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Country programme document for Eswatini (2026–2030)

Contents

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Eswatini, a lower-middle-income country of approximately 1.2 million people,[1] with 72.9 per cent under the age of 35; and 50.9 percent of the population are women and 49.1 per cent men. Seventy- four per cent of the population resides in rural areas. 58.9Fifty-eight point nine per cent of the population lives below the national poverty line, and 20.1 per cent are in extreme poverty.[2] Income disparities remain high, with a Gini coefficient of 54.6 per cent.[3] Governance challenges persist, marked by limited opportunities for civic engagement, perceived corruption, and allegations of public fund mismanagement. Inadequate access to quality public services and deficits in public trust further hinder progress.

2. Unemployment remains critical at 34.4 per cent in 2024,[4] with youth unemployment at 48.7 per cent,[5] highlighting significant skills mismatches, as only 45.9 per cent of graduates secure formal employment.[6] Women face higher unemployment rates[7] and lower labour force participation[8], contributing to the prevalence of informal employment. The global Gender Gap recorded a score of 0.73.[9] Eswatini's 2022/2023 Human Development Index was 0.610, placing 142nd out of 193 countries in the medium human development category.[10] The country has the world's highest HIV prevalence rate at 25.1 per cent,[11] with 30.3 per cent of women living with HIV compared to 19.9 per cent of men.[12]

3. Eswatini's economy is open but heavily dependent on South Africa, accounting for 80 per cent of its trade. As a landlocked developing country, it faces high production and trade costs. In 2023, the gross domestic product per capita was $3,823, with 4.6 per cent real GDP growth projected for 2024,[13] driven by exports and tourism, Southern African Customs Union (SACU) revenues, contributes 50 per cent of national income underscores the need for diversification.[14] Micro-, small and medium-sized enterprises (MSMEs) contribute 50 per cent to GDP[15] and employ 21 per cent of the workforce, yet 75 per cent operate informally, limiting growth and job creation. Systemic barriers, including limited access to credit, land, and digital financial services, further constrain their potential.

4. Energy access reaches 85 per cent of households, but over 80 per cent of electricity is imported, primarily from South Africa and Mozambique. The Government is committed to achieving 1 GW in domestic renewable energy capacity by 2050. Internet access is 58.3 per cent, reflecting progress in digitalization yet rural areas and businesses lag, with only 5.6 per cent of businesses engaging in e-commerce.

5. Agriculture remains highly vulnerable to climate shocks. A 2024 El Niño-induced drought reduced agricultural output by 13 per cent, leaving 305,000 people food insecure.[16] Ranked 136th out of 181 countries on the ND-GAIN Vulnerability Index in 2024, Eswatini is

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[1] https://data.who.int/countries/748.
[2] UNICEF Eswatini Country Office Annual Report 2023
[3] Gini index - Eswatini | Data
[4] ILO - World Employment and Social Outlook (WESO) | Data Finder
[5] Labor Markets and Unemployment Insurance in Eswatini in: IMF Staff Country Reports Volume 2024 Issue 305 (2024)
[6] Eswatini is ranked 136th out of 139 countries on the ILO Skills Mismatch Index in 2017.
[7] 36.2 per cent compared to 32.7 per cent for men
[8] 44.8 per cent versus 49.6 per cent for men in 2024 ILO World Employment and Social Outlook (WESO)| Data Finder
[9] World Report 2024: Eswatini | Human Rights Watch
[10] UNDP Human Development Report 2023-2024
[11] Eswatini | UNAIDS
[12] Ibid
[13] Kingdom of Eswatini and the IMF
[14] The imposition of US tariffs on Eswatini (10%) has introduced uncertainty in global trade, significantly impacting SACU receipts. Ref: White House
[15] Finscope Blended MSME Survey Findings Report for Eswatini 2023 | United Nations Development Programme
[16] 2024 National Agricultural Pre-harvest Assessment Report and FAO Global Information and Early Warning System Country Brief on Eswatini.

susceptible to environmental and climate risks, compounded by biodiversity loss and ecosystem degradation.

6. The Common Country Analysis (CCA) highlights Eswatini's average progress on the Sustainable Development Goals (SDGs), particularly health education, and partnerships,[17] ranking 133rd out of 167 nations with a score of 57.76, surpassing the sub-Saharan Africa regional average of 53.7. However, progress is limited in other SDGs, particularly in governance and environmental sustainability, while social cohesion remains a concern. The CCA underscores the importance of addressing disparities between women and men and the empowerment of women to advance national development. Persistent challenges include violence against women and unequal access to resources, education, and leadership opportunities limiting women's economic participation.

