 1,254 in 2012 to 15,000 and expanded its capital base from US$28,000 in 2012 to US$395,000[[4]](#footnote-4). The Outcome evaluation recorded that UNDP Women’s Empowerment initiatives were producing tangible results that were also reducing poverty. Furthermore, UNDP supported the Household Livelihood Survey which identified the 100 poorest household by region and gender; the survey also identified income generating activities and opportunities for better targeting of interventions.
3. With regards HIV response, institutional systems were strengthened. With UNDP support, mainstreaming of HIV at various levels including in workplaces was enhanced; national wellness standards were rollout out to representatives of 59 Swaziland Business Coalition members on HIV&AIDS. The capacity building facilitated effective management of the HIV&AIDS and TB national responses within the work place. UNDP also actively supported engagement of civil society to enhance their response systems. Since the inception the National Volunteer programme, UNDP has supported 48 Volunteers placed with Civil Society Organizations to strengthen M&E, financial management and resource mobilization.
4. UNDP’s sustained advocacy for integration of climate change into national development plans resulted in the preparation of the Rio+20 Sustainable Development Report. The Post-2015 consultations raised awareness and provided impetus for the development of the SE4ALL Gap Analysis Report and action plan 2014-2030. Through technical support, there has been increased integration of climate change in key investments in the country, especially the sugar industry which is the main cash crop. Support in such areas has culminated into the developed by the Government of its first ever Climate Change Policy and Strategy in 2014. Besides, the National Disaster management Agency (NDMA) was gazette and mandated as the responsible institution for emergency and recovery response; a critical follow up to the National Disaster Policy supported by UNDP in 2011. Additionally, an assessment undertaken by NDMA - with support from the UNDP - informed the capacity development needs leading to the review of early warning systems and decentralization of disaster risk management. The National partners including NGOs are now using the smart tools promoted by UNDP to administer the standardized multi sectoral assessment, which has reduced the response time from 2 weeks to 3 days[[5]](#footnote-5). Important to note that the Economic Recovery Strategy (2012) embraced the Protected Areas expansion as a window for economic growth through community eco-tourism, learning from the UNDP supported KaShewula Trust, the 2014 Equator Prize Winner.
5. The Economic Recovery Strategy (2012) embraced the Protected Areas (PA) expansion as a window for economic growth through community eco-tourism, learning from the UNDP supported KaShewula Trust, the 2014 Equator Prize Winner. Swaziland leads Africa in the HCFC Conversion technology, demonstrating capacity to meet the Montreal Protocol targets of eliminating the consumption of the HCFC-141b. UNDP was central in supporting the investments in technology transfer assisting in institutional capacity to sustain an ODS-free country. Following the installation of the equipment, the country is poised to develop the regulatory framework to effect compliance to the outcomes[[6]](#footnote-6). The development of the Emergency Preparedness Plans for the 3 major dams and production of the Training Modules on sectoral climate change integration strengthened the infrastructure resilience and institutional capacities for disasters preparedness. UNDP support enhanced better coordination and improved turnaround time (3 days from 2 weeks) for relief support, as well as employment of standardized post-hazard rapid assessment tools.
6. Arising from the Post 2015 dialogues, the Government for the first time adopted the Mo Ibrahim Index as a benchmark for measuring governance performance. This resulted in the index being integrated into the National Development Strategy (NDS) 2022 and beyond, the Swaziland Development Index and National Plan of Action 2014- 2018. UNDP provided advocacy support for increased citizen participation, especially among women in the elections and decision making; strengthened institutional capacity for human rights institutions and access to justice which are key indicators in the Mo Ibrahim Index. As a result, the Government established a national committee that monitors the country’s progress towards the improvement of its international ranking. That mechanism has potential to strengthen Government’s commitment to adhering to international obligations.
