



GOVERNMENT OF THE KINGDOM OF SWAZILAND



Performance Report

Presented by:
The Right Honourable
Prime Minister
Dr. Barnabas Sibusiso Sicandamatje Dlamini
July 2013

5 YEARS
OF
"BUSINESS
UNUSUAL"
DEVELOPMENT
2008 - 2013

Swaziland

Africa's New **Promise**





MISSION STATEMENT OF THE GOVERNMENT OF THE KINGDOM OF SWAZILAND

The Mission of the Government of the Kingdom of Swaziland is to provide a climate and infrastructure that will progressively maximize the quality and security of life of the people of Swaziland and make the best use of the country's natural and human resources.





His Majesty, King Mswati III and iNgwenyama



Her Majesty, iNdllovukazi, the Queen Mother



Back row (left to right): Hon. Lutfu Dlamini (Labour and Social Security), Hon. Chief Mgwagwa Gamedze (Justice and Constitutional Affairs), Hon. Jabulile Mashwama (Commerce, Industry and Trade), Hon. Hlobile Ndlovu (Sports, Arts and Culture), Rt Hon Dr Sibusiso Dlamini (Prime Minister), His Majesty King Mswati III and iNgwenyama, Hon Themba Masuku (Deputy Prime Minister), Hon. Majozi Sithole (Finance), Hon. Princess Tsandzile (Natural Resources and Energy), Hon. Prince Hlangusemphi (Economic Planning and Development), Hon. Mtiti Fakudze (Foreign Affairs and International Cooperation), Hon. Rodgers Mamba (Tinkhundla Administration and Development).

Front row (left to right): Mr Mbuso Dlamini (Secretary to Cabinet), Hon. Mduduzi Dlamini (Tourism and Environmental Affairs), Hon. Clement Dlamini (Agriculture), Hon Patrick Mamba (Public Service), Hon. Nruthuko Dlamini (Public Works and Transport), Hon. Winnie Magagula (Information, Communications and Technology), Hon. Wilson Ntshangase (Education and Training), Hon. Prince Gcokoma (Home Affairs).



Back row (left to right): Mr Mbuso Dlamini (Secretary to Cabinet), Hon. Lutfo Dlamini (Labour and Social Security), Hon. Majozi Sithole (Finance), Hon. Clement Dlamini (Agriculture), Hon. Mduduzi Dlamini (Tourism and Environmental Affairs), Hon. Wilson Ntshangase (Education and Training), Hon. Benedict Xaba (Health), Hon. Patrick Mamba (Public Service), Hon. Prince Gcokoma (Home Affairs), Hon. Nruthuko Dlamini (Public Works and Transport), Hon. Mfiri Fakudze (Foreign Affairs and International Cooperation).

Front row (left to right): Hon. Prince Hlangusemphi (Economic Planning and Development), Hon. Chief Mgwagwa Gamedze (Justice and Constitutional Affairs), Rt Hon. Dr Sibusiso Dlamini (Prime Minister), Hon. Winnie Magagula (Information, Communications and Technology), Her Majesty iNdllovukazi Queen Mother, Hon. Princess Tsandzile (Natural Resources and Energy), Hon. Hlobisile Ndlovu (Sports, Arts and Culture), Hon. Themba Masuku (Deputy Prime Minister), Hon. Rodgers Mamba (Tinkhundla Administration and Development).

Cabinet 2013



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contributions
to this report made by the following:

Honourable Deputy Prime Minister
Honourable Ministers
Attorney-General
Parliament
Secretary to Cabinet
Principal Secretaries
Civil Service
Chief Executive Officers of Public Enterprises
Staff of the Prime Minister's Office

This Report seeks to record the challenges and achievements of the 2008-2013 Administration of His Majesty's Government, and to be of historical value to future generations. Every effort has been made to ensure the accuracy of all information contained therein; any inaccuracies should be notified to the Office of the Prime Minister in order that appropriate action can be taken.

FOREWORD

In October 2008 I was honoured to have been commanded by His Majesty King Mswati III and iNgwenyama to lead the Administrative arm of His Majesty's Government.

It was my responsibility as Prime Minister, to motivate my Cabinet and the respective Ministries to draw up and then deliver a Programme of Action for the five years 2008-2013.

We promised, in that Programme of Action, that this Administration would draw up strategies and set targets, with time frames, as an effective way of achieving the desired results. My statement highlighted a number of priority areas, and these included health, education, food security and job creation – all of them central to the objective of reducing poverty and increasing the standard of welfare for all our people. Also included in the priority objectives were the improvement of social services, tackling corruption and crime generally, at the same time as strengthening security. Equally important among those priorities were decentralization and access to essential resources such as water.

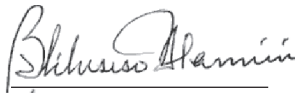
The Programme of Action was duly prepared and presented to Parliament in early 2009.

A keynote of the Administration was the term “business unusual” to capture the concept of re-engineering the way Government business was carried out. The outcome was an improved, more efficient, form of service delivery with performance targets for Ministers and Principal Secretaries. It is hoped that the reading of the Report that follows will demonstrate the impact on the ground, so to speak, of that “business unusual” approach.

On behalf of the Administrative arm of Government, I wish to express our deep appreciation to His Majesty King Mswati III and iNgwenyama, Her Majesty iNdlovukazi the Queen Mother for their guidance and support during this term of Office.

I now have the honour, on behalf of Cabinet, to present to His Majesty King Mswati III and iNgwenyama, Her Majesty iNdlovukazi the Queen Mother, Parliament and the Swazi Nation this Report which addresses all the areas identified in the Programme of Action.




Prime Minister
Dr. B.S.S. Dlamini

17 July 2013
Date

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A. GOVERNMENT PROGRAMME OF ACTION

1. INTRODUCTION AND BACKGROUND

The start of the 2008-13 Administration coincided with the most precarious global financial crisis of modern times. While that crisis was resolved in due course it had already precipitated an economic recession in most countries of the world and especially in Swaziland's export markets. The recession reduced the spending power in those countries which caused recessionary conditions in Swaziland's main trading partner, the Republic of South Africa and, in turn, domestically. Indeed, many of the countries to which Swaziland exports commodities are still either in the grip of recession or experiencing very low growth rates.

With improved service delivery and the creation of an environment conducive to faster economic growth as the two over-arching objectives of the new Administration it was essential for Government resources to be sufficient for the many planned activities.

Later in 2009, however, Government's heavy fiscal dependence on the customs duties shared out from the Southern African Customs Union (SACU) was dealt a substantial shock when, in one year, the pay-out fell from E5 billion to slightly less than E2 billion, a direct effect of the prevailing global economic recession.

This precipitated a severe fiscal challenge for Swaziland's public sector, and restoring a substantial measure of stability, albeit after a very difficult three-year crisis period, has to be counted as one of the significant achievements of the present Administration. Sustaining a good standard of public service delivery while striving for improved value-for-money in expenditure, and prioritising outlays fairly and rationally, became a central preoccupation during those difficult times. It is, we feel, to the credit of the Administration that through the following three initiatives the way has been set out for improved fiscal performance and faster economic growth over the coming years to 2016:

1.1. Fiscal Adjustment Roadmap (FAR)

After the receipts from the Southern African Customs Union (SACU) fell sharply in 2010/11, Government launched the Fiscal Adjustment Roadmap (FAR) with a view to reducing the prevailing Budget deficit from 8% down to 3% of Gross Domestic Product (GDP) by 2014/15. In fact, at May 2013 it could be confirmed that Government has already met that target, though it should be recognised that a substantial contribution to that achievement has been made by revenue from SACU in the intervening years being higher than expected. Nevertheless, a significant contribution to the present state of affairs has been from the fiscal reform measures of the past three years.



Among the substantial measures put in place has been the establishment of the Swaziland Revenue Authority (SRA) – a parastatal that meets international best practice - in January 2011 to replace two tax collecting departments of Government. Government has also enacted VAT and other legislation and accordingly introduced VAT in April 2012. As a result, domestic revenue has risen substantially despite slow collections of other taxes. It is estimated that revenue raised from VAT exceeds that from its predecessor, Sales Tax, by E300 million a year. Furthermore, the reforms have contributed significantly to broadening the tax base.

The challenging economic conditions of the past three years – a combination of low economic growth at the same time as rising food prices – has meant that implementation of reforms has been done with caution with the emphasis on better quality spending and obtaining greater value-for-money. A wage and hiring freeze was introduced in 2011/12 and sustained through to 2013 in order to keep the public sector wage bill under control. After a small decrease in 2011/12 the wage bill was increased by E200 million in 2012/13 to allow for essential projects in health, education and the Police. Tighter controls enabled Government to cut spending on goods and services from E2.2 billion in 2009/10 to around E1.5 billion in 2011/12. Government has subsequently continued to work on initiatives that achieve value for money, assisted by the Procurement Act 2011, a payroll audit due to begin in 2013 and the Public Finance Management Bill recently drafted which is expected to proceed through the later legislative stages as soon as possible. A greater commitment to fiscal transparency is being achieved through the publication of mid-year Budget reviews in 2011/12 and 2012/13 which are available on the Government internet website. The chart of accounts is also being modernised to make Government financial reports easier to understand and to compare with other countries.

The fiscal constraints caused by the lower public sector revenues of the past three years gave rise to an unprecedented accumulation of arrears with local suppliers and contractors. The arrears had built up to E1.5 billion by the end of 2011/12 fiscal year but in the intervening period have been almost entirely cleared, enabling the private sector to re-establish its growth plans without the cash-flow constraints of recent years. The reduction in arrears has been achieved through a combination of borrowing from the domestic financial market as well as systems strengthening including more active cash flow management to reduce the chances of a new build-up of arrears. Government has worked effectively with the Central Bank to develop the local securities market and, since November 2011, Government has been able to raise nearly E1.8 billion in domestic debt, a level of indebtedness at 16.4% of GDP at May 2013 – a relatively low figure by international standards.

1.2. Economic Recovery Strategy (ERS)

The Economic Recovery Strategy (ERS), which is the over-arching strategy of which the FAR and IRM are constituent parts, aims to address the various economic challenges presented by the global financial crisis and the recession in a number of key countries in the export market. The ERS Task Team was appointed and commissioned by Cabinet in April 2011 and announced by His Majesty the King during the 2011 Smart Partnership Dialogue to drive, coordinate and monitor the implementation of the strategies and recommendations of the Smart Partnership Dialogue by Government Ministries, parastatals and the private sector. The Task Team reports weekly to Cabinet.

The Economic Recovery Strategy Task Team is prioritising sectors that will have an immediate and long-term impact on the economy, and identifies obstacles including policies, regulations, institutional structures and legislation that hinder economic growth, and suggests corrective measures. The Task Team is to recommend a resource mobilization plan necessary to fund the identified quick win projects, as well as recommending selected investment projects for appraisal and operationalization. It also has the responsibility of monitoring and evaluating the implementation of Government programmes, projects and policies. It is also to investigate revenue leakages, bottlenecks in revenue generation. It should also ensure that it supports and facilitates the implementation of the Smart Partnership National Dialogue recommendations.

The ERS Task Team has identified the following quick wins:

- Private Public Partnership (PPP) policy and legislation
- Factory shells – replication and management
- Efficiency in Industrial Zones management
- Designate and declare land around development areas e.g. Sikhuphe, LUSIP
- Creation of Special Economic Zones
- Diversification, commercialization of agricultural production and implementation of the National Diversification Strategy
- Extension of trading hours
- Extension of border operating hours at strategic entry points
- Enforce a One Stop Shop investment centre
- Open up mining sector
- Privatization of some public enterprises

The following achievements to date should be noted:

- The Task Team has identified sectors that have great potential for economic turnaround. These sectors have been found to have higher multiplier effect in all four aspects (employment creation, value –addition, capital accumulation and income) are:



agriculture, mining, tourism, financial services, manufacturing and infrastructure development that supports capital accumulation (creation of wealth or amassing of objects of value). Tourism, manufacturing, and health are expected to benefit from positive externalities (spin-offs) from the implementation of infrastructure projects that tend to have a sustained effect even beyond project completion stage.

- Subsequently there has been strong advocacy for realizing the potential of the mining sector.
- Resuscitation of National Industrial Development Corporation of Swaziland (NIDCS); the appointment of a Board, CEO, developing clear timelines and beginning the process of acquiring assets from its creditors
- Fast tracking of the approval of the Shopping Hours and Trading Licence Bills
- Fast tracking of the enactment of several pieces of legislation crucial to economic recovery in the country e.g., amendment of the Income Tax, amendment of the Sales Tax Act etc;
- Catalyzed the process to properly manage the disposal and management of industrial land;
- Identification of unutilised Government farms that have potential for agricultural production;
- Produced project compendiums for investors and donor funding
- Catalyzed measures for improvement in the collection of trade data (SACU)
- Hosted successful brain storming seminars with Brenthurst Foundation, Smart Partnership, Investor Roadmap (IRM) & ERS workshop, Global Leadership Foundation, World Bank, Swaziland ambassadors to the Middle East, mining sector, Development Bank of Southern Africa, Bankers Association and Captains of industry.
- Engaged with Government Ministries and private sector institutions on the strategies that should be employed to realise economic recovery
- Formulated ERS Ministerial Committees to ensure continuity in implementation and ease of reporting on progress and challenges faced in the implementation of the ERS and Smart Partnership Dialogue recommendations
- Engaged the office of the Registrar of Insurance and Retirement Funds on the development of an investment framework to guide the sustainable investment of the insurance and retirement funds in the domestic market.



At the present time, the ERS Task Team continues to consult various stakeholders as an ongoing process, given that the Economic Recovery process is a dynamic process that needs continuous monitoring and changes in the manner of approach.

The Task Team continues to consult the following institutions:

- Bankers Association who have organized a workshop with the Task Team to solicit their input on: potential reduction of bank charges, ease of access to finance for SMMEs and the possibility of creating another local owned and managed bank
- Swazi Commercial Amadoda expecting input on how it sees economic recovery in the operations of businesses on Swazi Nation Land.
- Retirement funds, pensions institutions, insurance companies on the use of the 30 percent local asset requirement for investment of funds
- Donor community through their ambassadors to discuss economic issues and reprioritization of donor funds to areas of critical need
- Harmonization of implementation frameworks (matrix) – IRM, Smart Partnership and Economic Recovery Strategies
- Monitoring of implementation progress on the Smart Partnership Dialogue Resolution and the Investor Roadmap
- Consultations towards establishment of a Roads Authority with Ministry of Public Works and Transport
- Consulting and monitoring the implementation of tax reforms and their effect on increasing inflation and poverty
- Identification of projects for Private Public Partnership financing and implementation mechanism
- Site visits to mining establishments and other strategic projects

Through consultations with the private sector the ERS Task Team has identified and prepared a detailed compendium of 12 projects that have huge potential to stimulate economic activity and trigger the economic recovery process. The identified projects are in the following sectors: mining, agriculture, financial services sector, manufacturing, health, and infrastructure development such as construction of rail lines, dams, institutional housing, and factory facilities. Given the current Government fiscal position, only projects that have ready private sector funding have been prioritized as their implementation would not increase the fiscal burden on Government and would increase the involvement of the private sector and reaffirm it as the engine of growth. Government is expected to participate in terms of allocating land for the projects, issuance of borrowing guarantees for public enterprises and facilitating the quick landing of the investments.

The successful implementation of the first 12 projects is expected to create an estimated 40,500 jobs which should result in the private sector investing about E29.7 billion – all in the next 3 to 5 years. This is expected to induce an increase in economic activity that will boost demand and in turn trigger increased production which is expected to raise the economic growth rate to at least 3 to 5 percent in the next three

years, leading to an improvement in the country's GDP per capita with a visible impact on poverty reduction. The standard of living and the general welfare of the Swazi people is expected to improve as the proposed investments promote economic and financial inclusion through reducing the high unemployment levels, whilst targeting rural out-reach areas where the majority of the population resides.

1.3. New Investor Roadmap

Of primary importance, and a matter of urgency, has been the need to create faster economic growth that would in turn give rise to a substantial increase in Government revenue (through both direct and indirect taxation), facilitating a much-needed increase in public expenditure on health, education, other social services and infrastructure programmes.

The years 2011 and 2012 saw an intensified effort by Government to make Swaziland more competitive in attracting foreign direct investment (FDI). That form of investment brings jobs, capital, skills and access to market and thus contributes significantly and swiftly both to job creation and economic growth. But in sub-Saharan Africa there is intense competition for the minimal amount of FDI currently available - our region attracts less than 1% of global FDI.

In 2011, Government therefore embarked on a substantial exercise of re-examining Swaziland's competitiveness, using a number of global indices, especially the World Bank Ease of Doing Business Index. As a result, the New Investor Roadmap (IRM) was drawn up, with proposed changes and targets linked to the objectives identified by the World Bank and assisted by the details provided in that institution's Doing Business 2013 publication.

The New Investor Roadmap was launched by His Majesty in April 2012 together with the new brand for the Kingdom, *Swaziland – Africa's New Promise*. The brand captures succinctly the commitment by Swaziland to improving the conducive business environment.

Implementation of the New Investor Roadmap will make our economy increasingly attractive to outside investors at the same time as improving the environment for existing domestic investors. The IRM focuses as much on the development of small, medium and micro-scale enterprise (SMME) as it does on large scale investment, and captures targets that will capacitate SMME entrepreneurs across a spectrum from technical and management skills training, to access to affordable finance and the local and export supply chain. The future of our economy rests squarely on our ability to draw a substantially increased output from the SMME sector, which is all about growing more, making more and providing more services, especially in global growth areas such as tourism.



Within the IRM measures were put in place, among many others, to improve the speed, and reduce the cost, of cross border trading, as well as reducing the time taken for Government to issue trading licences and register new companies. A number of administrative processes were made accessible through the internet. As a key yardstick, the aim is to improve from position 123 to 60 in the World Bank index in the coming three years.

By the middle of 2013, the following key improvements had been made to the business environment in Swaziland:

- Company registration time has been reduced from 7 to 3 days
- Time taken for issue of trading licence reduced from 7 to 3 days
- Removal of tax clearance as requirement for trading licence issue
- Health inspection reports no longer a pre-requisite for trading licence except where specific category where inspection time reduced to 48 hours
- On line company name search available
- MOU drafted between respective Ministries regarding introduction of issuing five year work permits
- Existing work permit applications dealt with in 7 days from receipt
- Electronic case management system operationalised to reduce litigation time for resolution of contractual disputes
- On-line filing of tax returns piloted for six companies
- Substantially reduced electricity connection time in SEC national service charter

As a measure to ensure an intensive focus on achieving progress in the key result areas of each Ministry, the Office of the Prime Minister agreed performance targets each year with the respective Ministries. These were captured in the Performance Targeting and Appraisal Programme. The targets were accompanied by performance agreements which were signed annually by Ministers and Principal Secretaries. This process was systematically adhered to over the period of the Administration, and annual assessments were drawn up and reviewed by Cabinet. Overall, it created a sharpened focus on key result areas in each Ministry and a pressure to perform and achieve tangible outputs.

What follows in this Report is an account by the Administration of how it met its commitments to the Nation set out in the Programme of Action 2008-2013.

Sections 2-27 represent an overview of achievements during the Administration. There follows in Section B details of the achievements of the Public Enterprises. Appendix 1 provides details of the achievements (“outputs”) of the work of each Ministry, together with the effect (“outcomes”) of each achievement. Appendices 2-4 relate to Bills submitted to Parliament, Treaties, Convention, Charters and Protocols approved by Parliament, and Bills awaiting approval by Parliament.

2. A HEALTHY NATION

Recognising that essential Health Care Services are a major contributor to a good standard of living and faster economic growth, as well as being a basic human right, the Administration pledged to improve those services. In this regard a policy to provide free medical care for the elderly (age above 60) was introduced in all public health facilities and all Government subvented organisations.

2.1. Infrastructure Development

i) Primary Health Care

Rehabilitation was done across the country in more than 60 Clinics including the maternity ward at Dvokolwako, and the consultation space and laboratory at Mkhuzweni, Piggs Peak.

The Administration has also completed the construction of clinics at Manyeveni, Kaphunga, Eboli, Matsapha, Ngowane, Siphocosini, Jericho, Kuphuka, Mbikwakwe, kaZondwako, Thokozani, Manzini satellite clinic and Mkhondvo.



New Clinic at Eboli

In addition, all clinics were rehabilitated in order to provide integrated services. A programme of building and rehabilitation of staff houses in the health facilities was completed.

ii) Tertiary Health Care

The intensive care units (ICU) in the major hospitals were strengthened. The Raleigh Fitkin Memorial (RFM) received an ICU and renal unit, Hlatikhulu Government Hospital was given a face lift and also received a renal unit, the Nhlanguano Health Centre received a 30 bed Multi-Drug-Resistant TB ward, the Mankayane Hospital and Sithobela were upgraded and the Moneni TB hospital was opened.



National Blood Transfusion Service, Mbabane

The National Clinical Laboratory and the National Blood Transfusion were separated to operate as two functional units.

The continuing water supply problem at Mbabane Government Hospital was addressed through a renovation program that commenced in 2012 and was scheduled to be completed in May 2013.

The feasibility study of the new referral hospital at Elangeni was carried out and funding is now being sought. Phase 1 of the Lubombo referral hospital has now been completed and equipment secured.

iii) New Projects

A total of 52 Clinics underwent restructuring to include maternity units while all hospital maternity units received facelifts including five health centres where maternity wings were expanded to include the construction of waiting huts.

Other new projects in progress include the PPP renal unit in Mbabane, the radiology and cancer centre at RFM, and the ICU at Hlatikhulu.

2.2. Service Delivery

i) HIV/ AIDS

Faced with a continuing HIV and AIDS pandemic and infant mortality rate around 100 per 1000 births, largely through HIV transmission, the Administration and various agencies, including NERCHA, have made substantial progress in reducing the impact of the pandemic. The number of health facilities providing mother to child transmission (PMTCT) of HIV increased from 137 to 178 over the period.

As a result of these measures, the percentage of HIV infected infants born to HIV-positive mothers decreased from 12% in 2009 to 2% at the end of 2012. The official infant mortality rate has fallen from 85 – 79 deaths per 1000 live births between 2007 and 2010 (the most recent assessment) while seeking a reduction to 24 per 1000 to meet the Millennium Development Goals in 2015.

With the national HIV and AIDS framework focusing on three thematic areas – prevention, treatment and impact mitigation – from a health services perspective the main thrust was in the area of counselling and treatment of HIV and decentralising these services to the greatest extent possible. Substantial progress was made in this area with the total of eligible patients enrolled on Anti-Retroviral Treatment (ART) increasing over the period from 47,200 in 2009 to 87,600 at the end of 2012 representing an estimated coverage of 90%, compared to 70% in 2009. This coverage makes Swaziland one of the few countries in Africa to have achieved universal access to HIV care and treatment services. The number of facilities providing HIV care and treatment increased to 125 out of which 60 clinics have nurses who have been capacitated to prescribe ARVs in the absence of a medical officer.

The success of the country in PMTCT and in improving access to HIV care and treatment has been recognised all over the world and is attributable to Government's commitment to the HIV/AIDS response, confirmed by the Budget allocation that ensures all who need ARVs receive them free of charge. Swaziland is now moving towards providing treatment for all people living with HIV regardless of CD4 count, a strategy known as Treatment as Prevention. This includes prioritising the provision of ART for all pregnant women regardless of CD4 count. It is envisaged that implementing this approach will contribute greatly towards reducing the number of new HIV infections in the country. Fixed dose combination was introduced in 2010 which led to increased adherence to ARVs.

The male circumcision programme, recognised as a major boost to achieving the objective of reducing the rate of new infections, was successfully administered with all procedure requests met timeously. The number of circumcised males increased from 2,800 in 2009 to 43,000 in 2012.

A significant contribution to the success of HIV and AIDS program was made by the Global Fund and the United States President's Emergency Plan for AIDS Relief (PEPFAR), for which we are deeply grateful. Rolling out a multi-sectoral programme, with full community participation as a priority, has had a significant impact on service delivery.



ii) TB

The TB detection rate improved from 42% to 75% between 2009 and 2012, while the treatment success rate improved from 42% to 73%. The proportion of co-infected (TB and HIV) patients, initiated on both treatments, increased from 51% to 68% by 2012. There has been a reduction in the number of TB-related deaths among people living with HIV as a result of providing treatment to TB/HIV co-infected patients.

A total of 18 GeneXpert machines were procured for 13 health facilities by the end of 2012. These facilities are Mbabane Government Hospital, TB Hospital, RFM Hospital, the TB Centre, Piggs Peak Hospital, Matsapha MSF Clinic, Mankayane Government Hospital, Nhlangano Health Centre, Hlathikhulu Government Hospital, Matsanjeni Health Centre, Good Shepherd Hospital, Sithobela Health Centre and Siphofaneni Clinic.

iii) Malaria

In respect of malaria, significant progress has been made, mainly through the development and adoption of the Malaria Elimination Policy and Malaria Elimination Strategic Plan (2008-2015) resulting in the achievement of the Abuja Declaration targets by 2010. Government is also expecting to reach the Millennium Development Goals of 2015. Recognition of our progress has been made at regional and global level and, in 2012, Swaziland received an award from the UK-based organization, Health Care Creation Engagement Strategy, for applying an innovative and creative approach to malaria control. Recently the African Union made an award to His Majesty King Mswati III for Swaziland's efforts and impact, as well as its support given to other member states. Improved malaria treatment was established through the use of rapid diagnostic testing for all patients now treated with ACTs.

iv) Maternal Health

The number of Health clinics upgraded to provide emergency obstetric and neonatal services rose from nil to 12 over the period. The number of clinics with functional maternity units increases from 25 to 35. Reflecting the greater availability of these services, the proportion of births delivered at health facilities increased from 74% - 80%. Swaziland is now one of the 22 countries globally that are part of the elimination of the Mother-to-Child Transmission Global Agenda.

PMTCT services within health facilities around the country increased from 137 out of 172 facilities in 2009 to 178 out of 265 in 2012.

Obstetric and neonatal equipment and supplies were procured and provided to the Government hospitals at Mankayane and Mbabane. Five health facilities, at Siphofaneni, Matsanjeni Health Centre, Family Life



Association of Swaziland (FLAS), Mbabane Public Health Unit, and Mankayane Government Hospital, have been selected to be models of centres of excellence for integration of sexual reproductive health and HIV services. They also received equipment for the provision of integrated services.

A total of 16 health care providers from the four regions have been trained as trainers for the Emergency Obstetric and Neonatal Health Care component, and 74 health care providers from all the facilities in the four regions have been trained on the provision of comprehensive maternal/ emergency obstetric and neonatal care services.

Four out of the 10 nurse anaesthetists are undergoing training to be deployed in the five health centres. The six remaining nurses will enrol later in 2013. Funding to continue with the upgrading of health facilities have been secured from World Bank.

v) Expanded Programme on Immunisation

The general immunisation programme proceeded well over the period with the percentage of immunised infants increasing from 72% - 90%. The equivalent figures for the three-in-one DPT vaccine showed an increase from 72% - 83%.

vi) Non-Communicable Diseases

Awareness of non-communicable diseases was improved through the issue of guidelines on a healthy lifestyle, diabetes II, hyper tension, cardio vascular disease and stroke.

vii) Environmental health

Environmental health arrangements were improved through the programme of construction of ventilated pit-latrines. The number of these latrines increased from 7,000 in 2009 to 16,400 at the end of 2012. An incinerator was procured for each of the four regional hospitals, and secured health care risk waste management pits were constructed in ten community clinics. The number of facilities with medical waste management systems increased from 4 to 28 over the period of the Administration.

viii) Community based care

The rural health motivators, the *bagqugquteli*, played a huge role in the provision of care and support in the home based care programme and have recently been trained to provide HIV-related services and the mobilisation of children for immunisation.

ix) Drugs

The continuity of supply of drugs and pharmaceuticals improved over the period from 73% to 82% following the installation of the new drug management system at the Central Medical Store. The new

Pharmaceutical Policy was launched with a pharmaceutical strategic plan to operationalize the policy. The Medicines and Related Substances Control Bill and the Pharmacy Bill were submitted to Parliament in 2012. During the period there were no stock-outs of ARVs and TB drugs. Government now procures all ARV, TB and Malaria drugs

x) Laboratory Services

The strengthening of the laboratory Services was achieved through a number of measures including recruitment of 12 Phlebotomists and 24 laboratory scientists and technologists. A clinical laboratory policy and new standards were drawn up and an electronic management system installed in four laboratories. The stock levels of reagents increased from 30% to 43%. Tests for diagnostic, monitoring and disease surveillance purposes increased from 1 million to 4 million.

xi) Emergency Preparedness Response

Responses for emergencies were significantly reduced following the setting up of emergency preparedness response and subsequent decentralisation to all four regions. Trauma units were established at Mbabane, Mankayane, RFM and Hlatikulu hospitals.

xii) Medical Referrals

A serious humanitarian and financial challenge existed at the start of the Administration to the extent that there was a great deal of reliance on the very expensive process of referral outside the country for specialist medical services. Furthermore it transpired that financial irregularities existed in the administration of the enabling mechanisms – the Phalala Fund and the Civil Service Referral Scheme. It was therefore necessary to carry out a forensic audit and process its recommendations. The recommendations included outsourcing of case management work in the two schemes and the establishment of a strengthened office to deal with the case management stage.

The search for a permanent solution to this challenge will only be successfully concluded when a more comprehensive range of specialist services are available in the country. To this end, over the five year period, eight qualified doctors were placed in specialist training schemes in selected countries and appropriately bonded to return to provide their services as specialists within Swaziland on completion of training. In the meantime, Government has received the benefit of specialist support (ten specialists in total) from the Government of the Republic on China (Taiwan).



2.3. Human Resources for Health

The brain drain that had, over earlier years, severely depleted the number of medical staff was substantially reduced by introduction of overtime allowances for nurses, enhanced salary arrangements for in-service

doctor trainees and a more efficient and punctual processing of allowances.

A Human Resources for Health policy was also developed. The policy seeks to regulate and direct the planning, management, development, training, utilisation and monitoring of human resources within the health sector. The Human Resources for Health Strategic Plan to operationalise the Policy is now being implemented.

At the present time there are 18 medical specialists (cardiologist, ophthalmologist, gynaecologist, paediatrician, psychiatrists, anaesthesiologists, orthopaedic surgeon, general surgeons) – an increase from the eight specialists available in 2008. There are currently 45 medical doctors of whom 33 are Swazis, 13 dentists and, of the allied health professionals, there are 29 pharmacists and pharmacy technicians, 24 laboratory technologists and technicians, and nine radiographers.

In the Rehabilitation group there are now five occupational therapists, eight speech therapists/audiologists, four dieticians, six optometrists, nine physiotherapists, 17 nurse anaesthetists, 90 ambulance assistants and two clinical psychologists. These were ably supported by a team of 20 Cuban doctors and nine Taiwanese doctors and nurses.

2.4. Procurement

The Administration has set up a Procurement Unit in the Ministry of Health which has implemented the streamlining of all procurement for health services, commodities and equipment. Significant savings have been made by setting price ceilings on items supplied.

2.5. Policy Issues

In the area of general health services, Government developed a standardised essential health care package for implementation at various levels, with the necessary staff training carried out to provide the required support. New clinical guidelines were established and health workers were oriented on them. The quality assessments of all facilities have been done quarterly. The new Pharmaceutical Policy was launched together with a Strategic Plan. The Medicines and Related Substances Control Bill and the Pharmacy Bill were submitted to Parliament. The Nursing and Midwifery Bill was also submitted to Parliament, its purpose being to strengthen standards of care and regulation of nursing.

3. AN EDUCATED AND SKILLED NATION

Recognising that education is not only a basic right, but also a pre-requisite to faster economic growth, Government has sustained its financial allocation to the education sector at 18% of Budget.

At the first stage in education – early child care and education (ECCE) – Government carried out a programme of inspections of 1,200 ECCE centres to identify gaps and strengths in teaching and learning. It also supplied 480 community pre-schools with teaching and learning materials. New standards were developed and the ECCE staff increased from 5 to 21. Overall there was significant improvement in registration and adherence to standards.

Against a background of scarce resources, Government took a number of substantial steps towards the Constitution requirement of “free and compulsory basic education” by rolling out Free Primary Education (FPE) in the first four primary grades by January 2013.

In so doing, Government provided all the required text and exercise books and stationery, created a further 440 teaching posts and at the end of 2012 had applied for an additional 113 teaching posts. Furthermore, 936 new classrooms (including 78 mobile classrooms), and 266 teachers' houses (including 190 mobile homes) were built specifically for the FPE programme, with more than 20,000 units of furniture installed over the period. Teaching materials were designed across a wide range, from science to home economics, in order that they could be supplied locally at affordable prices.

Teaching skills were enhanced through literacy and numeracy workshops for 1,133 Grade 1 and 2 teachers from 321 schools. Ten library skills workshops were held for head teachers. Teaching and learning materials, such as computers and printers, were given to eight teacher resource centres in all the regions. A total of 187 infusion workshops in various subjects were held around the country while 240 head teachers received workshop-based training on subjects from leadership to financial and personnel management. Performance enhancement workshops were held for about 150 schools. The Schools as Centres of Care and Support (SCCS) programme was introduced in 520 primary schools.

To ensure that standards in the public primary schools are maintained, the programme of inspection was maintained at an average of 150 schools per annum; as a measure to achieve an improvement in the standard of financial control in the schools, the Auditor-General carried out the audit of an average of 210 schools each year. Constrained throughout by a shortage of resources, this represented only a small

fraction of the targeted annual audit of all 800 or so schools and colleges.

The strategy of preferential distribution of resources to schools in remote rural areas was sustained in order to redress the present imbalance; this applied mainly to physical infrastructure, furniture and equipment; 27 new secondary schools were built during this Administration in addition to the 12 schools funded through a special Government of Japan grant.



New Secondary School at
Nhlabeni

The quality of secondary education also improved through the adoption of the International General Certificate of Secondary Education (IGCSE) later adapted to a local version, the Swaziland General Certificate of Secondary Education (SGCSE). A number of practical subjects, including ICT, design and technology and business studies, were introduced in many schools, while preparations commenced for introducing entrepreneurship as a compulsory subject. Guidance and counselling programmes were included in the school timetable. Two senior inspector and 15 regional inspector posts were established and staffed, while 12 inspectors were provided with second degree training. Training in a neighbouring country was provided for 37 design and technology teachers.

Special education needs training workshops were held for school and college teachers as part of the inclusive education strategy to draw children with special needs into the schools and colleges mainstream; teaching and learning materials were distributed to 15 mainstream schools and three colleges, and one Resource Centre was built at Embasheni in the Hhohho Region. A total of 2,000 primary school teachers, 50 high school teachers and all regional inspectors received special training on inclusive education to meet special needs in mainstream education. Long-term training outside Swaziland, in special and inclusive education, was facilitated for two Special Education Needs inspectors and 13 teachers from special schools. All student teachers graduating from teacher training colleges now do so with special needs and disability teaching skills. A high school for the deaf was established.

Curriculum review and development continued throughout the period and a proposal was completed for introducing entrepreneurship, supported by teaching skills, as a compulsory subject in primary and secondary schools.

Social assistance to orphaned and vulnerable children (OVC) through education grants was sustained despite dwindling resources and a higher demand resulting from the introduction of FPE and an increased number of orphans.

At the start of the Administration one very significant shortcoming was the weak financial control over the recovery of the portion of scholarship money loaned to students in the tertiary sector over the years. Following internal portfolio changes in which responsibility for scholarships passed to the Ministry of Labour and Social Security, a new Scholarship Policy was drawn up and a multi-discipline consultancy engaged to upgrade the accounting system for scholarships together with finalising details of outstanding loans, and initiating a comprehensive recovery process.

The tertiary sector expanded considerably, firstly through the increase of 140 places to handle the demands of a higher primary school enrolment under FPE, and secondly through the establishment of three additional universities. The latter group consisted of the Southern African Nazarene University (SANU) and Limkokwing University, both of which were operational during the period, and the Swaziland Christian Medical University for which construction was completed. Additionally, the Swaziland College of Technology (SCOT) was upgraded to the status of university. New legislation was drawn up to prevent the mushrooming of unregulated institutions in the tertiary sector.

The Education and Training Sector Policy provided a guide to the operations of the sector, and the Education Sector Strategic Plan was launched. The Technical Vocational Education and Training (TVET) Policy was developed to standardise and harmonise vocational training, and improved cooperation between TVET providers and industry was achieved with regard to internship and apprenticeship issues.

4. A FOOD SECURE NATION

Being food-secure through the domestic production of our staple crops, predominantly maize, has been a driving national ambition through the years. This Administration resolved to tackle the issue by encouraging an increase in production, largely from improved yields, supported by increased storage arrangements.



National maize production achieved an average annual level of 77,000 MT over the four years to the end of 2012 (the latest crop in the Administration) period, which is well below the target figure of 120,000 MT. But, given that this relies substantially on rain-fed irrigation, production was adversely affected throughout by climate change, hail storm disaster and drought. Nevertheless, assisted by the tractor hire a subsidy programme was undertaken and an annual average of around 800 demonstrations and workshops on good agricultural practices (GAP) were conducted.



Maize varieties demonstration field at Emadulini

The annual need of around 1000 MT of lime to reduce the prevalent acidity of the soil could not be met until the end of 2012 when the EXIM loan, long delayed, was mobilised.

The introduction of the Climate Smart Agriculture Programme through implementation of Conservation Agriculture and Agro-forestry Inter-Cropping Systems has proved popular owing to resilient cropping systems. Government is increasing investment in manual and mechanical equipment for Conservation Agriculture to meet the growing demand.

Progress on achieving better use of existing Government farms has been relatively slow. Extensive use has already been made of most of the areas though there remain issues of squatters that need to be dealt with in an appropriate manner. By early 2013 a review was underway of all the farms, setting out the hectares already allocated to users, those containing squatters and those representing unutilisable land either for arable or grazing use.

5. IMPROVED AVAILABILITY AND ACCESS TO WATER

Access to water for both human consumption (potable water) and for agriculture remained a high priority throughout the Administration.

5.1. Potable Water

With a view to increasing the supply of potable water in the rural areas, construction of the Lubovane Dam was completed and 16 macro-schemes, which are small reservoirs, were built. These schemes, together

with the drilling of 977 boreholes and the installation of 260 handpumps, took potable water to a further 92,000 people. Over the period of the Administration the access to potable water for the population in the rural areas increased from 54 to 69%. With international agreements limiting the use of river water resources, and with continuously increasing national demand for water, the preparation of a National Water Policy and a Water Resources Master Plan represented an important additional output for the period.

In the urban areas, almost all having access to potable water, the main strategy of the period has been to conserve resources by reducing wastage of water. Following measures to speed up emergency repair work, detect and disconnect illegal water connections, and the installation of a telemetry system to monitor all main reservoirs and pump stations throughout the country, unaccounted for water in the urban areas was reduced from 34% to 30%. This achievement compares favourably with the statistics for neighbouring countries.

The objective of extending water supply in the urban and peri-urban areas gave rise to the construction of the Siteki Water Supply Scheme, completed in 2012 and taking water to a further 100,000 people in the Mhlumeni-Sikhuphe corridor. Construction of the project taking water from Siteki to Mpolonjeni is ongoing, and the designs were completed



for the Lomahasha Water Supply project that will take potable water to 15,000 people in that area. Construction of a 3.2 megalitre reservoir and associated pipelines at Logoba is 95% complete. A sewerage reticulation that will serve 1,000 households in Ngwane Park is under construction. During the period, a further 5,300 connections were installed serving 27,000 people.



5.2 Water for Agriculture

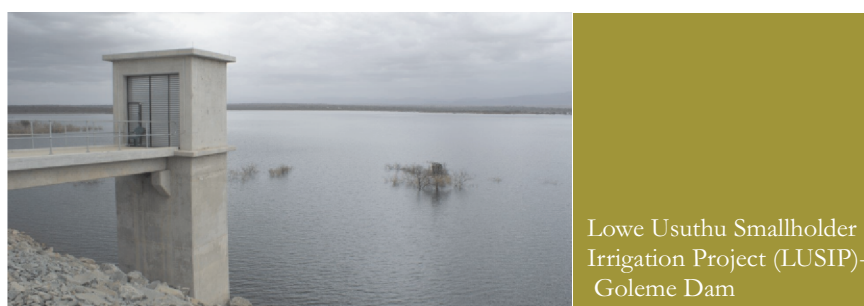
Dams with downstream irrigation were constructed at Nceka and Mpuluzi providing water for an additional 124 hectares. Nceka was provided with a sprinkler irrigation system, and two reservoirs were also

built as part of the project. Development of a diversion weir and downstream irrigation were constructed at Buseleni, serving a further 200 hectares. A project, funded by the European Union, has been launched which will rehabilitate two medium-sized dams with downstream irrigation development at Mpatheni and Nhletjeni which will cover 70 hectares under community irrigation.

The small earth dam construction programme continued with a total of 27 earth dams constructed during the Administration, providing drinking water for livestock and downstream garden irrigation.

In the Komati Downstream Development Project (KDDP) itself, 5,300 hectares of land were developed for irrigation for sugar cane production and other crops under the Diversification project. KDDP proceeded also to supply potable water to over 3,500 homesteads and sanitation facilities to over 3,600 homesteads.

The Lower Usuthu Irrigation Project (LUSIP) was completed in the early part of the Administration and developed over 2,300 hectares of land for irrigation for sugar cane production. Nearly 900 homesteads received potable water and in excess of 2,000 VIP latrines were provided.



6. IMPROVED SERVICE DELIVERY THROUGH DECENTRALISATION

The existing degree of decentralisation to regional offices that applied to various Government services was augmented by a programme of deconcentration to a number of service centres. The target for the period was eight new centres to provide a range of services. By the end of the period, the main Government services - registration of births, marriages and deaths, issue of identity cards (approximately 93% of eligible residents now have cards), travel documents, road and trading licences – had been “deconcentrated” to Siphofaneni, Hluthi and Matata. The Luve, Lomahasha, Gege, Buhleni and Sithobela service centres are almost at the stage of being fully-equipped and ready to operate, progress being slowed only because of resource constraints.