7. The 2024 Independent Country Programme Evaluation (ICPE) acknowledges UNDP contributions to strategic planning, policy frameworks, and sectoral initiatives, including digital transformation, e-governance, rule of law, human rights, youth empowerment, waste management, and renewable energy access. It recommends enhancing coordination and evidence-based interventions to improve programme impact. While short-term support approaches have constrained institutional capacity-building, UNDP remains well-positioned to drive structural transformation by focusing on economic growth, improved service delivery, digital innovation, and the transition to a green economy. Building on past achievements and lessons learned, UNDP aims to strengthen capacities across government, the private sector, civil society organizations, volunteer-involving organizations (VIOs), and academia to promote adaptive, sustainable and resilient development.[18]

8. The National Development Plan, 2023/24-2027/28, seeks to drive national economic recovery and improve citizens' quality of life through sustainable broad-based growth, enhanced social and human capital development, and efficient public service delivery. It emphasizes good governance as the foundation for economic recovery, green growth, climate resilience and sustainable livelihoods.

9. Responding to national development priorities and informed by the Common Country Analysis, the United Nations Sustainable Development Cooperation Framework (UNSDCF), 2026-2030, prioritizes a people-centred and resilient Eswatini. Developed as a joint commitment by the United Nations country team, it envisions a prosperous, sustainable and resilient Eswatini, where people enjoy access to quality services, sustainable economic opportunities and environmental resilience, underpinned by accountable governance and respect for human rights. This vision will be achieved through the following strategic priorities and associated outcomes, to which UNDP will contribute:

Strategic Priority 1: Inclusive Social Well-Being

Outcome 1: By 2030, people in Eswatini are benefiting from efficient and resilient systems that deliver quality services, particularly for vulnerable populations.

Strategic Priority 2: Shared and Sustainable Prosperity

Outcome 2: By 2030, Eswatini has strengthened systems that promote inclusive and sustainable economic growth and expanded livelihoods especially for youth and vulnerable populations.

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[17] Sustainable Development Report 2024
[18] UNDP Strategic Plan 2022-2025 | United Nations Development Programme

10. The contribution of UNDP to the UNSDCF will build on its comparative advantages and unique value proposition, including operational flexibility and innovation. It will enhance systems and service delivery through digitalization and artificial intelligence under Outcome 1.[19] For Outcome 2, UNDP will support MSMEs in job creation in the informal sector and promote renewable energy and circular economy practices to boost productivity. UNDP will deliver transformative, innovative and locally driven solutions and integrate programming across the poverty-environment-climate nexus,[20] focusing on nature and climate finance, multi-donor mechanisms and equal opportunities. Key initiatives include service delivery partnerships, MSME development, job creation, access to justice, and improved governance.

11. UNDP will advance the goals of the United Nations system under the UNSDCF through an integrated, people-centred approach, leveraging a portfolio strategy[21] to create synergies across programme priorities and scale transformative impact. Grounded in a human rights-based framework to leave no one behind, it will collaborate with the UN Resident Coordinator and the United Nations country team to strengthen joint workplans, results groups, and thematic and operational initiatives. Joint programming will be promoted to address violence against women and girls, facilitate a just energy transition, empower youth, and support the phase-out of ozone-depleting substances, with possible contributions from United Nations Volunteers (UNV).

12. Aligned with the UNDP Strategic Plan, 2022-2025, the following enablers represent UNDP comparative advantages in strengthening national capacities, complementing the support of other United Nations entities to advance UNSDCF results:

(a) **Digitalization:** UNDP will support holistic governmental digital transformation, building on the UNDP-supported Digital Readiness Assessment recommendations. By modernizing governance systems like e-filing, case management, and MSME e-commerce, it will support UNSDCF actions in leveraging digitalization as an enabler for enhanced service delivery and access for underserved populations. Digital solutions, including financing tools, green investment platforms, and data-driven strategies for economic planning and environmental management, will foster inclusion, sustainability, and transparency.

(b) **Strategic innovation:** UNDP will collaborate with other United Nations entities and partners to enable agile interventions, co-create innovative financing and service solutions, and support sustainable practices in public financial management, biodiversity conservation, renewable energy, and green growth, advancing social well-being and economic opportunity.

(c) **Development financing:** UNDP will support domestic resource mobilization, foreign direct investment attraction and expansion of climate and nature-based financing to strengthen economic resilience and foster innovative enterprises, particularly those led by women. It will assist the United Nations system in promoting equality between women and men, strengthening public financial management capacities at national and local levels, and integrating value chain models with co-financing mechanisms aligned with UNSDCF priorities to maximize impact.

13. UNDP will support regional and global partnerships, national ownership and South–South cooperation[22] to connect stakeholders with best practices and scalable models. Through digital

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[19] The United Nations Sustainable Development Cooperation Framework 2026-2030 targets women and girls, children, adolescents and youth, people with disabilities, older persons, migrants, asylum seekers, refugees.

