

EVALUATION OF ESWATINI COUNTRY PROGRAMME 2016-2020

FINAL INCEPTION REPORT

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ACRONYMS

APLD	Adolescent Protection, Learning and Development
COAR	Country Office Annual Report
CPD	Country Programme Document
CPE	Country Programme Evaluation
DPMO	Deputy Prime Minister's Office
FAO	Food and Agriculture Organization of the United Nations
HIV	Human Immunodeficiency Virus
MEPD	Ministry of Economic Planning and Development
MNCH	Maternal, Newborn and Child Health
MNRE	Ministry of Natural Resources and Environment
MoET	Ministry of Education and Training
MoH	Ministry of Health
NDS	National Development Strategy
NDMA	National Disaster Management Authority
NERCHA	National Emergency Response Council of HIV/AIDS
SDG	Sustainable Development Goal(s)
SWAGAA	Swaziland Action Group Against Abuse
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team (in Eswatini)
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WASH	Water and Sanitation Hygiene
WFP	World Food Programme
YCSD	Young Child Survival and Development

1 INTRODUCTION

1.1 Background

The Evaluation Office of UNICEF Eastern and Southern Africa Region (ESAR) commissioned an evaluation of the Government of Eswatini and UNICEF Country Programme 2016-2020. This is in accordance with UNICEF's Evaluation Policy 2018 that requires every UNICEF Country Programme be evaluated at least once in every two country programme cycles. Country Programme Evaluations (CPE) seek evidence to demonstrate UNICEF's contributions to development results at the country level, and the effectiveness of the strategies UNICEF deploys in achieving development results.

This Inception Report serves as the roadmap for conducting the evaluation of the Eswatini Country Programme. It sets out the conceptual framework for the evaluation, including the purpose and objectives of the evaluation, the key evaluation questions, the methodology and approach, and the work plan for conducting the evaluation. The Terms of Reference (ToR) for the evaluation is attached at Annex A.

The Inception Report is based on a review of documents including the UNICEF Eswatini Country Programme Document (CPD), annual reports, and strategy notes. The Evaluation Consultant met with the UNICEF Eswatini country office on 8 August 2019 to obtain their views on the evaluation objectives and evaluation questions. Further discussions were held to prioritise stakeholders and obtain additional documents from the country office.

1.2 Structure of report

The remaining sections of the Inception Report discuss the following:

- Section 2 provides the national context of Eswatini, discussing the current state of development as well as the status of children and adolescents in the country.
- Section 3 gives an overview of the UNICEF Country Programme 2016-2020. It outlines the programme structure, its goals and expected outcomes and outputs, and its partners and stakeholders. The section provides high-level information on the finances of the Country Programme and the staffing of UNICEF Eswatini.
- Section 4 focuses on the evaluation. It sets out the evaluation purpose and scope, and the objectives of the evaluation. It includes a discussion of the audiences for the evaluation and the potential uses that the evaluation may have for them.
- Section 5 sets out the evaluation framework with the evaluation criteria and key evaluation questions. The evaluation matrix is included as an annex to the main report.
- Section 6 outlines the methodology and approach to be used for the evaluation. The data collection and analysis, the sample of interviewees and documents for review, and risks and limitations of the methodology are discussed.

- Section 7 provides the work plan for the evaluation, showing the key activities, deliverables and timelines. It also discusses the management and quality assurance of the evaluation.

2 NATIONAL CONTEXT

2.1 Development context

The Kingdom of Eswatini is a small land locked country covering 17,364 square kilometres bordering South Africa and Mozambique. The country is divided into four administrative regions namely, Hhohho, Manzini, Shiselweni and Lubombo. The King is the head of State and appoints the Prime Minister as Chairperson of the Cabinet and the head of the Government. The country is divided further into 55 Local Authorities (Tinkhundla) and 365 Chiefdoms. Eswatini has a population of 1.1 million of which 53% are women. It has a young and growing population with slightly over half (52%) the population under the age of 20.

Eswatini's National Development Strategy sets out a vision for the country that *"By the Year 2022, the Kingdom of Swaziland will be in the top 10% of the medium human development group of countries founded on sustainable economic development, social justice and political stability"*.¹

Eswatini is classified as a low middle-income country and ranks low on the human development index (HDI ranking 2016 was 148th out of 188 countries), with an HDI score of 0.541.² Like middle-income countries, Eswatini has high levels of poverty and inequality (Gini coefficient 0.52).³ With its economy closely linked to that of neighbouring South Africa, Eswatini has experienced low economic growth since 2013, averaging at about 2 percent per annum. Unemployment is high at 26.4 percent for the population, and 54.76 percent for young people aged between 18 and 24 years.⁴

Poverty rates have reduced marginally over the past few years from 63 percent in 2010 to 58.9 percent in 2017.⁵ Poverty is predominantly a rural phenomenon in Eswatini, with 70.2 percent of the rural population living below the poverty line, compared to 19.6 percent of the urban population.⁶ There are regional disparities, with Lumbombo and Shiselweni being the two most disadvantaged and least developed regions in the country. The country experienced a severe drought in 2017, necessitating emergency humanitarian support.

Although there has been some progress with addressing HIV and AIDS, Eswatini has one of the highest HIV prevalence rates in the world. The Eswatini (Swaziland) HIV Incidence Measure Survey 2017 reported a prevalence rate of 27.2 percent for persons 15 – 49 years, 29.5 percent for urban areas, and slightly lower at 26.3 percent for rural areas. Prevalence rates are higher among females – 34.3 percent, compared to males – 18.9 percent.⁷ Gender inequality in Eswatini is evident in the

¹ Government of Eswatini, *National Development Strategy: Vision 2022*

² UNDP. 2016. *"Human Development Report 2016: Human Development for Everyone, 2016"*, at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf

³ United Nations Eswatini. 2018. *"UNDAF Mid-Term Review, October 2018"*, Mbabane, Eswatini

⁴ UNDAF Mid-Term Review, October 2018, quoting World Bank Report 2017

⁵ Central Statistical Office. 2018. *"Eswatini Household Income and Expenditure Survey 2016/17: Key Findings Report, May 2018"*, Government of Eswatini, Mbabane, Eswatini

⁶ From TOR – need to get correct reference source

⁷ UNDAF Mid-Term Review, October 2018, quoting Eswatini HIV Incidence Measurement Survey II, 2017

higher poverty levels of women compared to men, higher unemployment levels, and higher prevalence of HIV.

Information on the development context will be updated in the final evaluation report as updated information becomes available.

2.2 Situation of children and adolescents

In 2018, UNICEF Eswatini published a synthesis of secondary data on the situation of young children and adolescents, providing a consolidation of existing statistical and other administrative data on the health, education, and social situation of children and adolescents in the country. What follows are selected highlights from the report.⁸

Maternal and child health: There has been some improvement in under-five mortality, with rates dropping from 104 per 1000 live births in 2005-2010 to 67 per 1000 in 2009-2014. However, maternal mortality is high at 593 deaths per 100 000 live births, and according to the Ministry of Health, there has been a steady rise in stillbirths.

Food security and nutrition: Although stunting rates have fallen in recent years from 30.9 percent of children in 2010 to 23 percent of children in 2017, but are still at a high level, indicative of food insecurity and poor infant and child feeding practices in many poor households.

Water, sanitation and hygiene: Improved sources of drinking water are more common in the urban areas than rural areas. The drought has affected water resources and water supply infrastructure, particularly in Lumbombo and Shiselweni regions, in turn impacting on water supply to households, health facilities and schools.

Birth registration and certification: As many as 73.5 percent of children under the age of two years do not have birth certificates, thus restricting their access to public services.

Early childhood development and preschool education: Serious gaps exist in early childhood development. As little as 6 percent of young children 0-59 months live in households where at least three children's books were available for young children. Less than one-third (29.5 percent) of children 36-59 months attend organized childhood education programmes, with significant disparities between rural and urban areas.

Violence and abuse against adolescents: Physical punishment is seen by many (66 percent of surveyed respondents) as a necessary part of child rearing. Children are at risk of violence at school, and those living close to the border are at risk of human trafficking and sexual exploitation.

Education: While primary school net enrolment rates are high (above 90 percent), there is a high repetition rate at primary schools, leading to a large number of over-age learners in the system, and they eventually drop out of school. Enrolment rates for secondary school are due to factors including

⁸ UNICEF. 2018, "Synthesis of secondary data on children and adolescents in Eswatini", UNICEF Eswatini, Mbabane, Swaziland, September 2018

the inability to pay school fees, distance from home to secondary schools and poor quality infrastructure.