7. A fully fledged E-Governance Unit was established at the Prime Minister’s Office with the mandate of coordination and ensuring the implementation of the e-government operational framework developed through UNDP support. In the area of access to justice, UNDP supported streamlining of case management as well as the drafting of the Legal Aid Policy Bill[[7]](#footnote-7). The most notable example being the issue of the Small Claims Court, which is very critical institution for accessing justice by the poor and vulnerable groups. Nonetheless, the mainstreaming of the rights based approach in the public service faced various challenges due to sensitivities around embracing issues of human rights. Sustained advocacy and additional partnerships are required to introduce the rights based approach as a tool for planning.
8. Gender equality and women empowerment was integral to UNDP’s support package. The investment over the 5-year period focused on pilot projects for income generation tailored for women entrepreneurs. In 2014, UNDP supported the GOS to produce a comprehensive and integrated analysis reflecting long-term trends; opportunities; results achieved and challenges since 1995 and further to take stock on progress made on twelve critical areas of concern of the platform for action with an emphasis on progress since 2009. The twelve critical areas affecting women were integrated in the reviewed National Development Strategy. UNDP supported the development of a gender checklist for mainstreaming gender in HIV&AIDS programming. The gender checklist was also used to inform the development of the extended National Strategic Framework. Gender considerations in the recruitment of national volunteers result in 50% of the Volunteers being women. UNDP supported engagement of women in disaster risk management. Out of 5,501 direct beneficiaries who received critical information on emergency institutions and risks, hazards mitigation measures, 70% were women. In addition, 40% of the members of the development schemes were women contributing to decision making in ecosystem restoration interventions[[8]](#footnote-8).
9. UNDP also integrated gender in its work on access to justice by poor and vulnerable groups. UNDP supported skills training of 29 Magistrates and members of the Judiciary on the provisions of CEDAW and its implementation to promote and protect women rights in the adjudication of cases. Besides, the first Male Engaged Strategy and Action Plan on gender equality were developed with UNDP technical support, to challenge the mindset of males for gender equality transformation. UNDP was engaged in advocacy work on GBV, resulting in enhanced coalitions advocating for the enactment of the Sexual Offenses and Domestic Violence Act to address increasing violence against women and girls. A roadmap for increasing women in decision making positions was initiated. Consequently, Women Parliamentary Caucus committed themselves to fully support women empowerment initiatives as coordinated by the Deputy Prime Minister’s Office.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name: Swaziland** |
| **Current Country Programme Period: 2011-2015** |
| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per Outcome)** | **Progress made against Key Indicators** |
| 1. **The poor’s access to productive resources increased.**
 | $2,995,956 | 1. Percentage of people living below poverty line
2. % increase and equitable access of the poor to assets and other resources for sustainable livelihoods
3. # of pro-poor policies and evidence-based policies designed and implemented in an inclusive manner.
 | 1. Available data based on the SHIE 2010 indicates the [poverty headcount ratio at national poverty lines (% of population](http://data.worldbank.org/indicator/SI.POV.NAHC/countries/SZ?display=graph)) at 63%. The SHIE will be updated in 2015/16 and is likely to show different results.
2. Access to productive resourced improved. By 2014 micro-credit scheme records showed an increase of membership from 1,254 in 2012 to 15,000 and expanded its capital base from US$28,000 in 2012 to US$395,000
3. UNDP supported use of evidence-based planning and decision-making within national systems, most notably the installation and capacity building on the use of the Threshold (T) 21 planning and decision-making tool to strengthen national policy making.