[20] The poverty-environment-climate nexus addresses the intertwined challenges of poverty, environmental degradation, and climate change, promoting resilience, equitable development, and sustainable resource use critical to achieving long-term sustainability and broad-based prosperity.

[21] UNDP Eswatini's portfolio strategy means delivering integrated solutions to systemic challenges like youth unemployment, governance deficits and economic and environmental vulnerabilities. For example, it will support MSME growth through digitalization, innovation, governance, and a just energy transition, while promoting innovative financing to accelerate sustainability, inclusive growth, and resilience.

[22] Examples include land reform where UNDP is providing coordination role, convening technical expertise from IFAD, FAO and International Land

integration, innovation and financing mechanisms, it will mobilize vertical and cost-sharing funds to advance sustainable development across economic, social, environmental and governance dimensions, fostering opportunity, resilience and social cohesion.

II. Programme Priorities and Partnerships

14. This country programme, shaped by extensive consultations,[23] evaluations and past lessons, aligns with the 2030 Agenda and the African Union Agenda 2063. It supports national priorities in the National Development Plan and contributes to UNSDCF through two linked priorities: (a) good governance and social cohesion (UNSDCF outcome 1); and (b) sustainable and resilient economic development (UNSDCF outcome 2).

15. The programme change pathways focus on strengthening governance systems through digital tools for transparent, accountable and people-centred service delivery, fostering public trust, social cohesion and opportunity access. Strengthened governance supports economic transformation by promoting entrepreneurship, expanding livelihoods and empowering underserved groups, with a focus on young women and men and vulnerable populations in rural and peri-urban areas such as the Lubombo and Shiselweni regions, youth with disabilities and other marginalized groups. Simultaneously, resilience to environmental degradation, biodiversity loss and energy deficits safeguards ecosystems and ensures long-term economic stability. This integrated approach connects governance, economic transformation and environmental priorities to drive systemic change and advance Eswatini's national vision.

16. UNDP country programme envisions an Eswatini where citizens have access to quality services, sustainable economic opportunities and environmental resilience—fostering a cohesive, resilient and prosperous society. It will align with the United Nations system, integrating cross-cutting priorities, and delivering six signature solutions central to its substantive contribution to the UNSDCF:

a) Poverty and Inequality: UNDP will promote innovative solutions that support sustainable economic growth, youth employment, entrepreneurship MSMEs. Working with United Nations partners,[24] it will help strengthen regulatory frameworks, attract investment and promote equitable access to resources for vulnerable communities.[25]

(b) Governance: UNDP will promote efficiency, transparency and accountability in public services through e-governance and institutional capacity building—fostering trust in public institutions and reinforcing community cohesion.

(c) Resilience: In collaboration with the Rome-based agencies,[26] UNDP will help communities and institutions adapt to external shocks, climate risks and environmental challenges through early warning systems, preparedness and integrated governance and economic stability strategies.

(d) Environment: UNDP will pilot initiatives to advance climate action, biodiversity conservation and circular economy initiatives to ensure economic activity aligns with sustainable ecological preservation and nature-positive development.[27]

(e) Energy: UNDP will support investments in a just energy transition in essential sectors like health and education, promoting clean energy and energy-efficient practices.

Coalition and facilitating benchmarking and knowledge exchange with Ghana, Kenya and Zambia. Similarly, Unipod will benefit from regional south-south collaboration counterparts in Malawi and Lesotho.

[23] Includes Deep Listening Exercise with UNDP core partners in February 2025, Internal development pathway alignment with UNSDCF priorities, and a Stakeholder Validation Session in March 2025, as well as broader stakeholder consultations on the UNSDCF evaluation, Common Country Assessment, and UNSDCF 2026-20030 prioritization.

[24] ITC, UNECA, ILO, FAO, IFAD.

[25] Vulnerable women and men, survivors of gender-based violence, youth, people with disabilities and elderly people.

[26] Collaboration with FAO in promoting sustainable farming practices and integrating nature-positive economic models and with WFP in scaling up the Youth Indaba in Agriculture initiative.

[27] In collaboration with WFP, UNEP, IFAD, and FAO.

(f) Gender Equality: UNDP will expand United Nations-led initiatives to address inequalities between women and men—embedding inclusive approaches that foster equitable participation and opportunities for all.

17. These six signature solutions guide UNDP programme priorities, directly supporting the two UNSDCF outcome areas:

Programme Priority 1: Good Governance and Social Cohesion

18. UNDP will shift from developing strategic plans to strengthening implementation capacities for national ownership and sustainability. Efforts will enhance economic and environmental governance frameworks, while promoting human rights, accountability and efficient service delivery to foster sustainable livelihoods.