Community capacity-building trainings were conducted in 22 tinkhundla.

Further examples of decentralization of services are in the circuit courts conducted in various small towns such as Mankayane, Mliba, Big-Bend, Siphofaneni and Lomahasha. Some magistrates courts having traffic courts sitting on specific days; the services of the Master of the High Court have been deconcentrated and are available in the Lubombo, Shiselweni and Manzini regions with weekly visits paid to Piggs Peak; the magistrates courts infrastructure has been upgraded outside the main urban areas in order to improve access to justice.

The Micro-Projects programme made a substantial contribution to community access to socio-economic infrastructure through its support for education, health, agriculture, rural electrification, water supply and transport and communications. The essence of the programme was the decentralisation of key inputs, especially labour and project management. In addition in providing for the needs of FPE, 23 water sanitation schemes, 20 dipping tanks, five low level bridges, 58 rural electrification schemes, 21 health facilities (clinics and staff houses), 41 neighbourhood care points and 79 tinkhundla structures were constructed. In addition to this, 84 rural groups were trained in project management.



Mayiwane Inkhundla

7. GREATER ECONOMIC GROWTH AND JOB CREATION

7.1 Large Scale Domestic And Foreign Direct Investment

Government continued to manage the economy in a manner that seeks to maximize the rate of economic growth; growth was relatively low averaging less than 2% per annum over the period of the Administration. This reflected more the state of the economy in Swaziland's external markets, and the resultant impact on demand within the global supply chain, than the vigour and effectiveness of the domestic drive to attract investment and secure the production of more goods and services. The maximization of the welfare of the Swazi

people has to be achieved through a more prosperous economy, and Government's role in creating that growth has been in providing an environment that is conducive to enterprise producing a substantially larger amount of goods and services.

Based on this objective, the Economic Recovery Strategy (ERS) was drawn up and launched in 2011 which captured the strategies and actions to create faster economic growth and achieve the creation of an additional 30,000 jobs by 2015. With specific focus on improving the business environment and increasing our competitiveness rating in the relevant global indices, the Investor Road Map (IRM) was overhauled, updated and re-launched in 2012. The IRM has, through 16 key objectives, set out a clear route to an improved environment that will encourage investment from large-scale industry down to micro-scale enterprise. Government has established teams to coordinate and report on progress in implementing the IRM to strict deadlines. In so doing, Swaziland has halted the decline of recent years of its ranking in the World Bank's Ease of Doing Business Index, an annually updated measure of business friendliness across more than 180 countries worldwide. With Swaziland's ranking stabilised at number 123, the domestic programme under the IRM is underway and expected to take the country into a single figure ranking within two years.

The IRM relates to all scales of enterprise. In respect of foreign direct investment (FDI) there was a concerted drive to attract new investment in view of the new technologies, products and access to markets, as well as capital and management skills that such investment brings to a country. Over the period of the Administration fully serviced land for industrial use was provided at Matsapha (42 hectares) and Ngwenya (10 hectares). In 2008-2013 the number of jobs created or in the pipeline of projects under completed or ongoing negotiation, was 14,900 including 1,200 jobs created through the linkage of small to big business. Unfortunately, there were a number of company closures and retrenchment measures during that time though it should be recognised that these reflected the advent of difficult trading conditions imposed by export markets rather than disaffection with the domestic business environment.



Government factory shell at Matsapha rented to Kasumi Apparels Swaziland (Pty) Ltd

Nevertheless, following extensive consultations and the Economic Diversification Study, it was recognised that in terms of geographical location, availability of land, quality of telecommunications and cost of utilities, Swaziland is at a competitive disadvantage compared with neighbouring countries. A study to create a significantly improved regime of fiscal incentives, that will establish a clear competitive edge for the Kingdom, will be commissioned by June 2013 and will produce a new package before the end of this Administration.

During the course of the Administration the role of Swaziland's diplomatic missions has been enlarged to include promotion of trade, tourism and investment. Heads of Mission submit regular reports on such activities as well as the main diplomatic work. Planned training programmes had to be carried forward to a future date pending the necessary resources being made available.

7.2 Small, Medium And Micro-scale Enterprise (SMME) Development

The Administration committed itself to placing SMME development at the core of the Programme of Action. In addition to making the links with big business for enterprises that led to the creation of 1,200 jobs, a programme of capacitation was launched in respect of a number of commodities. In an expanded outreach programme nearly 1,400 producers/crafters were trained in business skills and 2,800 capacitated in product development, quality control and leadership skills. That programme covered 25 tinkhundla and gave rise to a 30% increase in student intake at the National Handcraft Training Centre. The One Household One Product (OHOP) created sustainable livelihoods for the occupants of 400 households.



OHOP Vegetable Project



The vision of King Sobhuza II that Swazi Commercial Amadoda should play a valuable role in the development of Swazi enterprise has been given a significant boost from the allocation of resources to strengthen its ability to motivate and facilitate the development of Swazi business, especially in respect of transport and retail activity on Swazi Nation Land.

The commercialisation of agricultural activity included a special focus on crops (including vegetables, honey, mushrooms, edible oil, dairy products) in which Swaziland is competitively positioned for increasing exports or substituting imports or where diversification into alternative staple crops (sorghum, cassava) is considered a priority.

An annual average of 3,250 farmers were trained in the marketing of vegetables for the local and export markets. Annual production of vegetables for the export market averaged at 80,600 MT. In 87 seminars on commercial indigenous chicken production, 2,713 producers were trained on business management, pricing and marketing. Over the period of the Administration, the number of producers of indigenous chickens increased from 257 to 725. Although the Mfumbaneni Hatchery Project was not revived as planned, two indigenous chicken multiplication units were established at Nkiliji and KaMfishane, producing parent stock for sale to farmers. A goat marketing survey was undertaken, 120 farmers received field day exposure to goat production and 20 farmers have commenced commercial production.

More than 300 farmers were trained in dairy and, to encourage the growth of the livestock industry, a project was launched which gave rise to hay and fodder production at Government ranches and at tinkhundla level, and resulted in a 65% reduction in hay bale imports from South Africa.

Following a programme of the promotion of, and training in, fish farming, there are now more than 1000 functional fish ponds in the country with an annual output of 280 MT. Mushroom production has increased from 450 kgs to 4.5 MT in the past four years.

A substantial initiative was launched in 2010 to attract from across the country a large number of existing and new beekeepers into the formal market which had hitherto lost honey production to the informal market. A relatively poor response was received from the general public. Nevertheless, the number of beekeepers nationwide increased from 1,578 to 1,811, with annual production rising to 109.5 MT by the end of 2012.

A raw material (sunflower, soya beans, groundnuts, cotton seeds) supply programme to support industry is under implementation. The edible oil industry was boosted by imposition of a levy on imports in order to give the local industry the opportunity to develop. A polished white rice export (to Durban) market was established with 12,000kgs exported. Two studies were undertaken – into the edible oil industry and the textile and apparel Industry.



The strategy of adding value to primary produce through the development of agri-businesses, especially in rural communities, was

promoted through four food processing outlets being established and 12 food processors in all four regions, capacitated.

The SMME Guarantee Scheme was reviewed and re-launched under new conditions which are more accessible to aspiring entrepreneurs. There remains a need for financing institutions to be less risk-averse and focus more on the strength of business plans rather than the availability of collateral which is generally not available for start-up situations.

The policy and legislative framework was brought up to date and strengthened through a number of measures including promulgation of the Companies Act 2009, submitting the Economic Empowerment Bill to Parliament, reviewing the SMME Policy and developing a new Investment Policy. The Trading Licences (Amendment) Act and Shop Trading Hours Act were promulgated both contributing to a more business-friendly environment. The Swaziland Competition Commission was established to prevent the concentration of market power and consumer harm. The Swaziland Standards Authority (SWASA) was established and has published 89 standards since inception.

By the end of 2012 the time taken to register a new company and getting a trading licence had been reduced, in each case, from seven to three days. Response and processing time for work permit applications has been reduced and discussions are underway to formalise the use of the five year permit for investors meeting certain investment criteria.

Together with a reduction in the time taken to obtain the necessary business licences, the Administration's inspection programme (4,500 inspections undertaken) has confirmed that compliance with regulations has improved. Compliance with weights and measures standards has increased from 79-89% over the period.

7.3 Tourism

In recognition that tourism is the industry that, globally, generates more employment than any other, Government attached much importance to the contribution tourism revenue could make to economic growth. Despite the many attractive features that Swaziland can offer the discerning visitor, the participation in tourism fairs around the world, and hosting tour operator and journalists, the Kingdom has remained a transit stage rather than a tourism destination with an average stay of little more than one night.

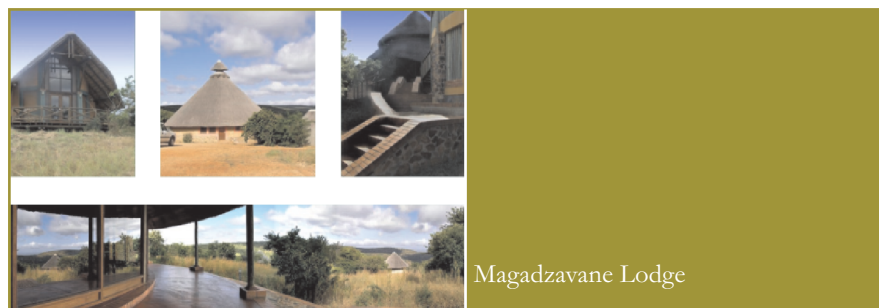
The early years of the Administration showed an increase in tourist numbers but the inference of growth was contradicted by a substantial fall in the tourism accommodation spend adjusted for inflation, in



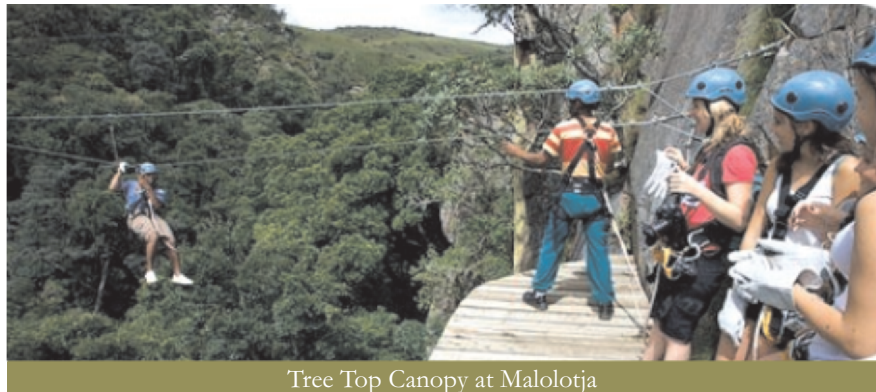
respect of the five years to 2011. A net decline in tourism investment further confirmed the trend and prompted the commissioning of a study in late 2012 to identify the tourism products that tourists, especially those from neighbouring countries, are interested in, and how Swaziland can respond. In the meantime, an extensive inspection and registration process gave rise to over 90% of all accommodation facilities registering for meeting the minimum standards of accommodation.

There are continuous efforts towards adding the number of nights spent in Swaziland. From the year 2008 a great deal of time has been invested towards attracting both international media and tour operators into the country to raise awareness of the destination and its attractions. A total of 100 articles on Swaziland were published in a variety of media as a direct result of media press trips and other public relations work. On the same note, no fewer than 50 international tour operators have been engaged and have shown keen interest in putting Swaziland into their itineraries and selling tourism in the Kingdom to their clients. The amount of interest from the travel trade has been encouragingly impressive amidst fierce competition from other destinations.

The commercialization of the Swaziland National Trust Commission in an environmentally protective manner continued with the opening of Magadzavane Lodge in the Mlawula Nature Reserve near Siteki in 2012. Magadzavane Tourism Complex employs ten people and has been visited by a total of 1354 visitors in the year 2012/13.



Ten additional chalets were built for Mantenga Nature Reserve, bringing the total number of accommodation units from 15 to 25. A total of 16 National Monument sites were identified and documented, the Mbengeni House National Monument was rehabilitated and fenced, and extensive activity hosting workshops and other events took place at the Environmental Education centres in parks, the National Museum and King Sobhuza II Park. The Mantenga Cultural Village has employed 51 people and in its first year of operating Mantenga (2012/13) the facility has recorded 24,500 visitors. As a result the Swaziland National Trust Commission increased its turnover from E2.2 million in 2011/12 to E4.4 million in 2012/13.



Tree Top Canopy at Malolotja

8. INFRASTRUCTURE DEVELOPMENT

Access to the market for agricultural and other products, together with the needs of a thriving tourism industry, have demanded a commensurate increase in the transport infrastructure. The programme has progressed but restricted by the limited resources available during the period of financial difficulties in the public sector.

8.1 Roads

Community gravel roads built using labour based methods were extended by 145 kilometres over the period with each contractor hiring an average of 60 local workers during the construction period. Between 2008 and 2013, this programme is estimated to have created 780 employment opportunities during construction in the project communities. A further 207 kilometres of road was re-gravelled using conventional construction methods, with an additional 80 kilometres in progress by early 2013.

A combination of fiscal constraints and delayed procurement procedures in accessing foreign funding reduced the total upgrading of gravel roads to bituminous standard to 91 kilometres, including the Mbabane by-pass dual carriage way. But a further 36 kilometres of Mbadlane to Sikhuphe dual carriage way is nearing completion and another 44 kilometres on the Sicunusa-Nhlangano road is at contractor procurement stage.

Routine maintenance was also done on both gravel and paved roads. On gravel roads, this involved regular blading/grading and spot regravelling on the entire gravel road network of 2,040 km. On paved roads government ensured that road markings and signs were properly maintained. On average 300km of road markings were renewed per year. Also road reserve maintenance (involving clearing of drains, bush and litter) was also done on an average of 400 km per year.

In the rural areas, river crossings represent a crucial means of access to community amenities and Government services. A total of 23 river crossings were completed over the period with a further 15 planned for the current year.



Aerial View of the Mbabane Bypass Road (MR3)

8.2 Road Transportation Services

Government introduced the new vehicle registration system in August, 2010. The main objective of the system is to provide an up-to-date Central Motor Registry data where vehicles are registered using vehicle numbers unique identifications in Personal Identity Numbers (PIN) and or Company Identity Numbers (CIN). The main objective of the system was an up-to-date Central Motor Registry.

The new vehicle registration system also provides for personalized vehicle registration to cater for those wishing to personalise their number plates. The mass registration under the new system was completed in June 2011.

Government computerised the Public Service Transport Permit System starting in 2008. This was in an effort to improve on the issuance and management of public transport permits. Due to the improvement in the management of public transport permits, transport services have been improved such that permits issued in 2013 amount to 4,530 from 3,164 in 2008.

8.3 Buildings

For a long time Government has been faced with a huge backlog in the maintenance of its buildings. A rehabilitation programme was therefore embarked upon but had to be prioritised due to financial constraints. The following buildings were prioritised for rehabilitation: Income Tax, Housing and Tourism, High Court, Hlatikhulu Hospital, Swaziland Broadcasting and Information Services, Bhalekane Correctional Services and Piggs Peak Magistrate Court. This was aimed at improving the working environment for the civil service and in the process improving service delivery to the public. Among these projects, Bhalekane Correctional Services phase II and Piggs Peak Magistrate

Court are now completed whilst the rest of the structures are almost complete.

8.4 Central Transport Administration

As per its mandate, the Central Transport Administration (CTA) continued to provide transport to all Government Ministries, including during international meetings and national duties. During the financial crises faced by government CTA introduced fuel rationing which has helped Ministries to prioritise their activities with the minimum available resources.

8.5 Air Transport

Construction of the new Sikhuphe International Airport has needed to keep pace with the available resources. Given the size of the investment, the pace has been relatively slow but sufficient resources will be released to enable construction to be completed by the third quarter of 2013. The project has included the lengthy process of resettling former residents on the site of the airport.



Sikhuphe International
Airport

The Swaziland Civil Aviation Authority (SWACAA) was set up to licence the whole Civil Aviation industry including the new Sikhuphe International Airport. Progress made in this area includes the passing of 16 regulations and the licensing of both Matsapha and Sikhuphe Airports, the latter having commenced and is progressing. Through implementing these initiatives the country has achieved 80% towards qualifying for removal of the European Union ban, and fulfilling the obligations under the 1944 Convention on Civil Aviation.

In a move to operationalise Sikhuphe International Airport by the end of 2013 some essential works such as the runway, apron, taxiway, passenger terminal, cargo buildings, International Civil Aviation Organisation (ICAO) critical buildings, aviation systems and alternative access road have been completed. The construction of support buildings like the Police Station, Security Control Post, maintenance and warehouse, and in-flight catering facilities are nearing completion. A

number of SWACCA personnel have been trained in air traffic control, fire-fighting, air navigation, standards and aviation security. The slight delay relates to SWACAA awaiting the ICAO Technical Cooperation Bureau Experts to conduct on-the-job training for Inspectors. This is to happen beginning mid 2013.

8.6 Railways

The planned dry port development at Matsapha has not yet been implemented owing to resource constraints, nor has the proposed rail link to Sikhuphe International Airport been constructed. However plans are underway for a substantial western rail link from Lothair through Malutha to Sidvokodvo and then to Richard's Bay which will, in easing congestion for present mineral transportation from South Africa, and bring very substantial business to Swaziland. The project is in partnership with South African Railways and has passed the pre-feasibility stage, with the feasibility study itself now underway. The second stage of that project proposes a rail link that includes a line from Ngwenya to Sidvokodvo to Mpaka. In the meantime, a railhead at Mpaka is enabling iron ore to be transhipped from road to rail and thence to Maputo.

8.7 Microprojects Programme

The Micro-projects Programme made a substantial contribution to community access to socio-economic infrastructure through its support for education, health, agriculture, rural electrification, water supply schemes and transport and communication. In the last 5 years, commendable progress was achieved by the Micro-projects Programme as 1490 community driven development projects were completed in various sectors. Included were 858 classrooms completed to support Free Primary Education (FPE). The FPE provided about 34,300 pupils the opportunity to access decent education under a conducive learning environment. Rural electrification and income generating projects positively changed rural domestic life amongst 58 communities which connected to electricity. Completion of 23 water supply schemes and 20 dipping tanks has improved livestock management and reduced water borne diseases in beneficiary communities. Under the Ministries of Health and Tinkhundla Administration and Development, 100 structures were completed. The structures up-scaled the Ministries' decentralization programme. Completed facilities such as staff houses, guard houses, fencing, women centres and work-sheds increased efficiency and service delivery at the Tinkhundla and Health centres. The ultimate Programme goal is to create self-reliance and self-sustained development of local communities, based on available local resources, human capacities, cultural and social values.

9. ENERGY

A principal source of concern has been the extent of Swaziland's reliance on externally sourced electricity and the need to make more efficient use of existing power sources. The aim has been to create more electricity and use less.

The main project – the construction of a thermal power station - experienced significant delays owing to the protracted process of allocating, on a competitive basis, an exploration licence to an investor who would mine the coal needed for operating the power station, followed by an operator for the power station itself. In the meantime, the Maguga Hydropower Station with a capacity of 10 MW was completed and officially opened, with detailed designs completed for the Mnjoli Dam Hydropower station. With a view to improving the quality of electricity supply to quite substantial areas of the country, three substations were installed at Mayiwane, Lawuba, Nkhamba and Manzini North.



Maguga Power Station

The total domestic output of electricity increased from 51 MW to 95 MW, over the period of the Administration, meeting around 86% of the base load. The number of SEC customers increased from 70,500 to 121,100 which equates to around 730,000 head of population – an average 65% national population coverage, a high figure compared to the rest of Africa. This figure was achieved substantially through the Rural Electrification Programme financed by the Government of the Republic of China (Taiwan), the Micro-Projects schemes and the Rural Development Fund.

The drive has been on to create renewable energy sources in the country. Solar water heating, a technique which can take a high-consuming use out of the electricity grid, was demonstrated at the Matsapha Correctional facility and Matsapha High School. A 30KW solar lighting system was installed at the Government Hospital Bloodbank, situated in Mbabane. A pilot scheme of wind and solar power measuring stations was installed at Siteki, with an additional measuring mast at Tikhuba. These confirmed the discovery of a high potential source of wind energy along the Lubombo Plateau.

The Swaziland Energy Regulatory Authority became operational during this period, enabling a tariff methodology to be independently developed. Following this, two tariff adjustments were assessed and an award made.

10. PROTECTION AND EMPOWERMENT OF VULNERABLE GROUPS

Through the social welfare programme Government continued to support orphans and vulnerable children (OVCs), ex-servicemen, the elderly widows and people living with disabilities.

The Free Primary Education Programme (FPE) dramatically altered the plight of the OVC enabling those children to attend primary school and raise enrolment above 90% with Government grants to cover those outside the ambit of FPE. Reinforcing this with food, health services and psycho-social support proved a greater challenge since, with the number of Neighbourhood Care Points now exceeding 1,500 there are not enough resources to meet their needs in full. The *indlunkulu* scheme was launched to secure community involvement in meeting these needs but had varying degrees of success and will require a revival or alternative solution to what is a serious humanitarian issue.

The Social Welfare Policy was produced and launched together with a five year action programme. The Mankayane Village for Vulnerable Groups project started in 2012 and will, when completed, provide a refuge for the abandoned young and elderly, and physically challenged persons in Swaziland.

Payments to the elderly have continued. While at the start of the Administration, 55,000 were being paid manually, by 2013 the total number had risen to 60,500, of which 13,500 are now being paid electronically and monthly with the remaining 47,000 still on the manual basis. But their data has been captured electronically and linked to the national civil registration process through PIN use.

The enactment of the Child Protection and Welfare Act of 2012 has given rise to the appreciation of the rights of the child and responsibilities of parents to children and how the children of Swaziland can be protected from abuse through the law, and defining clearly the role of the state in particular those vulnerable. Government is piloting the safety net programme through the provision of cash transfer for the most vulnerable children in a much more clearly defined manner that is also IT compliant. A One-Stop Centre meant for sexually abused children has been rehabilitated and furnished at the Old Mbabane Magistrates' court.

To implement the provisions of the Constitution on gender balance, a National Gender policy was drawn up and launched, together with a prioritised Plan of Action and monitoring and evaluation framework. This is being reinforced by a programme of stakeholder training for gender mainstreaming and gender-responsive budgeting. The SADC Protocol on Gender and Development was ratified. The first and second CEDAW State Party reports were drafted, approved and submitted to the UN, and will be defended in July 2014. The reports cover all strategic areas on our national status and progress made to date thereof.

The National Disability Policy was produced and launched in July 2013 and enabling legislation will be drafted to be approved before the end of 2013. A management information system was developed for improved administration of social safety nets and National Standards and Guidelines approved for control in the foster care programme and a programme of visits to alternative care centres around the country was in part carried out. The Zakhele children's home was rehabilitated in 2010 with the assistance of MTN Swaziland. Stringent registration requirement and regulations, together with more frequent visits by the authorities should be the next stage of the programme to safeguard vulnerable children taken into care.

Swazis are encouraged to support vulnerable children through adoptions, fostering and kinship. This Programme has been slow compared to the inter-country adoptions where vulnerable children were adopted within the reporting time frame and now reside abroad. This Programme is under review to strengthen the protection of the rights of our children and their access to fundamental services.

11. A SAFE AND SECURE NATION WITH REDUCED CRIME

The Administration gave the pledge to be tough on crime and terrorism. Apart from one infamous incident of terrorism, in respect of which arrests were made and convictions secured, the Nation has been kept free and protected, through implementation of the Counter-Terrorism Strategy and the creation of the Serious Crimes Unit, from a repetition of that kind of criminal behaviour.

In respect of general crime, the Nation has enjoyed continuing protection from law enforcement agencies, achieving an annual average of 3% reduction in serious crime over the period 2008-13. With the primary focus on prevention, a substantial public education programme was undertaken in the period, promoted in the first instance by the holding of 42 crime prevention campaigns. The purpose was to achieve a broader and deeper understanding and vigilance in respect of crime. A total of 100 Schools Anti-Crime Clubs were formed, as well as 23

Business Against Crime Forums with follow-up visits to confirm their effectiveness.

Crime prevention and detection, especially in the rural areas, have been enhanced by the activities of the community police. The harmonisation of their activities with those of the Royal Swaziland Police has been achieved through members of the community police (nearly 6,000 in number) in all 55 tinkhundla and 104 imiphakatsi receiving training on crime prevention using the Standardised Training Module. Effectiveness has been enhanced by the establishment of 101 Neighbourhood Watch Schemes from 2008-11. Integration of these schemes with existing community policing structures has facilitated an effective strengthening of community vigilance and maintenance of law and order.

High police visibility creates a significant deterrent and, over the period, crime-prone and business areas have received an average of 12 hours a day police patrolling. Service targets are displayed at all police stations and independent inspections carried out to ensure this is done systematically.

Swaziland's Human Trafficking Programme has maintained its Tier 2 (USA Government) rating and has an ongoing Memorandum of Understanding with SADC countries. A three year Anti-Trafficking Strategic Plan has been drawn up. Training of support professionals continues, thus strengthening Swaziland's ability to prevent, protect and prosecute. A toll-free number (975) is widely publicized and the Secretariat is fully staffed.

12. THE ENVIRONMENT

The preservation of the environment, and sensitivity to the factors that influence climate change, have become increasingly important contributors to national development. From reducing litter, to protecting wetlands, to reducing negative impact on climate, to preventing deforestation, Government has ensured that targets were set and, as far as possible adhered to over the period.

A total of 200,000 seedlings were produced and planted and 375 farmers trained on adopting agro-forestry technologies. Two trees nurseries were established in the regions.



The wetland areas of Swaziland are important for retaining the variety of flora and fauna and improving the livelihoods of communities around the country. During the Administration, six important wetlands and degraded areas were rehabilitated through fencing and wetland management measures. These included wetlands at Sigwe, Langa, Lawuba, Luve, Ngonini and Sihlangwini.

With a view to commercializing wattle trees and rehabilitating selected wattle jungles, 15 hectares of demonstration plots were established in various communities for educating farmers, with about 20 hectares identified for further plantings.

An extensive programme of civic education on environmental management was carried out at 30 Tinkhundla Centres across all four regions, supplemented by a series of 12 radio and TV programmes and road shows on waste management ozone issues flora protection and biodiversity. Together with the *Hloba* campaign to reduce littering around the country, which included using 800 litter pickers for four months in 26 Tinkhundla, the overall programme has given rise to what is estimated as a 50% increase in public awareness and participation in an improved approach to environmental management. Training on waste management, together with identification of four waste control areas, have reduced pollution and the illegal dumping of waste by as much as 90%.

In excess of 70 customs officers were trained on the identification and monitoring of importation of ozone-depleting substances into Swaziland. Around 70% of all projects in the country are now subjected to the Environmental Impact Assessment (E.I.A.) process and requiring compliance certification from the Swaziland Environment Authority thus making a significant contribution to sustainable development.

Greater knowledge and awareness about climate change, its implications and an approach to behaviour change, were created among the population through TV and radio shows. A programme was commenced to extend the sensitization programme to a group of 20 large companies and 100 smaller companies through the Green Carbon Stamp Programme.

Meteorological information plays a critical role in planning economic planning activities, such as agriculture and construction industries. Therefore systematic collection of meteorological data is essential. In the period between 2008 and 2013, nine automatic weather stations were installed across the country. Coupled with improved telecommunication services, the installation of these automatic weather stations has not only improved the spatial resolution of meteorological information, but also temporal resolution.

The Meteorological Service department is the country's meteorological authority, which is the only authority to provide meteorological information to the country's aviation industry and strives to continually improve service to this industry and to all other sectors. The International Civil Aviation Organization (ICAO), in collaboration with the World Meteorological Organization (WMO), now requires that all service providers to Air Traffic Services maintain a quality management



service. In this regard, the meteorological service is implementing a quality management system (ISO 9001:2008) which is due for external audit and subsequent accreditation during the course of the year (2013)

13. DISASTER MANAGEMENT

The extensive damage to our forests caused by fire in August 2008 was a chilling reminder of the ever-present risk of disaster and the need for improved preparedness. Simulation exercises are being done to inform communities of the importance of disaster preparedness

The National Disaster Management Agency (DNMA) has coordinated all disaster management work. The Disaster Management Policy was reviewed in 2010 and the DNMA now has a National Action Plan 2008-15 and a Multi-Hazard Contingency Plan of 2012. An Annual Vulnerability Assessment is conducted on an annual basis which shows food security levels in the country and enables the mobilisation of food relief. For disaster preparedness a contingency plan exists for each hazard. In terms of response, following assessment, roofing materials, food and other supplies are provided according to the severity of the disaster. Water is supplied by tanker to all drought stricken areas.

Fire awareness campaigns have been undertaken in 31 tinkhundla and in three commercial forest plantations. Six fully equipped firefighting vehicles have been procured and fire stations at Mbabane, Manzini, Lobamba and Nhlangano have been fully rehabilitated.

A seismic centre has been established with the installation of five seismometers in selected areas of the country to supply information for detecting earth tremors.

14. PUBLIC SECTOR MANAGEMENT

A fundamental constraint in meeting in full the Administration's service delivery aspirations was the fiscal crisis of 2009-12. This was precipitated by a fall in the revenue pool within the Southern African Customs Union (SACU). With claw-backs in respect of earlier over-payments and revised Pool estimates at a lower level, the Government fiscal position was hard hit.

In response to this precipitate and non-controllable turn of events, Government drew up the Fiscal Adjustment Roadmap (FAR) which kept down the cost of the public service payroll by imposing a three year pay freeze, removing redundant posts, and reducing to the bare minimum all recruitment and payment of overtime.

In 2012, Government's fiscal position improved through a significant increase in the SACU pay-out compared to the previous year. Thus,

somewhat late in the Administration it has been possible to reduce the substantial indebtedness to the private sector and revive a number of service delivery programmes that had been put on hold during the period of severe fiscal constraint.

Reducing the degree of dependence on the share-out of the SACU customs pool has therefore become a priority for Government. To ease this fiscal vulnerability, Government has placed a new and intensive focus on increasing domestic source revenue, the main form of which is taxation. For many years it had been recognised that Swaziland suffered from extensive tax evasion. The Swaziland Revenue Authority was established in 2011 to improve the administration of public revenue and the collection of tax and duties. Streamlining the processes of registering for tax, submitting tax returns and making tax payments has represented a major part of the work of the new Swaziland Revenue Authority (SRA). The SRA also effectively broadened the tax base by implementing the new value-added tax and successfully tightened up the monitoring and collection of customs and other duties. Workshops on VAT, specifically for businesses, were held throughout the country. Five VAT service centres were established.

The amount of the public sector payroll, being an exceptionally high proportion both of recurrent public expenditure and gross domestic product, was the subject of constant review. With retrenchment not an option, an Enhanced Early Voluntary Retirement Scheme was drawn up and remained ready for a phased implementation, once the financial implications had been set in Government's fiscal projections.

15. YOUTH

The level of unemployment and limited prospects for the youth was a major concern at the start of the Administration. Funds allocated to the Youth Enterprise Revolving Fund were increased and a total of E9.7 million advanced to 691 young people over the period, at the same time as their participation in the Youth Enterprise Training Programme.

This initiative was in conjunction with a youth entrepreneurship training programme which benefitted 760 young people during that time. A number of important programmes supplemented this initiative, the principal ones being the Junior Achievement Programme which culminated in 60 high schools receiving support, and the Students in Free Enterprise Programme (now ENACTUS) which is giving tertiary students, from around eight tertiary institutions, experience in developing entrepreneurship among communities. In collaboration with the SMART Partnership Secretariat, the Swaziland Beverages Kick Start Programme provided equipment and other resources to young entrepreneurs.



Despite a significant increase in job creation initiatives unemployment remains high among the youth. Other programmes such as peer education in life skills, especially HIV and AIDS prevention measures, have been given considerable additional support with the Youth Peer Education Programme covering 20 schools by 2009 being extended to a further 20 schools during the Administration, with a trainer-of-trainer workshop undertaken in 16 of those schools.

16. SPORTS, ARTS AND CULTURE

Sport and physical education was re-introduced in schools and a new Sports Policy drawn up and launched in 2012 to serve as the blueprint for future sports development in the country. The Shukumani Maswati Programme was re-launched but, owing to limited financial resources, the infrastructure work was deferred and the programme limited to the establishment of 22 tinkhundla sports committees.

Swaziland successfully hosted the SCSA Zone VI Games in 2010 having constructed the Sport Technical Centre at Lobamba for the purpose. Facilities were also improved at sports centres at UNISWA, Institute of Development Management, Mavuso Trade Centre, Olympia Africa, Voctim Correctional services, Mater Dolorosa and Sifundzani Primary Schools. New dressing rooms were constructed at Somhlolo National Stadium to meet international standards for the 2010 World cup.

Teams underwent training for, and attended the London Olympics and Zone VI Youth Games in Zambia in 2012.

The standard of financial accountability in the sports associations was improved by linking release of subventions to annual audited accounts being submitted to Government within four months of the financial year end.

The Arts and Culture Bill has been prepared and awaits final consultations with stakeholders, while the development of a SiSwati Policy, to be under the auspices of a new SiSwati Authority, has commenced through a special task team.

17. POVERTY ALLEVIATION

Prior to the start of this Administration the Poverty Reduction Strategy and Action Programme (PRSAP) was drawn up with a view to crystallizing and coordinating Government's pro-poor objectives and make a reality the implementation of the National Development Strategy and achievement of the Millennium Development Goals (MDGs). Government has been committed over the past five years to

pursuing to the PRSAP and, in so doing, revitalize economic growth, empower the poor and provide equal opportunities for generating income resulting to eliminating of inequality.

A high level of political commitment towards addressing poverty has been demonstrated by the country's leadership. The national Budget has also reflected a high level of national commitment to fighting poverty. All these concerted efforts by Government, development partners and other non-state actors have seen the poverty levels declining from 69% in 2001 to 63% in 2010 (the latest statistic). During the ongoing period of fiscal stringency, for example, budget allocations to health and education have been ring-fenced, as a pro-poor measure aimed at addressing poverty.

The PRSAP as programme, has therefore been in the centre of activities with all the Government and Non-Government Organizations identifying their role in the fight of poverty through the strategies from the programme. Aware of the slow progress being made in the implementation of the PRSAP, the Government introduced the Sector Wide Approach aimed at improving the planning, budgeting, implementation and the coordination of country's development interventions.

Government is also in the process of developing a National Monitoring & Evaluation System (M&E), in pursuit to facilitate the effective tracking and evaluating Government and Non-Government development interventions.

Government has continued to confirm its commitment to the Millennium Development Goals (MDGs) by submitting reports as required by the United Nations, one for each of the years 2007, 2010 and 2012 and, in so doing, reporting on MDG targets in which we are encountering difficulties and thus needing to be assisted in finding possible solutions. Government has accordingly adopted a Millennium Development Goals Acceleration Framework (MAF) aimed at accelerating progress on the problematical MDGs in the run up to 2015. Government has, for example, identified Maternal Health in Goal 5 as an indicator in which we need to accelerate significantly if we are to make sufficient progress.

Government has made a number of achievements in implementation of the PRSAP:

1. Funding Schemes

A number of funding schemes have been set up to empower the poor through the establishment of income generating projects

2. The Sector Wide Approach (SWAp)

This was adopted and piloted for planning, budgeting, and coordination of different interventions.

3. Socio-economic achievements include

i) Agricultural Development

Relatively, Swaziland has made substantial improvements through large and medium-sized dam construction for enhancing agricultural production and improving food security.

ii) Education

A significant improvement in the education sector has been achieved through a host of government interventions as a result of the introduction of Free Primary Education (FPE).

iii) Health

The country has invested substantially in a Health sector in which the most substantial challenge is presented by the HIV/AIDS pandemic. The extensive introduction of ART programme has increased life expectancy in those infected with HIV and the Prevention of Mother to Child Transmission has reduced transmission down to a very low percentage.

iv) Safe water supply

Access to potable water supply at the national level increased from 54% to 69% over the five years.

v) Electricity

Currently, about 44.3 % of the rural population have access to electricity; all clinics in the country and more than 90% of rural schools have electricity. The Rural Electrification Project has stimulated income generating activities and improved the quality of life of rural dwellers.

vi) Social protection

Despite the fiscal crisis, the Government remained committed to improving the standard of lives of the people especially in the following initiatives: State-funded primary education; grants to the elderly ; specialist and emergency medical assistance through the Phalala Fund ; financial support to the orphaned and vulnerable children (OVCs); provision of antiretroviral and other drugs in response to HIV and AIDS challenges as well as to malaria and TB.

18. ROAD SAFETY

The Royal Swaziland Police has made its own contribution to the reduction in serious road accidents that has averaged around 3% per annum in 2008-13 through roadside checks on vehicle condition and drink driving, as well as through active speed monitoring.

During the period under review the Swaziland Road Safety Council conducted 12 educational campaigns to equip the knowledge of all road users (pedestrians, passengers and drivers). The Road Safety Council also ensured smooth movement of Traffic through the removal of hazards from the road including the impounding of stray livestock (6,586 stray cattle since 2008). Between 2008 and 2013, a 21% reduction was recorded on road accidents attributed to stray livestock. However, the solution lies with the livestock owners to make sure they keep our roads clear of hazards.

Furthermore, Council conducted Road Safety Audits, which provided solutions and improvements to over 100 black spots. Signage and speed humps were installed particularly at built-up areas where there are thousands of pedestrians.

During the course of the Administration, the danger presented by straying animals on the country roads has been reduced by patrolling and livestock impounding through twice weekly patrols. To promote a greater awareness of the importance of road safety, sensitisation campaigns were carried out each year in each region – a total of seven such campaigns in 2012. Road safety audits on an average of 500 kilometres of road have been carried out in collaboration with the Police, covering mainly vehicle roadworthiness. Over the five year period a 15% reduction in road accidents was recorded.

The Lubombo driver testing centre and the Matsapha weighbridge and testing station were constructed. The new SADC-approved vehicle registration system was introduced in 2010/11.

19. DIALOGUE

Swaziland's Tinkhundla-based model embraces democratic principles through the decentralization of state power to the 55 tinkhundla. Consultation with, and participation by, communities, as a way of encouraging active participation by citizens in their own governance has continued to be promoted over the course of the Administration. Dialogue takes place in Parliament through democratically elected representatives, one for each inkhundla. Open and free discussion includes Sibaya which is the highest policy-making and advisory council of the Kingdom and was duly held in August 2012 when the aspirations



of the participants were heard and noted and, among other outcomes, enabled the resolution of the ongoing teachers' dispute.

To these various mechanisms has, in recent years, been added a new social dialogue structure known as SMART Partnership. This latter forum for discussion has been developed into a fully staffed Secretariat, with four Regional Mini-Dialogues held each year where all sectors of society have been able to raise concerns and suggestions in an egalitarian and round table setting. The issues submitted and crystallised in Regional Dialogues have been taken to an annual National SMART Partnership Dialogue, and built into subsequent Government programmes, though, in 2012, the Sibaya was held in its place. Urban local government elections empower people at the local level.

20. CONSTITUTION

The Constitution has, throughout the period of this Administration, been a continuous point of reference, and fully respected as the supreme law of the land.

In ensuring adherence to its provisions one notable outcome has been the implementation of free primary education, introduced in a phased programme in line with the resources available.

A substantial exercise has also been undertaken by the Attorney-General's Department to draft, or review and update, in excess of 90 pieces of legislation to ensure alignment of existing laws with the Constitution. This exercise has included The Free Primary Education Act, the Leadership Code of Conduct Bill, Deeds Registry Amendment Act, Sexual Offences and Domestic Violence Act and the Prevention of People Trafficking and People Smuggling Act.

In 2011, continuing through to the latter part of the Administration, a Ministerial Committee, assisted by a consultant, was appointed to carry out the more complex exercise of harmonising all legislation relating to land with the provisions of the Constitution.

21. PARLIAMENT

The pledge by the Administration, as the administrative arm of Government, to work closely with the legislative arm has been sustained, ensuring that Parliament's administrative efficiency is achieved while observing the lines of demarcation regarding respective authority and responsibility. During the past five years, a computerised tracking system for Bills has been developed and progress has been made to ensure that there is a real-time correlation between Parliament's database of outstanding Bills and that of the Attorney-General's Department

and the Office of the Prime Minister. The verbatim record of daily proceedings of Parliament was brought up to date at December 2012.

Parliament proved to be slow in carrying out its primary function of reviewing and processing the draft legislation passed to it by the Administration. In all, a total of 96 Bills were forwarded to Parliament and, of these, 40 remaining uncleared by mid July 2013. The antagonism expressed by Parliament towards the Administration over various issues had a somewhat counter-productive impact.

22. INTERNATIONAL COOPERATION

During the Administration the broad diplomatic programme, together with a number of special initiatives, was sustained, to ensure Swaziland met her obligations and achieved a wider and deeper level of international cooperation. This programme was enlarged with the specific objective of improving the international perception of Swaziland. This was supplemented by the development of a Communication Policy which included strategies for improving Swaziland's global reputation. A procedure was established, and observed, where Heads of Mission submitted monthly reports on activities undertaken.

In addition to signing treaties, conventions and protocols, the Kingdom has been active in the settlement of regional disputes through our membership of the African Union Peace and Security Council, as well as the SADC Organ on Politics, Defence and Security.

Mainly through our membership of the African Union Peace and Security Council, as well as the SADC Organ on Politics, Defence and Security, Swaziland has been able to participate in the promotion of peace and the well-being of humanity.

On the administrative side, all instruments of ratification were produced within 30 days of Parliament's approval. A total of 27 international protocols were submitted to, and approved by Parliament during 2012 alone.

A database of international and bilateral agreements from 1968 to the present day was drawn up. The new Diplomatic Handbook was produced and the website continuously updated.

Within the broader objective of fuller regional integration, the Swaziland Country Strategy was drawn up in preparation for the national stakeholders' workshop.

Missions were opened in the Gulf Region in Qatar, Kuwait and the United Arab Emirates, with Kuwait reciprocating in Swaziland and

Qatar planning to do similarly. An average of five foreign missions were audited each year by the Auditor-General to ensure compliance with regulations and the principles of good financial control and obtaining value for money.