HIV prevention, care and treatment: Adolescents continue to engage in risky sexual behaviour, as evidenced by the decline in condom use and decline in comprehensive knowledge about preventing HIV infection. Out-of school adolescent girls have a higher incidence and prevalence of HIV than girls in school. Adolescents also have lower access to anti-retroviral therapy than adults. Teenage pregnancy and gender-based violence are among the issues affecting adolescent girls that contribute to leaving school prior to completion of secondary school.

Children and the justice system: There is a lack of data about children in the justice system. Children and adolescents, especially those in rural areas face significant barriers to justice. They have limited knowledge and awareness of legal process, and the physical distances to police and courts limit their access to justice, as does the lack of a legal aid framework for them.

3 UNICEF ESWATINI COUNTRY PROGRAMME

3.1 Goal, objectives and outputs

The 2016-2020 Country Programme has the overall goal to “....contribute to national efforts to enable children, adolescents and women to realize their rights by progressively reducing disparities and inequities”. Working with the Government of Eswatini as its main partner, UNICEF employs a mix of strategies to achieve the overall goal. These strategies include:

- (a) Policy dialogue and advocacy to strengthen legislative frameworks and policies, and leveraging resources;
- (b) Capacity development for policy implementation, delivery of quality services and creating demand for services;
- (c) Evidence generation, including information management, and reporting to ensure that evidence is used to improve policies, programmes and accountability; and
- (d) Innovation and communication for development to complement other strategies, as well as enhance social accountability for children’s rights, empowering communities to demand services, and promoting positive behaviours.

The Country Programme comprises three components, namely, Young Child Survival and Development (YCSD), Adolescent Protection, Learning and Development (APLD) and Programme Effectiveness. Young Child Survival and Development focuses on strengthening national capacities to provide an essential package of HIV-sensitive integrated maternal new-born and child health (MNCH) services, particularly during the first 1000 days of a child’s life. Adolescent Protection, Learning and Development focuses on increased investment, better national coordination and provision of services that are tailored to address issues of violence against adolescents, education with improved quality learning outcomes, and HIV prevention, care and treatment. Programme Effectiveness supports programme delivery and managing for results. This programme component comprises generating evidence and planning, monitoring and evaluation; social protection; and strategic communication, advocacy, resource mobilization and partnerships. The Country programme supports the UNDAF Eswatini 2016-2020, mainly Priority Area 2: Equitable and efficient delivery and access to social services.

Table 1 captures the outcomes and outputs of the Country Programme, as at October 2018. The outputs have been modified and reduced substantially from the original results framework presented in the Country Programme Document. The changes were the result of the Comprehensive Internal Reflection meeting of UNICEF Eswatini, taking into account the results achieved and lessons learned.

Table 1: UNICEF Eswatini Country Programme 2016-2020 (as at October 2018)

Overall Goal: <i>To contribute to national efforts to enable children, adolescents and women to realize their rights by progressively reducing disparities and inequities.</i>
Programme Component 1: Young Child Survival and Development
Outcome: By end of 2020, young girls and boys will be immunized, healthy, registered at birth and ready for school.
Outputs: 1.1 Government has appropriate policies, strategic plans and budgets for maternal, new-born, child health, Early Childhood Development (ECD) and nutrition 1.2 Key government institutions have increased capacity of to provide quality health, HIV, nutrition, WASH and birth registration services. 1.3 Ministry of Health has improved capacity to generate quality information (disaggregated by age and sex) and use evidence for programme improvement.
Programme Component 2: Adolescent Protection, Learning and Development
Outcome: By end of 2020, adolescent girls and boys aged 10-19 years have increased protection from violence and access to quality health services and secondary education.
Outputs: 2.1 Government and civil society have improved capacity for coordination, evidence generation and implementation of legislation for the prevention and response to Violence against Children 2.2 Government has strengthened systems to provide equitable, inclusive quality, learner protection and secondary education. 2.3 Government and Civil Society capacity to provide adolescent HIV prevention, treatment and care information and services strengthened.
Programme Component 3: Programme Effectiveness
Outcome: By end of 2020, evidence generation and advocacy for evidence-based policy decisions enhanced.
Outputs: 3.1 Country programmes are efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children. 3.2 Programme Planning and Monitoring UNICEF staff and partners are provided guidance, tools and resources to effectively plan and monitor programmes. 3.3 UNICEF staff and partners are provided tools, guidance and resources for effective advocacy and partnerships on child rights issues with stakeholders

Soon after the approval of the 2016-2017 Rolling Work Plan, the Government of Eswatini declared an emergency as a result of the protracted drought, and put in place the Emergency Preparedness

and Response Plan (EPP). UNICEF contributed to the implementation of the plan, focusing on life-saving activities: health and nutrition, WASH, education and child protection.

3.2 Theory of change

The UNICEF Eswatini did not develop a theory of change when the Country Programme was designed. As implementation of the Country Programme proceeded, the country office developed a theory of change for issues in the YCSD and APLD programme components, namely, birth registration; neonatal care; stunting; education; HIV in adolescents and young people; and violence against children. The final inception report will provide more detail on these theories of change and how they have been used.

3.3 Stakeholders and partners

UNICEF Eswatini works with a wide range of partners, the Government of Eswatini being its main partners. The country office has entered into agreements with several non-governmental organisations to deliver on specific projects. Table 2 shows the key stakeholders and partners of UNICEF Eswatini, and their role or interest in the country programme.

Table 2: Stakeholders' roles and interests in the Country Programme

Government of Eswatini	
Stakeholder/partner	Role/interest
Ministry of Education & Training	Support for quality primary and secondary education, Early Childhood Development, Education Information Management System
Ministry of Health	Maternal, new-born and child health, Health Information Management System
Ministry of Justice & Constitutional Affairs	Violence against children
Ministry of Economic Planning Development	Budgets for children's services, statistics, aid coordination
Deputy Prime Minister's Office	Support gender and family, youth, social welfare, disability
Ministry of Home Affairs	Support on birth registration
Ministry of Natural Resources & Environment	Emergency response
National Disaster Management Authority (NDMA)	Emergency response
National Emergency Response Council of HIV/AIDS (NERCHA)	HIV and AIDS prevention, care and treatment

Non-governmental organisations	
ICAP (University of Columbia)	Partner on birth registration
Lusweti Institute for Development Organisation	Partner on adolescent HIV self-testing
Kwakha Indvodza	Partner on ending violence against women and children
Eswatini Nazerene Health Institutes	Partner on improving the quality of maternal, new-born and child health services
World Vision	Partner on WASH, Advocacy for children's rights, education, Health, Child Protection including emergency response)
Swaziland Action Group Against Abuse (SWAGAA)	Advocacy on gender-based violence
Super Buddies	Partner on adolescent HIV prevention
Baphalali Red Cross	Partner UNICEF
Siphilie	Partner on Early Childhood Development
Federation of People with Disabilities	Peak body representing people with disabilities
Council of Non-Governmental Organisations (CANGO)	Peak body of NGOs in Eswatini. Plays a key role in advocacy on a range of development issues and development of Eswatini UNDAF
Others	
United Nations organisations in Eswatini	Collaborate on UNDAF, in particular, FAO. UNAIDS, UNDP, UNESCO, UNFPA, WFP and WHO
European Union delegation	Supporting development of social protection policy
USAID/PEPFAR	Supporting HIV and AIDS interventions
Parliament	Legislative and oversight role
Private sector	Potential partner for UNICEF Eswatini

3.4 Resources

The overall Country Programme budget for 2016-2018 was USD 11 289 600, of which USD 3 645 000 was to come from Regular Resources (RR) and USD 7 644 600 from Other Resources Regular (ORR). In addition, the country office raised USD 2 000 408 through Other Resources Emergency (ORE). (Table 3)

UNICEF Eswatini is operating on a full staff complement of 22. Of these, nine are substantively involved in programme design and delivery. This is therefore a relatively small group of staff supporting the very wide range of activities that have been set out in the rolling work plans. It has entered into partnerships with non-governmental organisations to extend its reach.

