



United Nations Population Fund

UNFPA Management Response to Evaluation

Country, Region or HQ Division/Unit that Commissioned the Evaluation	Swaziland-ESAR
Evaluation Title	The Kingdom of Swaziland END-Term Evaluation of
Year of the Evaluation	2014
Type / Focus Area of Evaluation	CountryProgEval
MR Submission Date	February 25, 2016
Approved By	
Evaluation Manager	Lucas Jele,NPO,Swaziland

General Management Response

The Swaziland CO accepts the strategic recommendation of the CPE and four out of the seven programmatic recommendations of the CPE. The CO has prepared a detailed response with actions addressing the accepted recommendations and has provided detailed justification for the three recommendations that were not accepted.

Recommendations

Recommendation 1 : Cluster1: Strategic Recommendation

Recommendation # 1

Priority Level: high

6.1.1 The CO strategic partnership with national and development partners should be strengthened so that the ability to deliver as one should be enhanced.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Build capacity of implementing partners to deliver results jointly through conducting periodic partnership meetings with strategic partners.	November 30,2016	CO	November 08,2016,Completed	Implementing Partners were trained on the new country programme and mechanisms for delivering results jointly has been enhanced as this country program is embedded on the UNDAF biennial programme and new strategic partners continue to be added as the programme continues to be implemented.
			December 04,2015,On Schedule	

2. Review 2015 partnership plan to incorporate more strategic partners that will contribute to capacity building, advocacy and knowledge management.	March 31,2016	CO	November 08,2016,Completed	The 2015 partnership plan was reviewed and additional strategic partners that will contribute to capacity building as well advocacy and knowledge management and response to the drought humanitarian response have been added to the plan and working with them has already started with some of them.
			November 08,2016,On Schedule	The 2015 partnership plan was reviewed and additional strategic partners that will contribute to capacity building as well advocacy and knowledge management and response to the drought humanitarian response have been added to the plan and working with them has already started with some of them.
			December 04,2015,On Schedule	
3. Support partners to work jointly, i.e. support IPs in developing joint programmes amongst themselves.	November 30,2016	CO	August 08,2017,Completed	In SRH and FP, the Ministry of Health, FLAS, and the Southern Africa Nazarene University have a joint Capacity Building FP programme, supported UNFPA through DFID funding. In GBV response, the Deputy Prime Minister's office and SWAGAA are working jointly to implement the GBV response networks with other stakeholders and partners. Within the UN system, the joint programme on HIV/AIDS and the joint programme on data are the main joint programmes being implemented.
			November 08,2016,On Schedule	The upstream shift and reduction of core resources has been instrumental in reduction of some of the country programme IPs whilst facilitating for development of joint programmes among themselves as demonstrated by the Capacity Building Initiative on FP between the Ministry of Health, FLAS, the Southern Africa Nazarene University and UNFPA.
			December 04,2015,On Schedule	

Recommendation 2 : Cluster 2: Programmatic Recommendations

Recommendation # 2

Priority Level: high

6.2.1 Continue to make CP aligned to national and international priorities with a view to achieve goals of equality, prosperity and sustainable development.

Management Response : Rejected

Recommendation 3 : Cluster 2: Programmatic Recommendations

Recommendation # 3

Priority Level: high

6.2.2 Make CP more effective by identifying all facilitating factors and using them for programming, and identifying factors that have contributed to not less than positive performance.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments

1. Increase prominence of Knowledge management in the 6th Cycle CPD.	September 30,2016	CO	August 08,2017,Completed	The country program has institutionalized knowledge management through making it a compulsory requirement that the country programme documents best practices/lessons learnt and it is reflected on the PAD and M&E system of the Monitoring system indicator milestones.
			November 08,2016,On Schedule	Even though the position of the knowledge management officer is on hold because of resource constraints, the CO is ensuring that its knowledge management still remains prominent through various mechanisms such as documentation, records management and filling and strategic partnerships/collaborations that enhances the CO Knowledge management profile.
			December 04,2015,On Schedule	
2. Appoint focal point for innovation and documentation of best practices, lessons learned and other factors that can be used to improve the program results.	April 30,2015	CO	December 04,2015,Completed	A focal point for innovation and documentation of best practices and lessons learned was appointed in April 2015 and an innovation day was held in collaboration with partners to stimulate development of innovative proposals which are still in the process of being developed.
3. Establish a forum for knowledge sharing that will contribute to capturing innovations that will enhance program performance and stimulate best practices documentation.	June 30,2016	CO	August 08,2017,Completed	The focal point for innovations was nominated and the office is implementing innovative programmes. Through this appointment, the CO has conducted an innovation day with IPs. These resulted in the development of innovative proposals which were submitted for funding at regional office.
			December 27,2016,On Schedule	Forum for knowledge sharing titled "data dialogue" has been instituted whereby in each session an issue of concern with selected audience is convened for discussion and advocacy. Examples so far include GBV and teenage pregnancy. These sessions will continue during the cycle of the current country program.
			December 04,2015,On Schedule	

4. Document at least one best practice per outcome in the life of the CP.	September 30,2019	CO	August 08,2017,Completed	Country programme has committed to document at least one best practice per outcome in the life of the CP.
			November 08,2016,On Schedule	
			December 04,2015,On Schedule	

Recommendation 4 : Cluster 2: Programmatic Recommendations

Recommendation #4

Priority Level: high

6.2.3 Continue to use human, financial and technical resources more efficiently so that the outcomes of CP can be achieved.

