



# His Majesty's Government

## Programme Of Action

### [2013 - 2018]

Education



Economic Prosperity

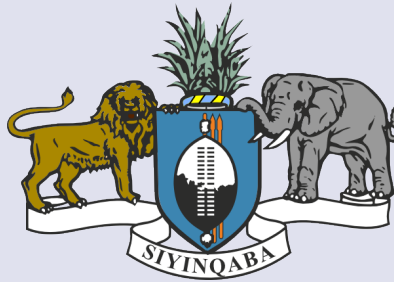
# Development Unusual

The Route To The First World Kingdom

Service Delivery



Infrastructure



Kingdom of Swaziland

# **HIS MAJESTY'S GOVERNMENT**

## **PROGRAMME OF ACTION**

**2013 - 2018**

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## FOREWORD

### Content

This document presents His Majesty's Government's Programme of Action for the period between 2013 and 2018 and projects forward to the year 2022, tracking national progress towards attainment of His Majesty the King and the nation's vision of being a First World country by 2022. The document also presents the shared definition of First World Status and summarizes the Swaziland Development Index (SDI), which is a set of key indicators that the government will be tracking over the period. The SDI and definition of a First World country status, is the product of work undertaken over several months, including consultations within Government and with the broader public which took place in June 2014. The Programme of Action is a consolidation of specific Action Plans produced by Government ministries and departments with respect to their various areas of responsibility. These plans contain a number of elements: firstly a goal, a set of objectives and ministry specific indicators to measure progress for the period to 2022. They also contain a plan of action covering the five year period to 2018, covering a set of outcomes, outputs, and strategies. This narrative has been drawn from the ministerial action plans.

### The Process

The First World Status Vision motivated the development of the Swaziland Development Index and the Programme of Action. Coordinated by the Policy and Programme Coordination Unit (PPCU) in the Prime Minister's Office, with the overall guidance of Cabinet, Government worked intensively on this over several months. The SDI element of the work was developed by a task team comprising officers from the PPCU and the Ministry of Economic Planning and Development (MEPD). All Government ministries and departments developed their respective action plans in accordance with a set structure, which were reviewed by the Prime Minister's Office. Officers from the PPCU worked with the ministries to strengthen their plans such that they conformed to the required format and the desired objective of the plan. Formal bilateral consultation meetings as well as informal consultations occurred between the PPCU and Ministries and Departments. The consultation process was eventually taken to national stakeholders at a national consultative forum convened on 2-3 June where the plans, along with the SDI, were presented to over 500 participants representing a wide range of stakeholder groups,. At this event, national stakeholders got the opportunity to define what "First World Status" means to them, considered the concept of the SDI, and the specific ministerial action plans in light of the national aspiration to reach First World Status by 2022. Government also opened the opportunity for those who did not attend the consultation forum to forward their written feedback and comments to the Prime Minister's Office within the subsequent two weeks. Once all feedback was collated it was reviewed, synthesized and analysed, and as much as possible incorporated into the draft documents, and the revised Programme of Action presented in this document was produced. The contribution of all individuals, institutions and Government Ministries and Departments is gratefully acknowledged, as without their valuable input it would have been difficult to get the material contained in this document.



### Structure and use of the plans

The Programme of Action, along with the SDI and the customized definition of First World Status presented in this document are intended primarily for use in monitoring and evaluating progress towards the targets set in both the plans and the SDI. By identifying a full set of specific outcomes, outputs and strategies for each ministry it will be possible to track progress, and ensure responsibility for achieving the targets. The documents remain working documents, as they will be updated to take into account any changes in the development landscape of the country; and there are areas and elements, particularly the ministry specific indicators, which will be further updated. Indeed, though we have endeavoured to be as comprehensive as possible, there may be areas of critical importance that might have been omitted. Should anyone observe such major omissions of critical national importance, they may advise us through the [ppcu-swazi@gov.sz](mailto:ppcu-swazi@gov.sz) email, and we will endeavour to address them. This document and the compendium of Action Plans for Government Ministries and Department are available in the Government website: [www.gov.sz](http://www.gov.sz).

In essence, the Programme of Action is a product of extensive consultation of a wide range of stakeholders, and as such it is a national document. I am deeply honoured to present it to the Nation; and solicit the participation and support of all individuals, institutions, organisations and partners in ensuring that the aspirations espoused herein are realized.

**Dr Barnabas Sibusiso Dlamini**  
Prime Minister



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## PROGRAMME OF ACTION 2013-2018

### 1. INTRODUCTION

His Majesty King Mswati III and Ingwenyama has bestowed upon us, the Cabinet, the honour of leading His Majesty's Government in its responsibility of carrying out a Programme of Action 2013-18. That Programme, which is presented to His Majesty, Her Majesty, Parliament, the Judiciary and the Swazi Nation, represents the steps that the Government will take, through best service delivery, to improve the prosperity of Swazis over the coming five years to 2018.

### 2. BACKGROUND

While the global financial crisis, which emerged in 2007, was resolved to a large extent, the residual damage to economic growth is still evident in many countries. Swaziland's export markets, mainly South Africa and the countries of Europe and North America, continue to carry low rates of economic growth which leave the impact of reduced purchasing power and thus modest levels of demand for Swazi goods. In an economy substantially dependent on the spending ability of its public sector, the level of receipts for the Swaziland Government from the Southern African Customs Union (SACU) has a significant impact on private sector activity. It is also a key determinant of the extent and quality of public service delivery, which stands at the top of Government priorities. Although the level of SACU receipts has seen a rise in the past two years, reducing to a less severe degree the fiscal stringency in the public sector, the unpredictability and uncontrollability of this source of revenue, from a Swaziland perspective, remains a key challenge for the new Government.

It needs to be emphasized that the type of growth we want is growth due to rising productivity of Swazi workers, rather than growth due only to temporary raised SACU receipts. Growth due to higher productivity will ensure that the improvements are sustained rather than temporary, and shared rather than concentrated in small parts of the economy.

## 3. STRATEGY FOR THE 2013-2018 Government AND TO 2022

### 3.1 VISION 2022

In 2010 His Majesty the King and Ingwenyama presented to the Nation his Vision that Swaziland should be a first world country and that progress towards that Vision should be evident by 2022. This was a key aspect of Vision 2022. A definition appropriate to Swaziland has since been developed as follows:

*"A first world country is one where all citizens are able to sustainably pursue their life goals, and enjoy lives of value and dignity in a safe and secure environment. This implies equitable access to sufficient resources, education, health, food security and quality infrastructure and services, as well as good governance."*

Within the coming eight years to 2022, the next five years represent a large portion. An important strategy is therefore that the activities of the 2013-2018 period make a significant contribution towards the attainment of the Vision. Vision 2022 accordingly represents the motivating strategy for this Government, and the base upon which our Programme of Action is built.

### 3.2 SWAZILAND DEVELOPMENT INDEX 2022

In the 2014 Speech from the Throne His Majesty commanded us to draw up a framework of key indicators and targets to track our progress to 2022. The Swaziland Development Index (SDI) 2022 has been prepared for this purpose and has eight Focal Areas - economic prosperity, agriculture and environmental sustainability, education, health, service delivery, infrastructure, governance and corruption. The Index includes key measures of development such as infant mortality, maternal mortality, access to water and proximity to health services. Whilst the SDI 2022 has been drawn up by Government, a Consultative Forum in the SMART Partnership format was held on 2<sup>nd</sup> and 3<sup>rd</sup> June 2014 at which over 500 representatives of a



broad range of stakeholder groups reviewed, and made suggestions in respect of:

- i) the definition of First World Status,
- ii) the Swaziland Development Index and
- iii) the Programme of Action 2013-18.

To track our progress over the coming years to 2022 there has to be a framework of indicators. To obtain a good understanding of Swaziland's current position in relation to first world status, the current (baseline) data has been shown for each indicator. This enables us to achieve a clear understanding of our present position and the extent of required improvements over the coming years. Against each indicator we have set challenging but achievable targets for each year up to 2018 and subsequently to 2022.

It needs to be recognized, at the outset, that the targets will only be met if there is a very substantial increase in economic growth. This has to come from a huge expansion of foreign and domestic large scale investment, and substantially accelerated growth in small, medium and micro scale enterprises which will produce the domestic-source revenue that Government needs to meet SDI 2022 targets. Everybody nationwide has a part to play in what we might call the **social contract** – making the commitment to work harder, collaborate honestly and productively, and drive relentlessly to make Swaziland a nation of entrepreneurs.

Within SDI 2022 we have also identified targets. These are tough but achievable targets with one key proviso – that we achieve a very substantial increase in economic growth to generate the necessary resources. Performance against each indicator will be reported annually.

The prevailing theme for the Programme of Action 2013-2018 is therefore the drive to secure a huge expansion of foreign and domestic large scale investment, substantially accelerated growth in small, medium and micro scale enterprises, giving rise to taxes and duties that will enable Government to meet the service targets of 2022.

### 3.3 “DEVELOPMENT UNUSUAL”

In the previous Government we adopted the mantra “business unusual” to capture the concept of re-engineering the way in which Government business was carried out. “Development unusual,” which is a keynote of the new Government, is a strategy that is similarly concerned with the transformation of business processes with particular emphasis on an intensified approach to achieving targets in the further development of our economy, social services, natural resources and infrastructure, with a long range link into Vision 2022.