Table 3: Planned, Available and Utilised Resources August 2016 to December 2018

Funding type	Regular Resources (USD)		Other Resources Regular (USD)		Total Resources (USD)	
	(Planned) Available	Utilised	(Planned) Available	Utilised	(Planned) Available	Utilised
Young child survival & development	(1 500 000) 1 378 937	1 157 923	(3 906 000) 2 654 588	2 275 797	(5 406 000) 5 752 291	5,005,900
Adolescent protection, learning & development	(1 800 000) 1 384 797	1 253 217	(2 790 000) 2 461 095	2 219 707	(4 590 000) 4 029 922	3,624,012
Programme Effectiveness	(345 000) 1 260 808	1 227 636	(948 600) 709 711	698 430	(1 293 600) 2 077 038	1 982 861
Operations/ Management					474 493	404 086
Total	(3 645 000) 4 024 542	3 638 777	(7 644 600) 5 825 394	5 193 935	(11 289 600) 12 333 744	11 016 858

Source: UNICEF Eswatini Comprehensive Review (2018). Note planned resources – August 2016 to December 2018, Available and Utilised Resources August 2016 to August 2018

4 EVALUATION PURPOSE, OBJECTIVES AND SCOPE

4.1 Evaluation purpose

The evaluation is being conducted in accordance with UNICEF Evaluation Policy that requires UNICEF country programmes to be evaluated at least once in every two programme cycles. This is the first external evaluation of the current UNICEF country programme and presents a valuable opportunity for learning and for accountability. The evaluation purpose as set out in the Terms of Reference is to:

- (a) Support the development of the next UNICEF Country Programme Document (CPD)
- (b) Strengthen accountability of UNICEF to national stakeholders
- (c) Strengthen accountability of UNICEF to the Executive Board

UNICEF Eswatini is preparing the next Country Programme Document and its contribution to the next UNDAF, and requested that particular attention be given to ensuring that the results of the evaluation can be used to assist with the preparation of the next Country Programme Document. Table 4 shows the main audiences (users) and potential uses of the evaluation.

Table 4: Evaluation Audiences

Users	Potential uses/interest
UNICEF Eswatini	• Input development of next Country Programme Document and UNDAF • Refining or redesigning implementation strategies • Make improvements to current Country Programme • Accounting to national stakeholders and partners • Accounting to UNICEF Executive Board
Government of Eswatini	Evidence of results achieved through the Country Programme and recommendations for improvement by UNICEF and Government
Other stakeholders and partners	Evidence of results achieved through the Country Programme and recommendations for improvement by UNICEF and partners
UN Country Team Eswatini	Preparation of next UNDAF
UNICEF ESARO	Improve regional office support to UNICEF Eswatini
UNICEF Executive Board	Evidence of results achieved through the Country Programme and recommendations for improvement/ consideration in the next Country Programme Document.

4.2 Evaluation objectives

The Terms of Reference identified the following objectives for the evaluation, and UNICEF Eswatini confirmed these:

1. Assess the relevance, effectiveness, efficiency, and sustainability of the program and of the results achieved;
2. Assess the progress that has been made towards the attainment of the results at output level as outlined in the Rolling work plans since 2016 to 2020 (2016-17; 2017-2018; 2018-2019; 2019-2020);
3. Determine the effectiveness of programme to prepare and respond to humanitarian issues;
4. Assess the effectiveness of programme strategies and partnership as outlined in the CPD;
5. Determine the Country Programme effects in addressing disparities and inequities; and
6. Provide concrete recommendations to improve the design and relevance of the Country Programme in accordance to the 2018-2021 UNICEF Strategic Plan.

4.3 Evaluation scope

The evaluation will cover the period January 2016 to June 2019 – 3.5 years of implementation of the Country Programme. The Country Programme Document and accompanying results and resources framework, and the Costed Evaluation Plan will serve as the primary documents for the evaluation. The evaluation notes that the results framework has been modified progressively, and will take these modifications into account. As UNICEF was involved in the implementation of the Eswatini Emergency Preparedness and Response Plan (EPRP), the evaluation will include UNICEF's contribution to the emergency response.

5 EVALUATION FRAMEWORK

5.1 Key evaluation questions

The Terms of Reference set out 30 evaluation questions that were discussed with the Eswatini country office. It was necessary to reduce and refine the evaluation questions to ensure that the evaluation generated useful information, and responded to the evaluation objectives. The availability of data to answer evaluation questions, and the time allocated for the data collection mission were additional considerations in the rationalization and refinement of the evaluation questions. Table 5 shows the evaluation questions for each of the evaluation criterion.

Table 5: Evaluation questions

Evaluation criteria	Evaluation questions
1. Relevance	1.1 To what extent was the Country Programme (2016-2020) aligned with national priorities as reflected in the National Development Strategy of the Eswatini Government? 1.2 To what extent was the Country Programme aligned with the UNICEF requirements (Strategic Plan and Gender Action Plan), UNDAF 2016-2020, and human rights programming? 1.3 Was the lifecycle approach to the design of the Country Programme appropriate for the country context? 1.4 How did the country office utilise a theory of change approach in the design of the Country Programme and strategies? How focused was the CPD in its design and implementation? 1.5 How responsive was the Country Programme to the changing economic context and to emerging issues such as protracted drought?
2. Effectiveness	2.1 To what extent has the Country Programme achieved its objectives and results or is likely to achieve them? How effectively has UNICEF responded to emergencies over the past three years? 2.2 What programme strategies were deployed and how effective were they in achieving results? How effective has the country office been in building partnerships? 2.3 How well did UNICEF use innovation to improve the effectiveness and efficiency of programmes? 2.4 To what extent did the country programme contribute towards the achievement of gender equality results? Did the programme achieve its gender-related objectives? What kind of progress was made, what were the obstacles?
3. Efficiency	3.1 How have the programme structure and office structure facilitated or hindered resource mobilization and the use of funds? 3.2 How did the country office approach implementation of programme areas that were not well resourced?
4. Sustainability	4.1 To what extent did the strategies adopted by UNICEF contribute to sustainability of results at the national level?

	4.2 How sustainable were the emergency interventions after transition to development?
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5.2 Evaluation matrix

An evaluation matrix has been developed to guide the evaluation. The matrix sets out the judgment criteria/ indicators for each evaluation question and the data sources and methods of collection. The evaluation matrix is contained in Annex B.

6 EVALUATION METHODOLOGY

The evaluation will follow the UNEG Norms and Standards for Evaluation and the UNEG Ethical Guidelines for Evaluation.⁹ Particular attention will be paid to the principle of utilization of the evaluation, credibility of the evaluation, and integrating human rights and gender equality principles in the evaluation process.

6.1 Data collection

6.1.1 Primary data

The evaluation will collect primary data through semi-structured interviews of government partners, implementing partners and civil society organisations, United Nations agencies in Eswatini and other multilateral organizations, and bilateral donors, and private sector organisations.

Eswatini is a small, lower Middle-Income Country, and UNICEF's Country Programme is relatively small. The evaluation will seek to interview all government ministries that UNICEF has supported in the Country Programme. Within each ministry, the evaluation will aim to interview at least one official whose department or unit benefited from UNICEF support. The evaluation proposes to interview civil society partners that have partnership cooperation agreements with UNICEF, as well as the civil society umbrella organisation. The evaluation will aim to ensure that women and men are equitably represented in the interviewee sample, noting that some sectors/ministries are dominated by women and others by men.

The interviews will be individual interviews, and where appropriate group interviews will be conducted. Individual interviews on average will be of one-hour duration, while group interviews will be longer, depending on the number of participants. Following consultation with the country office, the evaluation decided not to visit project sites to interview rights holders. The reason for this is that UNICEF's work has been predominantly 'upstream' supporting the Government of Eswatini, and the various ministries have been the immediate beneficiaries of UNICEF's support. There are also time and budgetary constraints on the data collection phase. Provision has been made to visit one community-based organisation in a peri-urban area.

Interviews will be conducted in person in Eswatini. There may be some interviews that cannot be conducted during the data collection week, and in these cases, Skype or telephone interviews will be conducted in the week following the data collection mission.

⁹ UNEG. 2016. "Norms and Standards for Evaluation", New York: <http://www.uneval.org/document/detail/1914> and UNEG. 2008. "UNEG Ethical Guidelines for Evaluation", New York, March 2018: <http://www.unevaluation.org/document/detail/102>

The preliminary list of interviewees is shown in Annex C and generic interview protocols are contained in Annex D. Table 6 gives a summary of the categories of interviewees and estimated numbers per category. UNICEF Eswatini does not have partnerships with the private sector currently, but they have been included for potential partnership.

Table 6: Estimated number of interviews per category

Category	Estimated number of interviewees
UNICEF Country Team	14
United Nations agencies in Eswatini	7
Government partners	33
Civil society and NGOs	11
Multilateral and bilateral donors	3
Private sector	1
Total	58

6.1.2 Secondary data

The evaluation will draw on a wide range of documents as secondary data sources. The preliminary list of documents is shown in Table 7, and further documents will be added during the course of the evaluation.