Management Response : Rejected

Recommendation 5 : Cluster 2: Programmatic Recommendations

Recommendation #5

Priority Level: high

6.2.4 Create conditions for sustainability effects by building national partnership that can elaborate an exit strategy at both programming and implementation levels and develop a capacity development strategy for the entire programme cycle.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments

1. Conduct follow-up exit advocacy meetings with implementing partners and government so that there is continued provision of service delivery despite the upstream shift of UNFPA.	December 31,2015	CO	December 27,2016,Completed	The follow-up exit advocacy meetings with implementing partners and government so that there is continued provision of service delivery despite the upstream shift of UNFPA was completed as part of the re-alignment process and IPs for the new CP have been engaged according to the modes of engagement and classification of the country.
			November 08,2016,On Schedule	advocacy with implementing partners and government to continue provision of service delivery despite the upstream shift of UNFPA continued and most of the service delivery points are being implemented by government and other partners. In addition the CO partners with strategic partners at service delivery level to respond to the humanitarian situation.
			December 04,2015,On Schedule	
2. Develop a robust capacity building strategy that will ensure the CO capacity is enhanced for high quality TA advisory services.	December 31,2016	CO	December 27,2016,Completed	The CO conducted a robust HR re-structuring in line with the new CP in 2015 and completed in first quarter of 2016. This re-structuring resulted in the full re-profiled HR skill mix ensuring that high quality TA advisory services are provided by the CO team. Further opportunities were provided for the team for professional development through a yearly CO learning plan.
			November 08,2016,On Schedule	
			December 04,2015,On Schedule	

Recommendation 6 : Cluster 2: Programmatic Recommendations

Recommendation #6

Priority level: high

6.2.5 Quality of technical assistance offered by UNFPA CO to selected implementing partners falls short of expectations.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Finalize the development of the advocacy strategy so that other partners and the government to take up the services which UNFPA will stop implementing.	December 31,2016	CO	December 27,2016,Completed	The CO has developed and finalized its communication and advocacy strategy.
			November 08,2016,On Schedule	
			December 04,2015,On Schedule	
2. Finalize the HR alignment process to ensure technical advisers' capacity within the country office are in line with the position profiles.	December 31,2016	UNFPA CO, ESARO	November 08,2016,Completed	
			December 04,2015,On Schedule	
3. Conduct capacity need assessment for relevant government departments and implementing partners and develop a capacity building strategy to address the identified gaps.	December 31,2016	UNFPA CO, IPs	August 08,2017,Completed	Based on the recommendations of the micro assessment of IPs, the CO is working with the IPs in addressing the capacity gaps identified as per need basis.
			August 08,2017,On Schedule	The micro assessment of IPs was successfully conducted under the HACT framework of the DaO approach. Capacity building interventions will be ongoing throughout the cycle of the country program in accordance to needs. Based on the recommendations of the micro assessment of IPs, the CO is working with the IPs in addressing the capacity gaps identified as per need basis.
			December 27,2016,On Schedule	The micro assessment of IPs was successfully conducted under the HACT framework of the DaO approach. Capacity building interventions will be ongoing throughout the cycle of the country program in accordance to needs.
			December 04,2015,On Schedule	

4. Develop and use a roster of consultants to be updated from time to time and also use the global Roster of consultants to provide TA as well as south - south cooperation.	December 31,2015	UNFPA CO, ESARO	November 08,2016,Completed	The CO has a roster of consultant and also uses the Global Roaster of consultants to provide TA as well as South-South cooperation.
			December 04,2015,On Schedule	

Recommendation 7 : Cluster 2: Programmatic Recommendations

Recommendation # 7

Priority level: minimum

6.2.6 The CP has led foundation for community sensitization of SRH in Shiselweni but revisit the youth dialogue in order to have a maximum impact on content and delivery.

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Develop a robust M&E framework of the 6th Cycle CP with tools and processes to measure short and long-term results.	December 31,2015	UNFPA CO, M&E	November 08,2016,Completed	A robust M&E framework of the 6th Cycle CP with tools and processes to measure short and long-term results is available.
			December 04,2015,On Schedule	
2. Strengthen the HR capacity of the planning monitoring and evaluation functions by establishing a research and knowledge management focal person.	June 30,2016	UNFPA CO	December 27,2016,Discontinued	The Post for Knowledge management has been frozen because of limited resources.
			November 08,2016,On hold	The Post for Knowledge management has been frozen because of limited resources.
			December 04,2015,On Schedule	

Recommendation 8 : Cluster 2: Programmatic Recommendations

Recommendation # 8

Priority level: high

6.2.7 A Strong National Coordinating Body need to be set up.

Management Response : Rejected