Critical in the pursuit of our development agenda is the need for a radical shift in mindsets and practices to align with those of developed countries.

### 3.4 FISCAL PRUDENCE

It is important to remember the importance of fiscal prudence and financial control. In the last few years the global financial crisis, with the resultant economic recession among our trading partners, gave rise to severe fiscal difficulties in Government, requiring a considerable amount of both stringency and resourcefulness from Government within the Fiscal Adjustment Roadmap, and necessitating some reduction in our planned capital programmes. It is important that we learn the lessons from this experience. Given the uncertainties attached to future revenue receivable from the Southern African Customs Union (SACU) it is essential, where the revenue arising from the annual SACU payment is higher than expected, that we build a financial cushion to protect our public sector from any downside trend that might arise in future years.

Moving away from this heavy reliance on SACU revenue for the bulk of public sector financial resources requires a very substantial increase in our domestic-source revenue. As in most free market economies of the world this will arise primarily from taxes and duties and it is envisaged that the recent performance of the Swaziland Revenue Authority (SRA), in increasing the revenue from these sources, will be continued throughout the period. The universal acceptance



of, and commitment to, the obligation of all individuals and companies to meet the legislative requirements in respect of taxes and duties will make Government's task considerably easier.

Government will be a faithful steward of the resources under its control and, in addition to sustaining the improvements in financial control achieved in the last Government, we will ensure that we draw up, and adhere to, budgets that are not only accurately targeted on national priorities but also sustainable. Maintaining a fiscal policy that recognises the importance of our capital expenditure needs, while keeping the annual Government Budget deficit at a level no higher than low single figures, will have close attention throughout the Government.

By far the largest component of recurrent expenditure is the public sector payroll which, at 15% of GDP, and 55% of Government recurrent expenditure, is one of the highest in sub-Saharan Africa. With a determination to avoid redundancies as far as possible, Government will pursue a tight policy of keeping the number of new posts to the absolute minimum, while introducing a performance management system for all civil servants and achieving downsizing through retirement and natural causes.

We will retain a constant awareness of the importance of efficient and effective Government financial performance, tighten our processes and further develop internal audit to eliminate wastage and pursue relentlessly the goal of driving out corruption. We will always seek to achieve the greatest return for every lilangeni spent by Government. To do this it is important to move towards performance budgeting – that is, budgets drawn up with particular reference to recent performance against target.

#### **4. PROGRAMME OF ACTION 2013-2018**

The Programme of Action 2013-2018 represents a detailed strategy and action plan that sets out the contribution that Government Ministries will make in all the **eight Focal Areas** over the period from the present day to 2018. Each Ministry

has developed its own strategy and action plan, explaining how its outputs will impact on the SDI 2022 and the contribution towards achieving first world status by 2022. Progress will be tracked through annual performance targets with performance agreements signed annually by Ministers and Principal Secretaries. There will be periodic reports to Parliament and the Nation.

To be consistent with the SDI 2022, the Programme of Action 2013-2018 is presented under the headings of the eight Focal Areas - economic prosperity, agriculture and environment sustainability, education, health, service delivery, infrastructure, governance and corruption.

#### **5. ECONOMIC PROSPERITY**

The **first Focal Area** is **economic prosperity** for which the main indicators are GDP per capita, extent of poverty, level of unemployment and income inequality (Gini coefficient). The key to achieving these is accelerated economic growth that will create jobs, raise incomes, reduce poverty and increase the amount of Government resources for our work. Below is presented the details of how Swaziland will achieve a substantial, sustained economic growth targeted at a minimum of 5% per annum, with an unemployment rate reduced from the present figure of 15% by 2022.

##### **5.1. Faster Industrial and Commercial Growth and Job Creation**

Government does not create jobs other than in its own public sector. But it is certainly responsible for creating an attractive and capacitating environment that encourages private sector growth and the creation of jobs. Most, if not all, of the indicators of SDI 2022 are about higher service levels which demand more resources, combined with greater efficiency in the use of the resources. Those additional resources have to come from considerably faster economic growth - that is, making more, growing more, and providing more services of value.

And Government's role in achieving that is to improve the business environment. Not at a pedestrian pace with a minor improvement here or there, but at an unprecedented speed. Our





task will, quite simply, be to be able to offer a better business environment than other countries, especially our neighbours. That is precisely why securing a dramatic improvement in our business environment will be of paramount importance to Government in the coming five years. Within this Focal Area of Economic Prosperity are included commerce and industry and tourism. Agriculture will play a key part and is given a separate focal area below.

His Majesty the King re-launched the Investor Roadmap (IRM) towards the end of the previous Government together with the country's new brand *Swaziland: Africa's New Promise*. The IRM will continue, but at a substantially faster rate of implementation, to be the guiding route to the comprehensive reform of our business environment. Some achievements have been secured over the past two years but it is only from a rapid and substantial upward shift in the pace at which we change our environment and improve public service delivery that our economic growth targets will be met. The big shift in pace demands a significant change in the style that the public sector adopts.

For this purpose a fully-mandated, dedicated and appropriately staffed IRM Unit is to be established within the next few weeks. The *modus operandi* of the IRM Unit has been agreed, and some external professional guidance and support is under discussion. The target is a substantial improvement in ranking within the *World Bank Ease of Doing Business Index*, which stands as the most prominent globally-accepted measure of business climate reform. Every effort will be made to move from the present global position 123 in the Index to position 60 by 2018, with a further progression to position 50 by 2022. All Ministries will be directed to collaborate fully with the new IRM Unit, and their performance will be reported by the Unit regularly and directly to Cabinet. This Government recognises that a dynamic business environment requires an appropriate structure of incentives and other forms of support, to both large and small scale enterprises, to meet the needs of changing times. A study has

recently been undertaken that has examined all the possible incentivisation options to attract more foreign direct investment (FDI) of the requisite type and standard, as well as encourage rapid growth at small, medium and micro-scale enterprise (SMME) level. One particular incentive – the provision of further factory shells to provide the rapid accommodation of investors - is already captured in an existing programme that will continue, and will include the transfer of the existing stock and the construction of new factory shells under the recently re-launched National Industrial Development Corporation of Swaziland (NIDCS). Other methods of capacitating investors will be examined in a way that encourages new and existing investors to adopt a long-stay attitude to operating in the Kingdom. The approach to incentivisation will be resourceful and not restricted to fiscal measures. The ultimate package will make Swaziland stand out as the investment destination of choice to new and existing large-scale investors, as well as making more Swazis want to start, and be capacitated in, a life of sustainable commercial activity that feeds, clothes and educates their children.

Additional to the IRM reform measures, the National Industrial Policy implementation plan will be launched to stimulate industrial development, part of which will include the continued development of industrial estates which, by 2018, will have delivered 310 hectares at Sidvokodvo Industrial Estate, and 42 hectares in the second phase of the Matsapha Industrial Estate.

The importance of large-scale foreign direct and domestic investment of the right quality, cannot be over-emphasised, since it introduces *off its own bat* the immensely valuable package of capital, equipment, technical expertise and access to the global market. But our long-term economic prosperity will depend more substantially on the growth of our small, medium and micro-scale enterprises (SMMEs). And that means creating a nation of entrepreneurs. In all of these sectors that will drive future economic growth in the Kingdom, the youth will be the subject of special focus. They are the future of our society and our economy.



We will make entrepreneurship as appealing and fashionable to our young people as are the use of cellphones and ipods. The entrepreneurship culture will be developed through the ongoing preparations for the subject's inclusion in the school curriculum, to the continuation of our support for the Junior Achievement and ENACTUS programmes at secondary and tertiary levels respectively, and an improvement in the level of resources and active mentoring within the Youth Enterprise Revolving Fund initiative.

Foreign direct investment (FDI) of the right quality will be energetically sought since it lays out rapidly a core of commercial and industrial development, spawning SMME growth to meet its needs. Of considerable relevance in this regard will be the launching of the *Buy Swazi* campaign and the achievement of five big-to-small business supply linkages per annum.

Government will intensify its activities in seeking to remove all barriers to SMME growth. These are primarily the limited access to affordable finance, shortage of technical skills and remoteness from the domestic and global supply chains. In addition to re-capitalising the Small Scale Enterprise Loan Guarantee Scheme we will engage the financial sector directly to develop a less risk-averse approach to lending, recognizing that there are clearly mutual benefits to be gained from a growing economy. A more positive attitude to lending will be encouraged in which the strength of a business plan and credibility of the borrower carry more weight than the availability of collateral. The shortage of business skills will be addressed in a SEDCO training programme for aspiring entrepreneurs which will train 650 individuals a year on business-related skills. Knowing how to price a product, keep financial accounts and separate business from personal finances are skills needed across all commercial activities. Bringing would-be entrepreneurs in touch with the opportunities will be improved through the establishment of one-stop centres across the country.

A further, and entirely new initiative, will be the implementation of the recently announced policy

of providing intensified Government support to the growth of commercial activity in a number of selected products in which Swaziland is judged to be competitive regionally and internationally. The handcraft sub-sector will lead the way and implementation of the Handcraft Roadmap, currently being drawn up, will revive the industry, create in excess of 2,000 jobs over the coming five years, and turn potential into reality. This initiative will be replicated in a number of other products, such as honey, and the details announced in the coming weeks. This will be linked to the One Household One Product programme which is currently underway and is targeted to engage 1,000 households a year from now on. The cooperative represents a practical and viable form of business entity and we shall continue to encourage growth in this area as a means of attracting individuals, especially the youth, into business activity. Five schools per region will receive support and five out-of-school youth groups will be educated on the merits of cooperative business activity.