Table 7: Provisional list of documents for review

Owner	Documents
Government	• National Development Strategy • National Development Plan 2019-20 to 2021-22 • Sector strategies and policies (e.g. health, education, justice, disability, social protection) • Emergency Preparedness and Response Plan • Household Income and Expenditure Survey • Data from Central Statistics Service
UNICEF	• Country Programme Document (2016-2020) • Programme component strategy documents • Annual reports (2016, 2017, 2018) • Comprehensive internal review report (2018) • Rolling Work Plans • Partnership agreements • Financial reports • Evaluations and knowledge products (e.g. Synthesis report) • Progress reports from implementing partners

Civil society	• Reports, studies on issues covered by UNICEF Country Programme • Progress reports to UNICEF Eswatini
International partners	• Country strategy documents • Evaluation reports on issues covered by UNICEF Country Programme • UNDAF documents (UNDAF, Mid-Term Review, Annual Reports)

6.2 Data analysis

Most of the data will be qualitative data. The interviews data will be captured in a standard format for ease of analysis. The evaluation will use content analysis as the method for analysing the data. This will involve developing codes to represent themes. The raw data from the interviews will be analysed to identify common themes across the interview data. These themes will be compared to themes that have been identified in the secondary data desk review. The data will then be summarized and distilled into key findings that respond to the key evaluation questions. Where appropriate, the evaluation will use case examples (in boxes) to illustrate or highlight an important points/findings.

The main quantitative data for the evaluation will be financial data and statistical data on some of the programme outputs. The evaluation will use descriptive statistics to depict financial and other quantitative.

6.3 Risks and limitations

Unavailability of persons to interview: There is always the risk that persons identified for interviews will not be available. Although partners and stakeholders have been informed that the evaluation is taking place, appointments are yet to be confirmed. A detailed schedule will be drawn up for the data collection mission and the Country Office will propose slots and confirm these with partners and stakeholders. Partners, stakeholders and UNICEF staff not available during the country visit will be followed up with a skype or telephone interview.

Changes to the results framework: Several changes have been made to the results framework, with the most recent change made in October 2018. This creates difficulty in evaluating the results, as there is some discontinuity in the reporting of results. The RAM reports from 2016 onwards will be reviewed to map all the results and see how best to link these to the latest results framework. Queries and discrepancies will be followed up with the Eswatini Monitoring and Evaluation Specialist.

Changes in ministries: Eswatini held a general election in August – September 2018. Since then, there have been changes at the senior level of government officials, and a number of Principal Secretaries who were familiar with the work of UNICEF Eswatini are no longer in the positions they held prior to the elections. The evaluation will focus on interviewing officials who were involved in implementation of the interventions.

Time constraints: The period for primary data collection has to be kept brief to ensure that preliminary findings will be available to inform the process of developing the next UNICEF Eswatini Country Programme. The number of stakeholders and partners that can be interviewed is therefore less than had there been more time available for data collection. The relatively tight timeline will also affect the time available for the Reference Group to provide comments on the main deliverables of the evaluation. The evaluation will provide the Country office with preliminary findings that will assist in preparing the Country Strategy Note.

6.4 Ethical considerations

The evaluation will follow the norms and standards of the United Nations Evaluation Group (UNEG). The evaluation consultant understands the obligation to conduct the evaluation with due regard for independence, impartiality, credibility, conflicts of interest and accountability. The evaluation consultant has met some UNICEF staff as well as some government partners during the evaluation of the UNDAF 2012-2015. This fact was stated in the application, and given the time that has elapsed since then, this should not present any conflict of interest, nor should it affect the independence and impartiality of the evaluation consultant. The methodology will also safeguard impartiality as the evaluation consultant will rely on multiple sources of data and triangulate the data. Should anything arise that might affect the independence and impartiality, and hence the credibility of the evaluation, the evaluation consultant will bring it to the attention of the Evaluation Manager. The Evaluation Reference Group also serves as a mechanism to ensure that the evaluation consultant acts with impartiality and is accountable for the deliverables set out in the Inception Report.

The evaluation will provide ethical safeguards for interviewees. A letter of invitation has been sent to partners and stakeholders, informing them of the evaluation and requesting their participation in the evaluation. Interviewees will be informed of the confidentiality of the interviews, and where partners and stakeholders are interviewed, UNICEF will not be present. All interview notes will be confidential – none will be shared with anyone including UNICEF. The report will not reflect the views of individuals in a way that would identify them. Interviewees will be reminded that their participation is voluntary. The interviews and reports will use sex-neutral language and language that is sensitive to the social and cultural norms of Eswatini, and consistent with official terms used by the Government of Eswatini. The evaluation consultant will confirm the time available for each interview at the beginning of the interview, and not exceed the agreed time. Any changes to interview times and dates will be communicated as quickly as possible to the interviewees. Interviews will take place at the offices of partners and stakeholders, unless alternatives have been agreed to in advance.

7 EVALUATION WORK PLAN

7.1 Timeline and key deliverables

The UNICEF country office was consulted in finalizing the timeline for the evaluation, and particular effort was made to ensure that information would be available to the country office as they proceeded with the development of the next Country Programme Document.

Table 8: Evaluation timeline and key deliverables

Inception phase		Proposed dates
Main activities	Desk review of documents and reports related to Country Programme	
	Identify additional documents	
	Consult country office on evaluation objectives, questions, stakeholders	8 August 2018
Deliverables	PowerPoint presentation to country office	8 August 2019
	Draft inception report for comment by Reference Group	20 August 2019
	Final inception report	
Data collection phase		
Activities	Conduct interviews in Eswatini	26 - 30 August 2019
	Conduct outstanding interviews by Skype/telephone	2 – 3 September 2019
	Continue with detailed desk review of documents	On-going
Data analysis phase		
Main activities	Analyse interview data and secondary data	On-going
	Present preliminary findings to UNICEF Team (Skype)	Week of 9 September
	Prepare summary note on preliminary findings for country office to use in drafting programme strategy notes	
Deliverables	PowerPoint presentation to country office	Week of 9 September
	Summary note on preliminary findings note	18 September 2019
Drafting and reporting phase		
Activities	Prepare draft evaluation report for comment by Reference Group and country office	
	Presentation to UNICEF and stakeholders for validation	Week of 21 October 2019
	Incorporate comments on draft report	
Deliverables	First draft of evaluation report	1 October 2019
	PowerPoint presentation for validation	Week of 21 October 2019

	Validation meeting synopsis report	Week of 21 October 2019
	Final evaluation report plus 10 page summary report	8 November 2019
	PowerPoint presentation on final evaluation report	8 November 2019

7.2 Management and quality assurance of evaluation

The Eastern and Southern Africa Regional Office (ESARO) will manage the evaluation. The designated Evaluation Manager is Mr. Bikul Tulachan, Evaluation Specialist (ESARO) and is responsible for oversight of the evaluation process, monitoring progress against the approved work plan, and ensuring that the evaluation consultant complies with the UNICEF Evaluation Policy and UNEG Norms and Standards of Evaluation. The Evaluation Manager also serves as the formal liaison between the Evaluation Consultant and the UNICEF Eswatini Office.

A Reference Group comprising the UNICEF Representative, Deputy Representatives, the Country Management Team, government and civil society partners, and the Eswatini Country Office Research and Evaluation Committee will guide the evaluation. The proposed members of the Reference Group are listed in Annex E.

The UNICEF Eswatini office will provide logistical support for the evaluation, including the collection of documents and scheduling of interviews. Ms. Nelisiwe Dlamini, the Monitoring and Evaluation Specialist will serve as the focal point for the evaluation.

Ms. Angela Bester, the Evaluation Consultant based in South Africa, will conduct the evaluation. The Evaluation Consultant will have weekly discussions with the Evaluation Manager to inform him of progress and raise matters that may affect the timely completion of evaluation activities.

The Evaluation Manager will provide initial quality assurance of deliverables prior to sharing these with UNICEF Eswatini. The inception report and the final report will be subjected to a formal quality assessment process as required by UNICEF Evaluation Office, namely, the Global Evaluation Report Oversight System (GEROS).

8 DOCUMENTS CONSULTED

Central Statistical Office. 2018. “Eswatini Household Income and Expenditure Survey 2016/17: *Key Findings Report, May 2018*”, Government of the Kingdom of Eswatini, Mbabane, Eswatini

Government of the Kingdom of Eswatini. 1997. National Development Strategy Vision 2022.

UNDAF Mid-Term Review, October 2018, quoting World Bank Report 2017

UNDP. 2016. “*Human Development Report 2016: Human Development for Everyone, 2016*”, at http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf

UNEG. 2008. “UNEG Ethical Guidelines for Evaluation”, New York, March 2018: <http://www.unevaluation.org/document/detail/102>

UNEG. 2016. “Norms and Standards for Evaluation”, New York: <http://www.uneval.org/document/detail/1914>

UNICEF. 2015. “Country Programme Document: Kingdom of Swaziland”, presented to Executive Board Second Regular Session 8-11 September 2015. New York.

