

GOVERNMENT OF THE KINGDOM OF ESWATINI



CABINET RETREAT 2026 DECLARATION

Issued by: The Cabinet of the Kingdom of Eswatini



On 23 February 2026

| Venue: Royal Villas, Ezulwini

| Retreat Duration: 16-19 & 23 February 2026

PREAMBLE

The Cabinet of the Kingdom of Eswatini, gathered in retreat in 2026, reaffirm collective commitment to advancing national transformation, strengthening governance, and delivering tangible impact for the people of Eswatini. Cabinet reaffirms its collective responsibility to deliver the mandate of His Majesty the King and the aspirations of emaSwati as articulated through the 2023 Sibaya People's Parliament, operationalised by the National Development Plan, and the Nkwe Programme of Action (PoA), Cabinet recognises that the Nkwe mandate calls for accelerated, decisive delivery to stimulate fast, inclusive economic growth, end poverty, eradicate corruption, create employment, develop enabling infrastructure, and strengthen the health and education systems.

Cabinet further acknowledges that it is through concerted efforts that Cabinet will foster lasting prosperity and holistic well-being for all emaSwati, positioning Eswatini as a developed, inclusive, peaceful, and stable Kingdom anchored in cultural heritage and unlocking the potential of every citizen for generations to come, contributing to the achievement of Sustainable Development Goals in Eswatini

Recognising the value of robust data and thorough feasibility studies for strategic, evidence-based decisions, Cabinet is committed to improving data quality and safeguarding data sovereignty.

In accordance with the Speech from the Throne, Cabinet identifies urgent priorities requiring decisive solutions: Shortage of drugs and medical supplies, Foot and Mouth Disease (FMD), Gender Based Violence, substance abuse, gangsterism and other social challenges, and fragmented digitalisation and infrastructure development.

We acknowledge the contribution of our development partners, particularly

the UN Resident Coordinator and the Resident Representative of the United Nations Development Programme (UNDP) and all the technical experts to the success of the Cabinet retreat.

His Majesty's Government acknowledges the milestones achieved during the 40 years of visionary leadership by His Majesty King Mswati III. Cabinet further recognises the need to expedite implementation of the Government's plan through the NKWE Mandate to attain the ultimate goal of high income status of the Kingdom of Eswatini.

Recognising the urgency of aligning leadership, shifting from policy rhetoric to measurable results, and institutionalising delivery systems, Cabinet hereby adopts this Declaration as a binding statement of Cabinet commitments to disciplined execution, translating ambitions into impactful results, strengthening integrity in governance and delivering improved well-being for the nation.

In the Spirit of Agape Love, we commit to uphold respect and honour national interest and not self-interest at all times.



CABINET RETREAT DECLARATIONS

Theme: “Transforming Eswatini Through Effective Execution.”

1. LEADERSHIP ALIGNMENT TO ONE GOVERNMENT PHILOSOPHY & VALUE-BASED LEADERSHIP

1.1. Cabinet is aligned to a unified vision for governance, embracing a whole-of-government approach that guarantees coordinated action, and upholding collective accountability, whereby all members jointly shoulder responsibility for achieving national outcomes.

1.2. In pursuit of our mandate and in alignment with the Programme of

Action, Cabinet hereby declares its unwavering commitment to uphold and embody the values that define our collective identity and underpin our approach to governance. As stewards of the hopes and aspirations of emaSwati, we pledge to act at all times with patriotism - dedicating ourselves to the success, heritage, and ideals of our nation. We commit to boldness, embracing courage and decisive actions for the prosperity of Eswatini, never shrinking from necessary risks.

1.3. We commit to maintain agility, swiftly adapting and responding to changing circumstances with sharpness and flexibility. We champion innovation, fostering creative thinking and pioneering solutions to meet the challenges of our time. We strive for excellence, continually raising standards and pursuing superior outcomes for the benefit of all emaSwati.

1.4. Above all, we pledge integrity, adhering steadfastly to ethical principles and doing what is right, regardless of scrutiny. These values shall guide our deliberations, decisions, and delivery, ensuring that Cabinet's work consistently advances the well-being and aspirations of the people of Eswatini.