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| **UNDP Contribution:****CP Outputs:**The CP identified three major outputs to support the Government in achieving this outcome: *(a) improved social and economic welfare of the poor; (b) ensure access by the poor to productive resources through evidence-based policy formulation and implementation.***Progress and Achievements:**Progress towards this outcome was uneven and lagged considerably in some areas. Progress was largely hampered by resource constraints within the UNDP and the Government. The latest MDG progress report also indicates that acceleration was required for MDG targets 1A and 1B, although target 1C was reported to be on track. At upstream policy level, UNDP supported development and use of evidence-based planning and decision-making within national systems, most notably the installation and capacity building on the use of the T21 planning and decision-making tool to strengthen national policy making. Through support for the development of the Swaziland Development Indicators (SDI), national M&E Framework, UNDP contributed to strengthen national planning, budgeting and decision-making systems towards reduction of poverty. However, there was no reported change in the outcome indicator to reduce the proportion of people living below poverty line, which is partly due to lack of data. UNDP’s advocacy contributed to funding of small and medium enterprises (SMEs) by Commercial Banks, including establishment by of Poverty Funds by the Government to be accessed by the poor. In the area of advisory services, UNDP also successfully supported development of the National Human Development Report (NHDR), as well as review of the National Development Strategy and road map of the Poverty Reduction Strategy Action Plan (PRSAP). With UNDP support, the Central Statistics Office successfully undertook the Swaziland Household Livelihood and Activity Survey 2013, which had national coverage and targeted particularly income generation of women and youth. Government’s accountability and reporting towards Vision 2022, was also enhanced by supporting capacity development for Statistics and Planning personnel in data collection, monitoring and analysis; resulting in the development for the first time in Swaziland, of localized human development index at national and regional level. |
| 1. **A human rights-based and gender sensitive HIV and AIDS response strategy effectively supported.**
 | $624,922 | 1. % reduction in new HIV cases (*HIV incidence rate*)
2. # of CSOs and Government plans aligned to the national strategic framework and inform M&E database
 | 1. The evidence suggests that progress was made towards reduction of HIV incidence rate, while HIV prevalence had stabilized. Overall, adult HIV incidence in Swaziland was 2.4%, with lower rate among men (1.7%) compared to women (3.1%). National HIV prevalence of 31% among adults 18-49 years, indicating that the overall HIV prevalence in Swaziland had remained the same or stabilizing.
2. Support to civil society enhanced their response systems. Since the inception the National Volunteer programme, UNDP has supported 48 Volunteers placed with Civil Society Organizations to strengthen M&E, financial management and resource mobilization. Besides, the Coordination Assembly for Non-Governmental Organizations (CANGO) was assessed to become principal recipient for Global Fund response to AIDS, Tuberculosis and Malaria (GFATM).
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| **UNDP Contribution:****CP Outputs**: Two associated outputs included: *(a) significantly reduced new cases of HIV; and (b) planning, coordination, M&E of the response improved.***Progress and Achievements:**UNDP contributed effectively to the national response on HIV&AIDS. Government partners acknowledged its positive contribution to Swaziland’s response. This was largely attributed to the expansion of HIV prevention, care and treatment services, all of which were the areas targeted for UNDP support. The UNDP 2014 Annual Report indicates that HIV incidence among adults aged 15-49 years declined from 2.45% in 2011 to 1.79% in 2013[[9]](#footnote-9). Prevention of mother-to-child (PMTC) coverage increased from 82.6% in 2010 to 92.7% in 2014, while the number of people receiving anti-retroviral therapy (ART) increased from 65% in 2010 to 95% in 2013. One of the UNDP objectives was to mainstream gender and human rights into HIV programming. A Gender and Human Rights checklist was developed and mainstreamed into the extended National Strategic Framework (eNSF). Through collaboration with public and private sector institutions, HIV has been mainstreamed in the workplace, with five private sector companies already reporting into the national HIV&AIDS M&E system. The National Emergency Response Council on HIV&AIDS (NERCHA) was capacitated to align its corporate strategy with the eNSF on HIV&AIDS, thereby enhancing its capacity to plan, implement and coordinate HIV programmes. UNDP also developed civil society capacity, and henceforth, the Coordination Assembly for Non-Governmental Organizations (CANGO) was assessed to become principal recipient for Global Fund response to AIDS, Tuberculosis and Malaria (GFATM). UNDP support was more effective at the upstream policy level and institutional capacity development. HIV was also integrated in Sector Development Plans of 6 ministries, in line with the SADC Public Sector initiative. UNDP adopted an innovative approach by developing and supporting the national volunteer programme to tap into national expertise and capacity in the field of HIV&AIDS. NERCHA was approved as principal recipient by the Global Fund response to AIDS, Tuberculosis and Malaria (GFATM). UNDP also developed civil society capacity. UNDP also collaborated with Swaziland Association of Visually Impaired Persons (SAVIP) as part of mainstreaming human rights in national HIV&AIDS response. |
| 1. **National Institutions have the capacity and providing guidance on the utilization of natural resources in a sustainable and equitable manner.**
 | $ 4,819,716 | 1. Percentage of greenhouse gas emissions found in the atmosphere
2. # of stakeholders equipped with skills and tools on climate change adaptation and mainstreaming gender and environment in policies and programmes
3. Availability of management tools and procedures for DRR
 | 1. Taking Carbon dioxide (CO2) emissions per capita as a proxy indicator, the World Bank database indicates that Swaziland emissions have remained constant at 0.9 metric tons per capita from 2007 to 2014. According to the 2012 Second National Communications to the UNFCCC supported by UNDP it established 19.7 Mt carbon equivalent gas emissions status for the country.