A number of important pieces of legislation in the area of intellectual property, liquor sales and the citizen economic empowerment will be amended or submitted to Parliament. At the same time, the work of the Swaziland Standards Authority will be accelerated to ensure that our products, of whatever kind, meet international standards and can make the necessary impact within the global supply chain.

The Economic Recovery Strategy will continue to play a catalytic and facilitation role in the mobilization of foreign direct investments, use of Public Private Partnerships (PPPs) and domestic investments emanating from the use of the 30% local asset requirement. The focus of substantial public and private investments will be in mining, infrastructure development, agriculture, tourism, industrial development, energy and information and communication technology.

Whether through FDI, local large scale industrial expansion or SMME growth, the improved business environment is targeted to create 6,000 new jobs each year from now on.



We will develop a National Human Resources Policy and Strategy that will better identify the skills required by our economy and then regularly review the national training priorities to match the skill needed. Government will also continually review our labour laws to be in line with best practice, and intensify the programme of labour and health and safety inspections while also strengthening dialogue at national and shop floor level.

### **5.2. Tourism Growth & Job Creation**

We, as a Nation, are blessed with countryside of outstanding natural beauty, excellent game parks and unique cultural attractions. As a means of attracting trade and investment, without threatening the safety of our wildlife, degrading the environment or disturbing communities, our tourism sector offers a unique facility to the investor that no other country can precisely match. Therein lies an area of huge potential containing significant growth opportunities. Yet our tourism industry has instead started to reveal closures and other recessionary characteristics. This is largely a function of poor economic growth figures in our tourist-source countries but there is also an absence of product development that meets the present-day demands of the tourist, whether domestic, regional or inter-continental. Swaziland needs more tourism investment and more tourists in an industry that is known to be hugely labour-intensive. The recently produced Tourism Development Strategy will be converted to a time-bound action plan at the same time as identifying a Product Development Strategy, as well as a review of visa regulations and processes, improvement of signage and promotion of tourism investment opportunities that embrace the potential offered by the new King Mswati III International Airport. A marketing programme that includes hosting 10 tour operator and travel media groups each year, and the annual worldwide distribution of 60,000 copies of the Swaziland Official Tourist Guide will be carried out. A review of existing community tourism projects and a programme to enhance existing ones, and motivate the development of new ones, will be carried out. Representation companies have been appointed in South Africa and

Mozambique that will provide quarterly reports on their promotional activities for Swaziland, and a Memorandum of Understanding has been signed with United Kingdom tour operators for a joint marketing programme.

At direct investment level, through its parastatal, Swaziland National Trust Commission (SNTC), there will be a revamping of facilities at Malalotja, Mantenga and Mlawula to meet international standards, and a programme to identify further commercialization opportunities in national sites. The target is to improve the tourism environment to secure a 5% per annum increase in the tourism accommodation spend in real terms, and to place Swaziland in the top 20 tourist destinations in Africa by 2022.

## **6. AGRICULTURE AND ENVIRONMENTAL SUSTAINABILITY**

The **second Focal Area is agriculture and environmental sustainability**. Agriculture has been the backbone of our economy for many decades and is of huge importance to all Swazis. In addition to eliminating the barriers to growth that has been mentioned above in the context of commerce and industry, agriculture will receive an accelerated support in three key areas – broader access to water for irrigation purposes, assistance in the diversification of crop production and encouragement of adding value to primary crops through an increase in agro-processing activity.

### **6.1 Faster Agricultural Growth and Job Creation**

To achieve our growth targets we have to secure a paradigm shift from current dryland, subsistence farming to irrigated, commercial agriculture. So, by the end of the Government, we will have a further 25 medium-sized dams as well as each year constructing 12 small earth dams as part of the plan to increase the area under irrigation by 10,000 hectares by 2018 which should provide the platform for a further increase of 4,000 hectares by 2022. In addition to extending the irrigation network, a programme is underway to improve the efficiency of existing systems on average by 50%. These infrastructure measures, which should



ensure farmers are engaged in their development, will motivate farmers into all year round cultivation. Food security is a compelling ambition in our country. We will continue to build capacity among our farmers to increase yields in our food crops. We have set the target of raising maize production to 140,000MT by 2018 and to 160,000MT by 2022, representing a 60% increase on present levels. This will require a price support scheme for farmers and a local seed production programme, as well as input assistance for farmers. The latter will include the increase of tractor hire service centres from 18 to 50 by 2018, resourced from the acquisition of a further 100 tractors. There will be extensive training, especially on soil sampling, and a scheme for the subsidized provision of fertilizers, seeds and lime to 21,500 farmers on the same number of hectares, and a revolving fund for farmers to access credit. Average yields will be enhanced to 2.5 MT per hectare by 2022.

Government will also assist farmers and communities in the diversification of their agricultural products. There will be a particular focus on assistance, especially training schemes for 2,000 farmers each year, to give rise to increased production in selected products such as fish, baby vegetables, indigenous chicken and cotton. Annual deliveries of vegetables and chicken to NAMBOARD – a reasonable measure of commercial vegetable production at SMME level – is projected to increase from E12 million in 2013 to E25 million in 2018 to reflect the impact of the training and capacitation initiatives underway.

Production targets are empty ones without adequate storage arrangements. The existing storage capacity of 23,500 MT at institutional level will be increased over the period of the Government to 40,000 MT through a programme of constructing or rehabilitating maize storage facilities.

For improved dietary diversity and income generation at household level there will be support for the production of leguminous, roots and tuber crops. This support will include, for these products, one formal market in each region,

training on water-harvesting techniques giving rise to the establishment of 5,000 Food and Nutrition Gardens, one per household. Ten indigenous chicken multiplication centres will be constructed by 2018. The fruit tree project will deliver seed to 30,000 households and schools across the four regions, an initiative that will connect with SEDCO's One Household One Product programme.

Adding value to primary products has to be another important strategy in the new Government. Funds from the ongoing European Union assistance to agro-processing activity will enable Government to continue to roll out training and cash assistance to encourage this important aspect of raising value addition in agricultural products. Government will support NAMBOARD and SWADE in the development of fruit and vegetable packaging centres, with at least one new NAMBOARD packaging centre constructed in each region. Through the various agricultural boards, access to more international markets will be achieved by NAMBOARD securing an increase in the number of products that are accredited for international markets. Key commodities in this regard are beef, pigs and chicken which commodities will be added to fruit and vegetables as the core business of NAMBOARD. Much of increased SMME production, such as vegetables, will serve to achieve import substitution.

Diversification without enhancements in productive efficiency will be fruitless. Through SEDCO there will be an improved training programme – in each year of the Government enhancing the skills of 210 in orchard farming, 90 in indigeneous chicken, 60 in honey, 60 in vegetables and 60 in piggery. The extension service which has not performed to the high level of earlier years will be upgraded by an intensified approach to rapid recruitment and effective deployment and monitoring. The legislation for a semi-autonomous agricultural research institution will be drawn up. In a small country the existence of extensive areas of unutilized land is to be avoided. A recent analysis of unused Government farmland will provide guidance on how best to ensure that such land is made available for productive farming by large and small scale investors.



Through further training and the loan of bulls, there will be an increase in the number of animals for slaughter stock from 55,000 per annum in 2013 to 70,000 by 2018, and to 90,000 per annum by 2022. A total of 100 farmers will be trained each year on fodder and hay production techniques, and 500 round and 5,000 square bales each year will be produced from Government farms.

## **6.2 Environmental Sustainability**

Maintaining the quality and diversity of our environment and natural heritage is of great importance to the Nation. Government will work closely with foreign investors and local firms to ensure that they comply with local environmental protection standards, as well as liaising with the regulatory agencies to ensure that there is a common understanding of what standards need to be maintained. Through an environmental awareness campaign in all 55 Tinkhundla all Swazis will be informed about the importance and necessity of maintaining our environment to its existing condition. In a related intervention, we will produce detailed maps outlining forest coverage and biodiversity resources, thus allowing more effective monitoring of our resources and inform our efforts on forestry management.

Land is the one factor of production that is fixed in supply. It cannot be increased and therefore warrants the best standards of control and protection. We will continue the programme of afforestation and reduced deforestation and land degradation, extending the forests and working with local communities across the country in tree planting programmes. These interventions will form part of a Climate Readiness Programme, in which we will aim to ensure that the economy of Swaziland can thrive despite the negative effects of climate change.

A multi-stakeholder task team will conduct consultations on the draft Land Policy and Land Bill at every Inkhundla. Community leaders and politicians will be hosted for special consultative sessions. These initiatives will form part of obtaining improved security of tenure for households and businesses on Swazi Nation Land,

as well as ensuring maximum economic utilization of this valuable national resource.

## **7. EDUCATION**

Education is an area which is not just of great intrinsic importance per se but also impacts on the other key Focal Areas such as health and the economy. **Education** is therefore the **third Focal Area** in our 2013-2018 Programme of Action. We recognize that education, in particular primary education, is a key contributor to accelerated economic growth, since both domestic job creation as well as foreign direct investment depend heavily on our work force having the key skills of literacy and numeracy. Also, education is an important ticket to a fulfilling social, cultural and communal life, one which needs to be extended to all Swazis.