2. FLAGSHIP PRIORITIES, AMBITIONS AND BOLD DECISIONS

2.1. Cabinet will champion flagship programmes that drive Eswatini's transformation agenda geared towards achieving ambitious commitments as directed by the Speech from the Throne and the POA, taking bold decisions to enable positive impact to the lives of emaSwati.

2.2. These priorities will seek to enhance the economic growth of Eswatini, targeting economic diversification, financial inclusion, public sector efficiency, youth empowerment, and sustainable development. These

initiatives will be clearly owned, resourced, and tracked, ensuring transparency, accountability, and a legacy of institutional and developmental progress for the nation.

2.3. For all flagship priority areas highlighted from the Speech from The Throne, Cabinet will employ measures that will circumvent bottlenecks and enhance efficiency in achieving the desired outcome. The critical priorities identified include the following:

a) Health and Social Protection

- Ending the shortage of drugs and medical supplies, ensuring availability in all health facilities and improving management of health facilities as per the Speech from the Throne.
- Expedite the enactment of legislation to support Eswatini's social protection by December 2026.
- Develop a Comprehensive Anti-Corruption Strategy by 2026 (as it underpins governance in health and social sectors).
- Improve enforcement of the SODV Act through aggressive awareness raising by 2028.

b) Agriculture and Food Sovereignty

- Eradication of Foot and Mouth Disease by December 2026.
- Attain food self-sufficiency (sovereignty) by 2030.
- Mitigate climate change impact and improve resilience as per NDC

3.0

c) Economic Growth and Transformation

- Positioning Eswatini as a tourism and conferencing destination by 2027.
- Expedite the establishment and operationalisation of the National Mining Company by 2027.
- Establish and implement Mega Projects: Construction of Industrial

Parks, Eswatini University of Transformation, National Referral Hospital, TVET tertiary colleges, Intermodal Transport and Logistics Project, National Spatial Planning and Institutional Housing Project as source of economic growth and employment by 2030.

- Expedite Infrastructure development - 500km tarred road, factory shells, Parliament by 2028.

d) Governance, Policy, and Institutional Strengthening

- Review the Procurement Act and develop a Procurement Policy by December 2026.
- Develop a Comprehensive Anti-Corruption Strategy by 2026 (cross-cutting for all sectors).

e) Energy and Digital Transformation

- Attain Energy Security by 2030.
- Establish a Mobile Payment Gateway for Eswatini by 2028.

2.4. Measures to enhance efficiency in the execution will include establishing or resuscitating task teams/execution teams and ensuring that these subject matters are standing agenda items for cabinet until adequately resolved.

3. DELIVEROLOGY

3.1. In pursuit of our mandate from the Throne, Sibaya and the Programme of Action, Cabinet hereby declares the adoption of Deliverology – the Science of Delivery as a transformative approach to improve service delivery, unlock economic growth and prosperity for every liSwati.

3.2. Cabinet undertakes to adopt impact-driven governance to illustrate a clear shift from policy to impact felt by the citizens. Cabinet will achieve this shift by adopting impact-driven governance, refining policies through evidence and citizen feedback, and establishing clear performance agreements to ensure leaders are accountable for delivering measurable

improvements in citizens' lives.

3.3. To this end, Cabinet resolves to:

- a) Institutionalise digital dashboards and scorecards for real-time monitoring, evaluation, and accountability.
- b) Establish a unified delivery architecture that integrates Cabinet, ministries, and agencies for coordinated execution.
- c) Strengthen and resource the Policy and Programming Coordination Unit (PPCU) to function as the central Delivery Unit, driving alignment, resolving bottlenecks, digitising planning and monitoring, and escalating critical issues to Cabinet.
- d) Improve the business environment, including leveraging a National Investment Council and SBR - National Competitiveness Council to Fastrack decision making in resolving critical investment barriers and policy decisions.
- e) Foster inter-ministerial cooperation to ensure coherence and synergy across all sectors in planning and delivery.
- f) Strengthen engagement and partnerships with Parliament, the private sector, civil society, and development partners to enhance impact.
- g) Adopt adaptive management practices, enabling rapid adjustments based on evidence and emerging challenges.
- h) Commit to disciplined execution, ensuring plans are implemented with precision and timeliness for tangible results and embed a culture of continuous learning and adaptation, leveraging insights to strengthen future delivery.
- i) Enforce regular, transparent reporting cycles, including bi-annual progress and financial reviews.