UNICEF. 2016. “*Strategy notes for the Adolescent Protection, Learning and Development programme component of the Country Programme 2016-2020*”, Eswatini

UNICEF. 2016. “*Strategy notes for the Programme Effectiveness component of the Country Programme 2016-2020*”, Eswatini

UNICEF. 2016. “*Strategy notes for the Young Child Survival and Development programme component of the Country Programme 2016-2020*”, Eswatini

UNICEF. 2016. “*Country Office Annual Report 2016*”, Eswatini

UNICEF. 2017. “*Country Office Annual Report 2017*”, Eswatini

UNICEF. 2018. “*Country Office Annual Report 2018*”, Eswatini

UNICEF. 2018, “*Synthesis of secondary data on children and adolescents in Eswatini*”, UNICEF Eswatini, Mbabane, Swaziland, September 2018

UNICEF. 2018. “*Comprehensive Internal Review Report*”, October 2018, Eswatini.

United Nations Eswatini. 2018. “*UNDAF Mid-Term Review, October 2018*”, Mbabane, Eswatini

9 ANNEX A: TERMS OF REFERENCE

Summary

Type of Contract	<u>Individual Contract</u>
Title of the Evaluation	Evaluation of the Government of Eswatini and UNICEF Country Programme (2016 – 2020)
Purpose	• To provide lessons and recommendations on the progress made towards the results formulated including the effectiveness of strategies to deliver the Country Program. • Support the development of the next UNICEF Country Programme Document (CPD) • Strengthen accountability of UNICEF to Executive Board and national stakeholders
Objectives	• Assess the relevance, effectiveness, efficiency, and sustainability of the program and of the results achieved; • Assess the progress that has been made towards the attainment of the results at output level as outlined in the Rolling work plans since 2016 to 2020 (2016-17; 2017-2018; 2018-2019; 2019-2020) • Determine the effectiveness of programme to prepare and respond to humanitarian issues • Assess the effectiveness of programme strategies and partnership as outlined in the CPD • Determine the Country Programme effects in addressing disparities and inequities • To provide concrete recommendations to improve the design and relevance of the Country Programme in accordance to the 2018-2021 UNICEF Strategic Plan
Location	Mbabane, with travel to selected districts
Duration	45 days
Start Date	03 June 2019
Reporting to	UNICEF Eastern and Southern Africa Regional Office (ESARO)
Grant reference	

Activity and WBS details	4030/A0/05/880/003/3.2.2 Activity 3.3.2 - Support evidence generation and dissemination of quality disaggregated information for programming
Date of preparation of TOR	15 April 2019

Clearances			
Function	Name	Signature	Date
Prepared by	Nelisiwe Dlamini, M&E Specialist		
Reviewed by	Thandi Dlamini, Operations Manager		
Reviewed by	Urs Nagel, Evaluation Specialist		
Endorsed by	Tanya Radosavljevic, Deputy Representative		
Approved by	Alice Akunga, Representative		

Terms of Reference

Consultancy Services for Conducting the Evaluation of the Government of Eswatini and UNICEF Country Programme (2016 – 2020)

1. Introduction

In accordance with the coverage norms of UNICEF's Evaluation Policy 2018, every UNICEF Country Programme must be evaluated at least once every two country programme cycles. Such Country Programme Evaluations (CPEs) are conducted by the Evaluation Section of the respective UNICEF Regional Office.

CPEs intend to capture and demonstrate evaluative evidence of UNICEF's contributions to development results at the country level, as well as the effectiveness of UNICEF's strategy in facilitating and leveraging national efforts for achieving development results. Their purpose is to:

- Support the development of the next UNICEF Country Programme Document (CPD)
- Strengthen accountability of UNICEF to national stakeholders
- Strengthen accountability of UNICEF to the Executive Board

Overall oversight and quality assurance is provided by UNICEF's Evaluation Office, which reports directly to UNICEF's Executive Director, and is functionally independent within the Organization. CPEs are conducted in accordance with the provisions of UNICEF's Evaluation Policy and the norms and standards of the United Nations Development Group.

This evaluation is being conducted to assess the results of the Government of Eswatini and UNICEF Country Programme (2016–2020) and understand factors that have facilitated or hindered achievement of results, identify key lessons and recommendations for the next country programme. The terms of reference present a brief description of the country programme; the scope, objectives and key questions of the evaluation; evaluation methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables; and evaluators' qualifications.

2. National Context

While the country is within a low middle-income status, it continues to rank low in human development index, 2017 (148th of 188) with also high rates of poverty and inequality. The country's poverty measures were updated with information from the 2017 Eswatini Household and Expenditure Survey (EHIES) and the Child Poverty Report (National multiple overlapping deprivation analysis (MODA)). The reports demonstrate a marginal reduction in poverty rates over the past decade, from 63 per cent in 2010 to 58.9 per cent in 2017, with 70 per cent of children in poverty. This corroborates the World Bank 2017 Macro Poverty Outlook: Swaziland, which also indicates that 4 out of 10 individuals live on less than US\$1.90 a day, and 6 out of 10 on less than US\$3.10 a day. Children, adolescents and adults in Eswatini suffer from numerous deprivations

that partly result from monetary poverty and partly from limited access to basic social services. These deprivations overlap and differ with regard to age groups. With few exceptions, child poverty correlates with poor access to safe drinking water, sanitation, education and health services, and increased vulnerability to abuse and exploitation. The Child Poverty Report found that 56.5 per cent and 76.9 per cent of all children are multidimensionally poor using a cut-off of deprivation in four dimensions and three dimensions respectively. The analysis indicated that the highest prevalence of deprivation among children is in the dimension of child protection with 9 out of 10 children aged 0-14 years being affected. Poverty remains a rural phenomenon in Eswatini, with 70.2 per cent of rural and 19.6 per cent of urban populations living below the poverty line, and more pronounced in two deprived regions of Lubombo (71.5 per cent), and Shiselweni (67.3 per cent).

The situation of children and adolescents in Eswatini has slightly improved in the past decade. Key developments in the period include:

- Child poverty remains high and widespread across the country.
- Large decline in under-five mortality rate (U5MR) recorded from 104 to 67 per 1,000 live births between 2009 and 2014 (MICS). Compared to other countries in the region, U5MR in Eswatini has been falling faster over the last 10 years.
- Percentage of children aged 12-23 months fully immunized with MCV1 was 89 per cent and 90 per cent children < 1 year that received DPT3 in 2018.
- Youth unemployment has declined slightly but remains high at 32.4 per cent in 2016; with limited access to education and skills development outside of formal education.
- Despite the high national examination pass rates (89.7 per cent for primary and 88.9 per cent for lower secondary, 2018) low net enrolment rates into secondary school (27.7 per cent in 2015) against high primary enrolment rates (94.4 per cent) and completion rates (74 per cent) at primary school highlight the inequalities existing in the sector that the impact of the low Government's investment in secondary education. Challenges affecting adolescents in the education sector include high repetition rates (16.6 per cent in primary, 13 per cent in lower secondary and 6 per cent in upper secondary), low survival rate in primary education (74 per cent) and high drop-out.
- Despite falls in new cases since 1996, the HIV and AIDS prevalence rate in Eswatini is 27.7 per cent, the highest in the world. The disparity in HIV prevalence by sex is most pronounced among young adults, with HIV prevalence among 20 to 24-year-olds five times higher among women (20.9 per cent) than men (4.2 per cent). Maternal mortality increased from 320 deaths in 2010 to 389 deaths per 100,000 live births in 2016 despite the high deliveries by skilled birth attendants. Inadequate quality of care in the provision of intrapartum and postnatal care, with lapses in clinical practice are lead causes in maternal and neonatal deaths, areas of focus for UNICEF Eswatini.

3. UNICEF Country Programme in Eswatini

The 2016-2020 Country Programme is an integrated program that follows a life-centred approach with two main programme outcomes; Young Child Survival and Development (YCSD) focusing on children 0-9 years and Adolescent Protection, Learning and Development (APLD) focusing on children 10-19 years. Programme Effectiveness (PE) is cross-sectoral while management outcome supports programme operation. The program outcomes are as follows:

- By 2020, young girls and boys will be immunized, healthy, registered at birth and ready for school.
- By 2020, adolescent girls and boys protected from violence, access quality health services and education

- By end of 2020, evidence generation and advocacy for evidence-based policy decisions enhanced.

To achieve this goal, the country programme employs a mix of strategies highlighted below.

- Policy dialogue and advocacy to strengthen legislative frameworks and policies and leverage resources for delivery of results for children;
- Capacity development for policy implementation, delivery of quality services and creation of demand for services;
- Evidence generation, including information management, and reporting to ensure that evidence is used to improve policies, programmes and accountability;
- Innovation, South–South cooperation and communication for development

The Government of Eswatini is the main partner to implement the program with support from local based Civil Society Organisations.