2. Baselines and targets were not sufficiently elaborated to enable valid measurement. UNDP had interventions beyond only reduction of greenhouse gas emissions; including for example, in natural resources management, conservation of bio-diversity, and disaster risk management. The outcome indicator was therefore insufficient as a measure of UNDP’s performance and contribution. UNDP supported the development of the Swaziland National Climate Change Policy and National Climate Change Strategy for 2014 to 2018. UNDP further invested in technology transfer assisting in institutional capacity to sustain an ODS-free country. Swaziland leads Africa in the HCFC Conversion technology which process has seen a decrease from 70% to less than 10% consumption of the HCFCs in the country.

Support to adoption of climate smart agricultural practices placed 30 hectares under drip irrigation and enhanced livelihoods for 387 small scale farmers. Climate Change Adaptation has been further mainstreamed at community and national levels through the innovative introduction of the Sand Dams technology in five (5) communities and over 600 vulnerable households.1. Investment for coordination capacity for the National Disaster Management Agency resulted in the approval of the National Disaster Policy in 2011 which has systematically operationalized through the support for the development of the Rapid Assessment Tools which has been standardized for all national stakeholders in the country. The tool has been further in-built into data capturing software gadgets utilized by the all sectors in the country.
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| **UNDP Contribution:****CP Outputs:** The three related outputs were: (*a) National institutions have capacity and providing guidance on utilization of natural resources; (b) capacity for mainstreaming gender and environment improved and climate change adaptation strategy developed and operationalized; and (c) capacity to establish decentralized structures for disaster risk reduction improved.***Progress and Achievements**UNDP’s interventions strengthened national resilience to environmental shocks and adaptation to climate change at community level. National partners involved in the environment and climate change sector acknowledged that UNDP advocacy and capacity building was instrumental in raising awareness and generating political commitment for mitigation and adaptation. A National Climate Change Policy and Strategy was developed with UNDP technical support, and at the time of drafting, awareness programmes were already under implementation as part of the strategy. UNDP also supported the country to report on its international obligations, including the 2nd Communication on the United Nations Framework Convention on Climate Change (UNFCCC). Through its downstream interventions, UNDP effectively leveraged on its global presence and South-South Cooperation to introduce innovative technologies by partnering with the Common Market for East and Southern Africa (COMESA), to support adoption of climate smart agricultural practices, placing 30 hectares under drip irrigation and enhancing livelihoods for 387 small scale farmers. UNDP also facilitated south-south collaboration with Kenya, to introduce Sand dam technology to improve water storage capacity in drought prone regions, thereby improving access to clean water for the communities, with some of the water servicing local health facilities. Through UNDP advocacy, the National Disaster Management Agency was approved by cabinet and established in 2012. Despite the apparent lack of progress on the outcome indicator, UNDP made quite substantial and significant contributions both at upstream policy level and at the downstream level. Swaziland was approved for the Global Environment Facility (GEF) grant of $5 million to strengthen national protected area (PA) systems, with plans to increase protected area coverage from 3.9% to 6.4% by 2017. UNDP advocacy also culminated with amendment of the Swaziland National Trust Commission (SNTC) Act of 2000, which will strengthen national systems for conservation and bio-diversity. UNDP also supported integrated rain water harvesting in 10 community schools in the drought stricken regions, benefitting more than 3,350 primary school children. |
| 1. **Development of supportive policy and legal framework for increased access to rights and improved governance fully supported.**
 | $ 1,144,644 | 1. # of pieces of legislation operationalizing key provisions of the constitution supported by the UN System
2. # of Government Officers trained in integrity and public accountability systems
3. # of CSOs with capacity to advocate, monitor and report on human rights
4. # of HRs and PA Commission Staff with skills and tools to monitor and report on implementation of HRs
5. # of law enforcement and judicial Officers trained in HRs and administration of Justice
 | 1. The target of two new bills was surpassed. Through UNDP advocacy and support, Swaziland ratified 29 international conventions, including domestication of the Convention on the Rights of Persons with Disability, of which the national policy and action plan were developed and approved by Cabinet, including the Disability Bill.