19. UNDP will work with government entities and stakeholders[28] to build transparent, accountable systems that engage citizens. It will strengthen institutions, implement legal and policy reforms, and improve governance frameworks to enhance public service delivery, reduce disparities, uphold human rights and empower civil society and volunteer organizations. Digital solutions will expand access to services, build public trust and strengthen social cohesion. In partnership with the World Bank and the African Development Bank, UNDP will support public infrastructure digitalization and mobilize resources for governance, human rights and service delivery.

20. UNDP will support national efforts to enhance capacity of oversight bodies, including Parliament and its key committees—such as the Public Accounts Committee, the SDG Committee,[29] the Justice Portfolio Committee and the Women's Parliamentary Caucus as well as Chapter 9 constitutional bodies with mandates related to human rights, justice and electoral processes to improve transparency and accountability. It will assist with aligning national frameworks to international and regional instruments and implementing governance-strengthening laws and policies. UNDP will help operationalize the National Anti-Corruption Policy, invest in the Anti-Corruption Commission's institutional capacity, and bolster other anti-corruption efforts.

21. UNDP will support national efforts to strengthen access to justice, the rule of law and social cohesion by facilitating the implementation of relevant policies and strategic plans in collaboration with key stakeholders, including civil society, the Ministry of Justice, the Attorney General's Office, the Director of Public Prosecutions Office and the Judiciary of Eswatini. It will improve alternative dispute resolution mechanisms, enhancing justice system efficiency, expanding access to legal services and upgrading case management systems. Building on previous programme experience, UNDP will scale up legal aid and case management platforms and support implementation of the judicial strategic plan. UNDP will facilitate dialogues with the private sector, civil society, volunteer groups, academia, and media, to foster civic participation, particularly among youth and at-risk populations.

22. Reform of the customary justice system will align with human rights principles. UNDP will introduce alternative dispute resolution mechanisms to strengthen community-based justice systems, empowering grassroots legal initiatives and promoting accessible, cost-effective and culturally responsive solutions for at-risk and underserved populations. Special focus will address violence against women and girls, enhance justice access for women, and strengthen victim support services. Targeted interventions will address the distinct needs of vulnerable men and women.

23. UNDP will support national efforts to enhance the National Mechanism for Monitoring, Reporting and Follow-up (NMRF), facilitating systematic implementation of human rights

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[28] Media, CSOs, NGOs, private sector, and development partners including UNHCR, UNODC, EU.

[29] The SDG Committee, under the Ministry of Economic Planning and Development (MEPD), coordinates, monitors, and reports on SDG progress, working with the Resident Coordinator's Office (RCO) to align national policies with global targets. UNDP provides technical support, policy guidance, capacity-building, data strengthening, and innovative financing to accelerate progress.

instruments and follow-up on Universal Periodic Review (UPR) recommendations and treaty obligations under the International Covenant on Civil and Political Rights (ICCPR), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and other international instruments, to promote transparency, equitable governance and social cohesion.

24. UNDP will strengthen public service delivery through institutional capacities and digital public infrastructure. Key initiatives include rolling out a Performance Management System across the public sector, expanding service charters to improve efficiency and accountability, and establishing citizen feedback mechanisms to ensure public services are accessible, responsive and community oriented.

Programme Priority 2: Sustainable, Inclusive and Resilient Economic Development

25. Eswatini is at a critical juncture, balancing economic growth and sustainability amid extreme poverty, youth unemployment, MSME limitations, environmental degradation, and industrial under-diversification. Women and girls are disproportionately affected; while worsening droughts, land degradation and erratic rainfall threaten agricultural productivity and rural livelihoods. Through strategic partnerships with the Global Environment Facility (GEF), the Green Climate Fund (GCF), the European Union and the Government of Italy, UNDP will advance national climate and development goals[30] via the Nationally Determined Contributions (NDC) Partnership.

26. To accelerate economic transformation, UNDP will enhance policy frameworks to stimulate entrepreneurship, job creation, economic diversification, and green-sector innovation through innovation and technology. Empowering youth and at-risk populations with market-relevant skills and connecting them to sustainable employment is central. Digitalization, local certification schemes like INGELO,[31] and enhanced MSME support will improve competitiveness and employment pathways.