### **7.1. Primary Education**

One of the key achievements of the Government in the recent past was the roll-out of state-funded primary education from Grade 1 to Grade 5 of public primary schooling. Currently, the overall net enrolment rate in primary education stands at 95%. The roll-out to the remaining grades 6 and 7 of primary school will continue over the Government and, in addition to increasing physical access to education, we will also focus carefully on the quality of the education we are providing. Textbooks, stationery and exercise books will be procured and distributed to all 600 primary schools each year. The repetition rate currently stands at over 15%, a figure that will be reduced over the coming five years, an objective that will be achieved mainly by increasing the percentage of teachers who are qualified. This will ensure that we bring the best teaching techniques to bear in the classroom and there will be 120 inspections each year to test those standards. Furthermore, Government is committed to improving the condition of schools in poverty stricken areas, ensuring that all learners are provided with textbooks, stationery and exercise books. By 2022, 98% of Swazi children are expected to be accessing good quality and well-resourced primary education at no charge. The qualified teacher to pupil ratio is expected to be sustained at the present level of 1 to 33. All primary schoolchildren will continue



to receive one nutritious free meal every school day. All classrooms are, at the present time, in the form of permanent infrastructure and this is expected to continue throughout the Government. Further infrastructure development will include the focus on reducing the walking distance to primary schools to a maximum of five kilometers. Structures in all primary schools will be modified to improve access for the disabled. An improved housing and transport package will be identified for teachers in very poor areas.

## **7.2. Secondary Education**

With a net enrolment rate of only 33% of children of eligible age, much still needs to be done to achieve the desired level. We are committed to extending access to secondary school and to improving its quality. Extended access will be achieved principally through extensions to existing secondary schools, this being the most cost-effective measure in many cases. Government will start the process of resolving the problem of low enrolment at secondary school level by standardizing school fees rate of secondary schools. To ensure good standards are sustained there will be 60 subject inspections, 6 panel and 10 pastoral inspections each year. There will also be a programme of at least 300 financial audits each year to confirm compliance with accounting regulations. In addition to this, a pilot programme of private sector audit of schools, under the supervision of the Auditor-General, will examine the feasibility of having every school audited once a year, an extremely important requirement given the history of financial malpractice. In addition, there will be performance audits of selected schools to establish the degree to which schools are spending effectively and efficiently, obtaining value for money.

All private schools will need to be registered and those not doing so or failing inspections will be closed.

The Government will carry out a programme to ensure that there are more qualified mathematics, science and ICT teachers in secondary schools, as these are key skills needed in our economy. The first part of the exercise will be to identify the

number of teachers required, then seek donor funding for the programme. The number of schools with agriculture in the curriculum will be increased from the present figure of 176 to 200 by 2018. A pilot programme is being conducted for the introduction of entrepreneurship in the curriculum to be rolled out to all secondary schools by 2018. A competency-based curriculum will be developed to address the quality of education. It is Government's intention to see an increase in secondary school enrolment to 60% by 2018 and 80% by 2022 though these will represent very challenging targets in view of the level of resources required.

## **7.3. Early Childhood Care and Education (ECCE)**

It is Government's intention to increase the number of children aged 3 to 5 years enrolled in ECCE from 40% today to 60% in 2018 and 80% in 2022. This will mainly be achieved by introducing grade zero in 60% of public primary schools by 2018, but also through increasing the number of centres registered for ECCE from 35 to 500 by 2018. To achieve this, Government will pursue a programme of collaboration with teacher training institutions to ensure that prospective teachers receive the necessary training required for early childhood care work. A standardised curriculum and training programme for teachers will be drawn up.

## **7.4. Tertiary Education**

The availability of degree courses will be boosted by the transfer of two teacher training colleges to the University of Swaziland (UNISWA) and upgraded to offer degree programmes. University science degree courses will be made to fit more precisely the needs of science teaching in secondary schools. To encourage an increase in the numbers of school-leavers pursuing mathematics, science and ICT courses, the number of degree course places for these subjects, as a proportion of total places, will increase by 10% per annum over the coming five years. There will also be a 10% increase per annum in the number of qualified science teachers in secondary schools. There will be a programme of tripartite consultation to agree the increase in facilities, teaching staff and allocation of scholarships to meet those priorities.



### 7.5. *Teachers*

To ensure that school leavers are well-equipped in practical and business skills we shall organize our teacher training institutions to be appropriately resourced and that the materials used to train teachers are available and up to date. We will also work with the higher education institutions to ensure that growth in science mathematics and ICT teaching enrolment is being encouraged. The ICT programme will be strengthened in all teacher training colleges to allow student teachers to major in that subject. We aim to ensure that our university graduates possess the skills necessary to meet the needs of a modern and vibrant economy. Consistency of service will be secured through an enhanced regulatory mechanism as well in the development of a comprehensive Higher Education Policy which will fit with existing systems and help improve service provision in the sector. A new teacher in-service training centre will be established and we shall review in-service and pre-service training programmes to ensure they are more responsive to the needs of teachers.

### 7.6 *Non Formal Education*

Government's commitment to education extends beyond children. Existing institutions of formal and non-formal education will be rehabilitated and 12 new rural education centres established. Government aims to raise the national literacy rate, currently at 89%, to a figure of 93% by 2018 and 97% by 2022. To achieve this we will work to ensure that all Swazis, of school-going age and beyond, have the capacity to access further education to solidify their skills and help them to acquire valuable new skills such as literacy to enable them to pursue their professional and personal goals. Meeting technical and vocational education (TVET) needs will be enhanced by the creation of a National Qualification Framework (NQF) and a competency based education and training curriculum. The number of TVET graduates prepared to enter the labour market will be increased from 1800 per annum to 2500 and 3000 per annum in 2018 and 2022 respectively. A programme will be undertaken to establish a link between TVET institutions and the labour market especially within the industrial sector.

## 8. **HEALTH**

Having a healthy Nation has always been a key priority and this will continue to be the case. **Health** is, therefore, the **fourth Focal Area** in the 2013-2018 Programme of Action and we will continue to target areas such as life expectancy, maternal and child mortality as measures of our progress, as presented in the Swazi Development Index 2022. A healthy nation will be more productive. In collaboration with our generous international partners, the Government will carry out an ambitious plan of action which will lead to improved health for all Swazis. We aim to secure an increase in life expectancy from 49 years in 2006 - the latest available figure – to 60 years by 2022.

Owing to the impact of our HIV and AIDS National Response over the past years, the HIV virus is no longer the terminal condition that prevailed until recent years. As we repair the damage to families, communities and the economy it is immensely heart-warming to see those with HIV back in command of their lives and looking forward to the future. The success of our roll-out of anti-retroviral therapy is recognized, and access to ART will be extended from the current figure of 100,000 with HIV, to 120,000 by 2018, and reaching 140,000 by 2022, as well as including 90% of all pregnant women with HIV, as well as providing treatment and therapy to 95% of HIV infected pregnant mothers.

The infrastructure is broadly in place. The emphasis now is on strengthening the referral system and tracking mechanisms. In this regard the number of facilities with integrated sexual and reproductive health, HIV and TB services will be increased from 11 in 2013 to 80 and 147 in 2018 and 2022 respectively. These measures will not only improve the survival rate of those with HIV but also reduce the proportion of HIV infected infants, shown at 18 months of age to be HIV positive, from 16.4% in 2011 to 5% in 2018 and 2% in 2022.

Nationally we have, to a degree, tamed the beast that is HIV and AIDS but we are still a long way from achieving our goal of an AIDS-free generation. The



incidence of new infections shown by the latest figures is 2.1% per annum, confirming a resistance to behaviour change in part of the population, among other causes. The very recently launched Extended HIV and AIDS Strategic Plan contains a sharp focus on reducing the level of new infections through new initiatives and programmes that address the issue of prevention. This will contribute to a reduction in the incidence of new infections to 1.7% by 2018 and 1.5% by 2022.

In addition, NERCHA will be spearheading an effort to ensure that 100% of all communities in both rural and urban areas receive the minimum package of HIV and AIDS services. This work is to reduce national disparities in health service provision and ensure that all Swazis get a minimum standard of care.

Other communicable diseases still present a substantial challenge to Government health services. We shall continue to improve our provision of health services to patients with tuberculosis (TB), improving our detection rate and increasing the rate of curative success. Specifically the Ministry has committed itself to increasing the proportion of co-infected TB/HIV patients who are initiated on both HIV and TB treatment from 56% to 80% by 2018. We have targeted a 95% rate of curative success in TB patients by the same date. The current death rate among TB/HIV co-infected patients is expected to fall from 10% at the present time to less than 5% in 2018. One important area in the health sector, in which we have had significant success in recent years, is malaria. We are committed to building on this success and we envisage that, by 2018, 100% of all malaria cases will have been diagnosed and treated in accordance with our national guidelines. **We will eliminate malaria in the Kingdom of Swaziland by the year 2018!**

In addition to our work against infectious diseases, we aim to address the issue of maternal and child mortality, reducing the number of maternal and child deaths by over half by the year 2022. Child mortality is most closely related to health care and nutrition. Our child mortality rate will fall from 80

deaths per 1,000 to 68 per 1,000 in 2018 and then 60 per 1000 in 2022.