23. ANTI-CORRUPTION AND FORENSIC AUDIT

Corruption, both in the public and private sectors, was already deep-rooted at the start of the Administration. During this Administration, 13 life style audits were commenced and it is hoped these will be completed in the early part of 2013. Of the total number of cases investigated during the Administration, 42 cases had been referred to the Directorate of Public Prosecutions. In 2012 alone, 64 cases of alleged corruption entered the full investigation process and, including cases opened in earlier years, five were completed and handed to the Director of Public Prosecutions (DPP) for due judicial process. The Anti-Corruption Task Force continued its function of improving collaboration between the investigating and law enforcement agencies.

A public education programme included a total of 146 interactive sessions. A multi-media programme was undertaken which included an average of 20 radio shows each year. The programme is reported as having reached around 25,000 people nationwide. An Anti-Corruption Club was formed in each of 16 schools and Grade 2 primary school children now receive anti-corruption messages within the religious education syllabus. Further programmes of this nature have been informed by the results of the Perception Survey that was carried out in 2010. Multi-stakeholder action will be reinforced by the National Anti-Corruption Policy recently drafted. Legislative changes were also drafted in respect of the Prevention of Corruption Act 2006.

The recruitment of a new Commissioner was completed in February 2013, and an additional judge was appointed specifically to assist in dealing with the backlog of corruption cases. Government also signed a Memorandum of Understanding with South Africa to share expertise in the prosecution of corruption.

On a number of occasions it was necessary to engage the service of forensic auditors to carry out specific assignments. Forensic audit or accounting is the application of accounting methods to the tracking and collection of forensic evidence, usually for investigation and prosecution of criminal acts such as embezzlement or fraud. The audits find and assess the relevant facts concerning alleged or suspected fraud, misconduct or other improper behaviour such as violations of law, regulations or organizational policies. They also provide an impartial means for executives and management to establish truths, evaluate implications and identify appropriate remedial actions.

Such investigations will, invariably, relate to one or more of the following services:

- Tracing, freezing and carrying out forfeiture of assets, including where cross border situations arise;
- Forensic data gathering in an efficient, cost-effective manner with a strict chain of custody;
- Forensic data analysis, particularly important where there are large volumes of data obtained from different sources, in both hard copy, and electronic formats;
- Cyber investigations
- Corporate intelligence gathering;
- Fraud risk management.

Suitably qualified forensic accounting firms use a vast array of methodologies according to the particular circumstances and complexities of each investigation. They have experience and understanding of the issues and special challenges faced by major industry sectors, especially in financial services and health care.

During the period of the Administration forensic audits were carried out on the following organizations in Swaziland:

Baylor Clinic, Ministry of Health, Central Transport Authority, Top Lotto, Swaziland Customs Authority, Civil Service Commission, Swaziland Posts and Telecommunications Corporation, Swaziland Trading House, Swaziland Royal Airways, Phalala and Civil Service Referral Scheme, Government Factory Shells, Central Medical Stores, National Maize Corporation, Commonwealth Parliamentary Association (Swaziland branch).

Most of the forensic audits, though not all, were carried out by KPMG, an international audit firm with extensive experience in the field. The availability, as a matter of urgency, of a firm with the requisite experience, and knowledge of local circumstances gave rise to KPMG being appointed for a considerable number of audits. At the time of preparation of this report, however, steps are being taken to compile, through competitive tender, a panel of forensic auditors to widen the supply lines for future use. Other firms used for forensic audits were: E&Y (Ernst & Young), PwC (PriceWaterhouseCoopers), Deloitte, Koba Quashie, Ndallawa & Co, in addition to Auditor General.

24. OTHER INITIATIVES/PROGRAMMES

i) Audit

Proper custody and control of resources has been a key objective during the Administration.

The Auditor-General has the primary responsibility for auditing the use of resources in the public sector. During the past five years, in excess of 2,000 audits were carried out in respect of Ministries, Departments and other agencies. Six performance audits were done, one of which gave rise to reforms in the pay-out of grants to the elderly. An annual average of 210 audits of schools and colleges was carried out, which was well below meeting the target of every educational institution being audited every year owing to limited resources. An average of 14 tinkhundla and five foreign missions received audits each year. In addition to these routine audits, five special investigations were undertaken.

The summary and outcome of each audit was captured in an annual Auditor-General report to Parliament.

ii) Housing

The shortage of housing, both in terms of availability to private individuals and from an institutional perspective, was acute at the start of the administration and remained serious throughout despite the various programmes. Shortage of resources adversely affected the proposed institutional housing programme with substantial needs in the defence, police and correctional services, as well as in education and health. Towards the end of the Administration, following the availability of additional resources, albeit at a modest level, a scheme was devised in collaboration with the parastatal, Swaziland National Housing Board (SNHB). SNHB would secure the necessary finance, build and own approximately 250 additional housing units, renting those properties to Government at an amount that covered the full debt service costs. This would enable Government through a public/public variant of the public/private partnership, to house a large number of its employees at a fraction of the cost of building and owning the properties itself.

At the lower income level, the Administration focused on developing and allocating serviced land in selected areas for Swazi citizens. Over the five years, 600 plots were developed with infrastructure and services at Vuvulane, Mhobodleni and Mangwaneni (Piggs Peak). Of these plots, 372 had been allocated by February 2013.

To meet the needs of higher income Swazis, the Administration, through SNHB, developed, with infrastructure and services, 444 plots at Nkanini Township, Nhlangano, 133 plots at Woodlands, Extension 1

Township, Mbabane, and 27 plots at Thembilisha, Ezulwini. Of these, 247 plots had been sold to the public by February 2013. In addition, SNHB constructed 64 housing units for rental at Embangweni, Mbabane, and a further 56 housing units constructed for sale at Woodlands 1. Preliminary designs for Woodlands Extension II had also commenced.

iii) Local Authorities

The quality of public sector services in the urban areas continued to occupy a great deal of central Government attention during the Administration. Faced with a recalcitrant attitude to the payment of rates among many ratepayers, most of the urban local governments (ULGs) were hard pressed to meet desired service standards, especially in the sustaining of a decent infrastructure. In fact, the quality of the roads deteriorated considerably over the five years. Collecting outstanding rates presented a considerable problem with the only viable means of address – ULG possession and disposal of affected properties – marred by earlier irregularities in such practices, and the failure to distinguish between properties occupied by the needy and those by the well-to-do, as well as apparent legislative anomalies.

Nevertheless, it was reported that, by February 2013, all except two of the ULGs had received signed repayment agreements by all defaulters owing more than two years arrears of rates.

At the same time, to ensure that the ULGs themselves achieved higher levels of effectiveness and efficiency, a project was launched in 2011, with funds secured from the World Bank, which involved performance target setting for the ULGs, performance-based capital grant incentives and the formation of capacity building mobile teams.

iv) Human Rights

The Commission on Human Rights and Public Administration was established in 2009 to raise awareness on human rights, investigating possible violations of human rights and ensuring a high level of integrity in the public service. By the end of 2012 the process of filling nine posts in the Commission was underway.

v) Judicial Administration

Having responsibility for the administration of the judicial system, Government was, at the start of the Administration, deeply concerned at the backlog of 345 serious criminal cases for which the prosecution process had not been completed. During the subsequent five years, however, following introduction of an improved case management and recording system, and an acceleration in the process, the backlog had been reduced to 141 cases outstanding.

The courts infrastructure was improved through the construction of the Nhlangano Magistrates Court and new magistrate courtrooms at Piggs Peak. The High Court in Mbabane was rehabilitated with one courtroom added.

The estates of deceased persons, together with all registered wills in the Hhohho region from 1986, were captured in a computerised database. A system was also introduced in which letters of administration are issued within three months of registration of an estate provided all required submissions have been made by executors.

vi) Elections

Following publication of the Report on the 2008 Elections, the Elections and Boundaries Commission established a voters' register for by-elections and reviewed all tinkhundla boundaries, with coordinates mapped, to bring about proportionality of voters in the various chiefdoms and wards. Voter education work was undertaken in 30 tinkhundla centres. All relevant legislation was reviewed during this period.

vii) Correctional Services

His Majesty's Correctional Services was able to achieve a number of improvements over the period of the Administration. It improved custodial arrangements through a programme that included the erection of fences in nine centres, installation of CCTVs and a training programme. The escape rate by 2012 had been reduced to a mere 0.1% of the existing prison population. Through purchases and in-prison vocational training, 93% of the convicted offender population received the full clothing package on admission. An HIV and AIDS counselling programme was extended to 100% of the convicted offender population. Rehabilitation through skills development is given a high level of importance and almost 50% of the convicted were involved in such programmes during their sentence. Of the same group over 50% were attached to the reintegration programme extended into the respective communities.

Self sufficiency in food is an ultimate goal for Correctional Services and, by the end of 2012, 72% of the total hectareage of its farms were under maize and vegetables, while full self-sufficiency had been achieved by 2012 in broiler and milk requirements.

viii) Industrial Relations and Employment

The Administration has been committed to sustaining the provision of good employment conditions and achieving a harmonious climate in industrial relations.

The Industrial Relations Amendment Act was promulgated in 2010. The Employment Act was reviewed and, following review in Parliament,

is being re-considered in collaboration with key stakeholders, while new legislation and regulations have been drafted for occupational health and safety (OSH) and are under review with stakeholders.

The Swaziland National Provident Fund Order 1974 has been reviewed and an amendment drafted. ILO Convention No 189 has been implanted to allow domestic workers to contribute to the Fund.

The programme of labour inspections has continued with the introduction of a self-inspection process which can be undertaken by employees and employers.

Compliance with labour laws improved significantly with wages regulation orders reviewed to provide for basic minimum wages and better conditions in all 18 industries which included vulnerable industries such as agriculture, textiles and domestic workers. A number of protest actions were undertaken in line with section 40 of the Industrial Relations Act and the actions have been peaceful. More than 10,000 general labour inspections and in excess of 1200 Occupational Safety and Health (OSH) inspections were carried out over the five year period despite resource constraints.

The commitment to meet ILO standards has included the ILO reports compiled in consultation with relevant stakeholders and submitted to ILO each year. Regular reviews and reporting were also undertaken to meet the standards required for the AGOA preferential trading status, standards that are linked to those of the ILO. Swaziland had been included in the Special Paragraph of the ILO (countries not meeting the requisite standards) for a number of years but in 2013 this has been removed.

The first Decent Work Country Programme was adopted by the social partners in 2010 identifying three priority areas – employment policy, social security and social dialogue. More than 60% of the planned activities have been undertaken. A draft National Policy on Workplace Wellness has been drafted and awaits the agreement of key stakeholders.

A National Social Security institution is being set up that will embrace three new funds for pensions, health insurance and workmen's compensation to broaden the ambit of social security. The establishment of the respective funds has been approved and a technical working group formed to draw up the modalities of implementation.



Labour market related information has been supplied by the publication of Labour Force Survey reports and carrying out the 2012 Employment and Wages Survey. The development of the Human Resource Development Policy, Strategy and Action Plan will be the next

important stage in meeting the needs of the economy in the coming years.

The Directorate of Industrial Vocational Training (DIVT) has contributed to skills enhancement by empowering more than 3,200 artisans with industrial and vocational skills.

Following many years of weak accounting and indebtedness recovery processes, the Scholarship Recovery system was subjected to an overhaul by consultants. The assignment commenced in 2012 and will be completed by October 2013 to include recommended institutional and accounting changes, the updating of records of outstanding scholarship debts and the setting up of new recovery processes and a revolving fund or its equivalent. A new Scholarship Policy has been drafted.



e-Cabinet

ix) E-Government

In order to streamline and to transform Government by leveraging on Information and Communications Technology (ICT) an e-Government initiative was launched towards the end of the Administration.

To drive the agenda, an e-Government Unit has been established within the Office of the Secretary to Cabinet and Head of Public Service. The core mandate of the Unit is to improve public administration efficiency through the use of ICTs and to transform the country to an information society and knowledge economy. To show further commitment, an e-Government Transformation team, consisting of e-government champions from the different ministries and departments, has been formed to lead the e-Government transformation agenda

An e-Government Strategy and Implementation Plan 2013 – 2017 has been developed through the assistance of the Commonwealth Secretariat. The strategy has since been approved and adopted by Cabinet.



Leading the way in implementation has been the transformation of Cabinet business, with the imminent achievement of a paper-less Cabinet. Cabinet papers and relevant documents for Cabinet discussion

are now communicated to Ministers electronically as well as being shared in a fully computerised Cabinet room. A laptop, linked to the Government intranet, is provided for each Minister's use throughout Cabinet meetings.

x) Communications with the Media and General Public

To improve the quality and processes in conveying meaningful and accurate information to the general public both at home and abroad, a Communication Policy was developed, Communication officers appointed in each Ministry and the new Government website refurbished, launched and kept up to date. An improved programme of coverage of Government events was launched together with frequent meeting with editors and other media representatives to inform and share views on issues of topical interest.

xi) Financial Management

Financial management in the public sector was improved in the first instance by the establishment of two regulatory bodies – Swaziland Energy Regulatory Authority (SERA), and the Telecoms Regulator. The creation of the Swaziland Revenue Authority (SRA) is a significant measure to improved revenue administration in the area of taxes and duties as well as taking the necessary steps to eliminate the extensive tax evasion culture which has kept the total of domestic revenue well below international norms. The SRA successfully introduced VAT in 2012 in place of sales tax. Three additional revenue offices were opened around the country. The Competition Commission was established as the means of reducing monopoly and restrictive trade practices.

The Procurement Act was promulgated and new regulations and processes introduced which included framework contracts for common use items to ensure purchasing at market-related prices. Improved efficiency in paying suppliers was achieved through introducing new electronic processes.

The Financial Services Regulatory Authority Act was promulgated to better regulate the non-bank financial sector, as well as the capital market. As the means to mitigate money laundering and terrorism financing the Financial Intelligence Unit was established.

The Micro Finance Unit was created to give the rural poor access to financial services.

xii) Information, Communications and Technology (ICT)

The policy and regulatory framework for ICT has been kept up to date through the development of the Government Communication Policy and the Swaziland Digital Terrestrial Television Policy, together with the development of a total of eight Information and Communication

Sector Bills, a number of which are currently in Parliament, except for the Royal Science and Technology Park Bill which became an Act in 2012. This latter Act provides for the establishment of the Royal Science and Technology Park at Nokwane and to establish a Category A parastatal of that name.

These measures are to implement His Majesty's vision of a sophisticated knowledge economy for Swaziland, and considerable progress was made in the construction programme. To establish in the first instance the necessary enabling policy and legislative framework, the Science Technology and Innovation Policy has been drawn up and the National Research Bill drafted. The institutional framework overseeing all issues of innovation is being provided by the Royal Science and Technology Park Agency, a recently established parastatal. Construction has progressed and currently stands at 37% of the infrastructure part of the project. Human resource development is running concurrently, with graduate training in ICT and biotechnical administration being provided by the Government of the Republic of China (Taiwan).

Various improvements have been made to the Government computer network and applications. Six new systems were developed which included a new management system for fuel usage and one for Police vehicle clearance. The computer network was expanded to rural areas and service centres to assist in the decentralisation process. Eight computerised Government systems have been enhanced, which included the scholarship management system and the Government accounting system itself.

Progress was made by Government towards the need for Swaziland to meet the international deadline of June 2015 by which date analogue terrestrial television must be migrated to digital terrestrial television. To this end Government put in place the Swaziland Digital Terrestrial Television Policy, and the Swaziland Digital Migration Policy was launched in March 2013 with funds allocated to start the digital migration programme.

The Swaziland Information and Communication Infrastructure Policy and Action Plan were developed in late 2012 and will soon be launched with a view to providing a roadmap for the development and usage of ICT in the country. This defines the programmes and projects that will be undertaken with regard to ICT, in order of priority in the coming four years.

In aiming to provide a professionally calibrated broadcasting network, various measures, including replacement of eight transmitters and repair of a further 12 transmitters, together with installation of a telemetry system, enabled the achievement of an upgrade in signal coverage from

65% to 98%. Uninterrupted radio signals on a 24 hour basis are now received in 95% of the country. A more balanced programme presentation has been achieved, reducing total music content to 10 hours a day and meeting UNESCO standards.

In a programme to improve the general dissemination of information to Swazi society an extensive series of radio, print media and exhibition presentations on the subject of archives were carried out. The National Archives and Records Bill awaits the approval of Parliament. The standard of care of Government archives and records was improved through an extensive training programme for registry officers and the production of a Records Management Procedures Manual.

A total of 16 libraries were connected to the internet during the period of the Administration and 129 new libraries established with over 300 teachers trained on library and information management. At each *inkhundla* an information corner was established. A digital opportunity centre at each of the Mbabane and Manzini public libraries was established and almost 1,500 members of the public trained in its use.

Government achieved a reduction in the cost of internet services combined with increased speed by acquiring a more reliable bandwidth. Although it was actually engaged outside Government regulations, the SEACOM undersea cable (310 Mbps) connected via TDM in Mozambique to link to cheaper data and connectivity services. Improved protection of ongoing data interconnects was achieved through a second link with Telkom SA through Lavumisa.

The number of people with access to low cost telephone services and access to high speed data was increased by providing fixed wireless services (telephone and data) to 58,000 customers. A fixed terminal was installed to provide both data and voice services to 4,000 customers country wide. From 15 base stations around the country, the WIMAX service provided, through fixed wireless terminals, access to high speed data in schools, colleges and businesses. As part of extending ADSL services to all exchanges via UA5000, 17 systems were upgraded and 34 exchanges had UA5000 installed.

To provide the general public with internet at high speed on hand-held gadgets the mobile service provider was granted a 3G licence. Most of the internet traffic is now on the 3G network provided by the mobile service provider, the latter now having more than 700 subscribers.

25. SERVICE DELIVERY/PERFORMANCE TARGETING

At the start of this Administration, with a view to achieving progress in the above priority areas, the Office of the Prime Minister put in place the Performance Targeting and Appraisal Programme, aimed at improving the delivery of public services by Government. Each Ministry was required, and assisted, to produce a set of output (results) targets that were quantified, measurable and time-bound to make a difference to the national development landscape. This process was guided by a week-long Piggs Peak retreat for Ministers and Principal Secretaries at which the main objectives and strategies, from national level down to Ministry level, were formulated. Progress against these targets was closely monitored and periodically assessed – a process that included regular reporting by Ministries on a quarterly and annual basis.

Through the identification and agreeing of targets in key result areas derived from important national priorities, outcomes from dialogue mechanisms such as SMART Partnership and Sibaya the Speech from the Throne and various international obligations (e.g. Millennium Development Goals (MDGs)) the Performance Targeting and Appraisal Programme has contributed significantly to improved performance and service delivery across Government. The process also assisted the Office of the Prime Minister to identify any shortcomings in Ministries and their top management teams, and to provide the necessary motivation or assistance. The Programme has further inculcated a culture of output achievement, progress reporting and performance assessment. The preparation of this Five Year Report has benefited immensely from the Performance Targeting and Appraisal Programme.

Also contributing to improved service delivery was the development and implementation of appropriate policy and regulatory frameworks in many sectors in Government. The Office of the Prime Minister assisted Ministries in policy development by providing guidance, advice and coordination of public policies.

The Performance Targeting and Appraisal Programme, which captured the annual performance targets, required each Minister and Principal Secretary to sign both the Agreement and matrix of performance targets as evidence of commitment to achieving the targets.

26. EXTERNAL AID

External aid continued to be the source of considerable assistance in funding pro-poor initiatives. Despite our classification as a lower middle income country, Swaziland continues to enjoy development support

from bilateral and multilateral donor communities such the EU, Republic of China in Taiwan, UN agencies and Japan International Corporation Agency (JICA). There are a number of programmes that have been implemented by the Government of Swaziland with the financial support of development partners.

Due to the EU sugar market reforms, Swaziland has received support from the EU Development Corporation Instrument (DCI) under the accompanying measures to sugar protocol countries programme (AMSP). As a response to the impending EU sugar market reforms, the Government of Swaziland, in collaboration with the sugar industry, formulated a National adaptation strategy known as the NAS. This strategy has since received a total resource envelope of €120 million from the DCI instrument and was targeted to further develop about 3500 hectares of irrigated sugarcane fields, develop road networks in areas with high sugar cane proliferation to cut down sugar transportation cost, provide capacity building to sugar cane farmers and support diversification of other commercial crops.

The EU has further supported the Government of the Kingdom of Swaziland in poverty eradication initiatives through the 10th European Development Fund (EDF). This round of funding had a resource envelope of about €70 million covering a period from 2008 -2013. The 10th EDF supports Free Primary Education (FPE) through the support to education and training programme (SET) which had an allocation of about €12.5 million, it also supports to water and sanitation in selected drought stricken areas in the Shiselweni and Lubombo region to the tune of €19 million. Another intervention funded under the 10th round of EDF funding was the formulation of the EU-WB health programme where the EU contributed a grant of about €16.5 million. The agricultural sector again benefited from the 10th EDF with a resource envelope of about €14.5 million and about €8.5 million was allocated to the Governance programme which aims at improving the Public Finance Management among other things in the Ministry of Finance.

The Government of Japan has also availed about E100 million to construct 12 Secondary Schools across all the regions of Swaziland. On a yearly basis, the Japanese Government through the JICA training programme, supports skill development through training programmes undertaken in Japan to seconded government officer.

The Taiwanese Protocol of Cooperation was signed in 2008, effective for ten years, to lapse in 2017. The resource envelope of US\$180 million was committed for a ten year period. The disbursement schedule was identified as follows; US\$21 million in 2007; US\$20 million in 2009 and 2010; then US\$17 million for 2011 – 2017. The Taiwan Technical Mission gets US\$2.25 million annually and Taiwan Medical Mission gets

US\$1.25 million annually. The remainder goes to various projects in the following sectors; education, health, infrastructure, ICT, water and sanitation, security, agriculture, energy.

Through this cooperation; rural schools have been supplied with furniture, computers and peripherals, home economics equipment, and water harvesting equipment; rural communities have connected to electricity through the Rural Electrification Project, and drought stricken places have been provided with boreholes to source ground water. Technical support and supervision services were extended to the construction of Sikhuphe airport and the same applies to the Royal Science and Technology Park construction. The RFM Hospital now has a state of the art ICU through support from Taiwan and there is an on-going roll-out of solar power for Government structures in order to cut electricity costs.

On a yearly basis, Government through the Aid Coordination and Management Section continues to assist UN agencies in the development of annual work Plans (UNICEF, UNFPA, UNDP). Government also plays an important role in the monitoring of all UN funded programmes implemented by various partners.

During the course of the Administration, not only was an increased funding of development programmes achieved but also the absorption rate on average in excess of 85% in each year. Furthermore, the Administration through more efficient and well-targeted spending reduced the amount of expenditure classified by donors as ineligible for funding.

27. CONCLUSION

The prolonged period of fiscal challenge had a significantly inhibiting effect on progress across the board, though served to heighten the Administration's awareness of the need to secure value-for-money in its operations. Restoring fiscal stability and, during the process, ensuring a reasonable standard of public service delivery was sustained, thus counting as one of the main achievements of the Administration. Establishing time-bound output targets was unquestionably an effective technique and valuable management tool for motivating and encouraging Ministers and senior Ministry staff to play a robust part in meeting the Nation's priority objectives within a reasonable period of time.

B. PUBLIC ENTERPRISES 2008 - 2013

1. CONCILIATION MEDIATION ARBITRATION COMMISSION (CMAC)

The mandate of the Commission is to provide effective, speedy and accessible dispute resolution and prevention services which are necessary to foster labour peace and promote economic growth.

During the five (5) year period 2008-2013 the Commission came up with various initiatives to uphold its mandate.

In the year 2008 the Commission set up a satellite office at the Matsapha Industrial sites thus increasing the service centers from 7 to 8 distributed in all four (4) regions of the country for increased accessibility.

The increase in the service centers has resulted in an increased workload. Enquiries increased from an average of 500 per year in 2008 to over 4000 in 2013. The Commission has handled over 9,500 cases during this five year period with an average settlement rate of 49%.

In effort to improve the labour law knowledge and skills of stakeholders the Commission has produced the following publications which are:

- CMAC Rules
- The Dispute Prevention Manual in SiSwati and English
- Swazi Labour Law Volume 1 (Arbitration awards)
- Swazi Labour Law Volume 2 (Published short articles)

Other marketing initiatives during this period include the launch of the CMAC Website, Road shows, Radio and TV Programs, Trade fair Exhibitions and weekly articles in the Swazi News newspaper publications. These have resulted in increased CMAC visibility, awareness of CMAC processes, compliance with CMAC Rules and Labour Laws. The CMAC website has seen an increase from 15,000 website visits to an average of 30,000 visits in 2013.

There has also been an improvement in the efficiency of CMAC processes and procedures resulting in the decline of screened out cases (non-jurisdictional cases) from about 800 in 2008 down to 127 per year, the maintenance of an average settlement rate of 49%, the maintenance of case backlog (pending cases) of below 6 cases per year and the increase of the total amount settled at conciliation to about E19Million in 2013.

There has been an increase in Arbitration referrals from 29 in 2008 to 124 cases in 2013. This shows an improvement in the public's confidence in CMAC Arbitrations. Whilst there has also been an increase of matters referred back to CMAC Arbitration by the Industrial Court demonstrating the Courts confidence in CMAC Arbitrations and

B. PUBLIC ENTERPRISES 2008 - 2013

recognition that CMAC Arbitrations potentially reduce the case backlog at the Industrial Court.

Through CMAC interventions, there has been an improvement in the country's industrial relations climate notwithstanding the economic and financial challenges that have plagued the country in the period being reported on. There were 8 strike notices (ballots) in 2008 and in 2012 there were 4. Over this five year period there has been a decline in unprotected strikes to an average of 4 illegal strikes a year. In 2007 15 unprotected strikes were recorded.

As a means to meet the financial challenges faced by Government, the Commission developed a Commercialization plan which entails commercial training, consulting and research resulting in an increase in alternative income.

The total assets increased from E1,9Million to E2,1Million and purchased an Immovable Property in Mbabane for building of CMAC Offices to reduce rental costs.

2. NATIONAL AGRICULTURAL MARKETING BOARD (NAMBOARD)

As the guaranteed market for Swazi agricultural produce, NAMboard has a significant role in increasing the contribution of the smaller scale farmer to faster national economic growth. The number of farmers that are contracted to NAMBoard increased from 50 to about 250 within the last five years. This has resulted to over 20,000 hectares of land being under vegetable production.

Total sales of produce have increased from E 5.8 Million in 2007 to E6.3 Million in 2012. This increase in local produce means that there is an equivalent reduction in imported produce and that clearly indicates a strong import substitution effort and achievement.

Levies collected in 2007 amounted to E8 Million and by 2012 the total increased to E19 Million. These funds are used in the development of small local farmers.

NAMBoard provides assistance to farmers and traders of banana by providing a banana ripening plant in order to assist independent traders who import banana from South Africa and sometimes Mozambique. Local banana producers supply NAMBoard with banana and this facility is also used to ripen the banana before it sold to retailers. In 2009 NAMBoard realized that there was need to increase ripening capacity in order to service the increased use of the banana ripening plant. An



B. PUBLIC ENTERPRISES 2008 - 2013

additional chamber was constructed and more than E 300,000 was invested in this project. The outcome of this was assistance to over 50 banana traders and about E 2.5 million was raised in terms of ripening fees.

Namboard has been the main sponsor of the National Vegetable competition having invested E362,000 in the past four years, the objective being to promote an increase in Small holder farmer production of market quality vegetables.

3. NATIONAL EMERGENCY RESPONSE COUNCIL ON HIV/AIDS (NERCHA)

The National Emergency Response Council on HIV and AIDS (NERCHA) led the crafting and launch in 2009 of the National Multisectoral Strategic Framework for HIV and AIDS (2009 – 2014) through a highly consultative process. This Framework has been the anchor of a targeted, evidence-informed and results-based HIV and AIDS response. Swaziland has raised more than E1 billion from domestic and international donors to implement and coordinate the AIDS response.

There have been a number of key successes over the period under review:

- i) Reduction of new HIV infections from 2.9% in 2008 to 2.38% in 2011 mainly due to investments in school based prevention programmes
- ii) Prevention of Mother to Child Transmission has drastically reduced from 21% to less than 2% making Swaziland a shining example in Africa in this area of work
- iii) Aggressive promotion of male circumcision, HIV testing and Counselling and social and Behaviour Change communication programmes. This has created an opportunity for Swaziland to move towards achieving Goal 6 of the Millennium Development Goals.
- iv) AIDS-related deaths and morbidity have halved from an estimated 14,000 in 2008 to 7,000 in 2012. Fewer children are becoming orphans due to AIDS-related death following successful implementation of a treatment program for People Living with HIV and AIDS. About 88,000 of those in need of antiretroviral treatment have access to antiretroviral treatment, and now lead productive and healthier lives enabling them to contribute to country's development.
- v) Vulnerable populations have been afforded support to improve quality of life and respond to their practical needs through provision of farming inputs, access to education for over 30% of children and school feeding programmes.



B. PUBLIC ENTERPRISES 2008 - 2013

vi) The communities' capacity to meaningfully participate in the HIV and AIDS response has been enhanced. About 298 KaGogo Social Centres and 37 Social Centres in urban settings have been constructed; volunteers and community committees support the coordination of community HIV interventions. About 1,550 Neighbourhood Care Points (NCPs) have been constructed to deliver health, nutrition, education and HIV-related services to over 80,000 Orphaned and Vulnerable Children (OVC).

Through the on-going development of an extended National Strategic Plan for HIV and AIDS (2014 – 2018), facilitated by NERCHA, a paradigm shift is made to prioritize resource allocation and maximize returns to investment. The country is embracing credible and tested innovative approaches to respond to HIV and AIDS. There is commitment to integrate service delivery to sustain previous and current gains in response. The long-term goal is to reduce new infections and AIDS-related deaths and proceed to deliver “Zero new infections, Zero AIDS deaths and Zero discrimination.”

Political commitment to the HIV and AIDS response has remained high. It has been demonstrated through HIV and AIDS funding from Government and other partners which has been increasing by over 30% each year since 2008. All this would not have been possible if all stakeholders had not responded positively to the call by His Majesty King Mswati III that “HIV Yindzaba Yetfu Sonkhe.”

4. NATIONAL MAIZE COMPANY (NMC)

NMC has provided all maize farmers in Swaziland with a guaranteed market for their maize at all times, with a stable price set at the beginning of each season. The purchasing of maize and payment of farmers has been decentralised to the regions to come closer to the farmers and consumers with a resultant reduction of transport costs. Around 10,000 farmers are now selling their maize and receive payments at regional depots in the four regions of the country..

Through improved management and application of stringent controls, the financial position of NMC has improved from sustaining annual losses of E11 million a year five years ago to making a surplus of E2 million in the past two years to 2012. It is now a viable organization capable of sustaining itself and continuously delivering on its mandate of providing a guaranteed market for maize in Swaziland.

In the last five years there have been adequate stocks of maize availed by NMC to the Nation at all times.



B. PUBLIC ENTERPRISES 2008 - 2013

NMC promoted the improved production of food crops in the country by providing almost E1 million worth of prize incentives to farmers who participated in both the National Maize Competition (NAMCOM) and the National Vegetable Competitions (NAVECO). In fact, 1000 farmers participated in the National Maize Competitions with a resultant improvement in productivity from 2 tonnes per hectare to an average of 8 tonnes per hectare. Vegetable production also improved to levels where significant amounts are now exported.

5. PIGGS PEAK HOTEL

The Piggs Peak Hotel and Casino has contributed to the development of the tourism industry in the country by providing accommodation in the northern part of the country.

Even though there have been major challenges facing the operational capacity of the hotel the accommodation of tourists to a reasonable standard has been achieved. The day to day operations of the hotel was originally outsourced to the Protea Group, then this switched to the Orion Group and, finally, operational management reverted to Government. Orion Hotels terminated their 15 years lease and this has resulted in Government having to continue operation with effect from February 2012. This was accompanied by a capital injection of E1 million for continued operations. The hotel duly employed 55 staff and has been able to operate without any further injection of funds, having managed to generate revenue of around E1 million per month since that time.

At the present time a suitable new operator is being sought. A dividend of E1 million has been paid to Government.

6. SEBENTA NATIONAL INSTITUTE

Sebenta National Institute was established to provide adult basic literacy that enables people to achieve personal development through learner-centred, participative and functional teaching and learning approach.

Before 2009, Sebenta National Institute focused on adult literacy. In 2009 the focus was extended to include children of school age who were out of the formal system. These are children who have never been to school or have dropped out of primary school. Sebenta's clientele now include: children below 18 years, illiterate youth, adults over 18 years of age, orphans, street children, the disabled and the marginalized. These groups represent a sector of society which forms the core group of poverty stricken members of society and a symbol of marginalization in Swaziland. There is an urgent need to provide non-formal and basic



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education and training for these groups to help them get out of poverty and to empower them to join the mainstream of society and to participate effectively in development.

To guide its operations the Institute develops three year Strategic Plans. There have been two strategic plans for the five year period.

Over the last five years (2008-2013), Sebenta National Institute has made significant impact in fulfilling its mandate using its limited resources which were mainly government subvention, donors support and the contributions from its partners. The Institute has seen over 3,400 learners graduating from its programmes. These programmes, which are responsive to Swazi populace educational needs, include; SiSwati, Basic and Post Basic English, Non-Formal Upper Primary Education (NUPE).

As a result of the success with NUPE, the Institute has witnessed a number of young children re-entering formal education. In 2012 ten NUPE adult learners were able to sit for the Swaziland Primary Certificate (SPC) examination. The Institute recorded a 70% pass rate. These learners are continuing with secondary education. More than 60 adults and children are expected to write the SPC examination in 2013.

In 2010 Sebenta National Institute once again responded to the challenge that came with Government's roll-out of the Free Primary Education (FPE). The Institute now provides Non Formal Primary education to over-aged or out-of-school children. Currently Sebenta is working with 14 Primary schools around the country providing non-formal education to adults, youth and children. Volunteer formal or retired teachers provide this service after their normal working hours.

The introduction of the Non-formal Primary Education brought in the challenge to review and align the non-formal education curriculum with formal education. This was necessitated by the call for the ease of movement for learners between the two systems. Whilst promoting re-entry into formal education the non-formal education was also to serve as a safety net for formal school drop-outs. Executing this mandate resulted in the establishment of a Non-formal Primary Education Curriculum Technical Team which facilitated the adoption of the reviewed and aligned curriculum in 2012. The Institute is currently involved in module development to enhance individualized non-formal learning.

Due to the growing poverty levels, Sebenta National Institute has now moved into offering technical or vocational programs to give livelihood skills to those who need them. Graduates from this programme have opened up their businesses as individuals or groups. Some have used their certificates for wage employment.



B. PUBLIC ENTERPRISES 2008 - 2013

To make its programmes known to the public the Institution continues to engage in a number of awareness-raising programmes. This includes a weekly radio programme, community meetings and participating in commemorating international literacy events.

7. SINCEPHETELO MOTOR VEHICLE ACCIDENTS FUND

Under legal reforms the Sincephetelo Motor Vehicle Accidents Fund (MVA) successfully started and completed the legislative amendment work on the MVA Act in 2011. The sole purpose was to effectively manage the risk exposure of the Fund in relation to the ever increasing rate of road traffic accidents and compensation costs. The MVA Amendment Act resulted in an assurance of adequate capacity that guarantees long term sustainability of the Fund.

The MVA has improved its financial strength and stability over the period. The strategy turned around an accumulated deficit of E61.9 million in 2008 to an impressive surplus of E182.2 million in 2012. Assets grew from E242 million to E475 million over that period. The key reasons for this achievement are sound financial management, vigorous and thorough claims investigations, strict application of the MVA Act, and drastic actions and measures against fraud.

The outstanding claims liability of E221 million in 2008 has been reduced and stands at E174 million by 2012. This has been achieved through an accelerated claims processing rate that has improved from a turnaround time of 90 days to 30 days.

MVA opened an office in Manzini. The office serves the purpose of decentralisation and aims at reducing the costs of accessing services. The achievements made here are improved quality of customer service, improved quality of compensation by way of rehabilitation programmes, good management controls, improved public relations as the public is now better informed, good industrial relations and improvement in productivity.

In collaboration with other road safety stakeholders, the SMVA Fund engaged in a vigorous road safety campaign through public education, through the media, in periodic rallies, and on billboards. Over the period there has been a noticeable increase in road safety awareness that has resulted in a declining trend in road accidents in the country and claims reported to the SMVA Fund. Road accidents did in fact fall by 11% in 2011 and 15.7% in 2012.



B. PUBLIC ENTERPRISES 2008 - 2013

8. SMALL ENTERPRISES DEVELOPMENT COMPANY (SEDCO)

Over the five year period SEDCO capacitated small, medium and micro-scale enterprises (SMMEs) by providing business management skills to 4,012 SMMEs. The failure rate of business start-ups has been reduced, confirmed by the reduced de-registration of companies by the Registrar of Companies and the improved inclination of the financial sector to lend finance to small businesses.

SEDCO also undertook the One Household One Product (OHOP) campaign, providing basic farming skills to 800 households in vegetable production, fruit tree farming and rearing of indigenous chickens. This programme has given rise to a remarkable drive to improve household incomes, largely through the household adopting demand-driven production, utilising locally available resources.

During the period, SEDCO hosted the SMME Indzaba in which stakeholders participated in the selection of six prioritized products for driving SMME growth in the country – products in which Swaziland can be reasonably competitive - Vegetables, honey, animal feed, ICT, arts, culture and tourism. Feasibility studies were been completed for bee keeping, ICT and arts and culture that gave rise to an initiative to give intensified support to one of the products – honey. Around 300 households in the Shiselweni region were mobilized and trained to pursue bee keeping. SEDCO then assisted the households to construct 80 demonstration hives and trap boxes. This led to the households investing in 260 hive boxes.

SEDCO also entered into a strategic partnership, signing a Memorandum of Understanding (MOU) with Nedbank, in which SEDCO will provide capacity building while Nedbank will provide funding to selected recipients. In the programme training was provided to 205 potential small-scale entrepreneurs and 16 were assisted with business plans for sourcing the finance from Nedbank. In total E1.5 million was disbursed from the date of inception. At the same time, an after-care mentorship programme was rolled out using past Entrepreneur of the Year winners.

A further MOU was signed with the Micro Finance Unit (MFU) giving rise to bee-keeping and entrepreneurial skills development for households through training, mentorship and visits to established apiaries. These were funded by the MFU as was the enhancement of OHOP advisors/mentors' skills through workshops and seminars. The OHOP data base/ Management & Evaluation system was developed and commissioned on a trial basis.



B. PUBLIC ENTERPRISES 2008 - 2013

A valuable relationship with the Botswana equivalent of SEDCO known as the Local Enterprise Authority (LEA) was formalized in an MOU with that organization. This enabled a reciprocal exchange of information and knowledge through exchange visits and information sharing. At the same time, the opportunity was taken to create an export linkage for a Swazi-owned oil blending company to supply fuel in Botswana.

9. SWAZIBANK

In 2008 the Bank had a total of nine branches throughout the country, and by 2013 had added three new branches at Manzini Hub, The Gables and Siphofaneni. The Siphofaneni Branch began as an agency and was upgraded to a branch in 2013. The Branch at The Gables also opens on Sundays.

Through increasing the number of its branches the Bank is able to reach more customers and provide more services. The branches at the Gables and Siphofaneni established a presence in new growth areas. The branch at The Gables also opens on Sunday to provide a unique opportunity for customers to have a seven days service.

The Bank increased its balance sheet assets from E1.154 billion to E1.718 billion in the five years to 2013. This was despite the difficult economic conditions and global financial crisis. The Bank was also able to increase customer deposits from E680,000 in 2008 to E941,000 in 2013 and, during that time, raised a loan of E100 million from the Industrial Development Corporation (IDC) of South Africa.

The Bank became a stronger entity and showed its sustainability and ability to survive through the difficult economic and fiscal conditions. The bank can now raise finance on the strength of its own balance sheet. The growth also put the Bank in a better position to provide more services and grow its network, and, by raising new deposits, boost its ability to provide finance for investment.

During the five year period the bank increased its ATM network from 22 in 2008 to 34 in 2013, spread around the country. Some of the ATMs were installed in new areas where there are no branches and the Bank looks for the opportunity to install more machines. The number of ATM transactions increased from 704,000 in 2008 to 1.15 million in 2013. ATM cards issued also increased from 30,000 to 115,000 during the period. The Bank has, thus, been able to extend its banking services, reaching more people and reducing the expense of visiting branches.



B. PUBLIC ENTERPRISES 2008 - 2013

The Bank's total lending grew from E897 million in 2008 to E1.205 billion in 2013. This represents an average annual growth of 7%. The Bank was thus able to contribute to economic growth by providing finance for agricultural, housing and business sector projects which in turn create jobs.

10. SWAZILAND CIVIL AVIATION AUTHORITY (SWACAA)

Swaziland Civil Aviation Authority (SWACAA) having been established in 2009 is now almost ready to start operations. Ninety percent (90%) of the positions that are required to ensure a high level of safety and security as demanded by the International Civil Aviation Organization (ICAO) has been filled. Implementation of the training program to address deficiencies identified by the 2007 ICAO country audit is about 75% complete. Sixteen Regulations out of eighteen were passed by Parliament in 2011.

Development of guidance material to guide the industry in as far as complying with the Swaziland Regulation of 2011 is 80% complete. Aircraft registry is 100% complete and 16 aircrafts have been registered. Licensing process of Sikhuphe Airport has commenced and ongoing. Eight (8) Air Service Agreements have been signed with other States using the Yamoussoukro Decision model (on open skies). Thirteen (13) MoUs on Air Services have been signed. Schedule of airport charges and regulatory fees have been approved by Cabinet and are before Parliament.

All these developments mean that the country is now at 80% towards fulfilling obligations under the 1944 Convention on International Civil Aviation and removing the EU ban on Swazi registered aircrafts. This has also started to generate a lot of interest from other foreign owned and registered aircrafts to use Sikhuphe. Currently 14 have shown interest in our airport.