27. The private sector—particularly MSMEs—will be central to economic growth, supported by sector-specific interventions, blended financing, and strategic partnerships with Business Eswatini and State-owned Enterprises. UNDP will focus on joint advocacy and collaborative initiatives to increase productivity and value chain opportunities. Blended financing and strategic partnerships, including with the United Nations Capital Development Fund (UNCDF), will help expand MSME access to capital, with targeted support for women-led enterprises to ensure their growth and sustainability. UNDP will support underdeveloped sectors such as tourism, arts, and manufacturing to unlock economic potential and drive diversification. Strengthening high-value commodity production and national branding will bolster Eswatini's competitiveness in domestic and international markets. MSME integration into larger enterprises and dynamic value chains will help generate equitable opportunities across high-growth sectors. UNDP will also engage International Financial Institutions (IFIs) and Development Finance Institutions (DFIs) to mobilize funding and support collaborative action.

28. UNDP will assist the Government in aligning the National Development Strategy with the SDGs, NDC 3.0 and the National Biodiversity Strategy and Action Plan.[32] This will ensure that industrialization efforts are people-centred, low-carbon, resilient and deliver nature-positive outcomes. Data-driven economic policies will guide strategic interventions, MSME policy operationalization will provide a structured foundation for entrepreneurship and industrial development, while a national Green Growth Strategy will position Eswatini as an industrial hub. Innovation— including digital platforms like the Agri-FinTech Accelerator—will enhance financial inclusion and access to services for smallholder farmers and agribusinesses, including women.

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[30] https://ndcpartnership.org/country/swz
[31] This UNDP supported initiative focuses on MSMEs product quality certification to enhance markets access.
[32] Includes supporting biodiversity conservation by expanding and managing protected areas while promoting nature-based solutions for ecosystem resilience and sustainable livelihoods.

29. Environmental sustainability will be mainstreamed across all facets of economic transformation. Transitioning to a circular economy will reduce waste, promote resource efficiency and support clean production practices—generating industries that are profitable, environmentally responsible and socially responsive. Strengthening waste management, promoting biodiversity conservation and expanding protected areas will safeguard natural resources and ensure sufficient ecosystem services to support economic resilience and livelihood security. A shift to renewable energy will improve energy security and power industries in a cost-effective and sustainable manner. Disaster risk reduction and climate resilience strategies, incorporating nature-based solutions, will be strengthened to help communities adapt to changing weather patterns and mitigate losses from environmental shocks, including pandemics—ensuring long-term stability.

30. UNDP will build on previous efforts to expand green finance taxonomy[33] and support the Government in mobilizing financial resources through innovative mechanisms such as green bonds, debt-for-nature swaps, carbon markets and other nature and climate-focused financing solutions.[34] These strategic interventions will help ensure that the national vision for sustainable development is adequately financed and achieved, and contribute to shaping a resilient, low-carbon, competitive and sustainable economy that generates shared prosperity while safeguarding Eswatini's natural assets.

III. Programme and Risk Management

31. Programme governance mechanisms will align with the United Nations Sustainable Development Cooperation Framework to strengthen national ownership and mutual accountability. UNDP will collaborate with other United Nations entities on systematic capacity development, focusing on change and risk management. Oversight will be provided by the Country Programme Document (CPD) Board, chaired by the Minister of Economic Planning and Development, and composed of key national partners, one representative each from a development partner and a civil society organization.[35]

32. The country programme identifies key risks to successful implementation of development initiatives, categorized by type, with mitigation strategies aligned to national priorities and the SDGs.

33. Governance and political risks—including national and regional instability, geopolitical pressures and declining public trust—may disrupt long-term objectives, particularly around the 2028 elections. UNDP will work with the United Nations Resident Coordinator's Office to strengthen policy implementation and ensure continuity during political transitions.

34. Economic and financial risks arise from dependence on Southern African Customs Union (SACU) receipts, declining official development assistance (ODA), and fiscal volatility compounded by weak public financial management and slow reform implementation. In response, UNDP will map the donor landscape, promote innovative financing, leverage public–private partnerships, advance government cost-sharing models, and collaborate with international financial institutions and multilateral development banks to improve Eswatini's risk profile. It will diversify financing partnerships, including with foundations, and align results with available resources. Contingency planning will guide programme scaling if resource mobilization falls short.

35. Crises and environmental risks—including natural disasters, disease outbreaks, climate shocks, biodiversity loss and ecosystem degradation—threaten progress. UNDP will conduct

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[33] UNDP supported Greening of the Central Bank.

[34] UNDP will leverage its previous work on "Budgeting and Financing for Climate Action", tracking climate investments and expenditures within the national budget, and its "Pathway to a Just Energy Transition for Eswatini", promoting clean energy access, public-private partnerships, green bonds, and incentive-based investments to accelerate climate action.