Program implementation began with sixteen program output results which were gradually reviewed and refined to align to country programme outcome results. YCSD programme component had 4 outputs, which were reduced to 3 outputs; APLD programme component had 7 outputs which were reduced to 5 outputs and PE had 5 outputs which were reduced to 3 outputs by the end of 2016. Output indicators were also progressively refined to be SMART and provide appropriate measure for the outputs.

In 2016, the Government of Eswatini declared an El Nino induced drought emergency, just after the approval of the 2016-17 Rolling Workplan (RWP) with Government. This led to the implementation of the Emergency Preparedness and Response Plan (EPP) and UNICEF focused on Health and Nutrition, WASH, Education and Child Protection life-saving activities as planned in the EPP, resulting to insufficient achievement of RWP planned results for 2016.

Programming environment in Eswatini is stable and the program is operating on full staff complement. A Resource Mobilization strategy inclusive of high level advocacy to leverage resources for children has been a major component of the program for achieving the planned results. Periodic mid and annual reviews with implementing partners (IPs) provided a platform to identify opportunities, bottlenecks and mitigation strategies for continued implementation. This has contributed to improved planning, implementation and monitoring of activities placing the Eswatini CO as one of the best performing countries in the region.

The 2018 Comprehensive review confirmed the relevance of the current country programme and there were no major adjustments apart from refining output level results to be more focused. This process began with tailor-made RBM capacity strengthening for program staff and development of theories of change with implementing partners led to prioritization of key output results. The refinement of output results was also guided by the 2016 UNICEF Procedure on Country Office outcome and Output Results Structure. Currently, the country program has three Programme outcomes and 9 outputs. Programme Effectiveness component was reviewed to be in line with the procedure.

Evaluation Objectives

The CPE has the following objectives:

- Assess the relevance, effectiveness, efficiency, and sustainability of the program and of the results achieved;
- Assess the progress that has been made towards the attainment of the results at output level as outlined in the Rolling work plans since 2016 to 2020 (2016-17; 2017-2018; 2018-2019; 2019-2020)
- Determine the effectiveness of programme to prepare and respond to humanitarian issues
- Assess the effectiveness of programme strategies and partnership as outlined in the CPD
- Determine the Country Programme effects in addressing disparities and inequities
- To provide concrete recommendations to improve the design and relevance of the Country Programme in accordance to the 2018-2021 UNICEF Strategic Plan.

(d)

4. Scope and Preliminary Evaluation Questions

The Country Programme Evaluation will cover slightly over three years of implementation of the UNICEF Eswatini Country Programme from January 2016 to May 2019. The focus will be on the CPD document, CPD Results and Resources framework, Country Programme Management Plan (CPMP), Emergency Preparedness and Response Plan (EPP) and the Costed Evaluation plan (CPE).

While the ToRs stipulate below sample evaluation questions for consideration, the consultant will design the methodology and questions that will exhaustively capture the precincts of the scope of work.

	Indicative Questions (to be further specified in the inception report)
Relevance: The CPE will seek to assess the extent to which the objectives of the Country Programme are aligned with national policies, children's needs, global UNICEF priorities and partners' policies. It will assess both whether the objectives of the Country Programme and its design were and remain appropriate within the country context, as well as whether UNICEF's approach towards addressing them was the most suitable considering its mandate and comparative advantages	1. To what extent was the Country Programme (2016-2020) aligned with national priorities and sector development plans (NDS, NHSSP, NETIP, eHIV Strategy, Child Protection priorities, WASH priorities, etc) 2. To what extent did the theories of change for each programme component hold throughout the implementation of the country programme? (Program components', APLD and PE) 3. To what extent was the County program aligned with the UNICEF Gender Action Plan 4. Were interventions and strategies used address the needs for children (boys and girls) relevant. 5. To what extent is UNICEF's work integrated within the UNDAF and complementary or in harmony with plans/actions of other agencies and donors? 6. How responsive is the programme component to shifting socio-economic development and political and policy contexts? 7. Are there emerging issues which the programme component is not addressing?
Effectiveness The CPE will assess the extent to which the Country Programme results were achieved and whether UNICEF demonstrated a reasonable contribution at the outcome level.	1. To what extent has the Country Programme achieved its objectives and results or is likely to achieve them, including the extent to which the lives of the beneficiaries have already been improved? 2. To what extent did implementation of Country Programme consider cross-cutting issues such as adolescent development and participation, ECD, C4D, gender equality, and human rights? 3. What worked well in achieving Country Programme results that should be replicated or scaled up at the design of the next country programme? 4. What factors (political, sociological, economic, etc.) have affected the outcomes, either positively or negatively? How have these factors limited or facilitated progress towards the outcomes and outputs? 5. What results were achieved related to policy advocacy and laws in relation to the well-being of children and women through UNICEF assistance? 6. To what extent did UNICEF respond effectively to emergencies during the last three years? 7. How did women and girls participate at all levels across the design, implementation and monitoring of Country Programme interventions? 8. To what extent were gender targeted and integrated priorities addressed in the country programme? 9. To what extent are communication and advocacy efforts in both the development and emergency contexts responding to the different needs

	and challenges of boys and girls, women and men in a gender responsive manner? 10. To what extent did the country programme contribute towards the achievement of gender equality results? Did the programme achieve its gender-related objectives? What kind of progress was made, what were the obstacles 11. What results have been achieved that were not planned or anticipated in the CP? 12. To what extent are the activities and results sustainable at their respective levels (communities, regions and national level)? 13. How is the Government moving toward greater sustainability of achieved results for children, given UNICEF's contribution? 14. priorities, principles and guidance of equity re-focus, MoRES, and gender equality?
Efficiency: The CPE will measure how resources/inputs (funds, expertise, time, etc.) were converted into results. It is also understood as the way in which UNICEF manages its partnerships, to operationalize its strategies, implement activities and deliver outputs	1. From the perspective of both UNICEF and Government counterparts, is the programme component appropriately resourced? 2. Are results satisfactory in view of the costs incurred (value for money)? 3. What was the rate of implementation of annual budgets (RR and OR)? 4. What were the bottlenecks with budget implementation? 5. What is the strategy for resource mobilization?
Sustainability: The CPE will assess the extent to which continuation of benefits from Country Programme interventions was ensured, including the degree of probability of continued long-term benefits	1. To what extent are outcomes and outputs sustainable at the relevant levels (communities, regions and national level)? 2. To what extent did the strategies adopted by UNICEF in pursuing the outcomes and outputs contribute to sustainability of results? 3. What conclusions and recommendations should be drawn in terms of the sustainability of the country program design for the next country programme? 4. What is the coverage of emergency and to what extent do short term humanitarian actions take longer term challenges into account? 5.

5. Approach and Methods

The detailed evaluation design will be developed during the inception phase – in close consultation with the ESARO Evaluation Section managing the evaluation, and key evaluation stakeholders – by the external evaluators, or evaluation consultancy firm, to be contracted to

conduct the evaluation. The CPE should rely on a diverse quantitative and qualitative information that will need to be triangulated. The design should specify how data collection and analysis methods integrate gender considerations throughout the evaluation process, including to the extent possible, inclusion of girls and boys, women and men, as well as a range of country programme stakeholders.

The stakeholders for this evaluation are relevant Government partners with whom UNICEF has joint annual work plans, NGO partners implementing programmes with UNICEF through cooperation agreements and rights holders who are targeted by UNICEF programmes.

Where possible and appropriate, the evaluation should seek to obtain evidence as to what may or may not have occurred in the absence of UNICEF's programme.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and rights holders under the programme. Focus group discussions will be used to consult groups of rights holders and duty bearers as appropriate.

The evaluation team will also undertake field visits to selected programme sites to observe them firsthand.

The following secondary data will be reviewed, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNICEF Country Office Annual Reports; and evaluations conducted by the country office and partners. Sex-disaggregated data will be collected, where available, and assessed against programme outcomes.

Validation. The evaluation will use triangulation of information collected from different sources and/or by different methods to ensure that the data is valid.

Stakeholder Involvement. A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the inception phase a stakeholder analysis will be conducted to identify all relevant UNICEF partners, including those that may have not worked with UNICEF but play a key role in the outcomes to which UNICEF contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNICEF's contribution to the country.