11. SWAZILAND COMPETITION COMMISSION

The enactment of the Swaziland Competition Act, 2007 ushered in a competition regime with the principal objective of monitoring, regulating, controlling and preventing acts or behaviour which is likely to adversely affect competition in the country. As required by the Act, the Competition Commission was established in 2008 and has adjudicative and investigative roles. The adjudication of competition matters is undertaken by the Board of Commissioners whilst the investigative function is the responsibility of the Secretariat. Since the operationalization of the institution, the commission has achieved a 100% success rate with regard to all cases that have been taken to Court.



B. PUBLIC ENTERPRISES 2008 - 2013

The Commission strives to achieve key long-term outputs. These are good quality products and services, a wider product choice, innovation and competitive prices. These outputs link with national development goals as enshrined in the National Development Strategy and Poverty Reduction Strategy and Action Plan. The Commission contributes to the attainment of these outputs through implementation of its three (3) core functions which are: (i) merger control; (ii) investigations into anticompetitive business practices; and (iii) the provision of a standard code of trading conduct and to prohibit certain conduct and unfair trade practices that are likely to harm consumer welfare. Over the 5 year period, the Commission has successfully increased public awareness and private sector compliance with competition law. A synopsis of the outputs and outcomes from each of these areas is presented below.

Mergers and Acquisitions

The Commission has approved 37 mergers and acquisitions in various sectors including; manufacturing, retail, finance and insurance, mining and energy, tourism and hospitality, property, agriculture and farming, pharmaceuticals and transportation and logistics since 2008. The outcome of this activity was the promotion of 37 business transactions within a timely period whilst preventing the substantial lessening of competition that may otherwise arise in an environment without a competition law governing merger control.

Enforcement and Cartels

The Commission has carried out investigations in three (3) sectors namely: poultry farming; private health care cover; and commercial property and retail. The investigations covered alleged collusive conduct, abuse of positions of dominance and vertical restraints, respectively. Rulings in these cases are expected within the course of 2013. The outcome of the investigations will be the termination of collusive agreements, creation of a competitive business environment to facilitate entry of new investments and expansion of existing ones, improved quality of products and wider product choice for consumers.

Consumer Protection

With respect to consumers, the Commission promotes a standard code of trading conduct and prohibits unfair trade practices such as false representation of goods or services, pyramid selling of goods and services, exclusion of liability for defective goods, etc. The outcome of the Commission's mediation in such cases through Section 33 of the Competition Act and Fair Trading Act of 2002 is that businesses cease from unfair trade practices. As a result, consumer welfare is promoted.



B. PUBLIC ENTERPRISES 2008 - 2013

The Commission has not reached a stage of being a fully-fledged authority given government's fiscal position over the past five (5) years but it is hoped that with increased awareness on the role of competition law, government will endeavor to increase the financial support towards the Commission's operations.

12. SWAZILAND COTTON BOARD

The mandate of the Swaziland Cotton Board is to promote cotton growing, processing and marketing in Swaziland by providing growers with high yielding varieties.

The Swaziland Cotton Board has contributed positively towards improving the life of small holder farmers, and increasing employment through value addition, the promotion and growing of local industries. This entails supporting local producers and value addition to local produce for local and export markets.

In an effort to ensure the continued mandate of the Swaziland Cotton Board, Government purchased Sikhulie Cotton ginnery in Big Bend at a cost of E8 million. This was to secure a local market for cotton farmers who grow cotton production on a sustainable livelihood basis, especially in the lowveld of Swaziland. The ginnery employs a total of 55 seasonal employees and 16 permanent staff.

In 2008, when Cotton Board took over cotton production, the area planted under cotton was 1,200 hectares. By 2013, the area planted under cotton had increased to 3,000 hectares. The total yield from this hectarage increased from 400 to 2,400 metric tons.

Annually, the Cotton Board services about 3,000 cotton farmers through the cotton Credit Revolving fund established by Government in 2009. Each farmer has an average of 10 dependents to support. This illustrates that a population of 30,000 is being sustained a living through cotton production in Swaziland – a figure up from 1,200 in 2008. Annually the Board spends E13 million purchasing cotton from farmers, representing a direct contribution to poverty alleviation in key areas of the country.

The cotton ginnery was producing 1,200 bales of lint annually to supply a local spinner (Spintex) in 2008. The figure has increased to 3,500 lint bales to date. In return the local spinner employs more than 200 Swazis. This represents a further positive contribution to poverty alleviation and economic growth.



The Cotton Board through the cotton ginnery produce 1,200 tons of fuzzy seed annually. This is consumed by the local oil producing

B. PUBLIC ENTERPRISES 2008 - 2013

industries. After extraction of oil, seed cake is formed and used for animal feed. The Swaziland oil mill industry currently has around 60 employees.

The cotton ginnery also supports SMMEs such as transport owners who are contracted to collect cotton bales country-wide from farmers, and provide transport to the ginnery. The ginnery pays transporters money which averages around E700,000 per annum. Also during cotton marketing, vendors are provided with an opportunity to sell products to farmers who arrive at the ginnery for the sale of their cotton.

13. SWAZILAND DAIRY BOARD

i. Artificial Insemination (AI) and Heat Synchronization

A total of 1, 909 cows were bred and 534 of those were heat synchronized. This resulted in an increase in dairy cows per dairy farmer. The total head of Dairy cattle is around 5,000 in the country.

ii. Dairy Cattle Purchase

Swaziland Dairy Board (“The Board”) facilitated the purchase of 551 dairy cows from South Africa for 155 farmers to make the process easier.

iii. Training and Extension

(a) Farm Visits and Technical Advice to farmers

There were 6, 760 visits to farmers made throughout the country to offer technical advice. Dairy farming as a whole has improved, i.e. management of dairy herd by farmers which has led to improved milk yield and a reduction in mortalities.

(b) Workshops

Farmer Technical Meetings/Workshops

A total of 166 technical meetings and workshops were held to benefit both existing and aspiring dairy farmers. The Dairy management skill was imparted throughout the country to improve the management of dairy enterprises.

iv. Intensive Dairy Course

One Hundred and Sixty Two (162) dairy goats participants were trained and Six Hundred and Eighty Three (683) for dairy cows. Sixteen (16) dairy goats farmers and 173 dairy cattle farmers have already started operating and these dairy cattle farmers own a total herd of 596 cattle 185 of these being a milking herd with a total average milk yield of 1957 Litres a day at the estimated value of E4, 285, 830 per year (using E6 per litre in the informal market, which ranges between E6 and E15 and the formal market at E4.50 per litre). This is a result of the greatly improved dairy management skills in dairy farmers in the country.

B. PUBLIC ENTERPRISES 2008 - 2013

v. The Milking Machine Project

The Board facilitated the purchase of 21 milking machines for farmers, viewing the use of milking machines as a necessity as it improves the quality and the volumes of milk, and, reduce milk contamination.

vi. Milk Cooling Centres

Milk cooling centres (MCC's) have been established in four communities where cattle farmers milk their cows and sell the milk in bulk to processors thus realizing income and creating employment opportunities in the communities.

vii. Indigenous Cattle Dairying

There were 45, 258 litres of milk obtained from indigenous cattle and sold to processors. This was during the rainy season. A total number of 106 farmers shared E 195, 530 in the past two years of establishing the programme. This has increased the entrepreneurial spirit the community and enthusiasm for the dairy business.

viii. Hay Production

A total number of 2, 776 round hay bales (~250Kg/bale) were produced by the board around the country. This provides feed supplement in winter and drier months ensuring that the physical condition of the cattle is not adversely affected by drought.

ix. Business Plan Preparation

There were 155 business plans which were prepared for existing and aspiring dairy entrepreneurs. An estimated of over E 5,510,000 has been spent on the purchase of dairy animals.

x. Local Milk Production and Promotion of Milk and Dairy Products Consumption in the Country

The country has realized a 33% increase in locally produced milk (from 7.3 million litres in 2008 to 9.8 million litres in 2012). There has also been an improvement in food security of the nation and job opportunities.

MILK PRODUCTION IN LITRES AND ESTIMATED VALUE

Year	Total Production (Litres)	Formal sales (Litres)	Value (E) (Average Price E4.5) Formal	Informal sales & other Uses (Litres)	Value (E) (Average Price E6) Informal
2008	7 347 536	2 170 447	9 767 012	5 177 089	31 062 534
2009	7 523 512	2 429 256	10 931 652	5 094 256	30 565 536
2010	7 714 850	2 377 509	10 698 791	5 337 341	32 024 046
2011	8 658 807	3 935 821	17 711 195	4 722 986	28 337 916
2012	9 755 428	3 414 400	15 364 800	6 341 028	38 046 168

B. PUBLIC ENTERPRISES 2008 - 2013

CONSUMPTION OF MILK IN SWAZILAND(IN LIQUID MILK EQUIVALENTS – (LME))

Year	Demand in Million. (LMEs)	Import (L) (Million)	% Import	Local(L) (Million)	% Local
2008	50	42.65	85.3	7.35	14.7
2009	51.79	44.27	85.5	7.52	14.5
2010	53.53	45.82	85.6	7.71	14.4
2011	57.31	48.65	85	8.66	15
2012	60.24	50.48	84	9.76	16

NB: Milk in the informal market price ranges from E6 to E15 per litre
Milk in the formal market price is E4.50 per litre

14. SWAZILAND DEVELOPMENT FINANCE CORPORATION

The Swaziland Development Finance Corporation (FINCORP) was established with the main aim of stimulating economic growth at grassroots level. FINCORP has achieved considerable success in reaching out to large numbers of small, medium and micro-scale enterprises (SMMEs), whilst at the same time maintaining institutional and financial sustainability. FINCORP has grown to become one of the leading Development Finance Institutions (DFIs) in the region and was in 2009 ranked as one of the top five best performing DFIs in Africa by the Association of African Development Finance Institutions (ADDFI). The institution has since inception provided cumulative financial and non-financial support valued at more than E1.6 billion to more than 60,000 clients thus creating the much needed jobs.

Outreach to the target group is largely measured by the incremental loan disbursements; number of clients financed and the number of jobs created. A number of initiatives by FINCORP have resulted in the growth of the loan portfolio from E276.4 million in 2008 to E611.3 million in 2013.

Introduction of the Micro Enterprise Loans targeted at vendors in the various town markets resulted in the disbursement of loans totaling E3.9 million to 2,276 micro-entrepreneurs. This created 758 jobs by self employment and provided the means of living to over 1,500 families.

The launch of the E50 Million Grassroots Empowerment Fund at reduced interest rates of prime minus 2% resulted to the disbursement of loans totalling E36.1 Million and created 625 jobs.

In support of the Komati Downstream Development Project (KDDP) and Lower Usuthu Irrigation Projects (LUSIP) for sugar cane financing FINCORP disbursed E392.1 Million from 2010 to date this led to the creation of 358 permanent jobs and 654 casuals on a yearly basis.



B. PUBLIC ENTERPRISES 2008 - 2013

Five (5) Farmers Associations under the KDDP successfully paid off their debts totalling E74.3 Million. A total of 210 community members who own the various sugar cane projects are now financially independent. The sugar cane schemes collectively generate an annual turnover of E23.2 million.

FINCORP expanded loan financing to SMMEs by streamlining and expanding the scope of loan products. Twenty three loan products targeted at various classes of SMMEs were launched. This led to the funding of an additional 5,400 businesses and created 8,400 jobs for self-employment and third parties.

FINCORP has recently expanded its product offering to the micro target group by setting up a new subsidiary company known as FIRST FINANCE offering micro loans. As a result of this the FINCORP has disbursed cumulative loans amounting to E452.3 million which is largely used to pay fees for school and tertiary education, rural housing, and other domestic needs. This significantly breached the gap created by the reduced Government Scholarships. It further provided access to credit for 6,600 clients between 2008 and 2013.

Overall, the key objectives of providing access to credit, creating jobs and contributing to economic growth were fairly achieved over the past five years since a total of E798.6 million was disbursed to 8,800 SMMEs creating a total of 10,100 jobs and generated an annual total turnover of E546.1 Million. Meanwhile under the subsidiary company, First Finance, which was formed in January 2010 the organisation provided access to credit amounting to E452.3 Million to 6,600 borrowers for invoice discounting transactions and beneficiaries who used the funding to improve their standard of living by paying for education and rural housing.

15. SWAZILAND ELECTRICITY COMPANY (SEC)

The number of SEC customers grew from 70,500 in 2008 to 121,000 in 2013 representing a growth of 71% in total over the last five years. This equates to around 700,000 people having access to electricity in the country, representing an access level of 68%, placing Swaziland among the top three countries in SADC in terms of access to electricity.

i) Sub-Stations

During the period 2008-2013 a total of seven new substations were constructed and upgraded in all the four regions of the country, with a total project cost of E258.3 Million. The substations significantly improved the reliability and quality of supply. In urban industrial areas it enabled business to expand and operate with stable power supply for production.



B. PUBLIC ENTERPRISES 2008 - 2013

The rural substations created an opportunity for industrial business to expand across the country while support for new agro-business and rural communities was made more readily available in support of social and economic growth. The new substations also ensured that there are less frequent power outages and restoration time is reduced.

ii) Customer Service Support Infrastructure

The rapid increase in the number of customers across the country made it necessary for SEC to provide vital customers service infrastructure, especially in the rural areas of Swaziland where new power lines were constructed. Two new depots at Madlangempisi and Sithobela were constructed to serve a population of more than 11,000 customers. In Manzini a new regional office was constructed to also house a 24hour call centre. The contact centre supports to all electricity customers in the country through a toll free number, making it now possible to call SEC without having to pay telephone expenses. The total project cost for these facilities was E38.4 Million.

The first phase of the distribution remote controlled monitoring system (Supervisory Control and Data Acquisition -SCADA) was completed in 2013. This will enable SEC to remotely monitor and control the electricity supply grid up to the distribution level. This will help to significantly reduce response time in servicing customers when there are unplanned power failures and will also reduce system operating costs. The complete project cost for the system is over E30 Million.

iii) Major Power Line and Network expansion

Four projects were undertaken to improve the reliability of the transmission network. In the SEC context transmission covers 400kV, 132kV and 66kV networks. These projects were undertaken to ensure improved reliable transmission of power across the country. A significant capital injection of E8.5 Million was made to construct and replace wooden poles with steel infrastructure. The distribution network was also expanded to cover all rural areas of Swaziland increases access to electricity to over 68% of the population and making it possible for most people to obtain power under the radial distance of 10 Km.

iv) Pre-payment Electricity Project

The installation of the Prepaid Metering project started in 2008 and is 99.5% complete with over 101,000 customers with pre-paid electricity supply. Several technology-based vending gateways were put in place to enable customers to purchase electricity from their homes, shops, cellular phones and 24 hour operating outlets. These platforms enable business and customers to purchase electricity as conveniently as possible and also regulate and monitor their own usage. The cost of the project is in excess of E84 Million.



B. PUBLIC ENTERPRISES 2008 - 2013

v) Rural Electrification

SEC has played a pivotal role in the roll-out of the Rural Electrification Projects throughout the country. This project has been made possible through funding from Government and predominantly from the Republic of China on Taiwan. It has not only brought power supply to over 14000 rural homesteads, but has also impacted significantly on economic development in the respective areas.

vi) Share Holder Dividend

SEC remained profitable throughout the period 2008-2013 and was able to declare and pay dividends to the shareholder (the Government of Swaziland) totalling E19.6 Million.

16. SWAZILAND ENVIRONMENT AUTHORITY (SEA)

Key outputs in discharging its responsibilities have included the Biosafety Act 2012 where the Bill was prepared by the SEA, submitted to Cabinet, then to Parliament, and finally receiving the Royal Assent and becoming an Act. Additionally, the following Regulations have been drawn up in accordance with the respective legislation, then approved and implemented:

- EIA Regulations 2000
- Waste Regulations 2000
- Litter Regulations, 2011
- Air Control Pollution Regulations, 2011
- Water Pollution Regulations, 2011

Completing the regulatory framework the SEA developed the Biosafety Policy, Draft Biodiversity Policy, Biodiversity Strategy and Action Plan, and the National Chemicals Profile.

Over 70% percent of all projects in the country are now subjected to the EIA process thus making attaining sustainable development a reality. During the period under review, the SEA issued Environmental Compliance Certificates for approximately 1,000 new developmental projects, of which 225 were large scale developments.

In the course of its work, the SEA ordered 87 on-going projects to undertake environmental audits for their activities to ensure environmental compliance. It also conducted monitoring for compliance in various projects, 11 of which were fined for various non-compliance with legislation. Nevertheless an increased level of compliance with environmental laws was confirmed.

During the five years, 200 Waste Management Licenses were issued, ensuring that there is structured waste management process for



B. PUBLIC ENTERPRISES 2008 - 2013

hazardous wastes. A huge consignment of hazardous waste is now shipped off to South Africa for proper disposal.

An increased level of compliance with water pollution standards by private sector was also confirmed during the period. The assistance of the Police in issuing fines for environmental crimes was noted, especially in the spot fines given for littering offences. Farmers and other stakeholders were confirmed to be generally knowledgeable on the safe use of genetically modified organisms in the country in the drive to obtain food security

An increased public awareness and environmental sensitivity and safety was demonstrated by SEA receiving reports from the public on illegal dumping of waste and inappropriate sand mining, as well as receiving requests for environmental advice and for permits on ozone depleting substances imports, waste licenses and genetically modified organism imports.

The SEA also reviewed service plans for sewer/industrial systems in all municipalities and mounted air monitoring equipment in Mbabane and Matsapha in collaboration with Meteorological Department.

Capacity was developed on waste management in six waste control areas in peri-urban areas and growth points (Buhleni, Kwaluseni, Siphofaneni, Mpaka, Lobamba & Lomahasha). Thirty stakeholders per region were trained on waste management.

The Hloba (Clean) Swaziland Campaign was launched and 800 litter pickers employed for four months to clean up strategic areas within 30 Tinkundla centres. The SEA constructed waste disposal sites at Buhleni, Siphofaneni, Lomahasha, and Mpaka, and installed 300 waste disposal receptacles in Buhleni, Siphofaneni, Ngwenya Border Post, Motshane, and Lobamba. It purchased 20 skips for waste collection at Lobamba and Malkerns, targeting the Mangozeni area where waste disposal poses a serious health risk.

A total of 78 customs officers were trained on the identification and monitoring of ODS and GMOs imports at the country's entry points.

The effect of the above outputs was significant. From a previous average of 15 reported incidences annually, of sewer and industrial pollution, the incidence rate has fallen to 5. The illegal dumping of waste by the road-side was stopped by 2012 and six (Buhleni, Lomahasha, Mpaka, Siphofaneni, Lobamba, and Kwaluseni) Peri-Urban and Rural communities are now considered to be managing their waste properly. The media, NGOs, private sector and communities embraced the Hloba Swaziland initiative enthusiastically and the effect has been noticeable.



B. PUBLIC ENTERPRISES 2008 - 2013

Illegal imports are now being regulated at entry points. Customs officials are able to notify the SEA on a number of unverifiable goods that are suspected to be ozone-depleting substances or to contain genetically modified organisms.

Over the five years, the SEA rehabilitated six (6) notable wetlands and degraded areas through fencing and applying sustainable wetlands management principles. These include wetlands at Sigwe, Langa, Lawuba, Luve, Ngonini, and Sihlangwini. The livelihoods of communities have been enhanced through harvesting and use of the special grasses and roots from the wetlands, as well as being able to grow fruits and some crops on the reclaimed degraded areas.

17. SWAZILAND INVESTMENT PROMOTION AUTHORITY

The Swaziland Investment Promotion Authority (SIPA) is an institution tasked with the responsibility for investment promotion, which should lead to increased investments by local and foreign investors through aggressive investment promotion, facilitation, investment climate improvements, domestic linkages and image building.

In terms of investment promotion and entry of new investments, various new operations were welcomed into the Kingdom during the 2008 to 2013 period. Over that period, total Foreign Direct Investment (FDI) grew from E5 billion to E6.8 billion, an increase of more than E1.8 billion in 4 years, mostly through foreign direct investment and reinvested earnings and portfolio holdings. A majority of the investments during this period, related to re-invested earnings, signifying the increased level of confidence investors had in our economy.

Similarly, it was one of the difficult periods for global and domestic investments with the world in a recession that became visible in middle of the period under review. Despite these challenges, the Government through inward investments facilitated by SIPA saw the revival of mining operations in the country which brought about significant spill-over effects to sectors such as road and rail transportation.

In 2008-2013 the number of jobs created or in the pipeline of projects under completed or ongoing negotiation, was 14,900 including 1,200 jobs created through the linkage of small to big business. This excludes short term jobs in the booming construction sector and other jobs created directly by SMMEs. New investments were recorded in the following sectors; manufacturing, agro-processing, textile and garment and mining operations.



B. PUBLIC ENTERPRISES 2008 - 2013

Amongst the companies launched and facilitated during this period are companies like Salgaocar, Peterstow Aquapower, Casquip Starch, Giant Clothing (Bidvest), Ample Clothing, New Life Garments, Mega Pak (Nampak plastic), ACG Bottling Water, UTS, Classi Kleen, Vicker Tools, Slabert Industries, Bank Serve (Pty) Ltd, Edna Group and African Mercantile Exchange amongst others. As a result of these investments increases in export earnings and backward and forward linkages were recorded during the period. Furthermore, the economy also realized investment penetration in new areas such as mining equipment and tractor manufacturing - under establishment.

In terms of improving the investment climate, SIPA successfully coordinated the development and launch of the Investor Road Map. This was officially launched by His Majesty King Mswati III and various positives have been recorded including reduction in times for starting a business, reduction in taxes and various improvements in business establishment, locating and operating administrative procedures and processes. Consequently, for the first time Swaziland maintained a position in the World Bank Ease of Doing Business Report against historic recessions in ranking.

During the period Cabinet approved the Swaziland Investment Policy in October 2012, a major milestone for the country, as leading institutions and support agencies had seen the lack of such a policy as a key challenge in attracting investment and improving investor confidence. The Policy gives clarity and comfort to investors in outlining investment related policies.

SIPA has successfully coordinated with Government the Economic Diversification Study supported by the African Development Bank, with the aim of increasing competitiveness and diversity of our economy

18. SWAZILAND NATIONAL COUNCIL OF ARTS AND CULTURE

The Swaziland National Council of Arts and Culture (SNCAC) is a category A parastatal under the Ministry of Sports, Culture and Youth Affairs (MSCYA), and entrusted with the preservation, promotion and development of Swazi Art and Culture. The institution's programming is in line with broader government policies and mandate and made achievements in a number of areas.

The Council drafted an Arts and Culture Policy which was approved by Cabinet in 2010 and has since drafted the Arts and Culture Bill to provide the enabling legislation.



B. PUBLIC ENTERPRISES 2008 - 2013

In the course of its work, the Council assists culture teachers, school students, churches, chiefdoms and tertiary institutions to organize and host Culture Day celebrations. It also has the responsibility for instilling Swazi pride through exhibitions, festivals, dance, food and dress.

In the quest for preservation and promotion of the rich Swazi cultural heritage, the Council is working with the traditional leaders, and chiefs in communities by hosting *immimemo*.

The Arts and Culture Council affiliates host the schools culture eliminations and competitions which see schoolgoing youngsters competing in various arts codes - choral, ummiso, ingadla, sibhaca, umbholoho, umgubho and drum majorettes.

In compliance with the National Arts and Culture Policy and the implementation plan for that Policy, the Council has begun a national art exhibition programme which was launched in March 2012 at the Swaziland National Museum. Exhibitions are mounted in the all four regions and are aimed at celebrating local creative artworks, at the same time creating a demand and market for the local creative industries.

The National Arts and Culture Policy requires the education and training of arts to move towards providing children with professional careers, survival skills and qualifications with a view to meeting their needs and the development needs of the country. Greater emphasis is being placed in performing art education on promoting the acquisition of skills in arts forms most dominant in the child's community and most useful in generating employment in the arts industry.

Over the period under review the Council facilitated training sessions and hosted national culture days and events in the four regions of the country, in 15 schools, five churches, five Tinkhundla centres and 11 chiefdoms. It also organized the mass participation of girls during the umhlanga ceremony (reed dance), the mass participation of boys during Lusekwane, as well as other young regimental activities. The Council has also established three arts academies and three culture institutions. It has also elevated festivals from local to regional and international festivals such as Bushfire and Simunye Funfair respectively.

19. SWAZILAND NATIONAL HOUSING BOARD (SNHB)

The mandate of SNHB is to provide affordable quality housing schemes throughout the Kingdom.

SNHB was charged by Government in 2008 with carrying out the infrastructure construction work at Mhobodleni, Manzini along the Yith'abantu highway. About 446 plots were serviced at a total project



B. PUBLIC ENTERPRISES 2008 - 2013

cost of E25 million. This construction resulted in improved access to affordable land and housing for Swazis in the Matsapha/ Manzini corridor.

SNHB spent about E6 million in 2009 on the construction of guard houses in the estates. This led to improved security and living conditions for 1,500 tenants in both Mbabane and Matsapha.

In 2010/11 SNHB completed the Mbangweni Townhouses project. This project has led to the availability of quality rental accommodation for 32 new tenants.

The Woodlands Township I house construction project was carried out following the completion of the servicing of 133 plots at a cost of about E24 million. The rate of construction is essentially dictated by the public's participation in the project. This has presented the opportunity for people to own property in Mbabane.

SNHB also developed 27 plots for sale at Ezulwini Thembelisha. This is an opportunity for people to access serviced land in a prime residential area.

Government also charged SNHB with the responsibility of developing Nkhanini Township in Nhlangano. The township has 440 serviced plots. The development of the area was phased; the first phase entails the initial sale or disposal of 220 plots. Further development in the area will be determined by the level of demand in the market. This project presents an opportunity for property ownership in Nhlangano.

SNHB is currently working on an Institutional Housing Project. This is a project to be undertaken on behalf of Government with the cost of the first phase expected to be around E350 million. The outcome will be 150 housing units at Sikhuphe and 320 units countrywide for the Police, Correctional & Fire and Emergency Services. This will also result in about E800 million income arising out of 5,500 jobs and representing a valuable stimulus to the national economy.

20. SWAZILAND NATIONAL PROVIDENT FUND (SNPF)

Between 2008-13 the SNPF made two key investments. First it bought a substantial shareholding in the Happy Valley Hotel and Conference Centre – an expanded facility which provided direct employment for 165 people and a unique business boutique hotel to cater for numerous visitor requirements.

It also opened an SNPF office in Matsapha which brought SNPF services closer to the employers and members of the Fund around

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Matsapha, making a contribution to Government's decentralisation policy. The SNPF also constructed a state-of-the-art mixed-use building in Manzini which contained 3 000 square metres of retail space, 260 parking bays and 1,800 square metres of office space, at the same time as improving the appearance of the urban business environment in Manzini. Building this facility has contributed significantly to job creation.

On the operational side, during the five years, the SNPF introduced a non-contributory Funeral Benefit for its membership. This provided a E3,000 funeral benefit in the event of a member's natural death and E6,000 in the case of accidental death. This has had a valuable effect on minimizing the cost impact on surviving relatives, releasing the existing survivor benefit from the burden of having to meet funeral expenses.

Draft Legislation was drawn up during the period as part of the preparation for the conversion of the SNPF into a pension scheme. This initiative, when implemented, will help to alleviate poverty with members now receiving an annuity for life on retirement, as opposed to the once-off lump sum payment under present SNPF arrangements. This social security improvement will move Swaziland one step closer to first world country status.

21. SWAZILAND NATIONAL SPORTS COUNCIL

The *Shukumani Maswati* programme was launched and strengthened with the focus on mass participation in physical activity for youth (for the purposes of talent identification), national health improvement and decentralization of administration to tinkhundlas. Around 25% of Team Swaziland athletes for the SCSA ZONE VI U20 Youth Games 2010 were identified and selected through the programme. Sports committees at around half of the tinkhundlas were later established.

Furthermore, 30% of the football team that participated in the 2010 SCSA ZONE VI U20 Youth Games hosted by Swaziland was identified and selected through the *Shukumani Maswati* programme program. The team participated well and went on to reach the semi-final stages of the tournament. Those identified players are still active and are prominent at premier league football.

Active Community Clubs (*Asidlale*) were strengthened during the period under review by introducing additional sport disciplines to increase participation of youth (6-15 years) in sport by 250 in number in the four existing ACCs. Life-skills/leadership training was also provided to 50 center coordinators and club coaches. Varied quality sport programmes were held at the four existing ACCs (Tinkhundla Centers – Maseyisini, Siteki, Mhlangatane & EKukhanyeni). The leadership/life-skills



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training has capacitated the club leaders and improved their chances of future employment. About 10 club leaders at the various Tinkhundla have acquired employment through skills acquired through the programme training.

In March 2011, the American Embassy selected a number of sport leaders countrywide to attend a Sport Visitors programme in the USA. Of the 12 selected sport leaders, three came from the ACC programme. These sport leaders were trained and empowered on volunteer mobilization and coaching techniques for youth soccer programmes.

Through partnerships with various stakeholders, inclusive of the security forces, in particular the police, crime statistics amongst the youth in the ACC centers show a substantial reduction as more focus is paid to sports activities.

The ZONE VI sport education and accreditation frameworks were used to finalize the development of a national sport education framework and accreditation system to produce quality administrators, technical officials and coaches. Two components (officiating and coaching) of the national sport education frameworks have been completed and are periodically being piloted within the various sporting disciplines. The remaining administration sport education framework is currently being developed. The developed frameworks will enable the creation of quality administration, officiating and coaching which in turn will result in higher level athletes who will perform and represent the country well at international competitions.

Team Swaziland participated and competed well at the following international sporting events, with some athletes improving their personal bests: SCSA ZONE VI U20 Youth Games 2010, SCSA ZONE VI U20 Youth Games 2012 and Olympic Games 2012. A total of 12 medals (2 gold, 1 silver and 8 bronze) were achieved at both SCSA ZONE VI U20 Games (2010 in Swaziland, and 2012 in Zambia).

22. SWAZILAND NATIONAL TRUST COMMISSION (SNTC)

A substantial output in the period 2008-13 was the construction of Magadzavane Tourism Complex within Mlawula Nature Reserve. This complex has 20 chalets that accommodate 80 people, a conference facility that seats 70 people, and a restaurant. It was officially opened by His Majesty the King in March 2012. This has created 10 jobs in the Park and has contributed to the Government's goal of increasing the length of stay of tourists above the average of 1.1 days per tourist, and in turn contributing to job creation and poverty reduction and job creation. SNTC also renovated and modified the accommodation in the



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Mantenga Nature Reserve which has increased the number of rooms available in the Mantenga Nature Reserve to 24 chalets, accommodating 48 persons and 8 tents accommodating 16 persons. The primary beneficiaries are local and international tourists, there now being enough accommodation for a coachload of tourists. The project has resulted in the creation of 51 jobs being offered by Mantenga Nature Reserve and Cultural Village. Five Ranger's pickets were renovated in Malolotja and Mlawula Nature Reserves thus enhancing the patrols to safeguard the country's natural heritage and to reduce poaching, for the benefit of the current and future generations. This has also helped in building a positive image on the country and maintaining a tourist perception that our parks are safe locations.

The SNTC also hosted ten exhibitions in the National Museum depicting various themes including: African Rock Art Exhibition, HIV/AIDS Displays, exhibition of works of local artists, displays of recycled objects, installations from visiting artists from the Congo in partnership with Alliance Francaise. Three IGCSE School Syllabus Education Exhibitions were also held. These assisted in attracting a total of 109,000 local and international visitors to the National Museum.

A programme of strengthening of National Monuments Programme for 16 monuments in various parts of the country was commenced with the rehabilitation and fencing of the Mbengeni House National Monument in Mbabane, and rehabilitation of the Nhlengano Stadia. A database of the 16 National Monuments in the country was also established.

The above achievements have contributed positively to the commercialization of SNTC Parks which is aimed at reducing SNTC's dependency on Government subvention. Visitor numbers to the SNTC centres increased and revenue collected increased from E2.2 million in 2011/12 to E4.4 million in 2012/13.

23. SWAZILAND NAZARENE HEALTH INSTITUTIONS

The Swaziland Nazarene Health Institutions has made great progress over the past five years.

Swaziland Nazarene Health Institutions consists of Raleigh Fitkin Memorial (RFM) Hospital, seventeen Nazarene Community Clinics and the Nazarene College of Nursing.

RFM Hospital serves a catchment area of 400,000 and the 17 clinics serve a catchment area of 330,000. RFM sees an average of 200,000 out-patients 60,000 in-patients per year and the 17 clinics serve an average of 250,000 patients per year. RFM also delivers 9,000 babies a year in a country with the highest HIV/AIDS rate worldwide.



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In the year 2007 and 2008, the Global Church of the Nazarene in America sent experts in hospital administration, policy development, financial resource mobilization etc, to review, prepare and monitor the strategic plan of the Nazarene work in Swaziland. The Swaziland Nazarene Health Institutions was a major focal area. This led to the development of an overall Church of the Nazarene development plan, followed by the 2010-2012 strategic development plan for RFM Hospital.

In the year 2008 the Management of the SNHI together with the MOH Representative travelled to the USA to meet with the Global Nazarene Church leaders to discuss issues of development of the SNHI, they visited a number of leading organizations for bench marking. A partnership agreement was entered into between the Church of the Nazarene Swaziland and the Bethany Church of the First Church of the Nazarene that has made infra-structural improvement in a number of Nazarene clinics.

The National Board of the Church of the Nazarene in Swaziland signed a five years renewable management agreement initially on the 14th July 2003 and renewed on the 23rd December 2008. SNHI became a category A parastatal.

In 2008 to 2011, the SNHI successfully participated in the Council For Health Services Accreditation of Southern Africa (COHSASA) Quality Improvement Program, that led to improve standard of service provision from 31% to 72% and accreditation of Mliba Nazarene Clinic. RFM Hospital was awarded the best public hospital in Swaziland during the first national health award in 2011.

RFM Hospital won the 2008 International Management and Leadership Award for Management Science for Health and was accredited Baby Friendly hospital in 2009. This same year a satellite clinic for treatment care and support of children infected with HIV/AIDS was opened with the support of Baylor College of Medicine. In 2011 RFM Hospital kitchen was renovated with funds from PEPFAR and the cervical cancer screening clinic was opened.

In 2009 approval was obtained from the Ministry of Health (MOH) to start a multi-million Emalangení refurbishment project at RFM Hospital, aimed at establishing an Intensive Care Unit (ICU) and Renal Dialysis Unit. It is partly funded through the Republic of China (on Taiwan). In addition to the ICU and Renal Dialysis Unit, the project also includes the construction of a new physiotherapy building, biomedical building, male medical ward refurbishment and extension to the diagnostic building to house a CT scanner.



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The ICU and Renal Unit was officially opened by HM King Mswati III on 30th September 2011, in an event held at the Mavuso Trade centre where the King expressed his pleasure in opening the units, which was another step towards achieving the first world status for our country. The unit is a superlative of nine bed capacity, divided in two sections, seven beds in the main unit and two isolation rooms. All the beds and rooms are fully equipped with state of the art beds and equipment capable of providing various ranges of care to patients of all age groups from a young baby to an adult. MTN Swaziland also donated two fully equipped ambulances worth E1.2 million to RFM Hospital which assist in transporting very critical patients to the ICU and from the ICU to the other hospitals. A new pharmacy was built with support from the Centres for Disease Control (CDC) in 2010.

RFM employees underwent stress management training from July to September 2011. Almost 45% of the employees from both the clinics and the hospital were trained. Clinical staff were trained on acute abdomen pain and disability and further updated on the current Swaziland HIV Incidence Measurement Survey (SHIMS).

The RFM Hospital initiated the early infant male circumcision in 2009 and is a leader in sub-Saharan Africa. SNHI plays a major role in the decentralization of HIV/AIDS and TB care and treatment through RFM Hospital and the 17 clinics where testing and treatment is now being delivered on site.

RFM introduced a Standard Treatment Guideline for childhood illnesses through the help of BFC Dr. Terry Hall and others.

Community Clinics

Water systems were installed at 12 Nazarene clinics through the Swaziland RAIN Project funded by Coca-cola Africa Foundation. Clinics renovations and nurses' housing projects were carried out at Ndzingeni, Shewula, Bhalekane, Sitsatsaweni.

A transition of the SNHI Pension Scheme from the Leigh Insurance Group in South Africa and a formation of Swaziland based Pension Management Board which commenced in 2008 was finalized in September 2009. This was a significant development management strategy for SNHI.

Nazarene College of Nursing

Discussions for establishment of the Southern Africa Nazarene University (SANU) and the partnership and mentoring began in 2000 when the Global Church selected a team of experts to implement the



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establishment of SANU. In August 2008 the three Nazarene Colleges: Nazarene College of Nursing, Nazarene Teachers College and Nazarene College of Theology were merged. SANU was launched in October 2010 in an occasion attended by Her Royal Highness INkhosikati Make LaNgangaza and the Honourable Prime Minister Dr. Sibusiso Dlamini. In 2012 an MOU was signed between the National Board of the Church of the Nazarene and the Government of Swaziland for SANU to be subvented by Government of Swaziland. The Nursing College staff officially moved to SANU on 1st April 2013.

We thank all who support the Swaziland Nazarene Health Institutions in its development. We applaud the Government of Swaziland for the subvention, governance and the overall support to SNHI.

Continuous support will continue to benefit the nation in terms of health care provided at SNHI.

24. SWAZILAND NATIONAL YOUTH COUNCIL (SNYC)

During the period 2008-13, the SNYC constructed 16 youth centres, four in each region. This programme provided 10,000 youth in Hhohho, 12,000 in Manzini, 5,000 in Lubombo and 7,000 Shiselweni with access to sports, recreation and arts facilities.

The SNYC also held numerous annual training workshops covering subjects such as: leadership, marketing, entrepreneurship, voter education, youth development, life skills and peer education. The youth from all the Tinkhundla in country are actively participating in these forums which deal effectively with key issues such as reproductive health (SRH). Over 50,000 young people have been exposed to information on HIV & AIDS through peer education. The usage of condoms by young people has increased. At least 250 youth have received skills training in business administration. Young people are now initiating voter participation campaigns. Furthermore, there has been increased participation by Tinkhundla Youth Associations in these development activities

Service providers have been lobbied and young peer educators trained on HIV/AIDS, SRH as well as drug and substance abuse. Young people around the country can now access information and prevention materials on HIV & AIDS as well as on drugs and substance abuse. Condom usage among 15-24 year-olds is judged to have increased to 77%. Health talks at regional level have been held at which over 5,000 young people have been reached with information on sexual debut, abstinence, SRH, HIV & AIDS and sexually transmitted infections (STIs).



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Continuous participation by Council in forums hosted by Youth-Serving and Youth-Led organizations (YSOs & YLOs) Increased visibility of Council, appreciation and increased utilization of Council services and involvement by YSOs and YLOs in youth development initiatives

The NGO Youth Consortium was established and its quarterly meetings and development of its Modus Operandi hosted and coordinated. This gave rise to NGOs aligning their programming with that of the National Youth Policy Action Plan. The creation of data bases on youth development in every sector was initiated. Overall it has been clear that there is now an increased understanding of the roles of each NGO, with increased coordination within, and among, NGOs.

Young people from all Tinkhundla Youth Associations in the Shiselweni region have been reached with information on life-skills, health, sports and recreation. Effective participation at Regional Administrator's planning forums has improved

During the period, the Council's first regional office in Nhlangano, Shiselweni was established.

25. SWAZILAND POSTS & TELECOMMUNICATIONS CORPORATION (SPTC)

SPTC recorded a number of key achievements over the five year period.

i) Regional Information Infrastructure Integration

Internet bandwidth was increased and an improved quality of service provided nationally. These measures reduced the costs of the Internet in Swaziland for consumers and the business sector, especially significant for small, medium and micro-scale enterprises. This enabled Swaziland to move towards competitive prices for data services. The improved Broadband speed and increase in number of customers have thus been achieved through a high service quality and availability. Swaziland now has sufficient international bandwidth to facilitate unhindered access to voice, data and video traffic, and thereby ensuring consistent national live connectivity to the global village.

ii) Development of the Telecommunications Infrastructure

Fixed telephony services have been extended to previously unserviceable customers, by providing capacity for a telephone line for every household. This has increased the number of customers with access to affordable telephone services, thus stimulating economic growth.



There has been improved coverage for Broadband services available in major cities and towns, and more customers can now access high speed

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data, though the services have been withdrawn because of the impasse with the mobile operator.

Wi-Fi hot spots have been deployed to improve public access to the Internet in high traffic areas such as schools, shopping malls, institutions of higher learning, airports, hotels and clustered villages or communities.

iii) Deployment of Broadband Technologies and Services

Universal access to Broadband Services has been implemented. This increase in Internet penetration in the country has meant more customers being able to access the Internet, there will be an improvement in business transactions and economic activity in general. The increase in internet penetration, combined with the acquisition of low cost international bandwidth, will result in a reduction in local Internet costs. The World Bank's Ease of Doing Business Index will take that improvement into account when assessing global competitiveness.

iv) Provision of Centralized Sorting Point for all Mail and Parcels

A centralized sorting point for all parcels and mail has been established. This has led to improved quality of mail delivery, both national and international.

Easy access to mail and parcels has been secured for the Swaziland Revenue Authority (SRA) for tax-related purposes, and the Swaziland Civil Aviation Authority (SWACAA) and the Royal Swaziland Police ((RSP) for security related purposes.

v) Postal Counter Automation

Postal operations have now been automated and digitalized in a project expected to be completed by the end of June 2013.. This has brought Swazi postal operations efficiencies in line with international standards, has reduced operational expenditure and expanded business opportunities for the Post Office.

26. SWAZILAND RAILWAYS

Swaziland Railways (SR) was accredited with the ISO 2008:9001 Accreditation. This has improved the image of the organization and the quality of service they offer to the public and their clients. This has also resulted in compliance with customer and international requirements.