[35] Current CPD Board has representation of Ministry of Tourism and Environmental Affairs and Ministry of Justice and Constitutional Affairs. The plan is to expand membership to the Ministry of Commerce, Industry and Trade and Ministry of Natural Resources and Energy to align with emerging sector priorities.

trend analyses, enhance disaster preparedness and response frameworks, support early warning systems and climate forecasting, invest in climate-resilient and nature-positive infrastructure, and collaborate on renewable energy, risk assessments and mitigation strategies.

36. Participatory stakeholder engagement and institutional risks—including limited dialogue platforms, restricted civil society space, weak partner capacities and insufficient service providers—hinder integrated implementation and equal opportunities. UNDP will support participatory stakeholder mapping, multistakeholder platforms and engage volunteer groups, as well as women- and youth-led organizations to scale successful interventions, strengthen sectoral coordination, and ensure integrated programme delivery. Capacity development in project design, implementation and results-based management will be prioritized to enhance partner effectiveness. UNDP will also adopt innovation tools to expand partnerships and refine grant management processes, using investment-oriented selection criteria, structured follow-up, and performance-based payments.

37. Data and information risks —including insufficient systems and digital disparities, undermine evidence-based decision-making and information access. UNDP will promote digital innovation, invest in national data systems, enhance digital literacy and integrate the United Nations 'INFO' tool for better planning and implementation.

38. To address operational and capacity gaps within the country office, particularly in programme oversight and risk management, UNDP will adopt a portfolio approach,[36] mobilize volunteers from the UNV Global Talent Pool, and build internal capacity in project design, results-based management, data use and operational efficiency. Regular monitoring, evaluations, risk logs, audits and escalation mechanisms for high-risk issues that exceed delegated authority will enhance transparency and accountability.

39. Sustainability risks, particularly inadequate integration of interventions into national systems, may limit long-term impact. In line with the UNDP Social and Environmental Standards (SES), the country office will work with government and implementing partners to embed social and environmental safeguards across all activities, align initiatives with national priorities, support multi-year interventions for sustainability, and build partnerships with financial institutions and the private sector for scalable solutions.

40. UNDP will prioritize high-impact interventions under each programme priority, guided by a resource mobilization plan targeting key partnerships to mobilize the $30 million non-regular funding. Regular reviews will ensure programme reprioritization based on funding availability and changing national needs.

41. This country programme document outlines UNDP contributions to national results and serves as the primary accountability framework to the Executive Board for aligning results and resources at the country level. The accountabilities of managers at country, regional and headquarters levels with respect to country programme implementation are defined in the UNDP Programme and Operations Policies and Procedures and its Internal Control Framework.[37]

42. The programme will be nationally executed; however, direct implementation modalities may be applied for part or all of the programme in cases of *force majeure* in coordination with national authorities. The Harmonized Approach to Cash Transfers (HACT), will be used in coordination with other United Nations organizations, to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to relevant projects in accordance with the UNDP financial management policies.

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[36] UNDP portfolio will follow a results chain and theory of change to ensure strategic, integrated programme delivery. It will streamline interventions, enhance coherence across result areas, optimise resources, and strengthen project management capacity.
[37] https://popp.undp.org

IV. Monitoring and Evaluation

43. UNDP, in collaboration with the United Nations system, the Central Statistics Office[38], academia, private sector and research institutions, will strengthen national data systems using digital technologies to enhance accuracy, disaggregation, and monitoring frameworks such as the National Development Plan, the Nationally Determined Contributions and SDG reporting.[39] These efforts will integrate evidence into programme planning and budgeting. Capacity-building in results-based management, evaluation and knowledge management—with technical support from the regional office and headquarters as needed—will strengthen feedback loops, enabling data-driven programme adaptation.

44. UNDP will align country programme monitoring and evaluation with the United Nations Sustainable Development Cooperation Framework by participating in results area groups, utilizing the UN INFO platform, and conducting joint monitoring missions with partners, donors and United Nations entities to ensure alignment and accountability. Insights from evaluations will inform programme refinements by the Country Programme Document Board. Programming standards will be upheld through project quality assurance, the Harmonized Approach to Cash Transfers (HACT), spot checks, output verification and financial audits. Evaluations will follow UNDP guidelines, with plans updated as priorities evolve. Lessons learned, sex-disaggregated results and adherence to social and environmental safeguards will inform future interventions and be systematically tracked through Results-Oriented Annual Reporting, midterm reviews and technical evaluations. Programme cycle insights will support the Local Programme Appraisal Committee in designing new interventions.

45. At the outcome level, periodic evaluations of relevant portfolios will be strategically planned and budgeted, with at least 1 per cent of programme resources allocated to monitoring and evaluation. Evaluation findings and data insights will guide programme adjustments and inform decisions by the Programme Board. UNDP, alongside United Nations partners, will strengthen capacities of implementing partners and government counterparts to optimize development outcomes.