The maternal mortality rate currently stands at 320 per 100,000 births. One key output of this Government, and contributor to reducing the level of maternal mortality, will be the increase in the number of skilled birth attendants. By 2018 we aim to have 95% of all births attended by a skilled attendant and to ensure that Swazis across all regions can access the benefits of this service by 2022. Over the coming five years we will reduce maternal mortality from the present day 320 deaths per 100,000 births, to 160 by 2018, and 120 by 2022.

A further target is to increase the number of our people living within eight kilometers of a health facility from 60% to 90% by 2022. Over the coming weeks we shall identify the scale of the programmes required to achieve that improvement, as well as meeting the life expectancy, child and maternal mortality targets as reflected in the SDI 2022.

Throughout the health services we shall continue to make best use of existing resources including cash, staffing and other resources. The programme of building and maintaining health clinics will make a significant contribution to primary health care. We shall also launch a further review of all health facilities checking the state of equipment with the emphasis on preventive maintenance, and the standard of service delivery. We will also carry out an assessment of the effectiveness of recent initiatives undertaken to stop the brain drain of doctors and nurses leaving Government service. There will be a further intensification of the drive to increase the number and variety of medical specialists at the same time as reviewing the effectiveness of the new administrative arrangements for the Phalala Fund and Civil Service Referral Scheme to ensure we get best value for money as well as achieving the right balance between creating domestic source specialist treatment and the use of off-the-shelf external services.

Continuity of supply of category one serious drugs has been improved in recent years and will be





targeted at a consistent 95-100% availability over the coming five year period from the present figure of 80%.

Good environmental health standards are important to achieving the health targets. In this regard, each year 2,000 households will be assisted with materials for pit latrines. Furthermore, 500 food outlets will be assessed for accreditation purposes.

## 9. SERVICE DELIVERY

**Service delivery**, within other areas of Government responsibility, is the **fifth Focal Area** for Government in the 2013-2018 Programme of Action. Service delivery refers to the effectiveness, efficiency and quality of services that we provide to our customers, the citizens of Swaziland. We aim to not only provide quality service but to do so in an efficient manner. The quality of public service delivery is an important contributor to creating the business environment that will encourage faster enterprise development and economic growth.

### 9.1. Social Welfare

With 63% of our population living on less than E20 per day, we not only need economic growth to create more jobs but also a social welfare system that protects the unemployed, the injured, the poor and those vulnerable through age or disability.

The National Social Security Strategy will be implemented during the period. This will include setting up and operationalizing three social security funds – the Swaziland National Pension Fund, the National Health Insurance Fund and the Workmen’s Compensation Insurance Fund.

Government will continue to recognise its special responsibility to attend to the social security of the most vulnerable in our society who face disproportionately the burden of illness and economic misfortune.

In particular, Government is committed to supporting the young – particularly orphaned and vulnerable children (OVC) –the elderly and the disabled. Government will continue its

programmes of providing grants to these three groups, and will extend the process of continuous enrolment in the programmes for those in need. Transfer of the OVC grant to individual schools will be effected no more than 24 hours after the funds are made available from the Treasury.

We shall continue to increase the efficiency of distribution of grants to the elderly and, by 2018, will have raised the proportion of the total number of recipients receiving monthly electronic payments through the banks from 33% to 60%. Where resources permit we shall endeavour to keep the amount of elderly payment at least abreast of the increases in the cost of living. Government will strengthen the policy and the regulatory framework relating to the elderly. A residential facility for vulnerable groups will be constructed in Mankayane by 2015 and a retirement village in place for the elderly in the same location by 2016.

Government’s commitment to the Nation’s children having access to all the basic rights - shelter, food, education, health and security - will be sustained. The commitment has both a humanitarian motivation as well the compelling need to avoid the emergence of a dysfunctional society in the years to come. The many thousands of OVC represent a serious challenge at the present time in terms of continuity of feeding arrangements. This need will be given a high priority as we seek strenuously to secure further donor funding to better sustain the Neighbourhood Care Points and revive the *indlunkhulu* scheme out in the communities. Historically, that scheme did not perform satisfactorily and we shall engage all stakeholders, including Government agencies and community leaders, to ensure our children are not abandoned to hunger and further vulnerability. Historically our society has been a caring one with communities using traditional methods of extending help and protection to the needy. We shall continue to find ways of reviving this culture. The ongoing process of monitoring and protecting the welfare of OVC in alternative care institutions will be maintained and no such institution will be permitted to operate without registration through Government. We will increase our inspection



visits programme by 60% to ensure adherence to guidelines and standards among the 45 registered institutions as well as carrying out a programme to eliminate the existence of non-registered institutions. There must not, in this country, be the incidence of child abuse within so-called protective conditions that has brought shame on many institutions and countries around the world. Government will continue to work with children who have come into conflict with the law, street children and children with a history of substance abuse. We will aim to further promote systems of rehabilitation for children and seek to integrate these children back into their families and communities.

Protection of the vulnerable will be further strengthened in the anti-trafficking programme. Victim identification guidelines will be developed and an appropriate place of refuge for victims will be identified or constructed. A number of intervention programmes will be carried out to reduce vulnerability across the board. The overall aim will be to sharpen our ability to identify victims of trafficking and speed up the processing of related cases in the criminal justice system.

Another group that the Government is committed to supporting, is the disabled. In this Government, we shall present to Parliament a Disability Bill which will continue the work of extending assistance, support and health care to the disabled, including improved access to public buildings and the encouragement and guidance on the disabled needing to receive friendly attention. In conjunction with this, Government will sustain its efforts to tackle all cases of abuse in respect of the disabled.

We will also address the issue of gender, seeking to support women around the country in strengthening their voice in community and political issues. By 2015 a Strategy and Action Plan will be in place for women in politics with the desired outcome of a 5% per annum increase in the number of women in representative positions in politics and decision making. This work will be carried out in conjunction with the implementation

of the Government strategy addressing violence against women. A five year strategy on Gender and Family Issues will be in place by 2016. There will be advocacy programmes for the equitable access by women to land and credit facilities.

As a primary initiative in disaster management, Government will be implementing a disaster response system with the creation of an early warning, or situation room along with contingency locations for use in the event of disaster. This work will allow all Swazis to be assured that Government is able to respond rapidly to any event which threatens the wellbeing of our people.

## 9.2 Security

Zero tolerance of crime and terrorism will be a key strategy for ensuring a peaceful society and one which is well protected by our security forces.

One key element of service delivery is the provision of security. The Royal Swaziland Police Service is committed to continually working towards a safer country, in particular targeting the serious crime rate through expanding visible policing in residential and commercial areas. Community patrols will involve 20 police officers from each station as well as there being additional officers for extra patrols within strategic areas. In addition, the Police have plans to install surveillance cameras in key areas such as busy streets and shopping complexes, the goal being to have 45 new areas covered by CCTV by 2018.

The community police across the country provide a valuable addition to security in communities and 60 community police per inkhundla will receive training in each of the coming five years. The community education campaigns, carried out by the Police, will continue with an average of five chieftom meetings per station. Each of the 24 Police stations will carry out two crime prevention campaigns each year, and the number of schools with anti-crime clubs is expected to increase by 20% per annum so that, in 2018 alone, 96 new anti-crime clubs will be established. The outreach programme will extend to the creation of a new design of Neighbourhood Watch Scheme with



the programme containing four new schemes each year and the monitoring of existing ones. Over the five years a fully-fledged forensic science laboratory will be established with two officers trained each year to staff the constituent units. As a result of all these measures both serious and other crime levels are targeted to fall by 3% per annum up to 2018.

A visible policing strategy will also be effective in improving road safety across the country through a monthly programme of around 800 vehicle patrols and 200 road blocks. This ongoing programme has proved particularly effective in enforcing the drink driving laws of the country and reducing the rate of drink-related accidents. A substantial amount of high-tech traffic monitoring equipment will be purchased during the coming five years. Working together with communities to help gain support for road safety measures is a valuable technique and, for this reason, around 50 road safety campaigns will be held each year as well as 20 schools educational programmes in each region. A reduction in serious road accidents of 8% per annum is targeted over the course of this Government.

Our defence forces will be fully equipped and continue to provide strategic defence and security services, conduct surveillance and control of the Kingdom's territory and aerospace, and participate in bilateral and multilateral peace support operations. They will also play an important part in sustaining the country's anti-terrorism capability as well as providing protection against smuggling, human trafficking and the trade in illegal substances. The construction of the necessary barracks accommodation will proceed to 40% completion by 2018 and will include the semi-permanent structures that will meet border patrol requirements. Border patrol activities will be supplemented with new hi-tech surveillance equipment. The Anti-Terrorism Plan will be updated to cover all known terrorism risks, and the necessary protection arrangements put in place. The cost of feeding the defence forces will be substantially reduced in the coming years through a partnership with the Ministry of Agriculture in

a self-sufficiency drive that will provide 50% of maize requirements from their own fields assisted by the acquisition of new irrigation equipment.