The signing of the MOU between the Government of Swaziland and South Africa in 2012 ensured the commencement of the feasibility study for the construction of the Rail Link from Ermelo through Swaziland to Richards Bay. This will result in regional connectivity and integration



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through rail and trade promotion. It is also expected that this development will lead to increased employment opportunities, growth in revenue, and business opportunities for the Country.

In 2010 SR was able to purchase 20 fuel tank wagons. This resulted in an increase in revenue as more business was created. It also reduced the reliance on hired wagons from outside the country. A total of 60 sugar carrying wagons were rehabilitated and upgraded from a capacity of 21 tonnes to 42 tonnes. This resulted in an increase in carrying capacity and operational efficiency and an increase in throughput.

SR has managed to migrate from an older 37 class locomotives to new 43 class locomotives. This resulted in improved operational efficiency, reliability, availability, minimum delays and improved the turnaround time for wagons and other assets. Safety was improved and maintenance costs were reduced.

In terms of new major business SR was able to partner with SALGAOCAR in transporting 1 Million tonnes to Maputo in their first year of operation as at March 2013. This partnership created employment opportunities and business opportunities for the country and also increased revenue for the company.

SR has managed to grow its revenue by increasing the tonnage transported from 3.9 million tonnes in 2008 to 6.4 million in 2013. The profitability of the company has increased from E9.2 million in 2008 to around E30.9 million in 2013. This has resulted in sustainability and viability of the company. The company has also improved in competitiveness in the region with a consistent transit traffic growth. This has also attracted interest from other businesses as they now see the country as a favoured strategic location.

27. SWAZILAND REVENUE AUTHORITY (SRA)

Government in this Administration identified and implemented two key measures that would lead the way to reduced reliance on SACU revenues – the establishment of a semi-autonomous entity which would employ private sector principles in carrying out the business of revenue collection, together with the introduction of the Value Added Tax (VAT).

The Swaziland Revenue Authority (SRA) was duly established in January 2011. In the first full year (2011/12) of operation, SRA managed to exceed the revenue targets that were set by 8% which translates to a 7% improvement when compared to 2010/11. The total amount collected in 2011/12 was E4.085 billion.



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The VAT was introduced in April 2012 to replace the inefficient Sales Tax regime which resulted in a significant increase in revenue collected. In the first year of VAT, a total of E1.623 billion (2012/13) compared to E1.338 billion under Sales Tax in 2011/12. This represented a 21% improvement. At the same time, trade data (especially import figures) which plays a significant role in the determination of the country's SACU revenue shares was improved with a specific intervention of identifying and capturing uncaptured customs forms for 2010/11 (when SRA was not yet in place). This, together with an improvement in the Common Revenue Pool itself, contributed to an improved allocation to Swaziland from E2.883 billion in 2011/12 to E7.064 billion in 2012/13.

SRA also introduced a new Integrated Revenue Administration System (IRAS). This new system facilitated the introduction of a single Taxpayer Identification Number (TIN) that ensures that all taxpayer information is consolidated. The IRAS system has also facilitated the introduction of e-Tax (electronic filing of returns). The system is now fully functional for the filing of VAT returns. Taxpayers will be able to file PAYE returns starting in July 2013. It is expected that this initiative will add to other improvements under the Investor Roadmap that will in aggregate contribute to an improved ranking on the World Bank's Ease of Doing Business Index.

After conducting a Time Release Study, SRA has established some strategic mechanisms to deal with bottlenecks at our borders to ensure a speedy release of goods. ASYCUDA++ has been fully rolled out and work is underway to fully activate the selectivity module, which will ensure that credible traders spend as short a time as possible at the border posts.

In addition, the SRA has successfully negotiated with SARS to eliminate the need for Swazi importers to claim VAT from them. Instead, South African VAT will be paid by SARS to our SRA, and pay the same to the SRA. A Memorandum of Understanding has been initialled between the two agencies but awaits approval by the South African Parliament of the Government to Government agreement. Once approved, traders and travellers who purchased their goods from a VAT registered vendor in South Africa will simply deposit their invoices and complete a simple form at the border. The SRA will then pursue the VAT claim with SARS. This will significantly increase our revenue base, reduce waiting times at the Border and also alleviate traders' and travellers' cashflows.



SRA has developed Customer Service Standards which will be implemented on an incremental basis, setting timeframes for services provided to taxpayers. In order to complete this, a Performance Management System is being rolled out which will assist in enhancing the quality of service delivery to the taxpayer. The organization has

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established a Contact Centre where taxpayers can direct any SRA-related business enquiry. The centralization of this facility ensures that taxpayers' enquiries are attended timeously and effectively. The SRA has also mounted a wholesale taxpayer education campaign. This has resulted in greater awareness of tax by the citizenry. Numerous taxpayer engagement meetings on various topics have been undertaken to improve the understanding of the various taxes and approach adopted in administering them. A Business Consultative Forum was established where SRA interacts with the business community to discuss various issues of mutual interest. This has resulted in better coordination between the SRA and business and has facilitated a speedy resolution of problems too.

28. SWAZILAND STANDARDS AUTHORITY (SWASA)

It has been Government's intention to establish a fully-fledged national standards body with all the characteristics that any standards body should possess. Over the course of the past five years, SWASA has published 100 Swazi National Standards that have been declared for application on the Swazi economy and carried out 10 training courses based on international standards.

SWASA has also established a technical committee structure that comprises 100 business entities and 300 people, as well as a fully fledged Information and Research Centre, and a Management system certification scheme and Product Certification Scheme

On the personnel side, SWASA has recruited and fully capacitated 15 core business personnel. The organization now has nine staff members competent in the art of standards writing, and four trained management systems auditors in Occupational Health and Safety, Food Safety, Quality Management and Environmental Management. One technical officer is being trained by the Australian Government at Standards Australia, while seven technical officers are being trained by the Indian Government at the Bureau of Indian Standards. Two managers are undergoing training by the Swedish Government at Swedish Accreditation, while five officers are being trained by the German Agency for International Cooperation.

Taking education and training a stage further to sensitise and equip the Swazi nation on the principles of standardisation and quality, SWASA has trained an average of 300 Swazi people on an average of three standards a year since 2010.

At the same time, SWASA has felt it important to develop a Swazi-friendly service to help in developing the small, medium and micro-scale enterprises (SMMEs). With this in mind, the Ingelo Certification



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Program was developed to help SMEs gradually accede to the requirement of the ISO 9001: 2008 standard.

The Lihawu (Systems), the Ligcebesha (Products) and the Lijozi (Compulsory) Marks are available at SWASA for all Swazi products that conform Swaziland National Standards.

SWASA has acquired international recognition of the Swaziland quality infrastructure, participating in activities of WTO, ISO, IEC, SADC SQAM, and has Memoranda of Understanding with three national standards bodies in the region. To realize synergies, eliminate duplication and cut costs, SWASA has formed cooperation arrangements with a number of Government Ministries, the Royal Science and Technology Park, University of Swaziland and other public enterprises. It presently sells 50 local and international standards per month, trains 10 people each month on standards, and audits three companies each year for certification.

29. SWAZILAND TELEVISION AUTHORITY (STVA)

The five years 2008-13 included production of the STVA Strategic Plan. Its implementation saw the change of the program schedule in line with the latest model of broadcasting that aligns programs with their tempos and broadcast time. This paradigm also entails broadcasting with a conscious of context; for norms, values and need based. This has enabled STVA as a broadcaster to produce new programs which have an educational and developmental orientation; in the like of HIV/AIDS, Environmental programs, Tinkhundla Nesive etc. These programs are in line with a government national development policy for citizens self reliance.

During the 40/40 celebrations, the STVA experimented in international satellite and, thus, the country was viewed internationally and was able to display a true image. Coverage of those celebrations was extensive and enabled the presentation of the Kingdom's past and its achievements. Coverage of Sibaya in 2012 was successfully carried out resulting in the Nation receiving visual evidence of this important medium of consultation and discussion in the cattle byre.

STVA introduced a Government based Programme, SIVE SIYATFUTFUKA which brought to viewers coverage of Government initiatives and Tinkhundla activities. Coverage to 100% was achieved through satellite broadcasting which included improved picture quality of STVA broadcasts. The entire Nation can now access STVA from any part of the country. His Majesty has been able to outline the country's way of governance through Sibaya, with those in attendance exercising freedom of expression. STVA coverage included external assignments undertaken by the Right Honourable Prime Minister.



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With Government having approved the Digital Migration Policy the process of migration to digital terrestrial broadcasting will provide more channels beyond the single one currently available. This project will have a beneficial impact on the lives of people through the increased channels available for educational and health-oriented subjects. There will also be a High Definition (HD) channel which will give a very high quality picture.

30. SWAZILAND TOURISM AUTHORITY

The Kingdom of Swaziland offers many attractive features to the discerning visitors. Through participation in tourism fairs around the world, developing a new website with interactive features, and hosting tour operator and journalists, the Kingdom has managed to attract a reasonable number of tourists into the country within the recent global recession. As a result of these efforts the country has been able to register an annual average of 1.3 million visitors over a span of 5 years from 2008.

Our participation in world travel shows has enabled us to engage with trade and other international partners particularly in the media which yielded over 100 articles on Swaziland a direct result of media press trips and other public relations work. This created enormous awareness of Swaziland as a destination reaching an audience of over 8.9 million annually in global audiences.

In 2008 Swaziland was packaged by an average of 15 tour operators from our top five overseas markets. In the subsequent five years the Kingdom has been able to increase this number to an average of 51 tour operators. This was as a result of relentless efforts to engage with the tour operators at source as well as invite them to the country to sample the product. These amounted to an average of three coaches per month during peak season.

To ensure that visitors have an enhanced experience the country embarked on a quality standards exercise that aims to guarantee a superior product offering in the accommodation sector. Inception of the exercise was in 2010 and has thus far achieved a 90 percent compliance placing us at par with international minimum standards for all our accommodation, and making our product competitive in the global market space.

To further raise the country's profile Swaziland has partnered with neighbouring destinations such as Mozambique, Mpumalanga, KwaZulu Natal through the Triland and East3Route Initiatives. This has resulted in high-profile participation by leaders of the three countries which created massive awareness of Swaziland and its products. These



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have been launched in international tourism marketing forums which have enabled the three destinations to package themselves as one region thus increasing their global competitiveness and leverage in the market place.

31. SWAZILAND WATER AND AGRICULTURAL DEVELOPMENT ENTERPRISE (SWADE)

The Swaziland Water and Agricultural Development Enterprise (SWADE) under the Lower Usuthu Irrigation Project (LUSIP) has constructed infrastructure with a capacity of 155 million cubic meters of water that can irrigate 11,500 hectares of land. A total of 66.4 million cubic meters water is currently allocated to farmers' companies, irrigating 3,356 ha of land and 351.85 diversified crops to benefitting 1184 households. This has to a great extent met the objective integration of smallholder farmers into the commercial economy through the provision of Irrigation infrastructure.

The overall objective of the Lower Usuthu Smallholder Irrigation Project is the reduction of poverty and sustained improvement in the standard of living of the population in the project development area through commercialization and intensification of agriculture. As a result of this there is now have under the project area 51 farmers' companies under sugar, 3 farmer companies under alternative crops, 2,300 shareholders, with 350 permanent jobs created, 4,000 temporary jobs created giving an income of E900 per month, 1,200 beneficiary households and 8,300 people deriving a maximum income of E9,000 per year. This has contributed positively to the alleviation of poverty and improving the livelihood of the people around the area.

SWADE managed to develop 161.3 ha for commercial gardens and a total of 15 farmer companies and 526 houses have benefitted. Two potable water supply schemes under two chiefdoms, have been constructed and 860 homesteads (8,300 people) have benefitted by getting clean potable water.

A total of 2,400 sanitation facilities have been constructed and 2,400 homesteads and 15,300 people in 7 chiefdoms provided with improved ventilated pit latrines.

Under the Komati Downstream Development Project SWADE has developed six potable water projects (Sihhoye , Nkambeni, Njakeni, Madlangampisi, Nyakatfo and Mafucula) that have benefitted a total of 3,300 homesteads by providing them with water. Other developments include projects for the development of farming areas for farmer groups (Manzimnyama, Incalisakuvela, Emandletfu Abuyile, and Umhelo Wabomake) that have benefitted 193 households who have planted other crops.



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Under sugar irrigation a total of nine farms (Calamuva, Ndinda, Singeni, Ingcayizivela, Madlangampisi, Sinqobanjalo, Mafucula, Nhlambane and Vukutimele) have been developed and a total of 1,300 households have benefitted.

Roads have also been constructed for 4 areas (Ndinda, Sinceni, Nhlambane, Vukutimele) and a total of 166 households benefitted.

Three bridges have been constructed (Lusibane, Mabhudvu, Nhlambane) and this has benefitted 366 households. Dip tanks have been constructed at Mavula and Madlangampisi and a total of 1,000 cattle byre have benefitted.

32. SWAZILAND WATER SERVICES CORPORATION

A number of key projects were undertaken in the period 2008-2013:

i) Nkoyoyo Water Project

This involved the installation of a seven kilometres 100mm diameter PVC pipeline at a cost of E0.5 million providing water to around 300 homesteads in the Nkoyoyo community.

ii) Ngwane Park Sewerage

This was a sewer system constructed in Ngwane Park at a cost of E3 million. 4000 metres of pipeline were laid and 252 connections made. Since the inception of the project in 2010, the reticulation coverage has extended to 8000 metres.

iii) Logoba Reservoir

A 3.2 megalitre reinforced concrete reservoir was constructed to meet the growth in demand and provide a potable water supply to Fairview, parts of Matsapha, Manzini and Logoba, as well as surrounding communities. The total cost was E4.5 million. The reservoir also provides capacity for the supply of water to the Lozitha area.

iv) Simunye Water Treatment Plant

This involved the construction of a water treatment plant at Simunye at a budgeted cost of E44.3 million. The project provided clean water access for Siteki Town, Malindza, Hlane, Sikhuphe, Mpolonjeni, Ngcina and other surrounding areas.

v) Ludzeludze Water Supply

The installation of this 250mm diameter gravity pipeline took water from the Ngabezweni mains just below the University of Swaziland (Kwaluseni) to the Ludzeludze market and shops. Another 160mm diameter pipeline has taken water to in the direction of Mbikwakhe. A 110mm diameter pipeline was also installed as part of the reticulation of



B. PUBLIC ENTERPRISES 2008 - 2013

the Ludzeludze area. The cost of the project was E1.5 million. This project provided improved access to clean water for the Ludzeludze and surrounding communities.

vi) Malkerns Water Treatment upgrade

The installation of this 3 Kilometres 110mm diameter pipe main, together with a reticulation system was done at a cost of E1.5 million and provided over 100 homesteads with access to clean water.

vii) Ezulwini Water Supply

A potable water treatment plant was constructed to increase the water supply capacity to the Ezulwini Valley. The project cost was E10 million and has served to provide a constant and reliable system of water supply to the Ezulwini community.

viii) Motshane Water Supply

Installation of a 200mm six kilometers main pipeline to supply water to the Motshane Community at a cost of E1.2 million. This has supplied clean water to the Motshane Community including the clinic and market.

ix) New Sewer Treatment Plant for Matsapha Industrial Town

Construction of a new sewer treatment plant for Matsapha Industrial Town at a cost of E165 million to provide a Waterborne Sewerage System for the Matsapha Industrial Town.

x) Nhlangano Water Supply and Sewer Treatment

Construction of the water scheme to supply the Nhlangano Town and surrounding areas at a budgeted cost of E140 million. This has provided a constant and reliable water supply system for the Nhlangano town and surrounding areas.

xi) Lomahasha Water Supply

Design and implementation of the Lomahasha Water Supply Scheme to improve reliability of water supply for the Lomahasha community.

xii) Nhlambeni Water Supply

Construction of pipeline for the supply of potable water to the Nhlambeni Community.

xiii) Sikhuphe Water and Sewer project

Construction of water and sewer infrastructure to service the Sikhuphe airport and surrounding areas. The project cost was E84 million providing potable water and sewer services for Sikhuphe and surrounding areas.

B. PUBLIC ENTERPRISES 2008 - 2013

33. SWAZILAND YOUTH ENTERPRISE FUND

The purpose of the Fund is to alleviate the unemployment of the youth and to empower the youth to engage in economic and commercial enterprise through the initiation and ownership of small and medium businesses.

Since the launch of the Youth Enterprise Fund in 2010 with an initial seed capital of E10 Million, a total additional funding of E5 million has been received from Government between 2011 and 2013 taking the total capitalisation to E15 million. Loan disbursements to beneficiaries have so far taken place in three (3) phases. Phase 1 was in 2010 where the total amount disbursed amounted to E5.7 million to a total of 267 youth members. Phase 2 was in 2011 where the amount disbursed was E1.7 million to 268 youth members. The third phase was in 2012 where a total amount of E2.2 million was disbursed to 156 youth members. In total the amount disbursed so far is E9.7m and a total of 691 youth members have benefited. The loans were disbursed to all the 4 regions of the country. The Hhohho region received E2.7 million for 169 approved applicants, Manzini E3.1 million for 226 approved applicants, Lubombo E2.1 million for 148 approved applicants and Shiselweni received E1.8 million for 149 approved applicants.

The money that has been paid back so far is E2.5m and 52 beneficiaries have paid their loans in full.

34. UNIVERSITY OF SWAZILAND

The mandate of the University is to teach students, conduct research and provide community service to the nation. In the course of the period from 2008 to-date, the University has made critical inroads in a variety of areas. As the institution pursues its vision of attaining “Leadership through Excellence in Education”, it has been able to achieve the milestones summarized below.

i) Infrastructural Developments

In order for the University to deliver on its mandate, its infrastructure has to meet the minimum international quality standards. Therefore, through its Foundation and the Swaziland Government, the University has been able to raise funds for the construction of the Sports Emporium, the Electronic and Electrical Engineering building with state-of-the-art equipment, Crop Production Building, Residential Halls, Classrooms, Offices, Dalcrue Farm Irrigation Equipment, and the Library Extension. To-date, through its Foundation, the University has raised infrastructural resources in excess of E100 Million.



B. PUBLIC ENTERPRISES 2008 - 2013

ii) Academic Developments

During the period under review, several masters' and one PhD programmes have been introduced. Undergraduate programmes in Commerce, Science, and Health Sciences have been restructured and reduced from five to four years. Last academic year alone, the University produced 122 research papers, and about 60 members of staff attended conferences, seminars and/or workshops.

iii) Community Service

In community service, students and staff alike have participated in community projects that address disadvantaged families. Furthermore, students participated in the annual competitions under SIFE/ENACTUS initiatives and won national and international trophies. A Radio Programme has been launched to inform the public about the academic, research, and community activities of the University.

iv) Linkage Arrangements

The University has initiated, established and maintained good relationships with the public, private and other sectors in the country in order to ensure that its programmes remain relevant to identified needs of the stakeholders. At the same time, quite a number of linkage agreements have been signed with regional and global tertiary institutions. Last year alone, five Memoranda of Understanding were signed with the Universities in the Republic of China on Taiwan. Other viable links have been signed with Universities in Europe, USA, Canada and Africa.

v) Infrastructure

A Sports Emporium was constructed with funding from the State of Kuwait. The Sports Emporium provides facilities for five-a-side soccer, volleyball, badminton, basketball, netball, tennis, gymnastics, karate, table tennis, boxing, swimming pool. The facility is also used for a variety of events such as graduation ceremonies, weddings, music competitions, conferences and many other national events.

The Engineering building was constructed by the funding from the Government of Swaziland. The equipment were funded by the private sector and parastatal organizations. The equipment included 70 laboratory workstations for teaching students and research. An improved engineering programme was introduced at the same time that the UNISWA-Industry partnership was strengthened.

The National Crop Production Centre was constructed with funding from both the Government of Japan and the Swaziland Government. The Centre provides undergraduate and postgraduate student training, as well as research output that is relevant to the socio-economic development of the country and food security.



B. PUBLIC ENTERPRISES 2008 - 2013

Also a Women's Hostel was constructed with funding from the Government of Japan. The Hostel accommodates 20 women farmers at a time who come for training in small enterprise farming and for sustainable living.

vi) Graduate Programmes

During this period the University established nine Masters' programmes and 1 PhD Programme. To date 67 holders of Masters' degrees have been produced from these Masters' programmes since 2008.

vii) Re-Structuring of Five Year Programmes

The re-structuring of programmes from five to four years was effected during this period (i.e. 2008 to date). This resulted in the reduction of educational costs and the alignment of programmes with those of other universities in the region and globally.

35. GOOD SHEPHERD HOSPITAL

During the five years to 2013, five key posts were created at the hospital. The appointment of a Chief Finance Officer provided improved budget monitoring and proper reporting to donor agencies. The new Human Resources Manager contributed to improved staff development and record keeping. The appointment of a gynecologist and obstetrician improved the sexual reproductive health services, and a dentist provided better oral health services. A social welfare officer was able to meet the social needs of patients.

GALLERY 1 (PROJECTS 2008- 2013)

- Southern African Nazarene University
- RT Hon. Prime Minister
at the Trade Fair 2012



- RT Hon. Prime Minister
at the Trade Fair 2012
- Entrepreneur of the Year Awards 2012



- New SEC Headquarters Manzini
- Judges Housing Complex, Mbabane



- National SMART
Partnership Dialogue
- Mavuso Exhibition and
Convention Centre, Manzini



- Commissioner-General of the
Swaziland Revenue Authority –
Launch of VAT 2012
- VAT Payment Office

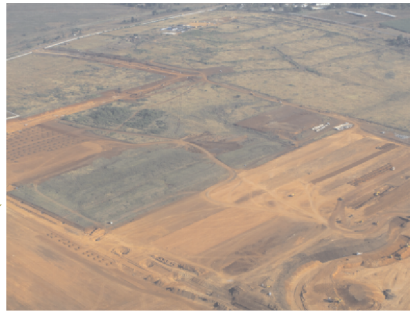


GALLERY 2 (PROJECTS 2008- 2013)

- Woodlands Housing Project, Embangweni, Mbabane
- New Cabinet Office Building



- BioTech Park Construction Site, Nokwane
- UNISWA Sports Centre, Matsapha



- Gymnasium (Mavuso Trade Centre)
- Sports Field (Mavuso Trade Centre)



- New Swaziland Broadcasting Corporation Building, Mbabane
- Wattle Plantation, Nkoyoyo



- Conservation Agriculture Field Day, Lahuba
- Smallholder Conservation Agriculture at Mahlalini



Appendix 1

Detailed Ministry Achievements

2008- 2013



H.E. Dr. Barnabas Sibusiso Dlamini
Prime Minister

OFFICE OF THE PRIME MINISTER

Government Business

The Office of the Prime Minister co-ordinates the business of Ministries. The Prime Minister is also leader of Government business in Parliament.

Cabinet Business

In executing Government business Cabinet met weekly and held special Cabinet meetings that guided the operations of Government and also provided an enabling environment for economic, social and political development. The construction of the new Cabinet Chamber coupled with the implementation of the e- Cabinet initiative facilitated efficient and cost effective resolution of issues brought before Cabinet.

Policy and programme coordination

All national policies that were drafted in the period between 2008- 2013 were aligned with Government priorities and standards and inconsistencies ironed out resulting in improved quality. The advent of the Performance Targeting and Appraisal Programme introduced a culture of performance management and assessment.

This has also heightened the focus of all Ministries to their key result areas. Every year we have without fail produced a compendium of agreed performance targets, quarterly monitoring reports, annual results assessment and annual reports on Section 56- 63 of the Constitution. We have also produced a comprehensive report on the achievements of the current administration.

Smart Partnership

The Office managed to host Regional and Annual Dialogues with reports and implementation matrices produced after each activity. By embracing the Smart Partnership initiative the Nation had a chance through the dialogues to effectively contribute to national development.

Security

A Security Manual has been developed and plans are underway to develop a Security Master Plan which is an endeavour to standardise security operations in all Ministries thereby decreasing security risks in Government assets.

Government Communication

Regular breakfast meetings were held with Editors to try and improve the working relationship with the media and that has assisted with improving the reports on Government initiatives. The Government website was revamped and is continually being updated. We also produced the weekly Government Calendar which has resulted in maximum coverage of Government initiatives and the enhancement of the country image locally and abroad.

Prevention of Human Trafficking

The establishment of the Anti Human Trafficking secretariat and the promulgation of the Act and other initiatives contributed immensely to the improvement in rank to tier two. There is also an increased awareness to Human trafficking issues and sector based responses. We are in the process of

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Policy And Programme Coordination Unit Output 1 All policies submitted to PPCU (in the period between 2008-2013 reviewed for inconsistencies and overlaps)	Outcome 1 • All revised policy documents consistent and aligned with Government priorities and standards. • Improved quality of national policies.
Output 2 • Government wide Three Step Statements (Mini Strategic Plans) • Annual Compendium of agreed performance targets • Annual Performance agreements for Minister's and Principal Secretaries • Quarterly monitoring reports • Annual result assessment reports • Comprehensive report on the achievements of the current administration • Annual reports on the Directive Principles of State Policy (Section 56-63 of the Constitution)	Outcome 2 • Heightened focus on key result areas within Government priority development objectives of the Administration. • Performance management and assessment culture introduced including results targeting and appraisal • Awareness of the need for progress monitoring and periodical reporting.
Output 3 • Revised External Travel Guidelines- Cabinet Circular 1 of 2009	Outcome 3 • Tightened requirements for external travel thus ensuring value for money
Smart Partnership Output 4 • Annual Regional Dialogue and reports • Mini dialogues and report • Annual National Dialogues, reports and implementation matrices	Outcome 4 • A nation effectively contributing to national development through an embraced culture of dialogue
Security Output 5 • A Security Plan Manual was developed to enhance guideline for all Ministries.	Outcome 5 • Some Ministries have adopted the Manual and have started putting it into practice.

OFFICE OF THE PRIME MINISTER

Output 6 • A Master Security Plan is underway and it will complement the Security Manual already in Ministries. • Security audit has been conducted in the following place with the aim of putting the security of the assets into perspective, ❖ Matsapa Weigh Bridge ❖ Parliament building. ❖ Central Transport Administration. ❖ Mbabane, Matsapha, Piggs Peak, Siteki and Shiselweni • The office of the Senior Government Security officer has during the five years conducted some in service training and briefings to Security Guards and to those that are responsible for Ministries security	Outcome 6 • Standardized security operations in all Ministries thereby decreasing security risks in Governments assets.
Press Office Output 7 • Government Communication Strategy and Action Plan • Daily reports on all negative articles about Government for appropriate action • Improved Government Website • Weekly Government Calendar	Outcome 7 • Maximum coverage of Government initiatives and programmes by the media achieved and sustained. • Reliable Communication between the Press Office and Ministries achieved • Sustained enhancement of the Government/Country image through the presentation of the true picture about the state.
Output 8 • Regular Breakfast meetings with editors and a host of Press Conferences, interviews with international reporters to promote Government policy.	Outcome 8 • Improved professional/ working relationship with the media, resulting in improved reporting on Government initiatives

NERCHA Output 9 • Coordination of national multisectoral response to HIV and AIDS aligned to Three Ones Principle. • National Multisectoral Strategic Framework on HIV and AIDS 2009-2014 • Monitoring and Evaluation framework 2009-2014 • Strengthened the Swaziland HIV and AIDS Programme Monitoring System (SHAPMoS) for reporting by all stakeholders on HIV and AIDS response	Outcome 9 • The response to HIV and AIDS is aligned to national vision and goals in the National Strategic Plan.
Output 10 Improved programme delivery of HIV and AIDS services at grassroots levels and coordination of multisectoral response by HIV stakeholders and partners. • Improved delivery of Prevention of Mother to Child Transmission of HIV (PMTCT; • Up-scaled Male Circumcision programme (MC) • Increased condom distribution • Social and Behaviour Change Programmes for youth (SBCC) • Prevention Policy • Decentralised treatment for People Living with HIV and AIDS • Impact Mitigation Programmes have been mainstreamed in Government including school grants programme and school feeding. • Coordinated work place HIV and AIDS Framework • National Minimum Package of HIV and Services at community level standards guidelines • Geographic Information System (GIS) mapping reports for each thematic area (prevention, treatment care and support)	Outcome 10 • Delivery of HIV and AIDS services has shown positive results. Swaziland is one of the best practice countries in the PMTCT programme and evidence shows that Swaziland is likely to achieve virtual elimination of mother to child transmission of HIV. Male circumcision is gaining momentum with more males circumcised; condom use is increasing and Social Behaviour Change Communication (SBCC) programmes reaching more youth – in both rural and urban areas. • Treatment programme has over 80% of people in need of treatment having been enrolled. People are living longer and enjoying productive and healthy lives. • OVC are retained in school ensuring access to fundamental right to education. School feeding programme ensure better outcomes in school. Community programmes through NCPs servicing children in need at community level. • Defined roles and responsibilities of the stakeholders in the response has improved coordination and maximized service delivery over the past five years. • Distribution of partners. The response has ensured wide coverage of services in all communities and at least all communities report receiving at least one service within the minimum package in a quarter.

Output 11 Partnerships developed and increased resource availability to respond to HIV and AIDS. - Secured continued funding from the Global Fund to Fight AIDS Tuberculosis and Malaria and PEPFAR have been the main funding partners for the response to HIV and AIDS. The European Union, United Nations Family and other bilateral partners continued to fund the response. - The Global Fund will fund the Transitional funding mechanism to sustain life saving programmes over the next two years.	Outcome 11 The funding for HIV and AIDS over the past few years has been increasing and Swaziland has benefitted from these funds and invested funding effectively as positive signs of a turning tide are showing.
Output 12 Political leadership for response improved - Eminent leaders in the national response visited Swaziland to support efforts in response to HIV and AIDS and galvanized increased investments in the response including: - The Global Fund to Fight AIDS Tuberculosis and Malaria has had several missions to the country over the five year period and - Have engaged with Government and partners, visited communities to witness HIV programmes on the ground. - UNAIDS- Director visited the country and had opportunity to meet his Majesty King Mswati III - His Excellency the Right Honourable Prime Minister launched all national HIV response guiding documents - Swaziland Partnership Forum on HIV and AIDS (SPAFA) chaired by His Excellency the Right Honourable Prime Minister held providing opportunity for policy makers to dialogue with leadership on HIV and AIDS	Outcome 12 Political support for the HIV and AIDS response has increased over the period.

OFFICE OF THE PRIME MINISTER

Output 13 Improved reporting on HIV and AIDS response at national regional and international levels. Submitted periodic stock taking reports on national response to the United Nations Special Assembly on HIV and AIDS presented by His Majesty King Mswati III to United Nations General Assembly. Submitted annual reports to Southern African Development Community SADC. These reports are presented to Ministers responsible for HIV and AIDS and Heads of State.	Outcome 13 Swaziland national response aligned to regional and international reporting requirement and indicators.
Output 14 Increased research initiatives to provide evidence for improved evidence based programming - Swaziland Demographic Health Survey (SHDS) 2007. - Swaziland Multiple Cluster Indicator Survey (MICS) 2010 - Swaziland HIV Incidence Measurement Study 2011 - The Ethnography Study 2011 - Ante Natal Sentinel Survey (ANC) conducted every two years - National AIDS Spending Assessment (NASA) 2011	Outcome 14 - The SDHS recorded the national prevalence of HIV and AIDS for the age group 2 and above 19% whilst the prevalence for the age group 15 to 49 was 26% (31% women and 19% men). Women are most affected and infected by HIV and AIDS whilst rural and urban prevalence is largely the same. - The MICS Report provided positive impetus to response in that it reported increased condom use amongst the youth providing window of opportunity for the response when youth are adopting protective sexual behavior. - This study reported incidence for the age group 18 to 49 at 3% and a reduced prevalence of HIV amongst the youth providing evidence to confirm signs of correct sexual behavior amongst the youth. - The study uncovered that in practice sexuality patterns have shifted from traditional patterns although the aspirations of people still reflect old patterns. - The surveys show stabilization of the prevalence of HIV and AIDS signaling that people are living longer. - This study showed that over the three financial years in the study (2007/08 to 2009/10) period there was a steady increase of resources to respond to HIV and AIDS.

Prevention Of Human Trafficking Output 15 • IEC Material • 8 Constituencies sensitized on human trafficking and human smuggling • Occasional radio slots obtained for public information and continued awareness • Emergency Response Team in place	Outcome 15 • Increased awareness and sector based responses • Achieved Tier 2 ranking for fight against human trafficking
Output 16 • Draft National Strategic Plan	Outcome 16 • Strengthened co-ordination mechanism in place

PERFORMANCE REPORT

5 YEARS [2008 -2013]

ROYAL SWAZILAND POLICE

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 Programme delivered of intensification of police visibility in strategic and business areas, as well as crime hot spots (frequency each 24 hours according to set programme with spot inspections), and a vigorous outreach programme that entailed staging of 42 major Crime Prevention Campaigns.	Outcome 1 Prioritized crimes were reduced by a cumulative margin of 14.1% in the period 2008-2013. The annual reduction margins are shown hereunder: · Between 2007/2008 reduced by 1.4% · Between 2008/2009 reduced by 3.6% · Between 2009/2010 reduced by 3.95 · Between 2010/2011 reduced by 1.9% · Between 2011/2012 reduced by 3.3%
Output 2 Continued implementation of Counter Terrorism Strategy, strict adherence to the provisions of the Suppression of Terrorism Act, continued operation of the Serious Crimes Unit and regular patrols as well as the use of hi-tech tools for surveillance of vital installations	Outcome 2 Incidents of terrorism have been significantly suppressed during the period under review
Output 3 One hundred (100) Schools Anti-Crime Clubs established 2008-13	Outcome 3 The creation of Anti-Crime Clubs has had a positive effect in reducing the incidence of juvenile delinquency and youth violence.
Output 4 Twenty three (23) Business Against Crime Forums were created in the period 2008-13.	Outcome 4 The creation of business against crime forums has seen the Business Community leveraging a number of crime prevention initiatives which include inter-alia crime prevention campaigns and supporting operations of Community Police.
Output 5 Forty two (42) major Crime Prevention Campaigns held 2008-13	Outcome 5 Broader and deeper public awareness on crime and crime prevention achieved. Consequently there has been a consistent decline in crime trends from year 2008-13.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

ROYAL SWAZILAND POLICE

Output 6 Implemented programme of Road Traffic Policing Operations on major roads according to set schedules: road side checks, road blocks, speed monitoring devices, road patrols and the religious enforcement of the law on drinking and driving.	Outcome 6 Serious and Fatal Road Accidents have been reduced by a cumulative 12% in the period 2008-13.																								
Output 7 Members of Community police in all 55 Tinkhundla centres and one hundred and four 104 Imiphakatsi received training on Crime Prevention from the Police utilizing a Standardized Training Module in the period 2008-13; a total of 5,900 members of community police were trained.	Outcome 7 There is a strengthened community policing framework at community level contributing effectively to police work in both urban and rural areas; there is uniformity and consistency in the training provided by the Police which has ensured a common understanding on the part of the members of Community Police of their role; collaboration between State Police and members of community Police has been greatly enhanced to such an extent that there is now a common understanding of the respective roles, minimising misunderstanding and function overlap.																								
Output 8 Programme carried out to capacitate criminal investigation officers through focused training courses; reviewed CID staffing levels.	Outcome 8 The detection rate has steadily increased (latest average 23.8%) in the period 2008-13. The detection rate percentages over the period under review are shown hereunder:- <table> <tr> <th>Year</th> <th>Reported</th> <th>Sent to Court</th> <th>Percentage</th> </tr> <tr> <td>2008</td> <td>65 796</td> <td>14 136</td> <td>21%</td> </tr> <tr> <td>2009</td> <td>65 610</td> <td>16 660</td> <td>25%</td> </tr> <tr> <td>2010</td> <td>57 271</td> <td>18 181</td> <td>31%</td> </tr> <tr> <td>2011</td> <td>57 585</td> <td>11 104</td> <td>19%</td> </tr> <tr> <td>2012</td> <td>63 657</td> <td>14 796</td> <td>23%</td> </tr> </table>	Year	Reported	Sent to Court	Percentage	2008	65 796	14 136	21%	2009	65 610	16 660	25%	2010	57 271	18 181	31%	2011	57 585	11 104	19%	2012	63 657	14 796	23%
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Output 9 Service Delivery Standards which include response to reports made through telephone, emergency call-out times, attendance of the public at Service Centres were set and displayed at all Police Stations; performance by Police against the set standards was consistently monitored	Outcome 9 Setting and displaying of Service Delivery Standards has served as a performance evaluation tool or mechanism for both the Police and members of the Public.; this has motivated the Police to meet the set standards; general public opinion on service delivery has been positive.																								



Hon. Themba N. Masuku
Deputy Prime Minister

OFFICE OF THE DEPUTY PRIME MINISTER

His Majesty's vision to propel Swaziland to first world status requires national development priorities that are clearly articulated and measurable. These include establishing a policy and legislative framework that will domesticate

International instruments such as Conventions and Protocols as well as operationalization of the National Constitution. To accomplish the establishment of such an environment requires a strong inter ministerial cooperation guided by focused leadership with commitment. That leadership was provided by His Excellency the Prime Minister whilst the cooperation came from the various ministries and staff. The support of the UN system, the private sector, NGOs, and individuals is vital and was extraordinary as reflected in a number of initiatives including the promulgation of the Children's Protection and Welfare Act, 2012 and the construction of the Manzini Halfway House through assistance from MTN.

We have firmly established the solid foundation and the building blocks for advancing the social sector and improving on the social safety nets which is key towards achieving the desired First World Status. We can do more

ACTUAL OUTPUT/RESULTS	OUTCOME
Children's Coordination Unit Output 1 Preparation and adoption of the Swaziland National Children's Policy (NCP) 2009 which led to; • Preparation and Adoption of the National Plan of Action for Children • Draft NCP strategy under the Ministry of Tinkhundla and Regional Administration • Promulgation of the Children's Protection and Welfare Act, 2012. These instruments promote the rights of children particularly those vulnerable & defines the responsibilities of parent and the state	Outcome Comprehensive protection and welfare framework for children through ratification and domestication (through promulgation of the Children's Protection and Welfare Act, 2012) of Conventions on the Rights of the Child, operationalisation of the National Constitution (Section 29) and enactment of laws and policies

Output 2 Convention on Rights of the Child Report submitted to the UN	Outcome (see previous page)
Output 3 National Quality Standards adopted for vulnerable children to ensure uniformity in the delivery of services by NGOs and enhance monitoring by Government	
Output 4 One stop centre rehabilitated at the old High Court building for abused children to include theatre services, rape test kits and counselling services.	
Social Welfare Services Output 5 5.1. Functional electronic payment system for the elderly grant through the financial systems (13,500). 5.2. Full registration of remaining 47,000 elderly with Government Computer Services - linking to the National Registration System through PIN. 5.3 Manual payments made at E220 per month (from E200 a month)	Outcome 5 A robust elderly grant electronic payment system in place improving overall reach to the elderly from 55,000 in 2009 to 60,500 in 2013.
Output 6 6.1 Developed and approved Guidelines on the disbursement of the OVC bursary in 2010 6.2 Created electronic database for 80% of OVCs accessing the education bursary using the PIN to minimize double sponsorship. 6.3 Payments sustained on manual basis for 88,000 OVCs.	Outcome 6 Increasingly secure system in place to ensure all OVCs attend school with built-in safeguards to prevent double payment of grant for individual OVCs

PERFORMANCE REPORT

5 YEARS [2008 -2013]

DEPUTY PRIME MINISTER'S OFFICE

Output 7 7.1 National Disability policy prepared and approved by Cabinet in June 2013. 7.2 Several community outreach programmes undertaken in the Tinkhundla centers to raise awareness. 7.3 Assistive devices distributed annually - 100 wheelchairs, as well as walking sticks, canes and Braille equipment. 7.4 Nurses and Police trained on sign language to ensure equal access to social services.	Outcome 7 Improving the welfare of persons with disabilities, ratification of the International Convention and Optional Protocol, operationalised National Constitution Section 30 and the National Development Strategy
Output 8 8.1 Developed and approved National Guidelines on Alternative Care and National Minimum Standards for the 25 Residential Child Care Facilities; programme of inspections undertaken. 8.2 Government only has one - Zakhele Halfway House which was expanded in 2010 with assistance of MTN. 8.3 Plans underway for the construction of Mankayane complex for the vulnerable groups.	Outcome 8 Alternative care centres and foster homes under regulation and inspection arrangements
Output 9 Restructuring and capacity development for Dept of Social Welfare in collaboration with Ministry of Public Service for benefit of 107 Social Workers who require skills development training (50 employed in 2010)	Outcome 9 Human resource skills improved in Social Welfare Department
National Disaster Management Output 10 National Vulnerability Assessment (VAC) undertaken annually and report produced	Outcome 10 Govt informed on requirements for assistance to the vulnerable and groups in crisis.
Output 11 Approved contingency plans on Bush/veld fires, dams, and floods to reduce disaster risks and defined roles of each stakeholder including that of affected communities.	Outcome 11 Greater disaster readiness in communities and within Government

Output 12 12.1 Revised and Adopted the National Disaster Policy, 2010 and other related frameworks such as the assessment tool kit. 12.2 Conducted simulation exercises in some of the Tinkhundla preparing communities for disasters.	Outcome 12 12.1 Legal and institutional framework for disaster risk reduction brought up to date 12.2 Ensured effective communication and Management Systems for disaster risk reduction
Output 13 Households and livestock provided with water for immediate consumption at defined drought stricken areas mostly in Lubombo and Shiselweni regions.	Outcome 13 Improved protection for drought stricken areas and their populations
Gender Co-ordination Output 14 Prepared and adopted the National Gender Policy, 2010	Outcome 14 Achieved greater gender equity and mainstreaming
Output 15 15.1 Prepared the CEDAW report as approved by Cabinet 15.2 1st and 2nd State Party CEDAW report submitted to the UN in 2010/11 to be defended in 2014	Outcome 15 15.1 Convention on the Elimination of Discrimination Against Women (CEDAW) operationalised. 15.2 Section 27 and 28 of the National Constitution operationalised.
Output 16 Annual approved action plans on gender activities and networks.	Outcome 16 Ratification of the SADC protocol on Gender and Development and development of National Action plans



Hon. Clement Dlamini
Minister of Agriculture

MINISTRY OF AGRICULTURE

The mandate of the Ministry of Agriculture is to ensure that the sector is a gateway out of poverty and food insecurity through cultivating the spirit of commercialisation and diversification in the Agricultural sector across the country.