2. The National Policy on Corruption was also developed, expected to result in institutional transformation if effectively implemented. UNDP also supported the country to submit its first Universal Periodic Review (UPR) on human rights. To increase access to justice UNDP supported the establishment of an electronic case management for the Judiciary and the development of a National Policy on Legal Aid and Legal Aid Bill.
3. Capacity was developed for key national institutions of governance, including Parliament of Swaziland, Ministry of Justice and Constitutional Affairs (MOJCA), Ministry of Public Service (MPS), Swaziland Institute and Management and Public Administration (SIMPA), Swaziland Revenue Authority (SRA), Commission of Human Rights and Public Administration (CHRPA), all of which developed their first ever strategic plans.
4. 29 Magistrates and members of the Judiciary were trained on the provisions of CEDAW and its implementation to protect women rights in adjudication of cases.
5. The Law Society and Judges were equipped on application and implementation of Small Claims Court system, with a view of operationalizing the Small Claims Court Act (2010); as well as training Public Service and Trade Unions on the Public Service Charter to enable operationalization.
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| **UNDP Contribution:****CP Outputs:** *(a) key policies developed and adopted by the Government of Swaziland – capacity for public sector management enhanced; (b) development of supportive policy and legal framework for increase access to rights and improved governance fully supported – capacity for implementation of national and global human right conventions enhanced; (c) status of adoption of legal frameworks; (d) administration of justice enhance; (e) improved knowledge on human rights among the populace; (f)the majority of women claiming their rights; (g) the protection of women’s rights secured; (h) civil society advocacy on human rights strengthened.***Progress and Achievements**The country made positive progress as measured by the Ibrahim Index of African Governance (IIAG), which improved from 26 out of 52 countries in 2012, to 24 out of 52 in 2014; while on Participation and Human Rights, Swaziland moved from 47/52 in 2012 to 46/52 in 2014. Swaziland also improved from a ranking of 82 out of 177 countries in 2013 to 69/177 in 2014 on the Corruption Perception Survey of Transparency International. Through UNDP advocacy and support, Swaziland ratified 29 international conventions, including domestication of the Convention on the Rights of Persons with Disability, of which the national policy and action plan has been developed and approved by Cabinet, including the Disability Bill. UNDP also supported capacity development of key national institutions of governance, and supported the country to submit its first Universal Periodic Review (UPR) on human rights. To increase access to justice UNDP supported the establishment of an electronic case management for the Judiciary and the development of a National Policy on Legal Aid and Legal AID Bill. |
| 1. **Development of Legal and policy frameworks promoting gender equality effectively supported.**
 | $252,057 | 1. # of policies adapted and institutions capacitated in promoting gender equality, preventing GBV
2. # of women entrepreneurs benefiting from UNDP support (2010: 700)
3. # of women who are owners of SMEs (target: 1140)
4. Governance Index (human rights)
 | 1. Among the major UNDP interventions at upstream policy and advisory support, was review of the legislation and policy framework for gender mainstreaming, leading to strengthening of the national gender machinery which was elevated from a Unit to a Department in the Deputy Prime Minister’s Office.