46. Recognizing the importance of communication, 1 per cent of programme resources will support amplifying UNDP impact, disseminating development results and engaging stakeholders. A knowledge management strategy will foster thought leadership and leverage evidence for informed programming, communications and decision-making.

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[38] Focus on strengthening statistical capacity, supporting national surveys for informed socio-economic planning, and integrating data into policy frameworks to enhance evidence-based governance.

[39] UNDP will support results reporting by enhancing data systems, monitoring frameworks, and evidence-based tracking, in collaboration with the Ministry of Economic Planning and Development, UN Resident Coordinator's Office, UN organizations, and key stakeholders. It will leverage digital tools for data collection and disaggregation, align reporting with national frameworks, build institutional capacity, and refine policy, budgeting, and programme planning through real-time feedback loops.

ANNEX A: RESULTS AND RESOURCES FRAMEWORK

NATIONAL PRIORITY OR GOAL: Efficient Public Service Delivery that respects Human Rights, Justice and the Rule of Law (priority area 2); Good Government, Economic Recovery and Fiscal Stability (priority area 5)

COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1: By 2030, people in Eswatini are benefiting from efficient and resilient systems that deliver quality services particularly for the vulnerable populations.

RELATED STRATEGIC PLAN OUTCOME: No one is left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development (outcome 2)

COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US$)
1. Corruption Perception Index (CPI) score. Baseline (2024): 27 Target (2030): 32 2. Proportion of the population satisfied with their last experience of public services Baseline (2024): 33% Target (2030): 40%	Source: https://www.transparency.org/en/countries/swaziland Frequency: Annual Responsibility: UNDP Source: UNDP Frequency: Annual Responsibility: UNDP	**1.1 Strengthened governance systems to promote good governance, human rights, equitable development, and access to justice.** Indicator 1.1.1: Number of measures to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors (IRRF 2.1.1). Baseline (2025): 1 Target (2030): 4 Source: Line Ministry Performance Reports Frequency: Quarterly Indicator 1.1.2: Number of government agencies implementing	United Nations Population Fund, United Nations High Commissioner for Refugees, UN Women, Office of the United Nations High Commissioner for Human Rights, International Organisation for Migration, United Nations Office on Drugs and Crime Ministry of Finance, Ministry of Justice and Constitutional Affairs Ministry, Prime Minister's Office, Ministry of Public Service, Deputy Prime Minister's Office	**Regular $1,600,000** **Other $813,000** *(to be mobilized)*

		at least 40% of their strategic plans and policies. Baseline (2025): 3 Target (2030): 8 Source: UNDP Reports Frequency: Annual Indicator 1.1.3: Number of people supported who have access to justice (legal aid, alternative dispute resolution, small claim courts), disaggregated by sex (modified IRRF 2.2.3). Baseline (2024): 1225 [40] Target (2030): 4200 (M: 1500, F: 2000) Source: Legal Aid, Small Claims Reports Frequency: Annual **1.2 Strengthened capacity for civic participation to enhance social cohesion, particularly for women, youth, volunteer and vulnerable groups.** Indicator 1.2.1 Number of people including youth and women trained on principles of governance, peacebuilding, and human rights-based approach, disaggregated by disability status, sex, and other minority groups (modified IRRF 2.2.3). **Baseline (2025):** Total: 0	Civil Society Organisations, Volunteer Involving Organizations, Coordinating Assembly for NGOs	

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[40] Baseline data is not disaggregated but target data will be disaggregated.

Youth (ages 15-35): 0
Women: 0
Other minority groups: 0
Persons with disabilities: 0
Target (2030):
Total: 425
Youth (ages 15-35): 150
Women: 150
Other minority groups: 150
Persons with disabilities: 50
Data source: UNDP Reports
 Frequency: Annual

Indicator 1.2.2. Number of
initiatives to promote civil society
(including volunteer organisations)
involvement in the public sphere
including social cohesion
frameworks
Baseline (2025): 2
Target (2030): 5
Source: UNDP Reports
Frequency: Annual

1.3 **Strengthened local governance
and improved access and quality
of services for all, using
digitalization as an enabler.**

Indicator 1.3.1 Number of new
measures, including digital
initiatives, which improve agility
and responsiveness of local
governance institutions for basic
service delivery (IRRF 2.3.2).
Baseline (2025): 1
Target (2030): 3
Source: UNDP Reports

		Frequency: Annual Indicator 1.3.2 Percentage of population using digital e-government services (modified IRRF E.1.3). Baseline (2025): 0% Target (2030): 25% Source: UNDP Reports Frequency: Annual		

NATIONAL PRIORITY OR GOAL: Enhanced Social and Human Capital Development and Sustainable Livelihoods (priority area 1); Efficient Economic Infrastructure Network and Innovation (priority area 3); Enhanced and Dynamic Private Sector Supporting Sustainable and Inclusive Growth (priority area 4)

COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2: By 2030, Eswatini has strengthened systems that promote inclusive and sustainable economic growth and expanded livelihoods especially for youth and vulnerable populations.