A number of programmes and activities were carried out since 2008 to 2013 and good results were achieved in ensuring a food secure nation and increased employment in the country through farmer training and providing an enabling environment.

In promoting the attainment of food security, the ministry has promoted liming and 9 257 farmers are now applying lime, trained farmers in Conservation Agriculture

and currently 15 000 are using it, engaged 150 private tractor owners to supplement the government tractor hire subsidy scheme. These have resulted in increased maize production from 61 994 MT to 84 686 MT in 2011.

On infrastructure, Government has continued to construct more dams and water reservoirs across the country. A total of 24 earth dams, 2 indigenous chicken multiplication units, 56 dip tanks were constructed, 4088 ha developed for irrigation with main focus on sugar cane production. A sum of E 535 016 143 was generated in the KDDP and LUSIP areas. In cultivating the spirit of commercialisation and diversification, 17 253 farmers were trained in honey production, 300 in mushroom production and 2 713 in commercializing and marketing of indigenous chicken.

In 2012 were able to meet the beef quarter with Norway, Cotton production increased to 8 344 MT with 3000 jobs being created. Vegetable import substitution and export increased by 15%. On dairy farming, 683 farmers have been trained resulting in dairy products import substitution of 25% development. In providing enabling environment the ministry has put in place a number of policies and legislation. We have also continued to prevent FMD incursion and successfully regained FMD country freedom status. A Livestock Identification and traceability programme is being implemented resulting in high level of recovery of stolen livestock.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Food Security Output 1 1.1. 150 private tractor owners trained from 2010 to 2012; 79 now involved in Private Tractor Hire Subsidy Programme 1.2. Successfully negotiated a loan from EXIM Bank of India amounting to	Outcome 1 - Maize production increased from 62,000 MT to 85,000 MT in 2011 but fell to 76,000 MT in 2012. - Improved area ploughed and planted increased from 33,000 ha to 53,000 ha under the tractor hire scheme 21,500 farmers in high rainfall areas will benefit

MINISTRY OF AGRICULTURE

US \$ 37.9M (E300 M) for food security and farm mechanisation 1.3. 13,400 soil samples analysed and 9,300 farmers applied lime 1.4. 5,700 lead farmers trained in Conservation Agriculture to provide farmer-to-farmer training, 3000 of these receiving input subsidy 1.5. Released 13 maize and legume crop varieties (e.g. madevu abovu and Kranskop beans) 1.6. 127 farmers trained in maize and legume seed production and 71 farmers are engaged in seed production 1.7. 35 tonnes of maize Open pollinated basic seed and legume seeds produced at Buseleni farm and distributed to 24 farmers associations for multiplication 1.8. 1,200 fish farmers trained on fisheries production and 1,000 fish ponds	through subsidized inputs (fertilizer and seeds) to increase maize production; and provide 100 tractors through 50 agro-centres throughout the country; lime will be made available for one hectare per farmer to all farmers who have tested their soil and requires the application of lime with effect from 2013 planting season. • Increased soil fertility and crop productivity. Maize production increased from 62,000 MT in 2008 to a peak of 85,000 MT in 2011; it is anticipated that with the implementation of the Food Security and Mechanisation Project; the production target of 120,000 MT will be achieved within the next 3 years. • 15,000 farmers now practising Conservation Agriculture through farmer to farmer training, resulting in increased crop yields per hectare while reducing depletion of environmental resources. • Improved access to viable seeds that are adapted to local conditions. • Access to cheaper and viable open pollinated variety seeds which can be re-used up to 3 years. • Additional E40 000 generated as revenue for government • 280 MT of fish produced over the period. This increased protein intake at household level; fish hatchery facility in place and will start producing and distributing 150,000 fingerlings per annum to farmers by 2014.
Legislation And Policies Output 2 2.1 Veterinary Public Health Bill - currently in Parliament 2.2 Plant Health Protection Bill - currently in Parliament 2.3 Pesticides Control Bill- currently in Parliament 2.4 Draft Fisheries Bill and Regulations 2.5 National Agricultural Research Policy – approved by Cabinet 2.6 Fisheries Policy- approved by Cabinet 2.7 Seed Regulations	Outcome 2 2.1 Food safety (of animal origin) standardized 2.2 Safety of plant and plant products standardized 2.3 Proper use, storage and disposal of pesticides. 2.4 Sustainable exploitation of fisheries resources and development of aquaculture ensured. 2.5 National agricultural research agenda and resource mobilisation guided. 2.6 Fisheries development in the country

	guided Certification and release of crop seed varieties standardized.
Commercialisation And Diversification Initiatives Outputs Output 3 3.1. Trained 2,700 farmers in commercializing indigenous poultry production and marketing. 3.2. Established indigenous chicken flea markets in the major urban centres 3.3. Two (2) indigenous multiplication units established in the Manzini and Shiselweni regions. 3.4. Constructed and launched the Pig Quarantine Station in 2012 and rehabilitated Pig Breeding Centre at Mpisi Farm. 3.5. 21,200 round and square bales produced in government farms and Tinkhundla areas 3.6. Developed self sustaining beef value chain through smallholder and large scale feedlot operators. Number of farmers supplying export abattoir grew from 868 in 2009 to 2,336 in 2012 and the no. of cattle supplied grew from 5,800 to 9,500 in 2012. 3.7. Implementation of the Livestock Identification Act: branding and ear tagging of cattle and establishment of a computerised Swaziland livestock information and traceability system (SLITS). 3.8. Successfully regained FMD country freedom status declaration by the World Organisation for Animal Health (OIE) in May 2010. Also passed European Commission Food and Veterinary Office (EC-FVO) Inspection in 2011. 3.9. Successfully prevented FMD	Outcome 3 3.1. Sale of indigenous chicken through flea markets: 475 chickens sold in 2009 and increased to 1321 in 2012 realising an income of E1.150 million in past 4 years for smallholder farmers. 3.2. Provided access to ready markets for indigenous chicken farmers 3.3. Provided access to breeding stock for indigenous chicken farmers and training facility. 3.4. Quarantined 120 gilts in 2012. Restocked, produced and distributed 279 gilts from the breeding centre. A total of 16 535 pigs were sold by SNL Farmers with an income of E16 .2 million over five years. 3.5. A total of E1.5 million was generated for government and smallholder farmers through hay bale sales; hay bale imports reduced by 65%. 3.6. Smallholder functional feedlots have increased from 40 to 51 feedlots. Beef exports increased from 337 MT to 1040 MT per annum over the period. The total exported beef was 2,783 MT of which 1406 went to Norway. 3.7. Following the successful branding and tagging , the SLITS software was commissioned in February 2013. 3.8. Beef farmers' cattle behind the redline can now benefit through access to exports markets 3.9. Sustained access to international beef

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incursion from neighbouring states in 2011, 2012 and 2013. 3.10. Constructed and commissioned 56 Diptanks in all four regions with support from Tinkhundla RDF and Micro Project Unit 3.11. Vegetable production improved through programming: 47 vegetable tunnels have been built and operational in the KDDP area and farmers linked to export markets through agents. 3.12. Cotton producers have increased from 390 to 3,000 from 2008 to 2012 respectively and cotton production has increased to 8,400 MT during this period. 3.13. 4,000 Food processors have been trained in food processing and 2 cassava and sweet potato products have been developed through the food science technology in Malkerns; processes developed to increase shelf life for grain legumes. 3.14. Successfully maintained a fruit fly free status enabling the country to export fruits and vegetables. 3.15. A total of 48,000 fruit tree seedlings were planted by households of which 16,000 was locally propagated and sold to farmers. 3.16. Memorandum of Understanding signed between Government, Swaziland National Agricultural Union (SNAU) and Swaziland Oil Manufacturing Industry (SOMI) for the development of the edible oil industry value chain. 3.17. Trained 17,300 farmers in honey production during the period. A Honey Council of Swaziland was established 3.18. Number of farmers trained in mushroom production increased from 128 to in 2008 to 300 in 2012	markets for Swaziland. 3.10. Successfully controlled tick and tick-borne diseases and reduced distance travelled by cattle to diptanks towards the targeted average of 4km radius. Enabling women and children to have time to go to schools and markets. This also reduced degradation of the environment. 3.11. A total of 80 651 MT were produced and exported through NAMBOARD, Sdemane, M-Vest, Trademark and Western Union. Vegetable import substitution increased by 15%. 3.12. Cotton production created about 3,000 jobs 3.13. 4 processing units have been established and 12 processors have been linked to formal markets to realise steady income. Shelf life for products has been improved for easy access to nutritious food. 3.14. Ensured fruit and vegetable exports throughout the five year period. 3.15. Improved household nutrition through access to fruits successfully ensured during the period E80,000 was also generated as Govt revenue 3.16. Farmers have been mobilized and are engaged in sunflower production. A sum of E2million has been set aside to assist qualifying farmers with some inputs. 3.17. 108 metric tonnes of honey were produced and sold locally. Honey Counsel now collaborating with the ministry in farmer to farmer training. 3.18. Mushroom production increased from 450 kg to 4,600 kg.
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Output 4	Outcome 4
Water harvesting and irrigation development 4.1 4 medium sized dams have been completed at Nceka ,Mpuluzi, Ngcoseni (95%), Mayiwane (80%), with a weir at buseleni. A total of 388 ha has been developed for irrigation purposes. 2 dams are under rehabilitation at Mpatheni (85%) and Nhletjeni (30%). 4.2. Launched Lubovane Dam for LUSIP Downstream 4.3. A total of 24 Tinkhundla earth dams have been constructed with downstream irrigation development	4.1. 4,088 ha have been developed for irrigation during the past 5 years for commercial production, food security income generation and employment creation. Sugar cane planting launched at Ngcayizivele, Calamuva farmer association and LUSIP 4.2 Eight Chiefdom Development Plans (CDPs) launched and implementation in progress in the LUSIP area. • A total of E535 million revenue generated in the KDDP and LUSIP areas from 2010 to 2012. • A total of E49.6 million paid as dividends to farmers in the KDDP and LUSIP areas. • A total of E3.75 million paid as government tax from the KDDP farmers. 4.3. Distance travelled by livestock to drinking water sources reduced to an average of 4km



Hon. Jabulile Mashwama
Minister of Commerce, Industry & Trade

MINISTRY OF COMMERCE, INDUSTRY & TRADE

The Ministry of Commerce Industry and Trade has contributed a great deal towards providing an enabling environment and support for the development of business and industry in the drive to achieve faster national economic growth over the five year period. This is reflected in the increase in foreign direct investment (FDI) from E5.043 billion in 2008 to E6.818 billion in 2011, an increase of more than E1.8 billion in 4 years. A large part of this increase has been in reinvested earnings and portfolio holdings, with investments making up the balance. The substantial portion made up by re-invested earnings signifies the increased level of confidence investors have had in our economy. This took place within one of the difficult periods for global and domestic investments, the world entering a recession that became particularly visible in our second year in office (2009) and still persisting today as global economic recovery remains elusive.

In terms of improving the investment climate, the Ministry successfully

coordinated the development and launch of the new Investor Road Map. This was officially launched by His Majesty King Mswati III in 2012 and numerous achievements have subsequently been recorded, especially the introduction of faster and more efficient Government services which have included a reduction in times for registering new businesses and obtaining trading licences.

In order to ensure the growth of the SMME sector, which has been identified as a key driver of economic growth for developing countries, the Ministry has continued to engineer the Citizens Economic Bill which has gone through Cabinet and is waiting to be passed by Parliament. The Bill is expected to remove all obstructions in SMME growth and achieve other social-economic objectives, such as poverty reduction through the structures and processes it seeks to establish.

As one of the key drivers of poverty reduction, job creation has remained at the forefront of the Ministry's activities. In 2008-2013 the number of jobs created or in the pipeline of projects under completed or ongoing negotiation, was 14,900 including 1,200 jobs created through the linkage of small to big business.

I would like to take the opportunity to thank His Majesty the King and her Majesty the Indlovukazi for entrusting me with the massive responsibility of heading this Ministry. I wish, also, to commend His Excellency the Prime Minister for his excellent leadership and thank my family, colleagues, my Ministry and parastatals staff who provided me support throughout this period.

My key *take-aways* from this experience are: leadership is key, teamwork is priceless, no situation is too hard for God, and Swaziland is, indeed, Africa's New Promise.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF COMMERCE, INDUSTRY & TRADE**

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 • Revised and launched the Investor Roadmap (IRM); In the World Bank Ease of doing business report index the country has moved position from 124 to 123. • E1.8 billion total FDI Inflows; 14,900 new and prospective jobs created including 1200 jobs created in 2012 through the SMME linkage programme. • 42 hectares at Matsapha and 10 hectares in Ngwenya of fully serviced Industrial Land. • Produced Economic Diversification Study. • Resuscitated the National Industrial Development Company of Swaziland (NIDCS).	Outcome 1 An enabled investment environment for industrial development to attract, encourage and facilitate local business investment and foreign investment in Swaziland.
Output 2 • 2.1 Facilitated access to seed money for SMMEs business start ups:SMMEs' Guarantee Schemes (Export and Credit) reviewed and re-launched. • Established an MOU between SEDCO and commercial banks to fund SMMEs business start-ups. In 2012/2013; 12 SMMEs received start-up capital of E2.5m from Ned Bank	Outcome 2 Towards ensuring that entrepreneurs have access to finance to start up their businesses.
Output 3 30% increase of student intake at the National Handcraft Training Centre.	Outcome 3 Students not absorbed in the mainstream tertiary institutions having acquired life skills for self employment.
Output 4 400 households operating under One Household One Product (OHOP) program.	Outcome 4 Improved livelihood at the household level.

Output 5 4000 producer/ crafters were capacitated in the following: - Product development - Quality Control - Leadership Skills - Business Skills - 25 constituencies covered under the Skills Development programme.	Outcome 5 An enabling environment that encourages activities of SMMEs through promotion of entrepreneurial activities to create a vibrant SMME sector.
Output 6 Increased cooperation between the private and public sectors through EYA Entrepreneurial of the Year Awards. - Created an alumni of past winners in various disciplines thus provided a pool of mentorship for business. As a result 13 businesses are being mentored on an ongoing basis. - The EYA gives exposure to small and medium business owners by giving public recognition to those that adhere to ethical business practices to a whole Swazi national market. This then has the potential of translating into increased sales and general business expansion. - 2009 winner increased turnover from E1.5m to E6m to date; increased people employed from 20 to 50. - 2011 winner increased turnover from E170, 000.00 to E300, 000.00 which translates into a 43% increase; and also increased number of people employed from five to seven. - 2012 winner expects an increase in turnover of 5% year end (June 2013); employees have increased from 46 to 56.	Outcome 6 An enabling environment that encourages activities of SMMEs through promotion of entrepreneurial activities to create a vibrant SMME sector.
Output 7 Through the Junior Achievement (JA) initiative, empowered young people with work readiness and financial literacy skills in partnership with the Entrepreneurship Business Development Centre at UNISWA. Over 11000 students have been impacted countrywide; 15 students are currently gainfully engaged in businesses.	Outcome 7 Entrepreneurship broadened at the community level through group formation and the mainstreaming of marginalized groups such as women into business strengthened.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF COMMERCE, INDUSTRY & TRADE**

Output 8 80 Cooperatives registered.	Outcome 8 Improved capital formation and sustainable management of cooperatives
Output 9 15% improvement of record keeping and production of audited financial statements of all registered cooperatives.	
Output 10 - Developed and Launched the National Regulatory and Quality Policy document. - Enacted Companies Act No.8 of 2009. - Completed Economic Empowerment Bill. - Investment Policy developed. - Copyright and Neighboring Rights Legislation and Intellectual Property Tribunal Bill developed - Enacted the Trading Licenses (Amendment) Act No. 9 of 2011 and the Shop Trading Hours Act No. 8 of 2011.	Outcome 10 Regulatory framework in place that will ensure a conducive climate for industrial development, investment and business development.
Output 11 Established the Swaziland Competition Commission (SCC);10 mergers and acquisitions notified with Swaziland Competition Commission(SCC	Outcome 11 Environment created where competition is encouraged while eliminating anti-competitive behavior and unfair trade practices in the business environment.
Output 12 • Ratification of the Preferential Trade Agreement (PTA) between the Southern African Customs Union (SACU) and the Common Market of the South (MERCOSUR) • Ratification of the Common Market for Eastern and Southern Africa (COMESA) Fund Protocol. • Extension of the expiry date of the Third Country Fabric of the African Growth and Opportunity Act (AGOA) Scheme.	Outcome 12 Increased capacity of Swazi companies to access local and international markets; producing goods and services that meet acceptable international standards.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF COMMERCE, INDUSTRY & TRADE

Satisfied the 500 tonnes beef quota to Norway under the Free Trade Agreement between the European Free Trade Association (EFTA) and SACU.	
Output 13 Produced a Trade Strategy framework; launched the Swaziland International Trade Consultative Forum (SITCF); developed the International Trade website.	Outcome 13 Towards ensuring improved trade negotiations skills, and strengthened internal consultations to provide a comprehensive country position on trade related issues.
Output 14 Successfully chaired COMESA.	Outcome 14 Country standing improved within this trading community
Output 15 89 Standards published.	Output 15 Achieving compliance to international trade standards for consumer protection.
Output 16 Compliance with weights and measures standards has increased from 79% to 89%.	Outcome 16 Conducive and well controlled environment created for expansion of domestic trade.
Output 17 Number of days required to register a company reduced from 21 to 3 days and from 7 to 3 steps. Online company name search available @ www.online.gov.sz .	Outcome 17/8 Created an enabling environment for faster, convenient company registration and business establishment.
Output 18 32,211 Trade and Liquor licenses issued. 380 Trademarks have been registered and 166 renewed trademarks.	



Hon. Prince Hlangusemphi
Minister of Economic Planning & Development

MINISTRY OF ECONOMIC PLANNING & DEVELOPMENT

The period under review (2008-2013) has seen the Ministry of Economic Planning and Development deliver successfully on its mandate, which is to assist Government in the formulation, co-ordination and implementation of economic policies and intervention measures that will effectively and efficiently accomplish the country's major economic and development objectives. Notably, the Ministry's efforts in increasing donor assistance; collecting, analyzing, & disseminating accurate statistics, required for evidence-based planning and budgeting; improved planning and monitoring of the capital programme & MDGs and the implementation of the Economic Recovery Strategy; macro-economic analysis and implementation of the population policy, have greatly contributed in turning around Swaziland's economic landscape.

Through the Micro-projects Programme the Ministry has substantially contributed to socio-economic development in the sectors of Education, Health, Agriculture, Water Supply, Energy, Social Protection and

Transport. Over the past five years, a total of 1490 community projects in the sectors highlighted above were completed.

The Economic Recovery Strategy (ERS) document, which seeks to identify strategies, projects, policies, and legislation, which have the potential to accelerate economic growth, was developed and the ERS Task Team was commissioned to monitor its implementation. An automated Capital Budgeting, Planning and Management System is being established in order to further improve the effectiveness of the Government investment programme. The Sikhuphe International Airport was developed to an operational stage, covering the completion of all components in all the packages necessary for the operation of the airport.

A Country Programme Action Plan on Population for the period 2011-2015 was developed in partnership with UNFPA and is currently being implemented. Among the key activities being implemented is the integration of population variables into planning and budgeting. Further, the Ministry has embarked on the review of the National Development Strategy and dialogue on the post-2015 Development Agenda.

The Ministry has also seen an increase in EU funding for Swaziland from €20.5 million in commitments in 2008 to €80.77 million to date. There has been substantial investment in humanitarian aid, capacity building and education infrastructure in the form of 12 new fully-fledged high school facilities by the Government of Japan. Additional resources were also sourced from the Republic of China on Taiwan to support various sectors. The Government of the Kingdom of Swaziland continued to enjoy the support of the UN system in achieving its development objectives in a number of areas which include education, health, social protection, poverty reduction, gender and governance.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF ECONOMIC PLANNING & DEVELOPMENT

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 Data and Statistics 1.1 2007 Population and Housing Census Reports Published 1.2 Population and sector (including economy, agriculture, housing, education and health sectors) projections (2008-2030) developed using 2007 Population and Housing Census results and reports published. 1.3 Swaziland Household Income and Expenditure Survey Conducted in 2010 and results published in 2011 1.4 Multiple Indicator Cluster Survey (MICS 4) conducted in 2010 and results disseminated in 2011; 1.5 Upgraded to SwazInfo 3, a database used to monitor a number of indicators including the MDGs targets; 1.6 Consumer Price Index (CPI) survey conducted monthly and inflation figures published/ disseminated on a monthly basis; 1.7 Developed a National Strategy for the Development of Statistics; and 1.8 Conducted an assessment of the electrification of rural schools and health facilities and Tinkhundla centres.	Outcome 1 1.1 Timely, accurate periodic statistics, information and key socio-economic indicators published and disseminated to various local and international organisations, institutions and individuals, leading to improved evidence-based planning, budgeting, programming, research and forecasting of key social and macroeconomic variables; 1.2 Improved knowledge and information about the country and its socio-economic indicators.
Output 2 Economic Recovery Measures 2.1 An Economic Recovery Strategy developed and its implementation ongoing, whose key objective is to stimulate inclusive and accelerated economic growth and create at least 30,000 jobs by 2015. Achievements so far include: The identification and achievement of a number of Quick Win targets by ministries, including facilitating the	Outcome 2 2.1 The ERS Task Team facilitated the following strategic projects and initiatives: - Boarder hours extended by 2 hrs (the intention being to increase to 24 hrs of operation) - Selection of Government farms for investment purposes - Facilitated the finalisation of the Public Private Partnership (PPP) policy - Establishment of the National Industrial

MINISTRY OF ECONOMIC PLANNING & DEVELOPMENT

extension of shopping/trading hours and border hours; • Identification and/or development of a number of strategic projects that have potential to stimulate economic growth and create significant employment opportunities; • The reestablishment of the National Industrial Development Cooperation of Swaziland (NIDCS); and • Development of policies and enactment of various pieces of legislation.	Development Cooperation of Swaziland; • Facilitated the urgent enactment of some pieces of legislation including the Sales Tax Amendment Act and VAT Act and the Shopping Hours Act. • Facilitated the improved management of industrial estates.
Output 3 Capital Programme Coordination Management 3.1 Improvements in the coordination and management of the Government Capital Programme through the following: • Implementations of the recommendations of the ARUP Capital Programme Audit • The review, update and improvement in planning tools and systems; and • Capacity enhancement of relevant officers on effective Project Cycle Management.	Outcome 3 3.1 More effective physical & financial monitoring and management of the implementation of capital projects and establishment of an automated Capital Budgeting, Planning and Management System (CBPMS); 3.2 Improved planning of project implementation and cash-flow management which minimised Government's exposure to litigation.
Output 4 Aid Coordination and Management 4.1 LUSIP II Donors Conference successfully convened; 4.2 Siphofaneni-St. Phillips Phase I and II roads (12.7km and 11.3km respectively) upgraded to bitumen standard, including Usuthu (100m) and Mhlathuzane (60m) river bridges; 4.3 Mananga–Sihhoye (14km) Road Upgraded to bitumen standard; 4.4 Expansion of a second pipe at Siphon	Outcome 4 4.1 Additional resources mobilised for the LUSIP Phase II project (pledges representing approximately 70% of the funds required to complete the project) of and other programmes of the country. 4.2 Improved access to socio-economic infrastructure, reduction in transportation costs, and increased capital accumulation that can facilitate investment by domestic and foreign entrepreneurs.

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4 in the Mhlume Canal to increase the overall flow capacity to at least 10 cubic metres; 4.5 Support to the education sector through the EU capitation grant to primary schools ; 4.6 Twelve (12) new high schools constructed with Japanese Government support; 4.7 Financial and technical support to construction of Royal Science and Technology Park; 4.8 Management of the National Adaption Strategy (NAS) & compensation for the sugar accompanying measures amounting to €120million targeted at developing about 3500ha of irrigated sugarcane fields	4.3 Improved productivity/profitability and diversified commercial farming leading to increased income earnings and overall livelihoods of smallholder farmers as a result of the support from the EU through the implementation of the National Adaptation Strategy. 4.4 Increased access to primary and secondary education, attainment of other educational outcomes (e.g. higher literacy) and relevant MDGs; 4.5 Increased absorption of donor funds from the EU, the Government of Japan, the Republic of China (Taiwan), the United Nations System and other cooperating partners. 4.6 Substantial increase in the level of donor funding for the country overall, from Improvement in absorption rate of donor funds from €20.5m in 2008 to €80.77m in 2012 from the European Union alone; and an increase in the absorption rate of donor funds from 37% in 2008 to over 90% in commitments in 2012 for all donor assistance.
Output 5 Implementation of the Population Policy 5.1 The National Population Policy was launched by His Majesty the King in 2008. 5.2 “State of the Swaziland Population” Report produced in 2009. 5.3 Joint GoS/UNFPA Country Programme on Population and Development (2011-2015) developed in 2010. Subsequently a five-year Country Programme Action Plan (CPAP) was developed and is being implemented. 5.4 Guidelines for the Integration of Population variables into development plans and programmes, developed and disseminated to stakeholders. 5.5 The National Bulletin on Population and Development produced and disseminated	Outcome 5 5.1 The Government, non-State actors and development partners have at their disposal a National Population Policy & Guidelines for national interventions and donor support in this area; 5.2 Evidence-based planning enhanced through research, advocacy and institutional capacity strengthening particularly on the integration of population dynamics in planning; 5.3 Improved implementation, coordination, monitoring and evaluation of the National Population Policy (NPP).

MINISTRY OF ECONOMIC PLANNING & DEVELOPMENT

Output 6 Poverty Reduction Strategy & Action Programme (PRSAP) Implementation & Monitoring 6.1 Poverty reduction mainstreamed into all government programmes – a priority objective in policy formulation, programming and budget allocation across all sectors 6.2 Sector Wide Approach (SWAp) to planning introduced in four priority sectors of education, health, agriculture and water & sanitation 6.3 2010 and 2012 MDG Progress Reports for Swaziland produced and presented to the UN General Assembly by HMK	Outcome 6 6.1 Reduction of poverty level from 69% to 63% (2010, SHIES) 6.2 Improved planning, allocation and utilization of resources for the country's development agenda. 6.3 Up-to-date information on the country's progress towards achievement of the MDGs, informing relevant actions to accelerate progress.
Output 7 Implementation of the Millennium Project 7.1 Sikhuphe International Airport developed to an operational stage by 2013, including completion of the following components: · Runway, Apron, Taxiway and associated works; · Passenger Terminal and cargo buildings; · Support buildings (Police Station, Security Control Post, maintenance & warehouse and in-flight catering) works; · ICAO critical buildings (Air-traffic Control Tower, Air traffic systems rooms, VVIP Terminal and Fuel Farm) completed. Contract being concluded; · Alternative Access road · Testing and commissioning of Aviation systems (Radar, Navigation, Air-traffic control, ground lighting and operation staff training). 7.2 Commissioned the completed Mavuso Sport Sports Centre	Outcome 7 7.1 Complete aviation and trade facilitation infrastructure leading to an increase in asset accumulation that can facilitate domestic and foreign investment and tourism.

Output 8	Outcome 8
Implementation of the Micro-projects Programme Completion of 1490 socio-economic infrastructure facilities for community development. 8.1 Education sector: 858 classrooms under Free Primary Education and a total of 527 facilities including laboratories & staff houses; 8.2 Water supply and sanitation: 23 schemes in 23 communities; 8.3 Agriculture sector: 20 dipping tanks; 8.4 Transport & Communication sector: 5 low-level bridges; 8.5 Rural electrification programme: 58 rural electrification schemes; 8.6 Capacity building: 84 rural groups were trained on project management; 8.7 Other facilities: 21 health facilities including clinics and staff houses & fencing, 41 neighbourhood- care –points (NCPs) and 79 structures in the various Tinkhundla Centres which comprise of 8 staff houses, 4 Women in Development centres, 7 work sheds, 48 guardhouses, 1 Inkundla centre (Mayiwane) and fencing in 11 Tinkundla Centres.	Increased accessibility of social services i.e. schools, clinics and low- level bridges which eased trade and communication amongst communities. 8.1 Improved access to Universal Primary Education was achieved through the completion of 858 classrooms and 527 other education facilities in both secondary and primary schools. 8.2 Access to clean portable water and reduction of water borne diseases was achieved through completion of 23 water supply schemes in 23 communities. 8.3 Improved livestock production and control of tick-borne diseases was achieved through construction of 20 dip tanks in selected communities. 8.4 Improved communication, access to social centres and promotion of trade between communities 8.5 Improved livelihoods and increased opportunities for income generation activities 8.6 Women empowerment and increased business activities were achieved through completion and rehabilitation of 3 markets for women vendors.



Hon. Wilson M. Ntshangase
Minister of Education & Training

MINISTRY OF EDUCATION & TRAINING

In pursuing the ministry's mandate, focus has been on providing access to quality and relevant education to the Swazi child and empowering the youth and adults with essential skills to contribute positively towards economic growth while allowing them to be self-sustainable through support from Government whose allocation stood at 18% of total government budget.

The Ministry has done tremendously well in the development of policies and legal frameworks which include the Free Primary Education Act of 2010, National Technical and Vocational Education and Training and Skills Development (TVETSD) Policy and Strategy of 2010, Review of the National Education Policy 2011, Education Sector Strategy and Action Plan 2010- 2022, Higher

Education Bill of 2012, and the Guidelines for the Establishment of Private Educational Institutions 2011.

Other successes include increase in the number of ECCE centres from 800 to 1200; introduction of Free Primary Education where Net Enrolment Ratio increased from 79% to 93%; access to secondary education increased slightly from 26.9 % to 27% and the adoption of the International General Certificate of Secondary Education (IGCSE) later adapted to the Swaziland General Certificate of Secondary Education (SGCSE); and introduction of practical subjects in schools.

There's been an increase in the intake at teacher training colleges; expansion of physical infrastructure at the University of Swaziland; the establishment of three additional operational universities namely; the Southern African Nazarene University (SANU) and Limkokwing University, including the prospective Swaziland Christian Medical University for which construction was completed; the Swaziland College of Technology (SCOT) was upgraded to assume university status; and new legislation was drawn up to prevent the mushrooming of unregulated institutions.

Given all the successes listed above, may I express my gratitude to all the ministry's stakeholders and staff whose input directly contributed to the economic and social development of Swaziland. As an outgoing Minister, I am confident that this sector will significantly shape the future of Swaziland.

Thank you

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF EDUCATION & TRAINING

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 Legal Frameworks, Policies And Guidelines 1.1 Analyzed the Education System in Swaziland during 2010 and produced a report to inform education planning. 1.2 Developed the Education Sector Strategic Plan (ESSP) in 2010 -2022. 1.3 Developed and adopted the National Technical and Vocational Education and Training and Skills Development (TVETSD) Policy and Strategy of 2010 1.4 Developed and implemented the Free Primary Education Act of 2010 1.5 Developed the 2011 Education and Training Sector Policy, which was launched in 2012. 1.6 Higher Education Bill developed and approved in 2012 1.7 FPE Guidelines developed in 2010 1.8 Guidelines for the Establishment of Private Educational Institutions developed in 2010. 1.9 The process of the developing other legal frameworks is ongoing, and these are: Council of Educators Bill, TSC Act and Regulations, National Qualifications Framework, Schools Accounting Regulations, and the Constitution of School Committees.	Outcome 1 1.1 Identified gaps, challenges and recommendations for a way forward to improve the Education Sector. Also, education planning, policy formulation and decision making informed or is based on evidence 1.2 Introduced reforms in the education sector. National Education Policy operationalized and the recommendations of the 2009 Education Sector Review addressed/ implemented. 1.3 Harmonization in the provision of vocational training in the country which has culminated in the proposed establishment of the Swaziland Training Authority (SWATA) which shall register, accredit and regulate all vocational training institutions in the country 1.4 Universal primary education implemented in all public schools thus increasing access and retention of learners in schools, improved quality and relevance of education as well as the eradication of inequalities and poverty. 1.5 Clear policy direction and guidelines in terms of service delivery of the Education and Training sector which is ideal in responding to its core business and contributing to the achievement of the country's long term vision. 1.6 The Higher Education Act will regulate the establishment of higher institutions in the country 1.7 School committees, Headteachers, teachers, learners and all relevant stakeholders clear on the rights to education for a child and the rules and regulations governing the FPE programmes 1.7 Regulation of private education institutions 1.8 Enabling legislation in progress or in place

Output 2 ECCE 2.1 Inspections carried out in 1200 ECCD Centers to ensure adherence to Ministry of Education and Training (MOET) registration standards. 2.2 Teaching and learning material provided to about 480 community pre-schools, in the form of kits, books, toys, and outdoor material. 2.3 Early Learning and Development Standards (ELDS) developed and disseminated 2.4 Recruited Regional Inspectors for ECCE - increased from 5 in 2008 to officers to 21 officers in 2013. 2.5 Campaigns to sensitize communities and parents on the importance of ECCE held annually at regional level.	Outcome 2 2.1 Identified the gaps and strengths of teaching and learning in ECCE centers 2.2 Improved quality and relevance of teaching and learning in ECCE centers 2.3 ECCE Centres (including owners and teachers) put in measures to ensure adherence to ELDS. As a result the quality of ECCE improved. 2.4 Increase in the number of ECCE inspections. Massive progress towards the development of ECCE Curriculum and ECCE Early Learning and Development standards for all centers. 2.5 (i) The total enrolment in ECCE Centres increased from 12 114 in 2008 to 24 139 in 2013. (ii) Number of ECCE centres increased from 950 in 2008 to 1835 in 2013.
Output 3 Primary Education 3.1 Introduced and implemented FPE in grade 1 and 2 (2010) and then gradually roll-out until it reached grades 5 in 2013. 3.2 About 750 regular inspections and about 300 follow-up inspections were carried out. 3.3 Conducted a series of workshops for head teachers on school management, instructional leadership and financial management.	Outcome 3 3.1 Towards achieving universal access to basic education in accordance with the constitution and MDG. The following are the effects of the output: • Textbooks, stationery and exercise books procured and distributed to all public primary schools • Number of schools increased from 587 in 2008 to 603 in 2013 • Number of classrooms and teachers houses increased due to the provision of 78 mobile classrooms and 192 mobile teacher's houses in 2010 • Enrolment increased from 231449 learners in 2008 to 239124 learners in 2013 • Net enrolment ratio increased from 85.9% in 2008 to 93.1% in 2013 • Number of primary school teachers increased from 5294 in 2008 to 6223 in 2013 • Pupil teacher ratio decreased from 1:32 in 2008 to 1:31 in 2013

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	- Over 900 classrooms constructed countrywide - Other school infrastructure and facilities provided e.g. water and - Sanitation facilities, fencing, schools feeding kitchens, libraries, laboratories, administration buildings were provided. - The school feeding programme introduced in all public primary schools in 2010 leading to retention of learners and a decline in the dropout and repetition rates. 3.2 Improved quality of teaching and learning at primary school level resulting in the reduction of repetition and dropout rate. 3.3 Improved general school management, instructional leadership and financial management.
Output 4 Secondary Education 4.1 Improved the quality of secondary education through the adoption of the International General Certificate of Secondary Education (IGCSE) from Cambridge International Examinations (CIE) introduced at the Senior Secondary level. IGCSE localized. 4.2 Local, relevant and affordable teaching and learning materials have been developed in line with the localized syllabus. 4.3 Developed and reviewed the curricula for various subjects such as Information Communication Technology (ICT), Economics, Agriculture, Home Economics – Consumer Sciences, Design and Technology Business Studies. Practical subjects are offered in at least 75% of secondary/ high schools throughout the country. 4.4 Over 500 structures were constructed in selected secondary schools throughout the country - these are classrooms, laboratories, workshops, school kitchens and administration blocks 4.5 4 Senior Inspectors recruited for	Outcome 4 4.1 Improved quality and relevance of secondary education leading to improved performance of learners in external examinations (Form 3 and Form 5). - Total enrolment increased from 48 172 in 2008 to 90 950 in 2013 - Net enrolment rate increased from 26.88% in 2008 to 27.0% in 2013 4.2 Reduction in the cost of secondary/ high school education 4.3 Inculcation of skills such as problem solving, experiential learning and student centered approach which prepares students to be easily accepted to a wide range of institutions of higher education worldwide. This also equips students to acquire skills that are needed by the world of work. 4.4 Number of Secondary Schools increased from 228 in 2008 to 265 in 2013 4.5 (i) Improved capacity of the inspectorate to monitor the quality, relevance of secondary education. (ii) Increase in the number of inspections conducted. 50 panel inspections were carried since 2008, and 1000 subject inspections were carried out since 2008, other inspections include

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Secondary education in the fields of ICT, Religious Education, Pre-Voc and Nutrition. Therefore number of Senior Inspectors increased from 11 to 17 between 2008 and 2013. The number of Regional Inspectors increased from 30 in 2008 to 45 in 2013 4.6 Expansion of the school feeding programme.	pastoral inspections and impromptu inspections 4.6 Increase in the number of secondary/ high schools providing meals from 42 schools in 2008 to 329 in 2013.
Output 5 Special Education Needs 5.1 Provided teaching and learning material and equipment for learners with special needs in 3 special schools and 20 main stream schools 5.2 One resource centre located at Mbasheni Primary School which is one of the models of inclusive education constructed. 5.3 A high school for the deaf constructed in Matsetsa to facilitate the transition of learners with special needs from primary to high school 5.4 Introduced a pre - service special and inclusive education course in all teacher training colleges 5.5 Introduced an in-service three year part time Bachelor of Education in Special and Inclusive Education at SANU. 5.6 Trained about 2000 primary school teachers, about 50 high school teachers, all regional inspectors for primary schools and all senior inspectors, all INSET staff and adult and non-formal education instructors on principles of inclusive education and practical strategies. 5.7 Facilitated long-term further training in Special and inclusive education outside Swaziland for 13 teachers from special schools and 2 Special Education Needs Inspectors, supported by JICA 5.8 Mainstreamed inclusive education principles in the Education and Training Sector Policy 5.9 Increased human resource within the Special	Outcome 5 5.1 Increased access and meaningful participation of learners with special needs admitted in schools. 5.2 Towards achieving education for all by 2015 as per the constitution and MDG 2. This has also resulted in: Increased enrolment of learners with special needs from 3957 in 2008 to 4253 in 2013, in particular, learners with disability in both special and mainstream schools 5.3 (i) Huge savings made in terms of procuring special needs teaching and learning material for all mainstream schools. (ii) Learners with special needs now have access to secondary education which is a channel to higher education. 5.4 500 teachers graduated from the teacher training colleges now have skills on how to identify and support learners with special needs and disability in mainstream classrooms. 5.5 Teacher already in the field are able to enroll and acquire practical skills on how to teach and support learners with different special needs in schools. 97 teachers have enrolled for the programme since its introduction. 5.6 Increased awareness at all the mentioned levels in learners with special needs and practical strategies for supporting them. 5.7 Capacity building for inspectors and teachers from special schools leading to improved teaching, learning and monitoring of SEN programmes. 5.8 All sub – sectors programmes are informed

Needs Department from 1 officer to 4 officers (including one senior inspector and 3 regional inspectors) during the last five years	and guided by the principles of inclusive education 5.9 Special needs officers, at three regional levels, available to provide support to schools on issues pertaining learners with special needs.
Output 6 Curriculum Development 6.1 Research Conducted: - Produced research reports for the different stages/areas of curriculum development yearly - Hosted a Conference on curriculum development biennially. In 2010 the theme was “Free Education: Realities and Curriculum Implications” and in 2012 the theme was “Curriculum Reform for Socio Economic Recovery”. The recommendations from these conferences were used to inform the different stages of the curriculum process and education in general. - Conducted Situational Analysis and Needs Assessment studies to facilitate the development of new programmes like Arts and Culture as well as Entrepreneurship for Secondary level. 6.2 Curriculum guidelines to guide instructional materials developed:- - Prepared content matrices for different emerging issues e.g. anti-corruption, road safety, health issues, environmental issues, Disaster Risk Management, Human trafficking, Education for human rights, Gender and incorporated these emerging issues into instructional materials existing programmes - Textbook review guidelines pilot tested in 2012 - Compiled content standards and benchmarks in 2012 - Compiled and approved Syllabi for	Outcome 6 6.1 Decision making informed by research. Decisions taken by MOET on the modalities of offering Free Education in the country were supported by research findings and recommendations of the 2010 conference while the MoET decision to reform the national curriculum was supported by research findings and recommendations of the 2012 conference. 6.2 This provided guidance to Pre-service and in-service Teacher training, Examinations Council of Swaziland, schools and teachers in offering a standard curriculum that conforms to all the requirements pronounced by the nation. 6.3 Made it possible for the country's schools to access affordable, relevant, locally produced materials. Fulfilled the MoET's dream of offering a book per learner at the primary school level. 6.4 This facilitated easy accessibility to information for all our stakeholders and enhanced improved participation in the curriculum activities. 6.5 NCC has given stakeholders to participate in the development of the curriculum. This is done as a measure of quality enhancement of the programme to gauge its learnability. 6.6 NCC staff developed their skills through on-the-job training and in turn capacitated other organisations on these skills thus marketing the work of MOET through NCC.