2. The mid-term review of the Joint Programme on Gender concluded UN advocacy campaigns contributed to influencing legislative reforms and the ratification of international instruments pertaining to women’s rights.
3. The Swaziland Women Economic Empowerment Trust (SWEET), which intends to establish a women’s bank, received UNDP technical support, enabling it to increase its membership and share capital from USD$28,000 in 2012 to USD$395,000 in 2014.
4. Two groups with combined total of 100 women in drought stricken areas were provided with capacity building support and skills training in commercial agriculture to enhance their livelihoods and household food security.
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| **UNDP Contribution:****CP Outputs**: *(a) women’s rights and their access to productive resources enhanced; (b) enactment and implementation of gender equality and GBV laws and policies strengthened.***Progress and Achievements**UNDP supported capacity development, and knowledge sharing at downstream level. The Swaziland Women Economic Empowerment Trust (SWEET), which intends to establish a women’s bank, received UNDP technical support, enabling it to increase its membership and share capital from USD$28,000 in 2012 to USD$395,000 in 2014. Two groups with combined total of 100 women in drought stricken areas were provided with capacity building support and skills training in commercial agriculture to enhance their livelihoods and household food security. However, as noted earlier the interventions were of limited scale to have significant impact at outcome level. Among the major UNDP interventions in upstream policy and advisory support, was review of the legislation and policy framework for gender mainstreaming, leading to strengthening of the national gender machinery which was elevated from a Unit to a Department in the Deputy Prime Minister’s Office. The mid-term review of the Joint Programme on Gender concluded UN advocacy campaigns contributed to influencing legislative reforms and the ratification of international instruments pertaining to women’s rights. Although a number of laws were reviewed and 29 international conventions ratified, there has not been sufficient follow up, such that some of the legislation, including the Sexual Offenses and Domestic Violence Bill have still not been enacted since 2012; while also a number of international conventions have not been domesticated. With regards to capacity development, UNDP supported training of judiciary officers on implementation of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), including handling juvenile witnesses and offenders; as well as training prosecutors on gender-based violence (GBV), sexual offenses and human trafficking. UNDP also supported the training of the Law Society and Judges on the application and implementation of the Small Claims Court system, with a view of operationalizing the Small Claims Court Act (2010); as well as training Public Service and Trade Unions on the Public Service Charter to enable operationalization. |
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| **Summary of Evaluation Findings****Key Achievements:** UNDP’s support was aligned to national priorities[[10]](#footnote-10). National capacity was strengthened for poverty analysis, planning and development of national M&E systems to address poverty and inequality. That was balanced with downstream support to women and youth groups in the area of livelihoods for reducing high unemployment. With a large proportion of the national range lands affected by severe erosion and degradation, UNDP developed national capacities to strengthen environment management, including in climate change policy, strengthening protected area management and climate change adaptation. UNDP supported NERCHA to strengthen the response to HIV by strengthening its coordination and monitoring capacity. Furthermore, UNDP effectively delivered on available resources. UNDP achieved consistently high rate of delivery of available resources during the years of CPAP implementation. Though most funds were UNDP, Government also met its cost sharing commitments on time. Beneficiaries of CPAP interventions demonstrated high level of enthusiasm and ownership, especially at community levels. **Major Lessons Learnt:**The major lessons arising from independent assessments include the following:* UNDP’s contribution to poverty reduction and sustainable livelihoods was not sufficiently reflected through the outcome indicators. Shortage of relevant data and statistics continually challenges the office to ascertain its’ impact. The 2011-2015 CPAP interventions are still assessed by data generated before the programme commenced. Due these data gaps there is a need for collaborative efforts between Government and Development Partners to leverage resources and generate the needed data for programming, planning and assessments. Major interventions were undertaken that benefited the target groups. However, the programme design and implementation lacked synergy between components. Evidence from various sources suggests that there was uneven progress made towards the outcome indicators, with more progress in some, and limited progress in other areas. UNDP effectiveness on strengthening natural resources management was affected by a number of constraints, including the absence of comprehensive environment mainstreaming strategy.