Building on the commitment to citizen security, Government plans to further capacitate and support the Fire and Emergency services, so that all Swazis receive the reassurance of emergency assistance being more accessible. A new fire station is to be built at Buhleni, and mobile stations are to be stationed at Matata and Siphofaneni. Government will also secure the necessary equipment for our Fire and Emergency services, with plans to acquire 12 firefighting trucks and 10 firefighting ambulances before the end of the period.

In addition to these security services, Government will assist the imprisoned to reform their lives and be capable of re-integration into society once they have been released. To do this the correctional services agency will continue to provide psycho-social services, practical skills and civic education in prisons. This will continue to be supplemented by collaborative programmes, working with social partners, NGOs and community and faith based organizations to ease the transition and re-integration into civilian life. Facilities will be upgraded to reduce the escape rate and these will include installing perimeter fences in three institutions per year as well as using the remote remand system, two way digital radio system countrywide and the continued introduction of CCTV systems.

Our safety and security needs require that Government keeps a record of Swazi citizens and residents, which requires a full system of registration and national documents. The systems of civil registration and issuing of national documents to all citizens and lawful residents will continue to undergo improvement. Efficient and timely service provision is important and Government plans to assist in further decentralization of services and improvement in citizen access to Government by the setting up of two new mobile services centres every year until 2016. We envisage the impact of this work being increased compliance with the



regulations and an improved experience for Swazis when attending to these important responsibilities.

By automating the immigration systems at all ports of entry the Government will not only improve the efficiency of its immigration systems but will also improve the security of our national boundaries by ensuring that all those who enter the Kingdom, do so legally. In this regard we aim to have six additional automated border crossings by 2018, thus both speeding the process of entering and leaving Swaziland while maintaining national security.

### **9.3. Youth, Sports and Culture**

The importance of youth as members of Swazi society and as the main contributors to the Swazi society and economy in future years cannot be over-emphasised. For that reason it is worthwhile to remind ourselves today of the need for the youth to be the subject of special attention. The development of a strong entrepreneurial culture at a young age is indisputably the best way to build a nation of entrepreneurs, ones that are as powerfully attracted to developing an enterprise in agriculture as to the *bright lights* of city life that are so often an illusion. Developing the entrepreneurial culture starts in the schools hence the continuation of the programme to introduce entrepreneurship and other practical subjects into the curriculum. This will be reinforced by the strengthening through increased Government support, of youth initiatives such as Junior Achievement and Enactus. Phase four of the Youth Enterprise Revolving Fund will be implemented but for maximum effectiveness this Fund will require more resources, more efficient and consistent mentoring and an improved repayment profile. A total of 16 youth associations will be supported throughout in setting up enterprises to benefit from the Micro Projects Community Support initiatives. The future economic prosperity of the Nation depends so much on the development of a robust entrepreneurial culture in our youth that no effort can be spared by Government to provide the maximum assistance to make that happen.

Sport and other forms of physical education are

vital and, indeed, enjoyable contributors to healthy growth and a stable personal development during the years of youth. By the end of the current year there will be sports committees in every *inkhundla* followed by the re-launch, with all stakeholders involved, of the *Shukumani Maswati* programme. This programme will encourage mass participation in sport, with each *inkhundla* offering a package of athletics, aerobics, football, netball and tennis. Ten sports centres will be constructed over the four regions starting with a centre at each of Sithobelweni and Mtsambama. The sports stadium at Nhlangano will be completed this year. The Grass Roots Level programme funded by FIFA will kick-start competitive football at junior level and spawn the nucleus of a future national soccer team that can bring footballing glory to the Kingdom.

The preservation and promotion of our culture will always be of great importance to the Nation. One necessary step is to protect, promote and develop further our Siswati language and this will be coordinated by a new Siswati Language Authority. An Arts and Culture Bill will also be drafted to regulate the creative arts sector to cover issues such as royalties, permits, levies and general privacy.

### **9.4. Decentralisation and Tinkhundla Development**

We will continue the deconcentration of public services from regions to tinkhundla. By 2016 the Tinkhundla Integrated Development Plans will be completed with a view to mobilizing 50% of the funding required for the identified projects by 2018. The target for 2018 is not only to reduce by 50% the gap between average incomes in the rural and urban areas but also to roll out the deconcentration of services so that 80% of rural households are within 20 kilometers of access to Government services. Government will ensure, through a tight regulatory and auditing framework, ensure that its programmes, especially the disbursement of the recently increased Regional Development Fund (RDF), provide broadly shared benefits for those in need. Management of the RDF will be improved through new regulations and procedures, and the programme of annual audit of all 55 Tinkhundla



centres will continue with a view to providing the assurance of a high standard of financial control and accountability at Tinkhundla level. By 2018, a total of 55 tractors and associated implements will be delivered to tinkhundla, 100 communities will be capacitated in water harvesting and household use of sustainable energy, and there will be three rounds of training for chiefs and other community leaders on service delivery in the context of monarchical democracy.

## **10. INFRASTRUCTURE**

**Infrastructure** is the **sixth Focal Area**. One of the key responsibilities for Government is to provide infrastructure which benefits all Swazis and supports economic growth. In the Swazi Development Index 2022 we target a number of infrastructure indicators, such as access to water, percentage of all roads paved and proximity to health facilities.

### **10.1 Water**

With regard to access to good quality water our goal is to achieve 100% coverage by 2022. To achieve this we plan to have 85% coverage by the end of this Government - up from 73% at the present time. Government will, in every year of the Government, construct one macro-scheme in each region, a total of 200 ground water boreholes, and 20 micro-schemes for Lubombo and Shiselweni, and 10 for Manzini and Hhohho. We will also build three water treatment plants. In addition to improving access to potable water we will move ahead with the Ethemba Dam project, by conducting a feasibility study to be completed by 2015, which will then guide Government on the further steps to be taken in the Project. We will continue to negotiate for finance to construct the Nondvo Dam and will report on progress from time to time.

The National Water Master Plan will be reviewed and updated together with a Geographical Information map of all water and sanitation projects in the country. Four additional urban water supply schemes will be constructed and urban water losses will be further reduced from 30% in 2013 to 25% by 2018 and 20% by 2022

through leakage detection and pressure reduction systems. There will be an improved network access to sewage treatment facilities. Climate change has, according a recent United Nations report, become an even greater concern. A project which is looking into climate change adaptation in the water sector will be completed by 2016 and inform future adaptation strategies.

### **10.2. Energy**

Another key component of our national infrastructure is our electricity generation and distribution capability. Our commitment to electricity self sufficiency is irreversible and is strengthened by our awareness of the long-term fragility of existing power supply agreements.

The feasibility study for the 300MW thermal power station is expected to be completed by 2016 with designs developed by 2017 and construction commencing in 2018. When completed, the project will supply all Swaziland's electricity needs and a residual amount to export. National electricity connectivity to households will be increased from 60% at present to 75% by 2018. This will be achieved not only by extending electricity connectivity in rural areas at the rate of 5,000 new connections each year but also by marketing electricity connection to those households within 200 metres of an electrical source. Not only will we create more electricity but we will launch programmes to encourage the more efficient use of available electricity and, thus, use less. At the same time we will work to achieve a steady increase in electricity from renewable sources.

Following a detailed feasibility study for the strategic storage facilities for petrol and diesel in the country, a suitable site was identified at Phuzumoya and officially launched by His Majesty King Mswati III in 2013. Government is seeking for a strategic partner to enter into a public-private partnership for the construction and operation of the facility. The target is to have the construction of the facility completed and initial filling of the fuel reserves by 2018. The 90 days of fuel reserves will be in place by 2022.



### **10.3. Information, Communication and Technology**

The extension of our information, communications and technology (ICT) infrastructure will include a full television migration to digital, and extending the availability of internet and broad band services to more Swazis. Broadband connectivity will be extended to all border and police posts, and health clinics. Government will work with schools and local government to ensure greater access to well stocked and resourced libraries and information centres. An important aspect of this is preserving indigenous knowledge in various formats to ensure that precious information about our culture and society is not lost, so we will ensure that Swaziland possesses a full professional system of archives to avail information for both Government and the public. All these reforms will have a significant impact on both our economy and education system.

One pioneering area of ICT innovation within Government is the development of e-government, enabling Government services to be provided in an electronic format. Government will continue working towards securing effective systems for data protection to ensure privacy of electronic communications. Once this has been secured, Government aims to develop multi-purpose community access centres to bring digital services to the population. Government will, by 2018, have rolled-out 100 Government services on line to all the tinkhundla centres towards our goal of an electronic government. By that date 30% of the centres will be equipped for individual citizen electronic access to Government services. Within the Government system of Government the ultimate goal is a paperless Government though not fully achievable in the short to medium term. But, by way of demonstrating its value, a programme to implement a paperless Cabinet, communicating only by electronic means, will soon be completed.

The Royal Science and Technology Park for the conduct of research, science, technology and innovation activities will be fully operational by 2018 and it is expected that over the coming five year period there will be an Industrial Cluster of

high-tech companies developed around and within the Park.

### **10.4. Roads and Bridges**

Our roads infrastructure is the arterial system of the body of the economy and its improvements determine the effectiveness of our communications within Swaziland. It is a prime determinant in a country's appeal to the foreign investor and has an enormous impact on the access of enterprise to the domestic and external markets. By 2018 Government is committed to having paved an additional 127 kilometers of main road and 254 kilometers in total by 2022. A total of 300 kilometers of higher-usage district roads will be paved by 2018 and a total of 600 kilometers by 2022. By 2018 640 kilometers of gravel roads will receive a probase paving, a figure that will be increased by a further 640 kilometers by 2022. Those projections effectively mean that the proportion of the entire road network of the country that is paved will rise from the current figure of 25% to 45% in 2018 and 65% in 2022.