Maths, Science, siSwati, Religious Education, Agriculture, Guidance and Counseling, by end of 2012 6.3 Instructional materials for the school system designed and developed:- 6.4 Curriculum materials printed 6.5 New curriculum programmes and examinations piloted 6.6 Built Capacity of Staff at NCC and engaged in professional Networking · A Study tour was undertaken to study the provision of the Arts & Culture programme in Zimbabwe · On average a total of 25 staff development activities were undertaken on curriculum development and related areas including a retreat were undertaken yearly · Technical expertise on curriculum development was offered to local institutions e.g. SEBENTA, Correctional Services, Skills Centres, Anti-Corruption Commission, Disaster Management	
Output 7 Teacher Development And Management 7.1 Workshops for grade 1 and 2 teachers conducted for 321 schools in literacy and numeracy covering 1133 teachers. 7.2 A total of 10 workshops on library skills for primary school head teachers conducted with the support of partners e.g. EU 7.3 Teaching and learning material provided in the form of computers, books, table top printers to 8 teachers' resource centres in all the regions. 7.4 at least 6 capacity building workshops for the in-service providers located in the teachers resource centres conducted. 7.5 About 187 infusion workshops conducted for primary school teachers in the different subjects throughout the country. 7.6 Three (3) workshops on management for	Outcome 7 7.1 Improvement in the teaching of English and mathematics in the lower grades. 7.2 Head Teachers capacitated to introduce and operate mobile libraries (book boxes) in all primary schools for grade 1 & 2 classes. 7.3 Improvement in service provision for schools. 7.4 Improved skills in pedagogy, management and knowledge in most subject areas. 7.5 Improvement in the quality of teaching and learning due to the introduction of new tools. 7.6 Improvement in the quality of school management. 7.7 Improved the quality of teaching and learning 7.8 Improvement is subsequent SPC results.

240 head teachers covering 80 head teachers on financial management, 80 head teachers on personnel management and 80 head teachers on instructional leadership conducted. 7.7 Conducted support workshop for teachers requiring help in pedagogy and increased knowledge in subject matters. 7.8 Conducted performance enhancement workshops for about 150 schools with an overall performance of less than 60% in School Primary Certificate (SPC).	
Output 8 Guidance And Counselling 8.1 Provided guidance and counseling and health education programmes in all primary schools and two teacher training colleges in order to promote self-dependence and ensure a holistic development of the students. 8.2 Developed and distributed guidelines on schools' guidance and counseling programmes to all primary schools. 8.3 Introduced and implemented the Schools as Centres of Care and Support programme (SCCS) in 520 primary schools throughout the country through support from development partners. 8.4 A hand book for teachers on Inqaba School programme was developed and disseminated to 520 primary schools, for schools to incorporate in their development plans. 8.5 A resource pack for HIV and AIDS developed, with the support of partners. 8.6 Career fairs held, in collaboration with Career Guidance Department of the University of Botswana, Vaal Technikon and Big Bend High School where a total of 50 schools participated from the Lubombo Region.	Outcome 8 8.1 Integration of guidance and counseling programs in the school time table/curriculum to ensure that all learners receive the information and message necessary for their development through the integrated curriculum. All secondary/high schools have now allocated time for guidance and counseling. 8.2 Increased awareness on guidelines for schools' guidance and counseling programmes 8.3 Programme now an integral part of the Education Sector Policy and benefiting schools in creating a conducive environment for learning. 8.4 Capacitated schools with a tool to implement the 7 pillars of the SCCS/Inqaba programme. 8.5 Empowerment of school-going children and teachers on HIV and Aids care and support skills. 8.6 All children placed to the different subject streams at school level according to their based on results of aptitude tests and career guidance.

Output 9 Higher Education 9.1 Introduced 3 tertiary institutions, namely Southern African Nazarene University (SANU), Limkokwing, and the Swaziland Christian University. 9.2 Increased capacity of institutions of higher learning to absorb more students 9.3 Pre-service teacher curriculum diversified to address issue of newly introduced subjects in the primary school curriculum, such as French, Special Education and ICT 9.4 Partially upgraded SCOT from college to university status.	Outcome 9 9.1/2 Increase enrolment in institutions of higher learning: <table><tr><th>Institution</th><th>2008</th><th>2013</th></tr><tr><td>William Pitcher Teacher Training College</td><td>270</td><td>357</td></tr><tr><td>Ngwane Teacher Training College</td><td>363</td><td>435</td></tr><tr><td>UNISWA</td><td>5464</td><td>5555</td></tr><tr><td>SCOT</td><td>393</td><td>955</td></tr><tr><td>Limkokwing</td><td>-</td><td>834</td></tr><tr><td>SANU</td><td>500</td><td>798</td></tr></table> 9.3 Teacher colleges producing relevant and qualified teachers to respond to needs in schools. 9.4 Government able to train technicians locally versus sending them abroad hence savings are being realized.	Institution	2008	2013	William Pitcher Teacher Training College	270	357	Ngwane Teacher Training College	363	435	UNISWA	5464	5555	SCOT	393	955	Limkokwing	-	834	SANU	500	798
Institution	2008	2013																				
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Output 10 Technical And Vocational Education (TVET) 10.1 Signed an MOU between industry and TVET providers to cater for issues of internship/apprenticeship for students. 10.2 Forged linkages with other SADC countries Namibia Qualifications Authority where an MOU has been signed to assist on issues of quality assurance and accreditation for all our TVET programmes. 10.3 A Competency-based Education and Training (CBET) programme developed for technical and vocational qualifications.	Outcome 10 10.1 More cooperation between TVET providers and industry in handling issues of internship/apprenticeship. 10.2 Some TVET programmes accredited by institutions in the SADC Region. 10.3 Quality and relevance of the CBET programme enhanced.																					



Hon. Majozi Sithole
Minister of Finance

MINISTRY OF FINANCE

When I was reappointed as Minister for Finance in 2008 I soon learnt that you can never say you know it all. The global crisis struck in 2008 and we felt its second round effects in 2010. Expenditure on free primary education, OVC, regional development fund, public assistance grants,

food distribution, HIV/AIDS, investment in social sectors, etc, was suddenly under threat. All accusing fingers seemed to be pointed in my direction. Trusting in God, receiving guidance from their Majesties, putting extra hours of hard work, commitment by ministry staff, supportive family and Christian community, helped me keep my sanity. We turned this threat into an opportunity to undertake long overdue structural reforms and established critical institutions. Even when critics had already written off the country, the unity and sacrifice of the nation prevailed. Civil Servants went for years without salary increases; politicians and *emabandla* sacrificed 10% of their salaries. To ensure I never forget their sacrifice, Senators harassed and even threatened me with arrest. Today civil servants, suppliers, etc., receive their payments on time. All critical macroeconomic indicators are positive. Caution!! The country is not completely out of the woods and implementation of necessary reforms should continue because we cannot afford the cost of inaction.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)			
Output 1 Public/Private/Partnership (PPP) Policy developed	Outcome 1 Framework for identifying, approving, structuring and awarding of PPP projects			
Output 2 Swaziland Revenue Authority established	Outcome 2 Improved administration and collection of Government revenue; increased revenue collection:			
	year	SACU E'billion	Domestic E'billion	TOTAL E'billion
	2008/09	6.0	3.2	9.2
	2009/10	5.2	3.9	9.1
	2010/11	2.0	4.9	6.9
	2011/12	2.9	4.2	7.1
	2012/13	7.1	4.7	11.8
	2013/14	7.2	5.5	12.7

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Output 3 Restructured three Public Enterprises (Central Transport Administration, Pigg's Peak Hotel & Casino and the Swaziland National Trust Commission).	Outcome 3 Public enterprises run more efficiently by separating the commercial operations from non-commercial operations.
Output 4 Submitted Procurement Bill, (then promulgated into Act) and Regulations to Parliament.	Outcome 4 Improved procurement systems and procedures; Board of the Swaziland Procurement Agency appointed; new Government Tender Board appointed and framework agreements introduced for common use items.
Output 5 Established Internal Audit Section to be a stand-alone Department.	Outcome 5 Improved and effective risk management and control of Governance processes.
Output 6 6.1 Computerised six embassies' accounts (Maputo, Pretoria, Johannesburg, Washington D.C, London and New York) 6.2 Automated all revenue offices.	Outcome 6 Easy access of mainframe for effective reconciliation, budget control and execution.
Output 7 Three additional revenue offices opened (Mbabane City Centre, Hluti and Siphofaneni).	Outcome 7 Improved service delivery by taking Government services closer to public.
Output 8 Real Time Gross Settlement (RTGS) for payments above E500, 000 implemented and the Electronic Funds Transfer system implemented.	Outcome 8 Improved efficiency in paying suppliers and funds transfer in general.

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Output 9 VAT Bill submitted to Parliament (then promulgated into Act) and implemented.	Outcome 9 Revenue sources diversified to include more taxable supplies and certain services <table><tr><th>year</th><th>Sales Tax E'billion</th><th>VAT E'billion</th><th>TOTAL E'billion</th></tr><tr><td>2008/09</td><td>1.0</td><td>-</td><td>1.0</td></tr><tr><td>2009/10</td><td>1.0</td><td>-</td><td>1.0</td></tr><tr><td>2010/11</td><td>1.2</td><td>-</td><td>1.2</td></tr><tr><td>2011/12</td><td>1.2</td><td>-</td><td>1.2</td></tr><tr><td>2012/13</td><td>-</td><td>1.5</td><td>1.5</td></tr><tr><td>2013/14</td><td>-</td><td>1.8</td><td>1.8</td></tr></table>	year	Sales Tax E'billion	VAT E'billion	TOTAL E'billion	2008/09	1.0	-	1.0	2009/10	1.0	-	1.0	2010/11	1.2	-	1.2	2011/12	1.2	-	1.2	2012/13	-	1.5	1.5	2013/14	-	1.8	1.8
year	Sales Tax E'billion	VAT E'billion	TOTAL E'billion																										
2008/09	1.0	-	1.0																										
2009/10	1.0	-	1.0																										
2010/11	1.2	-	1.2																										
2011/12	1.2	-	1.2																										
2012/13	-	1.5	1.5																										
2013/14	-	1.8	1.8																										
Output 10 10.1 Financial Services Regulatory Authority established 10.2 Micro Finance Unit established. 10.3 Financial Intelligence Unit established.	Outcome 10 10.1 Financial sector regulatory framework improved resulting in better regulation of the non bank financial sector and operations of the capital market regulated. 10.2 Rural poor provided with access to financial services to enhance the development of businesses in rural areas. 10.3 Establish and independent SFIU that will receive, analyse and disseminate Suspicious transaction in order to mitigate money laundering and terrorist financing in Swaziland																												
Output 11 Appointed Regulator for Capital Markets	Outcome 11 Capital markets regulated and Swaziland Stock Exchange deepened																												
Output 12 Appointed Registrar for Savings and Co-operatives	Outcome 12 Savings and credit co-operatives regulated for a fair credit market and ensuring there is no over-indebtedness by members of the public.																												

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Output 13 Consumer Credit Policy	Outcome 13 Regulating credit in Swaziland and the licensing of credit providers, Credit Bureau and debt counsellors to prevent over indebtedness of the Swazi Nation
Output 14 Money Laundering and Financing of Terrorism (Prevention) Bill (later promulgated to Act) to Parliament in 2011	Outcome 14 Financial Intelligence Unit established as autonomous entity; money laundering and terrorism financing in the country mitigated.
Output 15 National Clearing and Settlements Bill (then promulgated to Act) to Parliament	Outcome 15 Safe and efficient payment system established for the Swaziland financial system - critical for its effective functioning
Output 16 Accredited training providers for Public Enterprise Boards and their Managers	Outcome 16 Improved the Governance of Public Enterprises by ensuring that senior managers and boards of public enterprises are trained on Corporate Governance.
Output 17 Quarterly Reports issued on performance of Public Enterprises	Outcome 17 Improved transparency and financial control of public enterprises; informing the tax payers about the performance of public enterprises.
Output 18 Circular 2/2009 on Board fees issued	Outcome 18 Ensured that there is a control on the fees that are paid to public enterprise board members.
Output 19 Put in place policies on “Major” increases	Outcome 19 Ensure that the level of annual increase of tariffs, fees, prices, investments and salaries are controlled to protect the public.
Output 20 Issued Circular 3/2010	Outcome 20 Ensured that the salaries of Chief Executive Officers and Chief Financial Officers of category A public enterprises are controlled.

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FISCAL ADJUSTMENT	
Output 20 Fiscal Adjustment Roadmap approved by Cabinet	Outcome 20 Improvement on the overall fiscal balance from a budgeted deficit of 13% of GDP in 2010/11 to 1% surplus in 2012/13 as growth in spending was restrained.
Output 21 Cash-Flow Committee established	Outcome 21 Improved monitoring and coordination of fiscal actors on a weekly basis.
Output 22 IMF Staff Monitored Programme	Outcome 22 Improved fiscal planning and control; over half of all IMF targets achieved.
Output 23 Public Finance Management Bill drafted with technical assistance from IMF	Outcome 23 Legislative structure for improved financial planning and control
Output 24 Settlement of arrears owing to suppliers	Outcome 24 Arrears reduced from E1.1 billion in June 2011 to E0 in March 2013.
Output 25 Social spending protected in nominal terms	Outcome 25 Social spending remained at around E3.4 billion from 2009/10 to 2011/12, but has been increased to E4.2 billion in 2013/14.
PUBLIC FINANCE MANAGEMENT REFORMS	
Output 26 First Mid-Year Budget Reviews published in 2011/12	Outcome 26 Greater fiscal transparency delivered.
Output 27 PFM Bill submitted to Cabinet in April 2013	Outcome 27 PFM Bill will set the legal framework for managing public resources in future. This new Bill will repeal the 1967 Act

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Output 28 PFM Action Plan prepared	Outcome 28 EUR 8.2 million grant from EU to be finalised for PFM reforms in Swaziland. This has come with commitments from other cooperating partners (World Bank, AfDB, and UNDP)
Output 29 Annual Appropriation Acts	Outcome 29 Delivery of Public Services
Output 30 Budget Submission Templates enhanced	Outcome 30 Budget backed by medium-term cost implications, program information and performance indicators.
Output 31 Commitment Plans drawn up	Outcome 31 Warrant releases are linked to cash-flow forecasts.
PUBLIC DEBT	
Output 32 External loan repayments made to schedule	Outcome 32 No external payment arrears during the 5-year period.
Output 33 New loans signed	Outcome 33 Signed loans for SLGP; Health; water and sanitation; Nhlangano-Sicunusa Rd; Science and Technology Park; farm inputs. (over US\$153 million)
Output 34 Introduced 182-, 273-, 364-Day T-Bills	Outcome 34 T-Bills have increased from E341 million in March 2010 to E1.547 billion in March 2013
Output 35 Bonds issued	Outcome 35 Bonds increased from E50 million to E914 million in 2010-13
Output 36 Developed Terms of Reference to appoint a consultant to review Circular 1 of 2010	Outcome 36 Implementation of Sibaya Resolution

Output 37	Outcome 37
Conducted a number of forensic audits. 37.1 Forensic Audit of the Customs and Excise Department 37.2 Forensic audit of Government factory Shell 37.3 Forensic Audit of CTA	• Investigation completed into possible fraudulent activities resulting in loss of Government Revenue • To determine if the factory shells are being used for their intended purposes, ascertain the rental income collected per each factory shell and determine how the collected rental income has been utilized; • To address inefficiencies, corruption and fraud at CTA.

AUDITOR - GENERAL

Financial Audits Output 1 2025 Audits, with audit reports, of Government Ministries, Departments and other agencies	Outcome 1 • Design of public finance management reforms and drafting of Public Finance Management Act and Audit informed by the auditing of compliance with Government regulations, accounting procedures and established standards of financial control • Fraud and other corrupt practices uncovered through audits
Output 2 Performance Audits Six performance audits, with audit reports	Outcome 2 • Reforms in system of payments to the elderly • Taken into account when paying OVC grants instead of social welfare grants to school pupils and students
Output 3 Schools Audits 1050 school audits with audit reports	Outcome 3 • Ministry of Education has been assisted in drawing up guidelines on school fees management contained in the school committee constitution and the
Output 4 Tinkhundla Centre Audits 120 Tinkhundla Centre audits with audit reports	Outcome 4 • Government has been assisted in preparing the reforms captured in the Regional Development Fund Amendment Bill (currently in Parliament)
Output 5 Foreign Missions 50 Foreign Mission audits, with audit reports	Outcome 5 Government assisted in amendments of General Orders Chapter E which relates to the Foreign Service cadre
Output 6 Special Investigations Five special investigations undertaken, with reports issued	Outcome 6 • Various measures taken as a result of investigations including appointment of Board of directors for control of Swaziland Tourism Development Company



Hon. Mtiti Fakudze
Minister of Foreign Affairs &
International Co-operation

MINISTRY OF FOREIGN AFFAIRS & INTERNATIONAL CO-OPERATION

As I am about to exit the current political mandate, may I express my profound gratitude to the Almighty God and Their Majesties for granting me the opportunity to serve as a member of His Majesty's Cabinet under the able leadership of His Excellency The Right Honourable Prime Minister, Dr. Sibusiso Barnabas Dlamini. Cooperation and teamwork from my Cabinet colleagues, constituency (Dvokodvweni Inkhundla), Ministry officials and family abound throughout my career and particularly during the past 5 years cannot be ignored.

The country has faced financial challenges and unprecedented dialectic question of traditional democratic values and culture.

Within the confines of the 'Business Unusual', Government has been able to respond appropriately to the country's needs and this is evidenced by the peace and stability that the country continues to enjoy.

Diplomatic relations with other countries have been established leading to the opening of three new embassies in Kuwait, United Arab Emirates and Qatar. In turn, Qatar has opened an embassy in Swaziland. We note with appreciation the construction of the American Embassy and that Kuwait and European Union are in the process of opening their embassies in the country. Seven honorary consuls were appointed during the period. Within the international and regional organisations to which Swaziland belongs, His Majesty King Mswati III held the Chairmanship to SADC, COMESA, and co-chaired the SADC/ COMESA/ EAC Tripartite. The Ministry hosted EU Dialogue for the past 5 years.

The Ministry facilitated the ratification or accession of 31 international instruments, and resuscitated SADC National Sector committees for the implementation of SADC Protocols and the SADC Regional Strategic Indicative Development Plan of 2005-2020.

Bi-lateral relations were strengthened by the presentation of 75 credentials to His Majesty, King Mswati III and presentation of credentials by Swaziland's Heads of Missions abroad to 39 countries.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
International Relations Output 1 Three additional embassies opened by the country in Kuwait (2009), United Arab Emirates (2009) and Qatar (2010) bringing the total number to 13 missions/embassies.	Outcome 1 Good relations in place with an increased number of countries facilitating strategic cooperative arrangement for socio-economic benefit of the country including the following: - Market access for agricultural produce - Employment opportunities opened in

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF FOREIGN AFFAIRS & INTERNATIONAL CO-OPERATION

- Opening of the State of Qatar embassy (2012) in the Kingdom bringing the number of embassies resident in Swaziland to five - New Diplomatic Relations (Georgia, Venezuela and Yemen) established with additional countries and existing relations maintained (75 credentials to HMK and 39 presented by Swazi envoys abroad)	Qatar - Technical support in the air transport industry - Elimination of visa requirements to Kuwait - About 500 Swazis benefited through study scholarships received from New Zealand, Commonwealth, Australia, Cuba, Russia, Republic of China on Taiwan, Turkey, Malaysia, Singapore, Thailand, Morocco, India, South Africa, United States of America where about 500 Swazis benefited.
Output 2 - High level inward visits were undertaken by Kuwait, Republic of Zambia, Republic of South Africa, Equatorial Guinea, Republic of China in Taiwan, Botswana, Tanzania, Republic of Mozambique, President of Mozambique - High level outward visits in Sri Lanka, Equatorial Guinea, Republic of Mozambique, Republic of South Africa, United Kingdom, Namibia	Outcome 2 Several bilateral agreements concluded which benefit various sectors of the economy such as energy, security, education, agriculture and sports
Regional and International Cooperation Output 3 HMK Chairmanship to regional organizations such as SADC Organ Troika (2009), COMESA (2011) and co-chaired the SADC/COMESA/EAC Tripartite (2011)	Outcome 3 Swaziland's contribution in regional affairs strengthened through continual participation in regional initiatives leading to peace and stability in countries such as Zimbabwe, Madagascar and Lesotho
Output 4 Conducted regular EU Dialogue between EU and Swaziland undertaken	Outcome 4 Issues of mutual concern to both parties addressed, misconceptions about the country are minimized and country's image improved

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF FOREIGN AFFAIRS & INTERNATIONAL CO-OPERATION**

Output 5 Membership to Peace and Security Council of the African Union (2008 -2009)	Outcome 5 Enhanced contribution of Swaziland to peace and security in the African continent
Output 6 Ratification/Accession of 31 international instruments facilitated	Outcome 6 • Improved access to technical assistance/cooperation with other state parties • Improved country's image on socio-economic issues making the country conducive for foreign direct investments
Output 7 Data base for international instruments ratified by Swaziland since independence established and operational	Outcome 7 Easy access of information and tool for research for academia and the general public
Output 8 • Rehabilitation of Washington official residence in 2011 • Purchase of two properties in Washington for staff accommodation in 2011 • Construction of Chancery building in New York in 2011 • Rehabilitation of official residence in New York in 2011 • Purchase of two properties for staff in New York in 2011 • Renovation of Chancery building in Brussels in 2010 • Renovation of Consul residence in Johannesburg in 2012 • Rehabilitation of staff houses in London in 2010	Outcome 8 Improved custody and management of national resources (human infrastructure and finances in missions abroad)
Output 9 SADC National Sector Technical Committees resuscitated for the implementation of the agreed SADC Decision/Policies/Protocols and the SADC Regional Strategic Indicative Development Plan of 2005-2020 and the SADC Organ Plan.	Outcome 9 Enhanced progress towards greater regional integration

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF FOREIGN AFFAIRS & INTERNATIONAL CO-OPERATION

Output 10	Outcome 10
Country strategy paper for Regional Integration developed to guide Swaziland's participation in regional fora	Effective participation of the country in the Regional Integration Agenda enhanced



Hon. Benedict Xaba
Minister of Health

MINISTRY OF HEALTH

The Ministry of Health has made great strides in improving the health status of the Swazi people as evidenced by reduction in infant, child and maternal mortality. This has been achieved through strengthening both primary and tertiary health care, decentralizing health services to rural and remote areas, development of policy and technical guidelines on human resources for health, pharmaceuticals, anti-retroviral therapy, prevention of mother to child transmission of HIV and procurement reform.

Our successes in Malaria prevention and control, anti-retroviral therapy, prevention of mother to child, transmission and tuberculosis control has been recognized internationally. Development and implementation of relevant strategies, availability of trained human resources and commodities and equipment have contributed greatly to the achievements.

The establishment of the Emergency Preparedness Response unit (EPR) has improved response to health emergencies and disease outbreaks. An immediate notification by SMS ensures that the action is taken as soon as possible.

The introduction of the policy of free medical care for the elderly in all public health facilities and subvented organizations has improved access to health care for the elderly in the country. The establishment of the Phalala Fund Administration office has improved referrals outside the country for specialist medical care.

I would like to thank all the health workers in the country for their hard work and dedication over this period.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 Phalala Fund and Civil Servants Medical Referral Scheme 1.1. Phalala Fund Office functional at the Mbabane Government Hospital and staffed at 70%. 1.2. Forensic audit conducted by KPMG	Outcome 1 1.1.1. Phalala Fund and Civil Servants Administration strengthened. 1.2.1. Assets amounting to E5m attached 1.2.3. Fraud on referrals reduced
Output 2 Rationalisation of Service Delivery 2.1. Essential Health Care Package developed and launched.	Outcome 2 2.1.1. Service delivery at various levels of health system rationalized.

MINISTRY OF HEALTH

Output 3 Organisational Structure for the Ministry of Health 3.1. Implementation Plan for the approved organizational structure developed	Outcome 3 3.1.1. Strengthened management of various units of Ministry
Output 4 Clinical Guidelines, Protocols and Patient Charters 4.1. Clinical Guidelines developed and health workers oriented	Outcome 4 4.1.1. Harmonised and standardised treatment in health facilities.
Output 5 Quality Health Standards 5.1. Quality Assessment of facilities now conducted quarterly.	Outcome 5 5.1.1. Improved quality of health service delivery
Output 6 X-ray Units 6.1. X-Ray units in 2 referral hospitals and 5 health centres now functional.	Outcome 6 6.1.1 Increased radiography services in hospitals and health centres; all hospitals and health centres now offer radiography services
Output 7 Drugs Management and Storage 7.1 Continuity of supply of pharmaceuticals and medical supplies increased from 73% in 2010 to 82% in 2012. 7.2. Drug Management System, RX Solution, developed and installed at Central Medical Stores 7.3. Nine Regional drug warehouses (Mbabane, Mankayane, RFM , Piggs Peak, Nhlangano Health Centre, Matsanjeni Health Centre, Mkhuzweni Health Centre, Sithobela Health Centre and Siteki) constructed and functional.	Outcome 7 7.1.1 Treatment levels improving because of access to drugs 7.2.2 Improved drug supply to the facilities 7.3.3 Towards decentralisation of drug warehouses

MINISTRY OF HEALTH

Output 8 Laboratory 8.1. 12 phlebotomists, 15 laboratory scientists, 9 laboratory technologists, 6 students laboratory technologists recruited from 2010 to 2012. 8.2. Clinical Laboratory policy and laboratory standards developed. 8.3. Electronic management system installed in 4 laboratories. 8.4. All laboratories equipped with adequate equipment. 8.5. Total quality management system for clinical laboratory installed in Shiselweni region. 8.6. Diagnostic, monitoring and disease surveillance increased from 1.5 million tests in 2011 to 3,8 million in 2012. 8.7. Stock levels of laboratory reagents increased from 30% to 43% nationally 8.8. National Clinical Laboratory and Blood Transfusion Services separated in 2010 to make them more efficient and effective	Outcome 8 8.1.1 Laboratory services strengthened. 8.1.2 Towards better guideline and regulation of laboratories 8.1.3 Efficient and effective provision of services for both laboratory and blood transfusion
Output 9 Emergency Medical Services 9.1. Emergency medical services established and functional in all regions. 9.2. Integrated disease surveillance and response mechanism established and functional	Outcome 9 9.1.1. Response times for emergencies improved.
Output 10 Emergency Obstetric and Neonatal Care 10.1. Number of Clinics upgraded to provide basic Emergency Obstetric and Neonatal Care increased from 0 to 12. 10.2. Number of clinics with functional maternity units increased from 25 to 35. 10.3 16 health care providers from all 4 regions trained as trainers for Emergency Obstetric and Neonatal health care	Outcome 10 10.1 .1 increased percentage of women delivering in health facilities towards reducing maternal mortality

MINISTRY OF HEALTH

component; 74 health care providers from all facilities in all 4 regions trained on provision of comprehensive Maternal Emergency obstetric and neonatal care services.	
Output 11 Maternal Health 11.1. Proportion of Births delivered at health facilities increased from 74% to 80%.	Outcome 11 11.1.1 Towards reducing maternal mortality
Output 12 Prevention of Mother to Child (HIV) Transmission (MTCT) 12.1. Number of health facilities providing PMTCT services increased from 137/172 facilities 178/265 facilities. 12.2. Percentage of HIV positive pregnant women making at least one ANC visit who have received an HIV test result and post-test counselling increased from 73% to 99%. 12.3. Percentage of HIV positive pregnant women initiated in ART if CD4<350 or ARV prophylaxis if CD4> 350 - reduced MTCT from 69% to 90%. 12.4. Family Planning integrated in 10 ART health facilities . 12.5 The official infant mortality rate fell from 85 – 79 deaths per 1000 live births between 2007 and 2010 (last count). 12.6 Obstetric and neonatal equipment procured for SRH and HIV services at Siphofaneni, Matsanjeni Health Centre, Family Life Association of Swaziland (FLAS), Mbabane Public Health Unit, Mankayane Government Hospital .	Outcome 12 12.1.1 Percentage of HIV infected infants born to HIV positive mothers decreased from 12% in 2009 to 2% at end of 2012. 12.1.2 Towards reducing infant mortality

MINISTRY OF HEALTH

Output 13 Immunisation Coverage 13.1. Immunisation of infants against measles increased from 72% to 90%. 13.2.DPT(Diphtheria, Tetanus, Pertusis)/HEP B/HIP 3 (hepatitis B/ Haemophilus influenza type B3) vaccination among infants increased from 72% to 83% .	Outcome 13 13.1.2 Reduced morbidity and mortality among infants from early childhood diseases
Output 14 HIV/ AIDS 14.1. Total number of eligible patients enrolled on ART increased from 72,400 in 2011 to 87,500 end 2012 (new threshold for ART). 14.2. Percentage of eligible adults with HIV enrolled on ART increased from 48 % to 91% (2008-12. 14.3. Proportion of Eligible Children with HIV enrolled on ART increased from 10% to 70%. 14.4. Enrolment on ART for eligible people increased from 52% to 85%. 14.5. Number of facilities providing Post Exposure Prophylaxis services increased from 22 to 98. 14.6. Number of facilities providing ART initiation and re-fills increased from 110 to 116. 14.7. DBS (Dried Blood Sample) tests on infants for HIV diagnosis started to be conducted in 2010. 14.8 Fixed dose combination introduced in 2010 14.9 Provision of ART for all pregnant women regardless of CD4 count (option B+).	Outcome 14 14.1.1. Integration of Family Planning (FP) services and ART strengthened. 14.2.1 Increased access and adherence to ARVs 14.3.1. Improved life expectancy 14.4.1 Swaziland is now moving towards providing treatment for all people living with HIV regardless of cd4 count, a concept known as “treatment as prevention.”

MINISTRY OF HEALTH

Output 15 Equipping of Health Facilities 15.1. Equipment management system established. Strengthened Referral System 15.2. Draft National Referral and Linkages System Framework document developed	Outcome 15 15.1.1. improved turnaround times and maintenance of equipment 15.1.2. Towards improving continuity of treatment from one level to another.
Output 16 Tuberculosis 16.1. TB case detection rate increased from 42% to 75 %. 16.2. TB treatment success rate increased from 42% in 2009 to 73% at the end of 2012. 16.3. Proportion of co-infected (TB/HIV) patients initiated on both treatments Increased from 51% in 20 to 68% at the end of 2012. 16.4. MDR diagnosis, treatment and enrolment of cases decreased (13 cases diagnosed and 26 cases treated a month. 16.5. 18 GeneXpert machines procured for 13 health facilities by the end of 2012. These facilities are Mbabane Government Hospital, TB Hospital, Raleigh Fitkin Memorial Hospital, TB Centre, Piggs Peak Hospital, Matsapha MSF Clinic, Mankayane Government Hospital, Nhlangano Health Centre, Hlathikhulu Government Hospital, Matsanjeni Health Centre, Good Shepherd Hospital, Sithobela Health Centre and Siphofaneni Clinic.	Outcome 16 16.1.1 Reduced mortality from TB 16.1.2 Improvement of TB diagnosis and turnaround times
Output 17 Male Circumcision (MC) 17.1. Number of male circumcision (adult) increased from 2,776 to 43,000 . 17.2. Number of medical male circumcisions (infants) increased from 1,108 in 2011 to 2,339 in 2012	Outcome 17 17.1.1. Sexually transmitted infections reduced

MINISTRY OF HEALTH

Output 18 Malaria 18.1. Cases of malaria diagnosed with rapid diagnostic test and confirmed by slide Microscopy increased from <50% to 100%. 18.2. Malaria cases treated with ACTs increased from <50% to 100%. 18.3 Malaria Elimination Strategic Plan (2008-2015) and Malaria Elimination Policy developed and adopted	Outcome 18 18.1.1 Reduced morbidity and mortality from Malaria 18.3.1 Towards elimination of elimination of Malaria
Output 19 Non- Communicable Diseases 19.1. Guidelines for diabetes II, hypertension, Cardiovascular disease, stroke and healthy life style developed and adopted.	Outcome 19 19.1.1. Increased awareness of non-communicable diseases.
Output 20 Decentralisation of Health Services 20.1. Three regional plans reviewed and aligned with National Decentralisation Policy and Health Sector Strategic Plan. 20.2. ART services decentralized to 125 sites.	Outcome 20 20.1.1 Coordination of activities in the regions has increased 20.2.1 Access to ART services has increased
Output 21 Health Promotion 21.1. Health Promotion Communication Strategy developed and adopted.	Outcome 21 21.1 Towards improvement of dissemination of health information to the public.
Output 22 Public Health Bill 22.1. Public Health Bill approved by Cabinet.	Outcome 22 22.1.1 Towards improvement of regulation of the provision of Health services

MINISTRY OF HEALTH

Output 23 Environmental Health 23.1. Construction of Ventilated pit-latrines increased from 7,000 to 16,300. 23.2. Four incinerators procured for the four regional hospitals. 23.3. Number of facilities with medical waste management systems increased from 4 to 28. 23.4 Secured health care risk waste management pits constructed in ten community clinics (Lomahasha, Nkalashane, Tsambokhulu, Vuvulane, Hlane, Shewula, Sitsatsaweni, Siteki Nazarene, Mpolojeni, Siteki, Tikhuba).	Outcome 23 23.1.1.Improved sanitation leading to reduction in injuries
Output 24 Infrastructure Development 24.1 More than 60 Clinics rehabilitated over the period; Raleigh Fitkin Memorial received an ICU and renal unit; Hlatikhulu given face lift and rental unit; Nhlangano Health Centre received 30-bed Multi Dug Resistant TB ward; Mankayane Hospital and Sithobela upgraded; Moneni TB hospital opened; National Clinical Laboratory and National Blood Transfusion separated to operate as two functional units; continuing water supply problem at Mbabane Government Hospital addressed through renovation program , commenced in 2012 to be completed May 2013. 24.2. Clinics constructed at Manyeveni, Kaphunga, Eboli, Matsapha, Ngowane, Siphocosini, Jericho, Kuphuka, Mbikwakwe, Kazondwko, Thokotani, Manzini satellite clinic	Outcome 24 24.1.1 Improved provision of services 24.1.2 Improved access to health facilities

MINISTRY OF HEALTH

Output 25 Human Resources for Health 25.1 Number of medical specialists increased from 8 to 18 (cardiologist, ophthalmologist, gynaecologist, paediatrician, psychiatrists, anaesthesiologists, surgeons, orthopaedic surgeon) 25.2 Medical doctors currently at 45 of which 33 are Swazis	Outcome 25 25.1.1 Increased provision of in-country specialised treatment
Output 26 Procurement 26.1 Procurement unit established	Outcome 26 26.1 Savings and streamlined processes from efficient procurement
Output 27 CMS Administration 27.1 Forensic audit of CMS conducted.	Outcome 27 27.1 Improved drug management processes at CMS



Hon. Prince Gcokoma
Minister of Home Affairs

MINISTRY OF HOME AFFAIRS

The Ministry of Home Affairs is responsible for civil registration, immigration and refugees. Through these departments, it upholds National Security by providing

national identity to citizens and foreigners. This is also achieved through regulating the inflow, residence and outflow of people in Swaziland.

These activities are regulated by border control, issuance of passports, temporary residence and refugee permits, visas and citizenship. The Ministry is also responsible for National Celebrations and events; and this includes designating and announcing Public holidays.

Over the past 5 years, the Ministry has taken noticeable forward strides in better delivering on its mandate. Some of the salient achievements include automation of borders, mobile office units, timely announcements of public holidays, bringing civil registration and immigration under the same Ministry, joining International Organisation on Migration (IOM).

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 Service Centres opened at Matata, Siphofaneni, Lomahasha, Luve, Hluti, and acquisition of 2 Mobile offices	Outcome 1 Services decentralization
Output 2 Established centralised civic activities (Immigration, Refugees and Civil Registration)	Outcome 2 One roof civic registration
Output 3 Timely announcement of Public Holidays made	Outcome 3 National Calendar managed efficiently
Output 4 All National Celebration and events hosted (Incwala, Umhlanga, Emaganu, HMK's Birthday, Sibaya)	Outcome 4 National Events/Celebrations managed efficiently

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF HOME AFFAIRS**

Output 5 Basic services automated	Outcome 5 Improved efficiency of services (turn around time)
Output 6 Automated Refugee Registration system established.	Outcome 6 Internationally recognized refugee registration system.
Output 7 Machine Readable Swazi Convention Travel Document (MRCTD) introduced for refugees	Outcome 7 International standard, compliant travel document for refugees.
Output 8 Refugees Bill 2010 submitted to Parliament	Outcome 8 Legal framework in line with international Refugee Conventions and Protocols.
Output 9 Machine Readable travel documents and passports produced	Outcome 9 Internationally accepted Swazi passports
Output 10 Computer generated Citizenship certificates established	Outcome 10 Secure and efficient issuance of classified documents
Output 11 Extended border operational hours for Ngwenya Border, introduced 24 Hours opening for Mhlumeni Border	Outcome 11 Increased efficiency in movement of people and goods in and out of the country
Output 12 Increased number of ports of entry/exit (6 out of 15) under control of Immigration Department (Ngwenya, Lavumisa, Matsapha Airport, Mananga and Mhlumeni)	Outcome 12 International standards compliant ports of entry/exit

MINISTRY OF HOME AFFAIRS

Output 13 Citizenship Bill 2010 submitted to Parliament	Outcome 13 Legal framework in line with the country's Constitution
Output 14 International Organisation for Migration (IOM) Membership	Outcome 14 International Organizations affiliation
Output15 Distinctive personal identification cards for foreigners	Outcome 15 Personal identification distinguished for foreigners



Hon. Pastor Lindiwe Dlamini
Minister of Housing & Urban Development

MINISTRY OF HOUSING & URBAN DEVELOPMENT

May I begin by stating that my Ministry commenced its 2008-2013 programmes with a clear mandate of the business unusual approach adopted by His Majesty's Government to improve the lives of the citizens through service delivery and community empowerment.

My ministry's main mandate is to create an enabling environment through policy and legislation within the housing and urban development sector during the 5-year period. My ministry also managed to facilitate development and improved service delivery in our sector through policy,

governance and infrastructure development. Major highlights worth mentioning in my portfolio is the sourcing of budget support from the World Bank to undertake the Swaziland Local Government Project (SLGP), which seeks to strengthen the local governments' institutions to be able to deliver the services at local level. My ministry also acted proactively to His Majesty King Mswati III's pronouncement of the institutional housing programme for civil servants which is currently at implementation phase backed by private funding.

Major highlights in the urban local sphere of government is the construction of health facilities in Mbabane, Manzini and Matsapha which have brought basic and affordable health services close to communities and the success of Urban Local Government elections. In terms of infrastructure, gravel roads were upgraded to tarred roads, roads expansions and the construction of major bridges alleviating traffic congestion especially in Mbabane. Due to increased development in the country, my ministry experienced increased demand for the fire and emergency services which required that we are on high alert 24 hours to protect the lives of the citizens and their investments from fire and other emergency situations.

I am grateful to Their Majesties for the honour to serve in His Majesty's Government, and to the Ministry staff, PPCU, Cabinet and Parliament for the amazing support they provided me from the time I assumed office in 2008.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 Sectional Titles Amendment Bill produced and submitted to Parliament for debate and approval.	Outcome 1 - Empowered citizens through affordable shelter and properties as more semi-detached housing stock can be purchased in single units at affordable rates. - Stimulated economic growth in the housing market as the business sector can buy and sell units in complex buildings and high storey buildings.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF HOUSING & URBAN DEVELOPMENT

Output 2 Draft Residential Tenancy Bill produced and awaiting stakeholder inputs.	Outcome 2 - Ensured welfare and good relations between landlords and tenants in the housing sector. - Monitored and ensured amicable dispute resolution between landlords and tenants.
Output 3 Sectional Titles Regulations produced and awaits approval of the Sectional Titles Amendment Bill by Parliament	Outcome 3 Smooth implementation of the Sectional Titles Act and enhanced accessibility to housing.
Output 4 Draft Fire Service & Rescue Bill produced and at stakeholder consultation stage	Outcome 4 - Improved efficiency in the operations of the Fire department. - Improved ability to respond to current challenges related to fire, risk and emergency services. - Improved and sustainable fire, risk and emergency services.
Output 5 Manzini and Mbabane parking by-laws developed, approved by Parliament and implemented during 2008-2013 period.	Outcome 5 - Enhanced accessibility of the central business areas of the municipalities and improved convenience to the public through efficient parking services. - Increased business activities within city centres.
Output 6 - Facilitated and conducted Urban Local Government Elections for 2012 and 21,441 people registered and participated in the elections. - Appointed and sworn in 2012-2017 Local Government Councillors. - Inducted and capacitated over 200 Councillors and Urban Local Authorities officials. - Advocated and encouraged increased women participation in the Urban Local Authorities' elections.	Outcome 6 - Enhanced democracy and public participation at local level. - Empowered the citizens through governance and democracy to direct their own affairs and development at community level. - Enhanced gender equality. 40% of the registered participants were women.
Output 7 650 buildings site inspections carried out in urban and public areas.	Outcome 7 - Ensured safety and good health standards for human occupation. - Enhanced compliance and properly planned human settlements.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF HOUSING & URBAN DEVELOPMENT**

Output 8 • 37 Townships development applications were received • 12 Townships approved • 13 Townships approved with conditions • 7 Townships deferred • 5 Townships denied	Outcome 8 • Increased availability of serviced plots for development of quality housing. • Improved economic growth rate through income generated from property investment in the housing sector.
Output 9 836 Building plans applications received and 708 approved.	Outcome 9 • Increased safe and habitable human settlements in the urban area. • Increased economic activities and investment in the housing sector.
Output 10 Ministry assisted with tendering and implementation of 19 capital projects in Ngwenya Town Board, Mankayane Town Board, Hlathikhulu Town Board, Vuvulane Town Board and Lavumisa Town Board during the 2008-2013 period.	Outcome 10 • Enhanced service delivery through improved quality of life, security, investment climate, as well as the broader socio-economic viability at local level entities. • Ensured value for money and job creation at the local level.
Output 11 11 Civil Servants seconded to serve in the Urban Local Authorities (ULA's) during the 2008-2013 period.	Outcome 11 • Strengthened local government institutions through capacity and improved service delivery at community level.
Output 12 • Mhobodleni and Magindaneni areas gazetted and declared controlled during the 2008-2013 period. • Sikhuphe Area declared controlled. • Buhleni Area declared controlled.	Outcome 12 • Improved properly planned and serviceable human settlements for improved living conditions. • Improved governance. • Improved service delivery and development at community level.
Output 13 Malkerns area gazetted and declared a Town.	Outcome 13 • Enhanced properly planned and sustainable local economic development. • Efficient and optimal land utilization.