* The impact of UNDP support to governance and gender equality was constrained by limited scale and fragmented nature of its interventions. The interventions undertaken were important individually, but did not reflect a coherent pathway to change, while also the outcome indicator did not fully reflect all the interventions adequately to measure UNDP’s performance. A number of international conventions have not been domesticated with the Sexual Offenses and Domestic Violence Bill not enacted since 2012.
* UNDP’s partnership strategy did not effectively contribute to its Resource Mobilization Target. By 2014, UNDP had mobilized about 45.5% ($8,682,769) from expected $19,069,000 of its resource mobilization target. It will have to strengthen its partnerships strategy to leverage resources from donors, including non-traditional donors.
* Implementation was characterized by weak planning and performance monitoring. Despite using the corporate planning and reporting tools (e.g. IWP, Atlas, ROAR and regular quarterly review meetings), implementation delays by national counterparts affected effective planning. There was also weak performance monitoring, with a complex and ineffective monitoring tool.
* Lastly, Government did not have capacity to sustain, up-scale or replicate programme results. There was general lack of sustainability planning across CPAP interventions. While capacity-building is essential to sustainability, most of the CPAP capacity building efforts were limited to individual skills training. Observations at downstream level indicated some outputs that were no longer in use due to lack of maintenance. There was no evidence of deliberate monitoring of exit strategies that appeared in programming documents.
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III. Country Programme Resources

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| **Thematic Focus** | **Programme Expenditure ($)** | **% of Total** |
| **Regular (TRAC)** | **Other** | **Total** |
| 1. Poverty and MDGs
 | 705,104 | 2,290,852 | 2,995,956 | 31 |
| 1. HIV and AIDS
 | 430,770 | 194,152 | 624,922 | 6 |
| 1. Environment, Sustainable Development & CC
 | 603,567 | 4,216,194 | 4,819,761 | 49 |
| 1. Democratic Governance and Gender
 | 1,239,687 | 157,014 | 1,396,701 | 14 |
| **Total** | **2,979,128** | **6,858,212** | **9,837,340** | **100** |

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| **Data Sources:**  |
| 1. CPD-CPAP Terminal Evaluation 2011-2015
2. UNDAF Evaluation, CPD, ROAR, Atlas - Executive Snapshot and IWP
3. Mid-Term Reviews of the UNDAF and CPD/CPAP 2011-2015
4. SWEET Report, 2014
5. NDMA Report 2014
6. Outcome Evaluations.
7. UNDP 2014 Annual Report
8. Mid-term review of the Joint Programme on Gender
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1. *Mid Term Reviews of the UNDAF and CPD/CPAP 2011-2015, Terminal Evaluation of CPD/CPAP 2011-2015* [↑](#footnote-ref-1)
2. *Access to productive resources by the poor; universal access to HIV services; capacity development for resilience (DRR and NRM); access to justice and improved governance; and gender equality and women empowerment.* [↑](#footnote-ref-2)
3. *Access to productive resources by the poor; universal access to HIV services; capacity development for resilience (DRR and NRM); access to justice and improved governance; and gender equality and women empowerment.* [↑](#footnote-ref-3)
4. *SWEET Report, 2014* [↑](#footnote-ref-4)
5. *NDMA Report 2014* [↑](#footnote-ref-5)
6. *UNDP/GEF Report 2014* [↑](#footnote-ref-6)
7. *2014 Governance Outcome Evaluation* [↑](#footnote-ref-7)
8. *The Mid-term evaluation of the project - Adapting National and Trans boundary Water Resources Management to expected Climate Change* [↑](#footnote-ref-8)
9. *UNDP Results Oriented Annual Report, ROAR 2014* [↑](#footnote-ref-9)
10. *CPD-CPAP Terminal Evaluation (2015)* [↑](#footnote-ref-10)