3.4. Through these measures, Cabinet affirms its commitment to impactful governance and the sustained advancement of Eswatini's people.

4. PROGRAMME-BASED PLANNING AND BUDGETING & ENHANCED COORDINATION

- 4.1. Cabinet acknowledges current limitations and commits to sector-based and programme-level planning and budgeting, ensuring transparency, efficiency, and effectiveness. Programmes will be planned and resourced based on outcomes, with each sector aligning to national priorities. Budget allocations will be transparent, efficient, and directly linked to measurable impact.
- 4.2. Drawing on best practices, Cabinet will implement cross-functional task teams to foster collective leadership, enhance collaboration, and ensure shared accountability. These multi-sectoral teams will be equipped with the necessary training, resources, and clear mandates to effectively drive and expedite the execution of flagship priorities and Cabinet decisions.
- 4.3. Cabinet undertakes to reform and empower the Aid Coordination Unit to being a Development Cooperation and Coordination Unit.

5. CIVIL SERVICE REFORM & PERFORMANCE MANAGEMENT

- 5.1. Cabinet will embed results-based planning and institutionalise performance management at policy, operational and technical level. This will include semi-annual delivery reviews and bi-monthly progress tracking and financial reporting.
- 5.2. A Cabinet-level performance dashboard will be created to track progress, address bottlenecks, accelerate delivery, and ensure accountability through enforceable follow-up actions. Performance agreements across ministries and agencies will be tied to clear, measurable outcomes, with established indicators and targets.
- 5.3. Structured reviews will drive continuous improvement and openness,

with results communicated transparently to build public trust. Cabinet members will be held accountable, with corrective actions taken where necessary to maintain high standards of delivery and responsiveness.

5.4. Cabinet recognises that the effectiveness of Government is intrinsically linked to a capable and responsive civil service. To complement Cabinet's performance, Cabinet commits to advancing comprehensive civil public sector reforms aimed at modernising structures, promoting merit-based recruitment, and fostering a culture of excellence and accountability, including rewarding performance and consequence management.

5.5. Continuous capacity building, professional development, and performance management will be prioritised to ensure a motivated, skilled workforce aligned with national objectives. These reforms will enhance service delivery, support innovation, and strengthen the partnership between Cabinet and the civil service for sustainable progress.

6. FISCAL DISCIPLINE, FINANCING AND GROWTH SUSTAINABILITY

6.1. Cabinet resolves that growth is non-negotiable and that financing decisions shall prioritise productive investment and value for money. Cabinet commits to develop a comprehensive borrowing and financing plan (who borrows, for what, at what cost, when repayment is due, and what returns are expected), and to shift from 'funding' to innovative and sustainable financing models that enable delivery without constraining ambition.

6.2. We will ensure borrowing stimulates investment, growth and create jobs to meet His Majesty's Directive

6.3. Fiscal Responsibility: Cabinet will uphold strict fiscal discipline and prudent management of public funds.

6.4. A Comprehensive Growth Financing Plan - including a borrowing plan

and debt sustainability framework - will ensure all decisions align with national priorities and long-term fiscal health.

ADOPTION

This Declaration is adopted by Cabinet as a formal commitment to deliver His Majesty's mandate, Sibaya resolutions and the Programme of Action with urgency and discipline, guided by the Nkwe spirit of accelerated execution. All Ministries shall implement these resolutions and report progress through agreed Cabinet performance mechanisms.

In the spirit of **Agape Love**, we commit to uphold respect and honour national interest and not self-interest at all times.