Good quality maintenance is an important issue and, in this regard, 195 kilometers of paved road will be re-sealed by 2018, and double that figure by 2022. A total of 75% of all of our gravel roads will have been maintained to all weather standard by 2018. This is an ambitious programme and will require substantial resources for the targets to be met. In ensuring that our roads have adequate transport, by 2018 the goal is that every "MR" and "D" road will have public transport at least every two hours and that, by 2018, 10% of all public service vehicles will be fitted with facilities to cater for the disabled. By 2022 this figure will be 20%.

Urban roads are the responsibility of the local authorities. To provide a comparable infrastructure to that available in highly developed countries an extensive re-sealing programme needs to be carried out in most urban centres. Limited financial resources remain a major constraint but Government will examine the possibility of innovative financing vehicles similar to that mobilized for the Institutional Housing Project. The Government will also bring the necessary pressure to ensure that the judicial obstruction



that has caused a slowdown in the rates collection programme of the local authorities is resolved without further delay. It is essential that local authorities collect the rates that are rightfully due to them, enabling them to maintain infrastructure to the requisite standard.

Government is committed to ensuring that remote rural communities have access to trade and communication and transport links. A programme of low level bridges and foot bridges will be constructed to allow remote communities to be more easily connected with the rest of Swaziland.

### **10.5. Air**

The new King Mswati III International Airport represents a substantial addition to the national infrastructure. Government is committed to developing and maintaining the facilities of the airport to achieve the status of an international hub, carrying out a programme of promotion and collaboration with regional and intercontinental airlines with a view to attracting traffic of passenger and cargo traffic of 150,000 persons and 2,500 tonnes per annum respectively by 2018 with additional numbers of the same magnitude in the subsequent four years to 2022. Securing a critical mass of foreign airlines using the airport is of crucial importance so the marketing programme will focus on promoting the airport as a gateway to the South Eastern African Region.

Operational safety will be an important feature of our service and this will be achieved through a surveillance monitoring programme conducted monthly to ensure adherence to ICAO international standards. Expansion of infrastructure will continue with cargo capacity being increased to 5,000 tonnes and the fuel farm from 1.2 million to 15 million litres, over the same period that King Mswati III Airport City is developed.

In the coming year, the Royal Swazi National Airways Corporation (RSNAC) will be re-launched at the same time that a business case study is undertaken to decide how best RSNAC can operate competitively in today's highly competitive airline industry.

### **10.6. Rail**

Given the substantial reduction in transport costs provided by a rail network it is essential that Swaziland takes advantage of all viable options. The construction of 36 kilometers of rail spur at Simunye Mill will provide more cost-effective transportation for the sugar industry. The inland dry port at Matsapha will be expanded in area from 7.5 hectares to 11.6 hectares providing a significant improvement in handling operations. Government is currently funding a feasibility study to provide the necessary information on the construction of 94 kilometers of rail between Lothair and Sidvokodvo. A rail investment such as this will enhance regional integration in the transport sector as it would link the rail system in the sub-region to the ports of Richards Bay, Durban and Maputo. However, the resources required for such an investment are massive, with payback measured over a long period of time. Government will consider all available financing options at its disposal for a viable project to proceed. There will, concurrently, be the commencement of the process of rehabilitating the railway line from Ngwenya to Matsapha.

### **10.7. Housing**

A key strategy of the Government has been to empower more Swazis through the ownership of serviced land for residential purposes. During the course of the period will create 212 serviced residential plots at Manzini's Mkhosi Township, 110 in the completion of Vuvulane Township and 115 in Woodlands Phase 2, as well as allocating a further 330 plots at Mhobodleni in Manzini, and continuing with other urban development projects. A number of areas, including Siphofaneni, Sidvokodvo and Sikhuphe will be upgraded to town status. This process is part of a broader review of the National Housing Policy and updating the legislative framework to ensure that we have appropriate systems in place to deal with urban issues in this country. Implementation of the Sectional Titles Act is also considered a priority which requires resuscitation of the Sectional Titles Regulation Board and promulgation of the Sectional Titles Amendment Bill supported by the development of a Residential Tenancy Bill. The Rating Act will



be reviewed to facilitate an improved procedure in the enforcement of payment of local authority rates.

The programme to address the critical shortage of institutional housing will commence with the construction of 300 units in an innovative financing plan.

## **11. GOVERNANCE**

Governance is the **seventh Focal Area** for Government in its 2013-2018 Programme of Action. The Mo Ibrahim Index of African Governance which is the indicator in this focal area, is a measure of a broad set of key elements of governance. It captures issues of security, participation and human rights, sustainable economic opportunities and human development. This Index will help Government to track progress on issues such as rule of law and judicial process, public financial management, gender equality, and human rights.

### **11.1 Justice**

The Government will ensure that we have a fully modernized justice administration framework that engenders trust and confidence in the judicial system. The backlog of serious criminal cases was reduced substantially to 150 cases in 2013. The Government side of the criminal justice system, and particularly the backlog of serious criminal cases, although much reduced in recent years, will be improved by the acceleration of cases on to the court roll and into the prosecution process. By 2022, criminal cases, whose prosecution can currently take up to three years to be completed, will be resolved, on average, within three months. Through establishing one specialized Family Court, one Commercial Court and one Small Claims Court, as well as engaging more judges and prosecutors and an electronic case management system, the backlog will be reduced by 50% by 2018 while the median time to get civil cases through the courts will be reduced from three years to three months. The Human Rights Commission will be fully staffed and operational in the near future. There will be a public education programme and, thereafter, all complaints will be commenced within two weeks of submission.

The process of winding up of estates of the deceased will benefit from the opening of two additional offices, computerization of the system and a public education programme. These measures are designed to ensure that the average time for the issue of letters of Government will be reduced from 18 to 8 weeks by 2018.

A civil education programme will be taken to every chieftdom with the hope all this will result in an increase in voter turnout from 50% in 2013 to 60 % in 2018.

### **11.2 Financial Management**

Government understands that to achieve its goals it must make best use of the resources at its disposal. In particular this requires prudent management and use of public sector financial resources. There has been identified a need to strengthen Government's public financial management capacity, and implementation of the Public Financial Management Bill, when promulgated, will guide our reform efforts in this regard. The reform which focuses primarily on the detailed techniques and processes of sound financial management will build capacity in each Ministry to produce financial reports and support audits, strengthen the budget process and continue to strengthen the revenue collection arm of Government. We have sought support from our development partners in this project and expect to see improvements over the course of the Government.

### **11.3. Dialogue**

Our system of dialogue at national level in Parliament by democratically elected representatives will continue to be supplemented by Sibaya when summoned and the social dialogue structure known as SMART Partnership, the latter to be systematically organized with 12 constituency dialogues, four regional dialogues and one National Dialogue, with the suggestions from each summarized and harmonized with existing Government programmes, with annual implementation reports communicated to SMART Partners. The tri-partite Social Dialogue involving employees, employers and Government





will continue and be respected as an essential component of harmonious industrial relations.

#### **11.4 Constitution**

The exercise to ensure that all existing legislation is aligned, and thus compatible with, the provisions of the Constitution was carried out and continuous monitoring will be carried out to ensure that any anomalies in this area are resolved without delay. At the same time every agency of Government will be required to review periodically the relevant provisions of the Constitution to ensure continuing adherence to those provisions.

#### **11.5 Parliament**

The Government, as the Executive arm of Government, will work closely with the Legislative arm of Government which is Parliament. Of particular importance will be the administrative control of the passage of Bills for Parliament's review. The Government will ensure that the data-base of Bills in the pipeline – in each of Parliament, the Attorney-General's Department and the respective Ministry – are continuously reconciled to facilitate a real time correlation between the databases and ensuring each holds the same information. This will enhance the flow of legislation through Parliament. Verbatim records of Parliamentary discussion will be brought up to date.

#### **11.6 International Cooperation**

We will continue to maintain close bilateral ties with friends of the Kingdom and, wherever possible, play an active part in continental and global initiatives. We expect to finalise our country strategy paper for further regional integration.

To ensure that our missions abroad operate to maximum effectiveness each will be required to prepare a formal programme, with detailed quarterly progress reports to Government, on diplomatic and image promotion activities and, separately, the activities for promoting trade, tourism and investment in Swaziland. As our long-term representatives in countries that are potentially fertile areas for future economic growth for Swaziland, the staff in our foreign

missions have a crucial part to play. They will be expected to work pro-actively to disseminate the information provided to them in brochure and DVD format. Equally, the respective Government agencies will be responsible for communicating actively with the missions to ensure they are sent the requisite information to perform this function. A programme will be also drawn up for identifying the foreign scholarships needed and identification of the governments that can be approached for sponsorship.