6. Specific Tasks, Deliverables and Timeline

Activity	Deliverable	Timeline
<u>Preparatory and Inception phase</u>	(e) 1. Presentation of the draft inception report – in person or	15 days

Activity	Deliverable	Timeline
- Conduct desk review of existing literature documents/reports related to implementation of the Country Programme. Develop the evaluation methodology including detailed data collection maps for each study question, sampling and sampling techniques, pretesting of data collection tools and data analysis plan. - Conduct an analysis of theories of change in strategy notes and their assumptions to identify gaps and issues that need validation in the data collection and analysis of the evaluation - Preparation of draft inception report (see Annex VI for the indicative table of contents) - Engagement with stakeholders on inception report - Finalization of inception report	via video link – to the Evaluation Reference Group; 2. Final inception report with a detailed literature review, methodology, evaluation design matrix, relevant respondents (plus completed audit trail addressing all comments)	
<u>Data collection phase</u> - Preparation for data collection - data collection from all identified target population - Process and analyze collected data, and draft the report on the results of the Evaluation - Preparation and delivery of emerging findings	(f) (g) Draft Evaluation report;	25 days
<u>Drafting, validation and completion phase</u> - Data analysis and drafting; - Preparation of a PowerPoint presentation on emerging findings, conclusions and recommendations; - Engagement with stakeholders on draft report; - Finalization of report and summary PowerPoint presentation	1. PowerPoint presentation (PPT) of no more than 15 slides 2. Validation meeting synopsis report 3. Final evaluation report meeting UNICEF quality standards, with a maximum of 60 pages excluding annexes; 10-page summary of the evaluation report; Power presentation (max 20 slides).	5 days
TOTAL	(h)	45 days

7. Management Arrangements and Quality Assurance

- The evaluation will be managed by ESARO. A reference group for the evaluation will also be established comprising of UNICEF Representative, Deputy Representative, members from the Eswatini Country Office Research and Evaluation Committee, the Country Management Team, and designated ESARO focal points.
- The UNICEF ESAR Evaluation Advisor will serve as the primary contact for the consultant, working closely with the Evaluation team established by the regional office.
- The work of the Consultant will be supported by the M&E Specialist and key UNICEF Specialists.
- During the periods in which the Consultant will be working remotely, regular conference/skype calls will be held as required.
- The evaluation consultant will provide regular updates on the progress of the evaluation.
- Reports are also required at each payment schedule. Inception report and draft final report will be subject to a satisfactory rating by an external quality assurance facility, using quality checklists provided, before payment can be made.

8. Ethical Considerations

The evaluation should adhere to the following UN and UNICEF norms and standards:

- United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System,
- United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, (including impartiality, independence, quality, transparency, consultative process.
- Ethical Guidelines for UN Evaluations and the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis will guide the overall process.
- UNICEF adapted evaluation report standards and GEROS
- The evaluation should incorporate the human rights-based and gender perspective and be based on results-based management principles and logical framework analysis.

The Evaluation team is required to clearly identify any potential ethical issues and raise them with the evaluation manager.

9. Risks

The following risks have been identified and mitigation measures in place:

Risks	Mitigation
Unavailability of key documents for desk review such as sound theories of change for the 2016-2020 country program	• Program staff to provide theory change for the current CP.
Unavailability of key stakeholders to provide information as required in by the consultant	Contact key respondents early to book appointments for consultant to collect information.

10. Expected Background and Experience of the Evaluation consultant

a. Education:

- At least a Masters Degree from an accredited academic institution in monitoring and evaluation, development studies, social sciences or equivalent;

b. Relevant experience, knowledge and skills:

- A minimum of 8 years of professional experience in conducting similar or related evaluations;
- Proven track record in evaluating similar national programmes of UN or UNICEF;
- In-depth understanding of issues in child rights, equity and gender sensitive analysis;
- Strong experience in evaluation of risk informed programming, emergency preparedness and response.
- Excellent writing and communication skills in English (fluency required) and proven ability to synthesize complex information to prepare reports.
- Strong quantitative and qualitative analytical skills.
- Facilitation skills and ability to meet tight deadlines.

11. How to apply

If interested in this position, please submit the following documents, using the website applications link by 20 May, 2019

1. **CV**
2. **Cover letter** - highlighting relevant experiences and skills related to the assignment in **no more than two pages**
3. **Financial proposal** – Please **provide an all-inclusive fee** (monthly fee, living allowance, logistics, in USD) required to undertake this assignment.

(i)

Candidates are expected to be available from June 2019 to take on the assignment.

Applications submitted without a fee/rate and detailed financial proposal will not be considered.

If you have not been contacted within 2 months of the closing date please accept that your application was unsuccessful. Regret emails will be sent only to shortlisted/contacted candidates.

10 ANNEX B: EVALUATION MATRIX

Evaluation questions	Judgment criteria/ indicators	Data sources and data collection methods
1. Relevance		
1.1 To what extent was the Country Programme (2016-2020) aligned with national priorities as reflected in the National Development Strategy of the Eswatini Government?	CPD references NDS priorities Government partners	Interviews with government partners Desk review of CPD and NDS and relevant sector strategies
1.2 To what extent was the Country Programme aligned with the UNICEF requirements (Strategic Plan and Gender Action Plan), UNDAF 2016-2020, and human rights programming?	Reference to UNICEF Strategic Plan in CPD and strategy documents CPD and strategies reflect gender and human rights programming principles UNICEF contribution reflected in UNDAF	Desk review of CPD, UNICEF planning requirements, UNDAF
1.3 Was the lifecycle approach to the design of the Country Programme appropriate for the country context?	Life cycle approach responds to priorities reflected in Situation of Children	Interviews with UNICEF staff Desk review of programme documents, finances and staffing
1.4 How did the country office utilise a theory of change approach in the design of the Country Programme and strategies? How focused was the CPD in its design and implementation?	Change pathways evident in strategy documents Assumptions made explicit Spread of outputs and activities	Interviews with UNICEF staff Desk review of strategy documents for CPD components and theory of change documents
1.5 How responsive was the Country Programme to the changing economic context and to emerging issues such as protracted drought?	Programme adjustments in view of decline in economic growth, reduced government revenues and increased unemployment among youth Extent of programme adjustment to respond to drought.	Interviews with government partners, implementing partners, stakeholders Desk review of MEPD economic documents and Emergency Response Plan
2. Effectiveness		
2.1 To what extent has the Country Programme achieved its objectives and results or is likely to achieve them? How effectively has UNICEF responded to emergencies over the past three years?	Outputs actual achievement against targets Unexpected results (positive and negative) Plausible contribution of outputs to outcomes	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review of country office rolling work plans, annual reports, internal reviews,

		evaluations, implementing partners' progress reports
2.2 What programme strategies were deployed and how effective were they in achieving results? How effective has the country office been in building partnerships?	How strategies take into account assumptions identified in the theories of change. Partners' assessment of the partnership with UNICEF	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review of partnership agreements
2.3 How well did UNICEF use innovation to improve the effectiveness and efficiency of programmes?	Use of information technology and communication for development to reach rights holders	Interviews with government partners, implementing partners, stakeholders and UNICEF staff
2.4 To what extent did the country programme contribute towards the achievement of gender equality results? Did the programme achieve its gender-related objectives? What kind of progress was made, what were the obstacles?	Sex disaggregated reporting Differentiation in strategies and approaches for girls and boys	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review
3. Efficiency		
3.1 How have the programme structure and office structure facilitated or hindered resource mobilization and the use of funds?	Distribution of mobilized resources and expenditure across programme components and activities	Interviews with government partners, implementing partners, stakeholders and UNICEF staff Desk review of financial reports and resource mobilization strategy
3.2 How did the country office approach implementation of programme areas that were not well resourced?	Distribution of mobilized resources and expenditure across programme components and activities	Interviews with government partners, implementing partners, stakeholders and UNICEF staff
4. Sustainability		
4.1 To what extent did the strategies adopted by UNICEF contribute to sustainability of results at the national level?	Extent to which government has acted on policy/legislative proposals and programme improvements flowing from UNICEF support and advocacy	Interviews with government partners, implementing partners, stakeholders and UNICEF staff
4.2 How sustainable were the emergency interventions after transition to development?	Extent to which government and other partners have continued with development activities in areas supported by UNICEF	Interviews with government partners, implementing partners, stakeholders involved in emergency response, and UNICEF staff Desk review of reports on emergency response, minutes of meetings, reports

		on post emergency situation in affected communities supported by UNICEF
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11 ANNEX C: PROPOSED INTERVIEWEES

(To be updated)