RELATED STRATEGIC PLAN OUTCOME: Structural transformation accelerated, particularly green, sustainable and digital transitions (outcome 1)

COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US$)

1. Poverty rate (percentage of population living below the national poverty line)
Baseline (2023): 52%
Target (2030): 50%
 	
2. Unemployment rate, disaggregated by age-and sex
Baseline (2023): National: 37%
     Youth: 56%
     Female; 27.99
Target (2030): National: 30%
     Youth: 50%
     Female: 25%
	Source: Central Statistics Office
	Frequency: Annual
	Responsibility: UNDP
	
	Source: Central Statistics Office
	Frequency: Annual
	Responsibility: UNDP
	
	Source: Central Statistics Office
	Frequency: Annual
		2.1. Enhanced capacities that facilitate economic growth, create equitable access to decent jobs, inclusive volunteerism and sustainable livelihoods including MSMEs, and foster entrepreneurship particularly for youth and vulnerable populations.
		
		Indicator 2.1.1. Number of policies, strategies, or regulations adopted and implemented to support sustainable and inclusive economic growth, job creation, and entrepreneurship
		Baseline (2024): 2
		Target (2030): 5
			United Nations Environment Programme, United Nations Educational, Scientific and Cultural Organization, International Telecommunication Union
			
			Ministry of Natural Resources and Energy, Ministry of Tourism and Environmental Affairs. Ministry of Commerce, Industry,
				Regular $1,191,000
				
				Other $29,742,000

3. Areas of natural resources that are managed under sustainable use, conservation access and benefit-sharing regime: Baseline (2024): 5% Target (2030): 10%	Responsibility: UNEP	Source: Ministry of Economic Planning and Development Quarterly Reviews, Central Bank of Eswatini Annual reports Frequency: Annual Indicator 2.1.2: Number of functional value chains (production, storage, processing, marketing, consumption, and tourism tourism) promoted. Baseline (2025): 0 Target 2030: 4 Source: UNDP Reports Frequency: Annual Indicator 2.1.3: Percentage of youth and vulnerable populations trained who transition into employment or entrepreneurship (includes iHubs, innovation centres, mentorships, volunteer deployments). Baseline (2025): 45% (Female: N/A; Rural: N/A) Target (2030): 65% (Female: 60%; Rural: 55%) Source: Ministry of Commerce, Industry and Trade reports, UNDP Annual Reports Frequency: Annual **2.2. Enhanced institutional and community capacities to build long-term resilience and sustainability in the face of climate risks, biodiversity loss, pollution and energy deficits.**	and Trade, Ministry of Sports, Culture, and Youth Ministry of Education, Ministry of Economic Planning and Development, National Disaster Management Agency, Civil Society Organisations Volunteer Involving Organizations African Development Bank, Global Environment Fund, Green Climate Fund	

		Indicator 2.2.1: Number of communities (chiefdoms) directly benefiting from early warning mechanism and initiatives to protect nature and promote sustainable use of natural resources (modified IRRF 4.1.1). Baseline (2024): 9 Target (2030): 23 Source: Ministry of Tourism and Environmental Affairs Reports Frequency: Annual Indicator 2.2.2: Number of companies/MSMEs implementing cleaner production and circular economy initiatives/measures. Baseline (2025):0 Target (2030): 25 Source: State of Environment Report, project reports Frequency: Annual Indicator 2.2.3 Installed renewable energy-generating capacity for individual and business use solar Baseline (2025): 1 MW Target (2028): 2 MW Source: UNDP Reports, ESERA Annual Report Frequency: Annual **2.3. Strengthened government capacity to increase efficiency in domestic financial resource mobilization, management, as well as accessing external financing.**		

		Indicator 2.3.1: Number of public financial management reforms implemented to improve efficiency and accountability. Baseline (2025): 0 Target (2030): 3 Data source: Ministry of Finance Reports Frequency: Annual Indicator 2.3.2: Number of tax policy reforms or administrative measures implemented to enhance revenue generation. Baseline (2025): 0 Target (2030): 2 Source: Eswatini Revenue Services Annual Report Frequency: Annual Indicator 2.3.3: Number of innovative financing initiatives developed and implemented by government and private sector. Baseline (2025): 0 Target (2030): 3 (GoE: 2; Private sector: 1) Source: Ministry of Economic Planning and Development Reports Frequency: Annual		

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