## **12. CORRUPTION**

The **eighth and final focal area in the SDI is corruption.** The government will ensure it regularly measures citizen's perception of corruption and this will seek to reduce the incidence of corruption. Government's commitment to rooting out corruption will be sustained with the continuation of the life-style investigation programme combined with a renewed public education programme and the introduction of anti-corruption policies and strategies in more Government Ministries and other agencies. There will be a re-engineering of institutional and investigative capacity. An extensive programme of around 40 interactive education meetings per annum will be undertaken and all substantial allegations will be taken to the prosecution process, or dismissed, within six months of notification and at least six life-style audits undertaken each year. The Anti-Corruption Task Team will be required to report regularly on progress achieved in all agencies ensuring that there are no delays in completion of the due judicial process.

## **13. CONCLUSION**

With His Majesty's and Her Majesty's guidance and encouragement the Government will bring to the task the necessary skill, integrity and determination, doing all in its power to justify the trust and confidence that His Majesty has shown in the Ministerial team that he has appointed.

May God bless and guide His Majesty's Government as it proceeds to implement this Programme of Action 2013-2018.





## Brief Overview of the SDI

### What is the SDI?

The SDI is a set of key indicators which can measure the Kingdom's progress towards the goal of First World Country Status. The indicators have been selected, through a process of consultation across government, and with the nation. They are a broad set of measures of first world status appropriate to the Swazi context.

### Indicators in the SDI

There are eight focal areas in the SDI. They are (1) economic prosperity, (2) education, (3) health, (4) service delivery, (5) infrastructure, (6) agriculture and environmental sustainability, (7) governance and (8) corruption. A set of indicators was selected for each area and are listed below.

### Use of the SDI

The SDI can be used to form an understanding of the current status of Swaziland compared to other nations and to monitor progress over the key indicators. The ministries responsible for each area have been asked to provide target figures for the indicators for the years 2022.

Going forward, periodic progress reports will be prepared on the SDI and across its component indicators. Analysis will be carried out as to areas of weakness and strength, and policy recommendations made emanating from the SDI. SDI related targets and activities form an integral part of ministry action plans and programmes.



## SDI Focal Areas and Indicators

### 1. Economic Prosperity

- GDP per capita
- Per cent of population living under \$2 a day
- Unemployment rate
- GINI-coefficient

### 2. Agriculture & Environmental Sustainability

- Food insecurity: Percentage of population facing food deficit
- Nutrition security: Percentage of under 5s with stunted growth
- Percentage of total arable land irrigated
- Percentage of total forest area
- Percentage of national land under Protected Areas representing critical biodiversity and ecosystems
- Number of approved landfills and declared waste control in peri-urban and urban areas

### 3. Education

- Primary and Secondary Net enrolment rate
- Primary and Secondary pupil to teacher ratio
- Primary school completion rate
- Average years of total schooling of adults 25+

### 4. Health

- Life expectancy at birth
- Maternal mortality rate
- Child mortality rate
- Trained nurses and midwives per 100,000 people

### 5. Service Delivery

- Wait time for:
- ID/Pin and Passport
- Driver's Licence
- World Bank, Ease of doing business index
- Homicides per 100,000 people
- Median length of criminal cases

### 6. Infrastructure

- Percentage of all roads that are paved
- Road deaths per 100,000 people
- Percentage of population with access to clean water
- Percentage of population within 8km of a health facility
- Percentage of population with access to electricity



- Broadband internet subscribers per 100 population
- Proportion of households with a TV and radio digital signal

## 7. Governance

- Mo Ibrahim Index of African Governance

Pillars:

- o Safety and Rule of Law (rule of law, accountability, personal safety, national security)
- o Participation and Human Rights (Participation, Rights and Gender)
- o Sustainable Economic Management (Public management, Business Environment, Infrastructure, Rural Sector)
- o Human Development (Welfare, Education, Health)

## 8. Corruption

- Percentage reduction in corruption perception
- Percentage decrease in corruption tolerance levels



Indicator	Baseline	2015	2016	2017	2018	2019	2020	2021	2022
<b>SDI Baseline and Target figures</b>									
<b>Health</b>									
Life expectancy at birth (years) (2011) <sup>a</sup>	49	50	52	53	55	6	57	59	60
Child Mortality Rate (per 1000) (2012) <sup>a</sup>	80	78	75	72.5	70	67.5	65	62.5	60
Maternal Mortality (per 100,000) (2010) <sup>a</sup>	320	295	270	245	220	195	170	145	120
Nurses & Midwives per 100,000 <sup>f</sup>	1.9	2.1	2.2	2.4	2.5	2.6	2.7	2.7	2.8
<b>Economic Prosperity</b>									
GDP per capita (\$) (2012) <sup>ia</sup>	3100	3255	3418	3589	3768	3956	4154	4362	4580
Unemployment Rate (%) (2012) <sup>a</sup>	41 <sup>ii</sup>	39	37	35	34	33	32	31	30
Gini-coefficient <sup>a</sup>	48('10)	47.25	46.5	45.75	45	43.75	42.5	41.25	40
Percentage of population living below 2\$ (%) <sup>a</sup>	63	61	59	56	54	52	50	47	45
<b>Agriculture and Environmental Sustainability</b>									
Percentage of population facing food deficit	30('12)	26.25	22.5	18.75	15	13.1	11.2	9.3	7.5
Food insecurity: % <5 year olds with stunted growth <sup>b</sup>	31	27	23	19	15	13.75	12.5	11.25	10
Percentage of arable land irrigated	31.6				36.8				38.9%
Percentage of total area forested	32.4%				34.4%				37.45%
Percentage of land under protected areas representing critical biodiversity and ecosystems	3%	3.25%	3.5%	3.75%	4%	5.5%	7%	8.5%	10%
Number of approved landfills and declared waste control in peri-urban and urban areas	8				10				12
<b>Education</b>									
Net enrolment rate primary school(%) <sup>a</sup>	94 <sup>^</sup>	94.5	95	95.5	96	96.5	97	97.5	98%
Net enrolment rate secondary school(%) <sup>a</sup>	35 ('11)	41	46	52	57	63	69	74	80%
Average years of total schooling, for population 25+ <sup>a</sup>	7	7.25	7.5	7.75	8	8	8	8	8
Primary school pupil/teacher ratio <sup>a</sup>	29.5 ('11)	29.5	29.5	29.5	29.5	29.5	29.5	29.5	29.5
Secondary school pupil/teacher ratio. <sup>a</sup>	16.4 ('11)	16.4	16.4	16.4	16.4	16.4	16.4	16.4	16.4
Expected primary school completion rate (%) <sup>a</sup>	69 ('11)	73	76	80	84	87	91	94	98



Indicator	Baseline	2015	2016	2017	2018	2019	2020	2021	2022
<b>Service Delivery</b>									
World Bank Ease of doing business index (2013 <sup>d</sup> )	123	107	92	76	60	58	55	53	50
Homicide per 100,000 <sup>j</sup>	8.3	8.1	7.8	7.6	7.4	7.2	6.9	6.7	6.3
Wait time to receive national ID document	5 days				2 days				1 day
Wait time to receive a driver's license	4 weeks				1 week				3 days
Median length of criminal cases	24 months				6 months				3 months
<b>Infrastructure</b>									
% of all roads paved	25	27.5	30	32.5	35	37.5	40	42.5	45
% of urban population with access to improved water source <sup>a</sup>	93 ('12)	94	95	96	97	97	98	99	100%
% of rural population with access to improved water source <sup>a</sup>	67 ('12)	71	75	79	84	88	92	96	100%
% of total population with access to electricity <sup>a</sup>	60	62	64	66	68	69	71	73	75%
Road deaths per 100,000 <sup>f</sup>	16.4	15.6	14.8	14.1	13.4	12.7	12.1	11.5	10.9
Nurses & Midwives per 1000 <sup>f</sup>	1.9	2.1	2.2	2.4	2.5	2.6	2.7	2.7	2.8
Population within 8km of a health facility	64	69	73	78	82	86	91	64	95%
Percentage of population who use mobile internet	38	40.25	42.5	44.75	47	49.25	51.5	53.75	56
Proportion of households with a TV and radio signal	30	38.125	46.25	54.375	62.5	70.625	78.75	86.875	95
<b>Governance</b>									
Ibrahim Index of Africa Governance	50.8 (26)	53.1	55.4	57.7	60	61.25	62.5	63.75	65
<b>Corruption</b>									
Corruption Perception level	94				65				30
Corruption tolerance level	28				16				8



## **Data Source**

<sup>a</sup>World Bank Indicators <<http://data.worldbank.org/indicator>>

<sup>b</sup>Food and Agriculture organization of the UN<<http://www.fao.org/economic/ess/ess-fs/ess-fadata/en/#.U0abZ9IW1e8>>

<sup>c</sup>Transparency International Corruption Perception Index <<http://cpi.transparency.org/cpi2013/results/>>

<sup>d</sup>World Bank Ease of Doing Business <<http://www.doingbusiness.org/rankings>>

<sup>e</sup>UNODC <<https://www.unodc.org/unodc/en/data-and-analysis/statistics/crime.html>>

<sup>f</sup>WHO <<http://apps.who.int/gho/data/node.main.A997?lang=en>>

<sup>g</sup>UNESCO

<sup>h</sup>The Ministry of Health

<sup>i</sup>Police

<sup>j</sup>Ministry of ICT

<sup>k</sup>Police

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<sup>l</sup>Assuming 5% growth and no population growth

<sup>m</sup>Includes discouraged workers as well





## An Official Government Of Swaziland Document