Interviewees	Estimated number of interviewees
UNICEF Country Office Country Representative, Programme team, Finance and administration	14
United Nations agencies in Eswatini FAO, UNAIDS, UNDP, UNFPA, UNESCO, WFP, WHO	7
Ministry of Education & Training • Director of Education • Director, Guidance and Counselling • Director, Industrial and Vocational Training • Senior Inspector, Special Education Needs • Free Primary Education Officer Ministry of Health • Principal Secretary • Deputy Director: Public Health • Senior Medical Officer: Public Health • EPI Programme Manager • SHR Programme Manager • Adolescent SHR Focal Point • RHM Programme Manager • Principal Environmental Health Officer (Sanitation) • Health Promotion Officer • National Nutrition Programme Manager • Swaziland National AIDS Programme Manager • Health Management Information System Unit • NERCHA Head of Programmes Ministry of Economic Planning and Development: • Director: Financial Policy and Planning Unit • Director: Aid Coordination and Management • Economist: Aid Coordination and Management • Principal Economist: Poverty Reduction, M&E Division • Director: Statistics, MEPD	33

Deputy Prime Minister's Office: • Director: National Children's Services Department • Deputy Director: Children's Services Department • Director: Social Welfare • Senior Welfare Officer • Director: Gender and Family Issues • Disability Programme Manager Ministry of Home Affairs: National Civil Registrar Ministry of Justice and Constitutional Affairs Principal Secretary: Justice Natural Resources and Environment • CEO: National Disaster Management Authority • Director: Department of Water Affairs	
Civil society/NGOs • Director: CANGO • Executive Director: Kwakha Indvodza • Executive Director: Baphalali Red Cross • National Programme Director: World Vision • Senior Medical Officer (Clinical) Eswatini Nazerene Health Institutes • Country Director: ICAP • Executive Director: Siphilie • Executive Director: SWAGAA • Executive Director: Super Buddies • Executive Director: Lusweti • Federation of People Living With Disability (FODSWA) • Executive Director: Baylor Institute of Medicine	12
Donors/international development cooperation • Head of Cooperation: EU delegation • Social Protection System Technical Adviser (EU) • PEPFAR/USAID	3

12 ANNEX D: INTERVIEW PROTOCOLS

A. Generic protocol for government officials

Introduction

- Opening remarks: Consent for interview, anonymity assurance.
- Introduce yourself – name and current position
- What role do you play/have played in the UNICEF programme

Relevance questions

1. What are the main strengths and weaknesses of UNICEF's approach to designing the Country Programme (for a low middle-income country)?
 - Does the Country Programme focus on what is important for the Ministry?
 - What level of involvement did the Ministry have in the design of the Country Programme?
 - Comment on the scope of the Country Programme – too narrow? Too broad?

Effectiveness questions

2. For the specific project/programme the Ministry has been involved in:
 - What results has the project/programme achieved to date?
 - What factors facilitated the achievement of the results?
 - What expected results were not achieved?
 - What hindered the achievement of results?
4. What strengths and weaknesses do you see in the partnership between the Government/Ministry and UNICEF Eswatini?
5. Share example(s) of how the project/programme contributed towards gender equality.

Efficiency questions

6. How efficiently has UNICEF Eswatini allocated its financial and staff resources to the different programme components/activities?
7. How has implementation been affected in under-resourced projects/activities?

Sustainability questions

8. Comment on UNICEF Eswatini's role and contribution to the Emergency (drought).
9. What is the Government of Eswatini/Ministry doing to ensure that results achieved by the project/programme are sustainable?

Lessons for next Country Programme

10. What lessons have you learned from the design and implementation of the Country Programme or projects/programme that should be taken into consideration in developing the next UNICEF Eswatini Programme?
11. Any remarks or matters not covered by the questions.

B. Generic protocol for UNICEF Eswatini

Introduction

- Opening remarks: Consent for interview, anonymity assurance.
- Introduce yourself – name and current position
- What role do you play/have played in the UNICEF programme

Relevance questions

1. What are the main strengths and weaknesses of UNICEF's approach to designing the Country Programme (for a low middle-income country)?
2. The scope of the current CPD appears wide. What factors make it difficult to develop a very focused CPD?
3. To what extent did the absence of a theory of change in the development of the CPD help or hinder the design of a relevant CPD?

Effectiveness questions

4. For the specific project/programme component you have been involved in:
 - What results has the project/programme achieved to date?
 - What factors facilitated the achievement of the results?
 - What expected results were not achieved?
 - What hindered the achievement of results?
5. What strengths and weaknesses do you see in the partnership with the Government/Ministry and UNICEF Eswatini? With civil society organisations? With the private sector?
6. Share example(s) of innovation in programme delivery and communication for development.
7. Share example(s) of how the project/programme component contributed towards gender equality.

Efficiency questions

8. What are the strengths and weaknesses of the UNICEF Eswatini's resource mobilisation strategy?
9. How efficiently has UNICEF Eswatini allocated its financial and staff resources to the different programme components/activities?
10. How has implementation been affected in under-resourced projects/activities?

Sustainability questions

11. What has UNICEF Eswatini/Ministry put in place to ensure that results achieved by the project/programme are sustainable? For emergency response?

Lessons for next Country Programme

12. What lessons have you learned from the design and implementation of the Country Programme or projects/programme that should be taken into consideration in developing the next UNICEF Eswatini Programme?
13. Any remarks or matters not covered by the questions

C. Generic interview protocol for civil society/NGOs

Introduction

- Opening remarks: Consent for interview, anonymity assurance.
- Introduce yourself – name and current position
- What role do you play/have played in the UNICEF programme

Relevance questions

1. What are the main strengths and weaknesses of UNICEF's approach to designing the Country Programme (for a low middle-income country?)
 - Does the Country Programme focus on what is relevant for the country?
 - What level of involvement did your organisation have in the design of the Country Programme?
 - Comment on the scope of the Country Programme – too narrow? Too broad?

Effectiveness questions

2. For the specific project/programme your organisation has been involved in:
 - What results has the project/programme achieved to date?
 - What factors facilitated the achievement of the results?
 - What expected results were not achieved?
 - What hindered the achievement of results?
4. What strengths and weaknesses do you see in the partnership between your organisation and UNICEF Eswatini?
5. Share example(s) of how the project/programme contributed towards gender equality.

Efficiency questions

6. How efficiently has UNICEF Eswatini allocated its financial and staff resources to the different programme components/activities?
7. How has implementation been affected in under-resourced projects/activities?

Sustainability questions

8. Comment on UNICEF Eswatini's role and contribution to the Emergency (drought).
9. To what extent does UNICEF Eswatini's approach/strategies ensure that results achieved by the project/programme are sustainable?

Lessons for next Country Programme

10. What lessons have you learned from the design and implementation of the Country Programme or projects/programme that should be taken into consideration in developing the next UNICEF Eswatini Programme?
11. Any remarks or matters not covered by the questions

D. Interview protocol for United Nations agencies in Eswatini

Introduction

- Opening remarks: Consent for interview, anonymity assurance.
- Introduce yourself – name and current position

Relevance

1. How well (or not) is the UNICEF Country Programme aligned with the UNDAF 2016-2020?

Effectiveness

2. Give example(s) of 'delivering together' with UNICEF that were successful/effective. What facilitated the 'delivering together'? (or what hindered 'delivering together'?)

Efficiency

3. To what extent did UNICEF harmonise its programme/project planning and implementation with other UN agencies, where required?

Sustainability

4. Comment on role and contribution of UNICEF in the emergency response.
5. To what extent does UNICEF Eswatini's approach/strategies in the emergency response support sustainability of results?

Lessons learned

6. What lessons are there from the design and implementation of the Country Programme that should be taken into consideration in developing the next UNICEF Eswatini Programme?

13 ANNEX E: REFERENCE GROUP

The proposed members for the Eswatini Country Programme Evaluation:

Urs Nagel - Evaluation Section - ESARO (Chair)

Tanya Radosavljevic - Deputy Representative –Eswatini Country Office

Yumi Bae - Chief Programme planning and monitoring, ESARO

Joyce Mphaya – Chief Young Child Survival & Development, Eswatini Country Office

Nelisiwe Dlamini - Monitoring and Evaluation Specialist- Eswatini Country Office

Government Representatives (at least 2)

Lungile Dladla – Principal Economist, Ministry of Economic Planning & Development

Sebentile Myeni - Monitoring and Evaluation Manager, Ministry of Health

Dr Lenhle Dlamini – Director of Education, Ministry of Education

Name - Evaluation Office, NYHQ

Non-Governmental Representatives (at least 2)

Sakhile Dlamini – Programs Manager, World Vision Swaziland

Zandile Nhleko – Programs Manager, Baylor Swaziland

UN Agency representatives, Eswatini UNCT (at least 2)

Thembisile Dlamini - Program Specialist, UNAIDS

Dr Khosi Mthethwa – Managerial Processes National, WHO Representative

Bongani Dlamini – UNFPA Program Specialist

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