MINISTRY OF HOUSING & URBAN DEVELOPMENT

Output 14 One town Planning Scheme produced and approved, while 6 still at development stage. • Ngwenya Town Planning Scheme developed and approved by the Board and Ministry. • Piggs Peak, Siteki, Nhlangano, Matsapha, Manzini and Ezulwini Town Planning Schemes being developed.	Outcome 14 • Enhanced Economic development at local level through properly planned and designated economic activities.
Output 15 • Infrastructure development and upgrading in the Urban Local Authorities: • Mbabane:Constructed the Industrial Site-Extension 3 link Bridge. • Reconstructed the Mahlokohla Road-Msunduzi Road Bridge. • Installation of Fonteyn High masts. • Construction of Nkwalini Health and Social Centre. • Sealing of Mkhiwa and Mkhaya (Checkers) roads, Indingizi road and Kent Rock road. • Rehabilitation of Gwamile Street. • Produced designs for the rehabilitation of Sheffield Road. • Manzini: Upgraded Althea Road, Tenburgen road, Stanley road and Lugaganeni road, • Constructed Extension 7 (Wilmer Park) road. • Upgraded St Michaels road and Sterksroom road. • Rehabilitated the landfill facility. • Developed 200 residential plots at Mkhosi Township. • Matsapha: Re-constructed the culvert bridge at King Mswati III West road. • Upgraded the MR 103-Mahhala Intersection roads. • Upgraded Landfill facility. • Constructed the Civic Centre (Admin Block). • Ezulwini: Upgraded Spintex road and Loop Road Phase I. • Completed designs for Medsun and Guava/Gallery road. • Constructed Market stores for Vendors at Midway.	Outcome 15 • Enhanced Local and Foreign Direct Investment attraction through infrastructure development and improved services delivery at local level. • Improved living conditions of the citizens in urban and other areas of the country. • Improved environmental protection and sustainable development.

Output 16 • 110 plots developed and serviced with infrastructure at Vuvulane Township. • 330 plots developed and serviced with infrastructure at Mhobodleni Greenfield site.	Outcome 16 • Improved living conditions of Low Income Group of people through land ownership, water & sanitation, electricity and access roads. • Enhanced land ownership and shelter for Low Income Group of people in informal settlements.
Output 17 • 444 plots developed and serviced with complete infrastructure at Nkhanini Township, Nhlangano. • 133 plots developed and serviced with complete infrastructure at Woodlands Extension I Township, Mbabane. • 27 plots developed and with complete infrastructure at Thembelisha, Ezulwini.	Outcome 17 • Enhanced land ownership and property ownership for Mid-High Income Group of people. • Enhanced land ownership and property ownership for Mid-High Income Group of people. • Increased economic activity in the housing and community amenities sector.
Output 18 • Constructed 64 rental housing stock at Embangweni, Mbabane. • Constructed 41 houses at Woodlands Extension I for purchase for middle-high income group of people. • Developed project proposal for Institutional Housing for civil servants under essential services providing departments and presented to private funders.	Outcome 18 • Increased availability of rental accommodation for Mid-High Income group of people. • Enhanced property house ownership for Mid-High Income group of people. • Increased economic activity in the housing and community amenities sector. • Improved welfare of civil servants for essential service Government agencies through provision of staff houses in the four regions of the country. • Projected 5,500 job opportunities in the construction industry.
Output 19 • Developed the project proposal for the Swaziland Local Government Project (SLGP) for capacity building and infrastructure development. • Coordinated and facilitated the acquisition of E240 million budget supports from the International Bank for Reconstruction and Development (IBRD) loan.	Outcome 19 • Strengthened and sustainable Local Government institutions. • Improved community amenities. • Improved financial stability, good governance, admin efficiency • Improved project execution and service delivery. • Improved public participation, transparency and accountability. • Annual performance-based incentive grants for infrastructure development.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF HOUSING & URBAN DEVELOPMENT

Output 20 - Established digital communication system for countrywide connection. - Procured firefighting, emergency & rescue equipment as indicated below: 6 Specialized Firefighting vehicles 5 Scuba diving gear 89 fire hoses 4,926 items of protective clothing 128 foam and quantities of drugs	Outcome 20 - Increased protection of life and property of citizens. - Improved safety and security of citizens.
Output 21 Established digital communication system for countrywide connection.	Outcome 21 - Improved efficiency in the Fire Services Department. - Improved fire prevention services. - Improved emergency response services. - Ensured safety of firefighters.
Output 22 150 fire-beaters (small firefighting equipment) distributed to fire prone communities. Benefitted communities are: Piggs Peak, Ndzingeni, Madlangemphisi, Timphisini, Mankayane, Nsingizini Army Barracks and Ntfonjeni.	Outcome 22 - Improved fire protection and safety services at community level. - Minimized impact of fire.
Output 23 123 fire prevention awareness education sessions conducted in 4,258 rural communities and urban business establishments. 305 individuals from private business establishments trained in fire evacuation. 131 Firefighters trained in firefighting and rescue.	Outcome 23 - Improved fire awareness at community level. - Improved fire safety for the public. - Improved skills in fire prevention and firefighting - Improved fire safety at workplaces.
Output 24 - Three Fire Prevention Associations established in communities around Mhlambanyatsi Forest, Shiselweni Forest and Piggs Peak Forest. - One Cross-Border Fire Prevention Technical Committee established through collaboration with the Republic of South Africa.	Outcome 24 - Improved fire prevention and fire safety for business establishments. - Improved fire prevention and fire safety for citizens at community level. - Improved fire security and safety of investments and property in the country. - Improved local and foreign direct investors' confidence.



Hon. Winnie Magagula
Minister of Information,
Communication & Technology

MINISTRY OF INFORMATION, COMMUNICATION & TECHNOLOGY

The Swaziland Government is committed to prioritize ICT's as a vehicle for driving socio-economic development. Through the Ministry of Information, Communications and Technology, the present Administration has accomplished the following;

Policy Environment

In this area we have moved in leaps and bounds to set the environment to be conducive for major developments in the ICT sector. The Digital Terrestrial Migration policy, Science, Technology and Innovation

Policy, Public Service Announcement Policy, National Records Management Policy are some of the policies that are now in place.

Service Provision

A number of systems have been developed to enhance Government service provision. These include amongst others the OVC Management System, Electronic Fuel Management System, Poverty Alleviation Management System, and the Automated Finger print Identification System (AFIS). SBIS has introduced new radio formats to improve the production and storage of programmes. SPTC has invested in the appropriate infrastructure to realize bandwidth availability and reliability. Also the introduction of the 3G network has ensured high speed internet throughout the country. The Automation of library services has improved accessibility to information.

Human Resource Development

Human capital remains one of the imperatives in the development of any economy. The Ministry through Computer services has established one Computer training centre at Mbabane Fire and Emergency Services to ensure computer literacy in the civil service. This training programme has to be mandatory for all officers as we plan to attain the first world status.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 A new look and functionality-improved and efficient Swaziland Government website developed and placed at the public domain for use.	Outcome 1 • Access to government information on the new look website greatly enhanced • Online business to some government ministries introduced. • Placing of information on government activities like government tenders on the website made easy. • Security of website enhanced

Output 2 Updated legislative framework: 2.1 Swaziland Communications Commission Bill 2010 developed and submitted to Parliament. 2.2 Electronic Communications Bill 2010 developed and submitted to Parliament. 2.3 Books and Newspaper Bill 2010 developed and submitted to Parliament. 2.4 Swaziland Broadcasting Bill 2010 developed and submitted to Parliament. 2.5 Swaziland Broadcasting Corporation Bill 2010 developed and submitted to Parliament. 2.6 National Archives and Records Management Bill 2010 developed and submitted to Parliament. 2.7 The Royal Science and Technology Parks Bill has been developed and later promulgated into law. and to establish the Royal Science and Technology Park Corporation 2.8 Media Commission Bill 2010 was developed.	Outcome 2 2.1. The Bill seeks to establish a regulatory authority for the communications sector 2.2. The Bill seeks to provide the licencing regulatory mechanisim for the communications sector 2.3 The Bill seeks to review and to ensure protection of business community and general public from unofficial publications. 2.4. The Bill seeks to provide a regulatory framework for broadcasting in the country. 2.5. The Bill seeks to establish Public Broadcasting entity. 2.6. The Bill aims at setting acceptable standards of management and care of Government records. 2.7. The Act provides for the establishment of the Royal Science and Technology Park 2.8. The Bill seeks to create a plausible, accessible, and impartial body for the review and processing of public complaints arising from printed publications.
Output 3 Three Policies and one Policy Implementation Plan for the information and Communications sector have been developed: 3.1 Government Communication Policy developed, approved by Cabinet and is operational. 3.2 Swaziland Digital Terrestrial Television Migration Policy developed and approved by Cabinet for operationalisation. 3.3 Draft Film and New Media Policy Discussion Paper produced. 3.4 National Information and Communication Infrastructure (NICI) Strategy developed and approved by Cabinet.	Outcome 3 3.1. The Policy provides for proper and appropriate handling of Government information. 3.2. The policy seeks to migrate all analogue terrestrial television to digital television by June, 2015. 3.3. The draft Policy will seek to create self-employment, job-creation and competitive standards within the industry. 3.4. The implementation provides a road map for the programmes and projects under ICT that will be deployed by the country for the next four years.

Output 4 A total of Six (6) new electronic systems developed for Management: 4.1. Electronic Fuel Management System of fuel consumption, and expenditure control on CTA related charges was implemented 4.2. Poverty Alleviation Electronic Management System was developed for an improved Management of Loans and Repayments for the Poverty Alleviation Fund. 4.3. Orphaned and Vulnerable Children (OVC) Management System Electronic Management OVC records and payment processing improved. 4.4. An Electronic Personalized Registration Management System Efficient administration and management of personalized registration numbers reliable and efficient. 4.5. International General Certificate of Secondary Education (IGCSE) Examination Electronic Registration System of IGCSE students and Processing of Results was developed and operationalized. 4.6. Police Vehicle Clearance Management System Integrated and secured Motor Vehicle Police Clearance processing.	Outcome 4 Improved computerised information systems and management controls achieved in respect of fuel, poverty alleviation, orphaned and vulnerable children, personal registration, police vehicle clearance management.
Output 5 Govenment Computer network expanded to rural areas / service centres: 5.1 Areas comprising Sihlutse, Sophofaneni, Luve and Matata have been connected and Enrolment for Travel Documents, National Identity card, Births, Marriages and Deaths registration; Revenue service decentralized and available at the said places. 5.2 Mbabane, Sihlutse, Nhlangano, Siteki and Manzini veterinary offices are now connected	Outcome 5 5.1. Easier access for public to Government services 5.2. Connection to a better management system for tracking of live stock movement

Output 6 Eight (8) computerized government systems have been enhanced; these are scholarships, Government Accounting System, Motor vehicle system, Deceased Estate, Guardian Fund, Income Tax, Workflow Manager and Fingerprints Livescan and Mugshot. 6.1 A Scholarship Management System for Government scholarship Administration has been improved 6.2. Government Accounting System of payments to Suppliers made more secure and faster 6.3. The Motor Vehicle Registration System Registration process and issuance of Road Transport Permit improved. 6.4. Deceased Estates Management System of the deceased estates and processing of payment beneficiaries has been improved. 6.5. Guardian Fund Management System and monitoring of the Guardian Fund improved. 6.6. Income Tax / customs system (readiness for SRA) and hosting of continuous availability of services to Taxpayers and Traders during the transition of Income Tax Department and Customs & Exercise Department into an agency (SRA) has been improved. 6.7. Workflow Manager System Processing of National Identity Cards and Travel Documents has been made reliable and efficient. 6.8. Fingerprints Livescan and Mugshot Registration/Identification of inmates has been improved	Outcome 6 6.1. Greater efficiency in scholarships data processing 6.2. More efficient transaction processing; corruption minimised 6.3. Improved permit processing 6.4. Faster settlement of deceased estates 6.5. Faster and more accurate data processing 6.6. Services made available throughout transition 6.7. More efficient and reliable processing 6.8. Service now more accurate and secure.
Output 7 7.1 Infrastructure at Computer Services has been upgraded and migrated from Exchange 5.5 and Windows NT4 to Exchange 2008 and Active Directory	Outcome 7 7.1. Communication services improved and government email accessible anywhere; improved security and network throughput

Output 8 Capacity building and human resource development undertaken 8.1 Eight (8) officers enrolled for training during the reporting period. 8.2 Established one Computer Training centre at Mbabane Fire and Emergency	Outcome 8 8.1 Skilled personnel and service delivery improved. 8.2 ICT literate public servants and improved service delivery.
Output 9 Support services to various departments utilizing electronic technology implemented 9.1. Central Automated Finger Print Identification System (AFIS) Upgraded	Outcome 9 9.1. Processing of finger prints improved, delays for National Identity Card printing and issuance reduced.
Output 10 The signal coverage upgraded: 10.1 Eight [8] obsolete transmitters replaced with new ones; 10.2 Twelve (12) transmitters repaired, and four (4) transmitter stations refurbished at Sidvokodvo, Manzini, Ntondozi and Maqudulwini. Three (3) new transmitters for Manzini, Ntondozi and Hlathikhulu stations installed and commissioned	Outcome 10 Signal coverage by the SBIS of the country upgraded from 65% to 98% on a 24hrs service basis; signals from studios to the transmitters became perfect, thus giving listeners better sound quality; 95% the whole country now receives uninterrupted radio signals throughout the day
Output 11 New programme schedule formulated: 11.1 New radio formats introduced 11.2 Music reduced to about 10 hours per day from 16 hours 11.3 Convergence of technologies adopted	Outcome 11 11.1 Production of programmes improved; cutting down production time; improved storage of programmes. 11.2 Listeners are getting a wider variety of issues, with more in-depth analysis 11.3 There is increased interactivity between the broadcaster and the public, through convergence e.g. SMS, social networks, e-mailing, phone-in etc

Output 12 Preserving public records and promoting awareness of archives and records management services; and ensuring the proper management of all public records 12.1 52 radio programs, 4 exhibitions, 52 newspaper articles published, 1500 books accessioned and 978 researchers attended.	Outcome 12 12.1 Broader and deeper awareness of the general public on the importance of archives and improved records management practices in Government ministries.
Output 13 Setting acceptable standards of management and care of government records: 13.1 15 Registry officers trained at Certificate level in Archives and Records Management 13.2 Clerical cadre transferred from the Ministry of Public Service to the Ministry of Information, Communications & Technology 13.3 Two (2) sensitization workshops for both clerical cadre and Principal Secretaries on Integrated Records Management and Electronic Document and Records Management Systems.	Outcome 13 Towards achievement of universal access to information in accordance with the provisions of the Swaziland Constitution through integrated records management reforms in the public sector and increased archives outreach programs.
Output 14 A significantly heightened awareness of the importance of records management and archives as well as increased access to the national archives 14.1 One (1) workshop on disaster preparedness for archives and records management held 14.2 46 Registry officers trained at Certificate level in Archives and Records Management	Outcome 14 Towards achieving universal access to information in accordance with the provisions of the Swaziland Constitution through integrated records management reforms (aligned to ISO 15489) in the public sector, professional training and archives outreach programming.

Output 15 A professional and standard management and care of all records and archives in the Swaziland Government 15.1 Revised Records Management Procedures Manual produced 15.2 National Records Management Policy (NRMP) developed 15.3 Draft Report on the Electronic Document and Records Management System (EDRMS) Feasibility Study compiled.	Outcome 15 15.1 To ensure all records managers adhere to best practices in all Government Registries. 15.2 To guide the development of the records management within Government 15.3 Towards making archival materials available in electronic formats to avoid loss of historical evidence and materials.
Output 16 Automation of library services centres in the country 16.1 16 libraries connected to the Internet	Outcome 16 Internet connectivity in the 16 libraries has increased access to current information to the public by 20%; access to global markets for entrepreneurs by 20%
Output 17 Promotion of life long learning 17.1 129 School libraries established and 316 Teacher-Librarians trained on basic library and information management skills 17.2 15 Information corners established at Tinkhundla centres 17.3 2 Disability corners established in the Manzini and Mbabane Public Libraries 17.4 5 World Book and Copy Right Day Celebrations 17.5 2 Digital Opportunity Centers (DOC) established in the Manzini and Mbabane Public Libraries and 1330 members of the public trained on computer literacy skills	Outcome 17 17.1 Improved research skills of learners and increased pass rate 17.2 Sustainable livelihoods of the rural communities 17.3 Improved standard of living for people living with disabilities 17.4 Increased literacy rate among the Swazi populace 17.5 Empowerment of citizenry with computer literacy skills, bridging digital divide and increasing job opportunities

Output 18 Increase internet bandwidth availability and reliability in Swaziland 18.1 The SEACOM undersea cable (310Mbps) connected via TDM in Mozambique to link to cheaper data and connectivity services. 18.2 One protection of ongoing data interconnects done via a second link with Telkom SA through Lavumisa. (155Mbps)	Outcome 18 18.1 Reduced costs of internet services in Swaziland for both retailers and the end consumer, enabling Swaziland to move towards competitive prices for data services. 18.2 Improved speeds and numbers of customers has been achieved without reducing quality and service availability.; Internet and telephone service to and through South Africa has improved, resulting in better customer experience.
Output 19 Fixed telephony services extended to previously unserviceable customers, by providing capacity for a telephone line for every household. 19.1 The CDMA network deployed to 80 base stations around the country to provide fixed wireless services (telephone and data) to 58,000 customers whose landline service was terminated due to obsolete equipment or were never provided due to difficulty of access to customers. 19.2 A Fixed Terminal installed to provide both data and voice services to 4000 customers countrywide. 19.3 WIMAX service provided countrywide through fifteen base stations in Mbabane, Manzini, Matsapha, Nhlangano and Simunye.	Outcome 19 19.1 Increased number of people with cheap access to telephone services and thus stimulate economic growth. 19.2 More customers who did not have access to high speed data can now access it via the fixed wireless terminal. 19.3 Even more improved high speed data through fixed wireless terminals enabling schools, businesses and colleges to access higher speed data even in the absence of telephone lines.
Output 20 Extend ADSL services to all exchanges via UA5000. 20.1 17 systems upgraded from UMUX to UA5000 20.2 34 exchanges had UA5000 installed	Outcome 20 20.1 To enable customers to now access ADSL services (64 customers per system) 20.2 To enable exchanges to provide ADSL to customers resulting in 3000 possible connections

Output 21	Outcome 21
21.1. 3G license, TV white space broadband communications temporary license and a Radio Broadcast license has been granted. 21.2. Tests being undertaken towards the introduction of TV white space technology aimed at providing free internet connectivity to High School	21.1 Public now enjoying the benefits of high speed internet through the introduction of the 3G network; 21.2 The radio license issued will see for the first time the introduction and operation of a radio new station at a national level.



Hon. Chief Mgwagwa Gamedze
Minister of Justice & Constitutional Affairs

MINISTRY OF JUSTICE & CONSTITUTIONAL AFFAIRS

PREFACE

I would like to extend my profound gratitude to His Majesty the King for affording me the opportunity to serve as the Minister for Justice and Constitutional Affairs. My appreciation is also extended to His Excellency Dr Sibusiso Barnabas Dlamini,

His Deputy Hon. Senator Themba Masuku and the entire Cabinet for working tirelessly to improve the delivery of services to the nation. I also commend the Heads of Departments, Commissions and the entire professional staff for their valuable inputs towards making our targets a reality.

Despite the fiscal and other challenges experienced in the past five years, the legislative framework was reviewed in a bid to align it with the Constitution. Access to justice has been enhanced as the number of judges and other judicial offices were increased, more courtrooms were established and the welfare of judges was improved as a compound of judges' houses was constructed. The establishment of the Human Rights Commission has contributed towards the elimination of human rights related violations and setting up the case management system goes a long way towards reducing the backlog of cases and actually providing a paper trail of each and every case. The Ministry is determined to further ensure the full realization and fulfillment of its performance targets.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Strategy Output 1 _Produced strategic plan for the Ministry to coordinate all departments, commissions and state organs that fall under the Ministry in terms of Legal Notice No. 25 of 2009.	Outcome 1 A well coordinated approach of the departments and Commissions has improved the standard of service delivery.
Directorate Of Public Prosecutions Output 2 2.1 Identified 345 outstanding serious crimes cases and of these cases 204 (59%) were completed 2.2 Established Sexual Offences Unit and secured the appropriate facilities at Mbabane and Nhlangano Magistrate Court; Unit focuses on violent and	Outcome 2 2.1 Justice provided to the victims of all cases resolved judicially 2.2 Victims have access to requisite facilities; can state case freely without intimidation; operation of facility has speeded up and humanized rape investigations, and also developed accurate data collection. 2.3 Specialized/qualified personnel in this

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indecent offences against women and children 2.3 Officers in Sexual Offences Unit given special training.	field thus improving the investigation and prosecution of rape cases.
Attorney-General Output 3 3.1 100% of the corpus was audited. 3.2 Identified legislation that need review in order to realign them with the Constitution and International Treaties 3.3 Over 91 Bills reviewed and/or drafted.	Outcome 3 3.1 The legislative framework is improved towards aligning it with the Constitution. 3.2 The public now enjoys some of the rights provided for in the Constitution, crystallised through a number of cases brought before appropriate bodies by complainants defending their rights. 3.3 Increased number of legislation compatible with the Constitution and International Instruments. For example, the Children's Protection and Welfare Act, Sexual Offences and Domestic Violence Bill and CEDAW.
Human Rights Output 4 4.1. Established the Commission on Human Rights and Public Administration 2009. 4.2. Raised awareness and monitored possible violations of human rights.	Outcome 4 4.1 Body available to public in respect of alleged human rights related violations. 4.2 Enhanced understanding and awareness of human rights; aggrieved can instigate litigation to enforce their rights – e.g. the case of Doo Aphane versus the Government, and many
Estates Output 5 5.1. Supervised the administration of deceased and insolvent estates. 5.2. Computerization of deceased's estates and registration of wills. 5.3. Dissolution of estates increasingly finalized within the prescribed 6 months. 5.4. A system now in place that ensures	Outcome 5 5.1. Eased the backlog in the dissolution of estates matters. 5.2 Reduced rate of the loss and disappearance of vital documents. 5.3 Empowerment of beneficiaries to appoint their own executors leading to the speedy dissolution of Estates. 5.4 Increased efficiency in the process of executing

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letters of administration are issued within 3 months of registration of an estate	deceased estates.
Master Of High Court Output 6 6.1 Decentralized the office of the Master of the High Court; now operating in Manzini, Siteki and Hlathikhulu; office rehabilitated at Nhlangano; weekly visits to all other regional forums.	Outcome 6 6.1 Easier access to the Office and services of the Master of the High Court.
Elections And Boundaries Output 7 7.1 Extensive voter education carried out in various Tinkhundla areas, Chiefdoms and on Radio. 7.2 Published 2008 National Elections Report 7.3 Developed an Action Plan for civic and voter education 7.4 Established a credible voters' register to cater for bye-elections 7.5 Personnel trained through internal and external capacity building. 7.6 Tinkhundla Boundaries reviewed, mapping of coordinates completed. 7.7 Reviewed the Voter Registration Bill, Elections & Boundaries Commission Bill, Elections Expenses Bill, Parliament (Petition) Bill and the Senate (Elections Bills).	Outcome 7 Public has clear understanding of Voter rights and processes; Increased participation of the electorate in electing their representatives thereby strengthening and deepening democratic governance in the country; Increased and confident voting in by-elections that were conducted for Indvuna yenkhundla and Bucopho at Nhlabeni, the Chiefdom of Mzaceni, Sigombeni and Mahlalini.
Output 8 8.1 Produced the Universal Periodic Review (UPR) Report which was approved by Cabinet and the UPR Council of Ministers; 129 recommendations were made, 75 were supported before the working group and 54 were considered later on; of the 54, 35 were later supported in the adoption of the report in March 2012	Outcome 8 8.1. Culture of state reporting and self reflection as the Government is then reviewed by its peers internationally and globally.

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Courts And Court Roll Management Output 9 9.1. Nhlangano Magistrate Court constructed with four court rooms with capacity of up to 100 persons.; new magistrate courtrooms constructed at Piggs Peak. 9.2. Number of Supreme Court Judges increased from 5 to 9, High Court Judges from 7 to 11 and Magistrates from 15 to 24; High Court rehabilitated, with one courtroom added. 9.3. Weekend courts introduced for traffic offences. 9.4. Magistrate Court Act amended 9.5. 5 x 4-bedroom houses constructed for the Chief Justice and other judges of the High Court.	Outcome 9 9.1. Improved and enhanced access to justice as more cases are dealt with in different courtrooms and more people are accommodated. 9.2. Backlog of cases reduced 9.3. This arrangement facilitates the fast resolution of traffic cases thus easing the backlog of cases. 9.4. Increased the jurisdiction of Magistrates with regards to fines and sentencing thus reducing the influx of cases remitted to the High Court due to the limitation of the Magistrates jurisdiction. 9.5. Improved the welfare and living conditions of Judges thus positively reflecting on service delivery.
Output 10 10.1 An Integrated Enterprise System for the Criminal Justice Stakeholders. 10.2 Secured Digital Radio Communications in all Correctional Services facilities. 10.3 Installed the Remote Remand System in Mbabane and Manzini Magistrates Courts which provides a video conferencing facility between correctional centres and magistrates courts. 10.4 Installed the case management system at the High Court.	Outcome 10 10.1 Programme introduces certain efficiencies in the activities of stakeholders using information technology and thereby addresses some of the shortcomings in the justice system value chain. 10.2 Improved efficiency in carrying out operations and reduced cost of communication. 10.3 Reduced cost of transport with regards to bringing prisoners awaiting trial to court for remand. 10.4 There is now an automated process of managing a case from inception until finalization which improves accountability on the different stages a case may be at.

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Anti-corruption Commission Output 11 11.1 A total of 42 substantial cases investigated and referred to the DPP's Office by 2013; all allegations investigated in a prompt, thorough and fair manner 11.2 More than 13 Lifestyle Audits conducted. 11.3 Prevention of Corruption Act, 2006 amended. 11.4 Established a prosecutor-led task force to investigate and prosecute complex cases of corruption.	Outcome 11 11.1 Justice served through greater efficiency; deterrent created 11.2 The Public increasingly aware that ACC pursuing the corrupt through various practical approaches 11.3 Enhanced legislative framework as the Act was amended based on the problems encountered on the ground. 11.4 Improved coordination achieved between different agencies involved in fighting corruption.
Output 12 12.1 25% of public service policies, procedures and regulations relating to public servants reviewed. 12.2 Conducted National Corruption Perception Survey. 12.3 Developed a National Anti Corruption Policy 12.4 Lobbied ratification of International Instruments on corruption.	Output 12 12.1 Improved corruption prevention processes within public service. 12.2 The findings of the survey play a crucial role in informing the programmes of the ACC and subsequent activities are then spot on. 12.3 The Policy enhances multi-stakeholder action against corruption. 12.4 The United Nations Convention Against Corruption was ratified by Parliament.
Output 13 13.1 Public Education programme designed and a total of 60 interactive Education programmes conducted. 13.2 Multi-media programme designed and launched 13.3 A multi-media programme was put in place. 13.4 Anti Corruption Clubs established in schools; Anti Corruption Curriculum designed and developed for primary schools; Incorporation of messages in other subjects is at pre-testing stage.	Outcome 13 13.1 Substantially enhanced public awareness of an estimated 25 000 people on site of the dangers of corruption and improved quality of reports received. 13.2 Over 90% of the population benefit from the multimedia with anti corruption messages. 13.3 Public awareness of corruption has been enhanced as about 12500 pupils are estimated to have been reached. 13.4 Pupils in lower primary school are better acquainted and alive to corruption challenges.

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CORRECTIONAL SERVICES	
Output 14 14.1 Provided security enhancements (CCTV, Dogs Unit, Mounted Unit, Biometric Access Control); workshops and perimeter fencing	Outcome 14 14.1 Secure and safe custodial arrangements, reduced escape rate to 0.18% of the average prison population
Output 15 15.1 Purchased 15,000 jerseys, 7,500 blankets, 3,000 sleeping mats, 2,800 sneakers, 9,000 T shirts, 2,700 safety boots, 4,000 rainsuits, 850 gum boots and 3,000 coveralls 15.2 6,400 units of uniform for officers and offenders were sewn in-house 15.3 Inmates fed substantially from Correctional Services farm and garden produce, reducing costs and providing inmates with meaningful activity	Outcome 15 • Humane detention arrangements in all Correctional Centres: • Clothing – 93% of offender population received full clothing package on admission by 2013 • Food – 100% of offender population received three meals a day
Output 16 All convicted offenders taught and counselled on HIV and AIDS and general hygiene issues: • 15,000 inmates tested for HIV • TB screening done for 12,000 inmates • 3,500 inmates enrolled on pre-ART • 1,000 inmates enrolled on ART • 100 treated for TB, 4,500 received CD4 count monitoring 545 expert clients trained • Comprehensive medical check-ups done on all offenders admitted	Outcome 16 Informative and protective programme to reduce number of new infections and treatment regime established for large numbers of inmates with HIV
Output 17 17.1 9,630 offenders involved in psycho-social programme 17.2. 1,134 inmates taught on vocational skills 17.3. 1,654 offenders enrolled in education programmes	Outcome 17 Comprehensive programme of rehabilitation sustained, with 49% of convicted prison population involved in programme

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Output 18 18.1 Reintegration support given to 1,335 offenders in Social Reintegration Programme, extended to 51% of convicted offender population	Outcome 18 Effective reintegration support given to 100% of offenders within 6 months of release date
Output 19 19.1 Produced 101 MT of maize, 1.55 MT of beans; 1025 MT of vegetables, 218,000 broilers, and 8.11 MT of other crops, and 138,000 litres of milk	Outcome 19 Established 50% self-sufficiency in food requirements
Output 20 Six blocks of flats constructed at Correctional Centres at Matsapha, Mbabane, Malkerns and Big Bend; four semi-detached houses built at the Correctional Services Staff College	Outcome 20 Staff accommodation shortage reduced substantially



Hon. Lutfo E. Dlamini
Minister of Labour & Social Security

MINISTRY OF LABOUR & SOCIAL SECURITY

The Ministry's mandate is to create, maintain and improve an environment for labour protection, employment facilitation, social protection and social dialogue promotion to foster economic growth and social justice.

Compliance with labour laws improved by 30%; mainly due to the 10656 general inspections and 1259 occupational, health and safety inspections during the period.

The National Steering Committee on Social Dialogue and the appointment of the National Social Security Technical Working Group, and Institutional Working Teams and Technical Working Teams are some of the key outputs of the first ever Decent

Work Country Programme signed by Government and Social partners.

The Labour Force and Wages surveys provided updated labour market information. 3294 artisans and 320 people with disability were empowered with vocational skills, 5897 new pre-service tertiary education scholarships were awarded; and 23977 work permit applications scrutinised.

Consultations commenced at the regional and Tinkhundla levels and with the South African Government and other agencies on mineworkers and ex-mineworkers' issues. Refunds from Mine Provident Fund claims are being released.

The process to convert the Swaziland National Provident Fund (SNPF) to a Pensions Fund is well underway. A E3,000 Funeral benefit to members was introduced. Service delivery improved by opening an additional office in Matsapha.

The Conciliation, Mediation and Arbitration Commission (CMAC), improved access to its services, through the CMAC website, issuing publications; and opening an office in Matsapha. Overall, enquires have increased from 500 in 2008 to 4,000 in 2013.

Focussed on areas with labour malpractice such as labour brokers, security industry etc. Regulation framework to deal with labour brokers in the country, being developed.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Department Of Labour Output 1 1.1 Industrial Relations Act amended and promulgated into Law in 2010 1.2 Employment Act reviewed and proposed amendments published as Bill N0,10 of 2012 1.3 The following OSH Regulations were drafted:	Outcome 1 1.1 &1.2 Enhanced workers rights which include the right to organize, right to organize and collective agreement. 1.3 OSH Regulations: Enabled the OSH inspectors as well as the technical Committees established in the different work places to inspect based on updated safety standards.

MINISTRY OF LABOUR & SOCIAL SECURITY

i- Occupational Safety and Health Authority (OSHA) Act ii- Safe Use of Chemicals Regulations iii- Elevator, Escalator and Passenger Conveyer Regulations, and iv- Vessels under Pressure. 1.4 Code of Good Practice on Protest and Industrial Action produced 1.5 Draft Amendment of SNPF Order 1974 1.6 Labour Inspection Policy 1.7 Wages Regulation Orders reviewed in all 18 industries to provide for basic minimum wages and better conditions	1.4 Social partners to have a common understanding of the procedures and operations of each party in conducting a protest action, regardless of the pending adoption of the same. 1.5 Allows Employers to back date their Membership Registration Retrospectively and to include Domestic Workers to be Contributing Members of the Fund. 1.6 Introduced the concept of integrated labour inspections to improve efficiency of inspections. Self inspection forms were introduced to establishments and workers and employers were educated on these forms. Internal inspections can now be undertaken by the workers and employers 1.7 Compliance with labour laws increased by 30% on average.
Compliance with International Labour Standards Output 2 2.1 ILO Reports submitted annually 2.2 AGOA reports	Outcome 2 2.1 These reports are scrutinized by the ILO Committee of Experts and the country is assessed on how it is complying with all the Conventions that it has ratified. 2.2 The Ministry participated in a joint AGOA Verification exercise in 2011, with officials from the American Embassy and the Ministry of Commerce, Industry and Trade. Five Textile Companies were visited. The facts gathered during this exercise provided additional input for assessing Swaziland's

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MINISTRY OF LABOUR & SOCIAL SECURITY

Output 3 3.1 10656 general inspections and 1259 occupational safety and health inspections conducted over five (5) years.	Outcome 3 3.1 Compliance has generally increased by about 30 percent over this period and work is carried out under better, safe and improved conditions of employment. Workers are now well versed of their rights and employers also aware of their obligation in terms of the law as the inspections are educational to both the parties.
Decent Work Country Programme Output 4 4.1 • Country assessment report drafted • The amendment of the Employment Act and the Industrial relations Act (See 1.2 above) • National Tripartite Committee on Social Dialogue established and functioning well. 0. • National Social Security institution with 3 funds to start up with, which include the Pension Fund, Health Insurance Fund and Workmen's Compensation Insurance Fund approved by Cabinet. • Draft National Policy on Workplace Wellness incorporating HIV and TB completed e • OSH Regulations: see 1.3 above. • Osh Day Celebrations were held in 2008, 2009, and 2010 focusing on a different theme each year.	Outcome 4 4.1 The first Decent Work country Programme was developed and adopted by social partners
Department Of National Employment Services Output 5 5.1 Rented New HRPD offices 5.2 HRPD Programme and implementation plan 5.3 Capacity Building Plans in Human Resource Planning 5.4 Developed the Human Resource Profile	Outcome 5 5.1 to 5.4 Enhanced Human Resource Development Programme (embracing planning, vocational training and rehabilitation & localization).

Output 6 6.1 Labour Force Survey 2007 and 2010 6.2 Employment and Wages Survey report for 2012	Outcome 6 6.1 to 6.2- Updated Labour Market Information through timely collection; processing, analysis and dissemination of the Labour Force Survey and the Employment and Wages Survey.
Vocational Rehabilitation and Localisation Output 7 7.1 Inspections: 692 routine and follow up training inspections were done. 7.2 Skilled Artisans: 3294 competent, qualified and skilled artisans empowered with Industrial and Vocational skills out of the 5156 who registered for formal training and informal competence assessment. (64%)	Outcome 7 7.1 to 7.2-64 % (of those who registered) Artisans, Trainees and Apprentices empowered in Industrial and Vocational Skills
Output 8 8.1 Scholarship Policy 8.2 Legislative reforms: A proposed Pre-Service Tertiary Education & Training Loan Act was drafted 8.3 Review of Scholarship Recovery system(ongoing) 8.4 Scholarship Awards: from the year 2010 to 2012, about 8575 local applications and 1062 international applications were received; bringing the total to 9637 applications received. Of these applications: 5729 local applicants were awarded and 168 international applicants were awarded, bringing the total no. of students awarded scholarships from 2010 to 2012 to 5897 Students. 8.5 An independent bank account 8.6 Scholarship accounting records brought up to date from 2000 to 2005	Outcome 8 8.1 The policy will enable the legislative reforms required for improved efficiency of the fund. 8.2 The ongoing work will assist in having updated legislative framework for scholarships together with accurate & up to date scholarship award & recovery accounting system in place.

Output 9 9.1 Infrastructure development in Nhlango 9.2 Trained and certified about 320 PWD in five years	Outcome 9 9.1 to 9.2-People with disabilities evaluated (on abilities and attitude towards work) and trained in suitable vocational trades for economic empowerment
Output 10 Enhanced the participation of locals in key positions in the labour market economy • Scrutinized 23977 applications of work permits • Conducted 228 training plan audits and 765 locals were found holding key positions • Conducted 605 localization inspections	Outcome 10 Ensured the maximum utilization of local manpower resources with about 765 locals found holding key positions in the private sector



Hon. Princess Tsandzile
Minister of Natural Resources & Energy

MINISTRY OF NATURAL RESOURCES & ENERGY

The Ministry of Natural Resources and Energy has significantly contributed to the overall sustainable National Development and Economic Growth over the reporting period. This is reflected in the improvement of the National coverage for potable water from 55% to 70% translating to over 90 000 beneficiaries. This has been made possible through the drilling of 997 boreholes and the installation of 250 hand-pumps. The other indicator for the significant

contribution to sustainable National Development and Economic Growth is reflected by the observable electricity coverage which was at 54% but has increased to 65% translating to 120 000 customers with a resultant increase in domestic electricity output from 55MW to 95MW.

The Ministry has also realized significant strides in the construction of Dams wherein the Lubovane construction was completed in the reporting period and a number of feasibility studies on anticipated dam sites are well under –way such as the eThemba Dam, Nondvo Dam and the Lower Maguduza Dam whose feasibility was completed. Over and above these glaring achievements 16 macro water schemes, Maguga Hydropower, 6 electricity substations, a reduction of water loss from 34% to 30% and the granting of five 5 mining licences have been achieved.

The progress that has been achieved fits well with His Majesty's vision of moving the Kingdom to the First World status. I am grateful to His Majesty the King, Her Majesty the Queen mother, Cabinet and all the Ministry's staff for encouraging me and ensuring that positive steps were taken.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Land Control Section Output 1 2,747 certificate of exemptions were issued.	Outcome 1 Enhanced ownership of residential land by citizens.
Output 2 130 applications approved for non citizens to own business land.	Outcome 2 Promotion of investment and job creation.
PROPERTY VALUATION SECTION Output 3 1,890 properties valued for rental, sale, compensation, asset transfer and ground rent.	Outcome 3 Facilitated public infrastructure development, equitable compensation to affected parties. Fair alienation of land to public.

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MINISTRY OF NATURAL RESOURCES & ENERGY

Deeds Registry Output 4 Deeds Registry (Amendment) Act, 2012.	Outcome 4 Alignment of the Deeds Registry Act, 1968 with the Constitution of Swaziland Act 2005 in relation to equality of person to own property and protection of property rights of women married in community of property.
Output 5 4,886 property transfers were registered over the period.	Outcome 5 Ownership of property for residential and commercial use to enhance investment in property.
Output 6 5,662 Bonds were registered.	Outcome 6 To provide security for debts. To capitalize and recapitalisation of business.
Surveyor General's Department Output 7 Over 130 Government Officials trained in GIS and Statistics over a period of 2008 – 2013.	Outcome 7 Empowerment of Government officials with required knowledge and skills in GIS Statistics and Database management.
Output 8 1,702 plots surveyed throughout the country over the reporting period.	Outcome 8 Increase in the available parcel of land for ownership to the public.
Energy Department Output 9 Establishment of Swaziland Energy Regulatory Authority.	Outcome 9 Electricity market liberalised with fair determination of electricity tariffs.
Output 10 Solar technologies installed at Matsapha High school, Matsapha Correctional Services, Bulembu Ministries, Mbabane Government Hospital Blood Bank.	Outcome 10 Technological and institutional innovations that lower the costs of obtaining and using energy services; knowledge and awareness on energy conservation and renewable energy technologies.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF NATURAL RESOURCES & ENERGY

Output 11 66 schools connected to electricity; 50,600 customers connected.	Outcome 11 National population coverage rate increased from 35% to 65%; improvement of rural living conditions; economic activities increased.
Output 12 Six electricity substations (Manzini North, Nkhaba, Lawuba, Mayiwane, Sithobela, and Madlangampisi) constructed and completed. Launched construction of Siphofaneni sub-station.	Outcome 12 Improvement of electricity supply quality and response time to customers in rural areas reduced.
Output 13 50 metres Wind and solar measuring mast installed at Tikhuba; Detailed designs for mini micro hydro power generation finalized at Mnjoli.	Outcome 13 Increased knowledge on locally available resources for alternative energy sources.
Output 14 45 institutional wood saving stoves constructed, 446 household energy saving stoves sold, 85 people trained on stove construction.	Outcome 14 Institutional and household energy saving technologies identified and promoted to conserve fuel wood.
Output 15 Fuel Pricing system established to calculate fuel prices locally.	Outcome 15 Strengthening of the petroleum sector regulation.
Output 16 Establishment of biogas digester at Lwandle.	Outcome 16 Benefit to community in accessing alternative energy sources.
Output 17 Establishment of a fuels laboratory.	Outcome 17 Ensuring quality of fuel consumed in the country.
Output 18 Increased generation capacity from 51MW to 95MW through Maguga Hydro power, Ubombo Sugar and RSSC.	Outcome 18 Increased energy security in the country.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF NATURAL RESOURCES & ENERGY**

Output 19 Biofuels feasibility study, strategy and action plan completed and pilot completed.	Outcome 19 Enabling environment created for energy investors.
Department Of Water Affairs Output 20 Extension of the Interim Incomati-Maputo water sharing agreement between Swaziland, South Africa and Mozambique.	Outcome 20 On-going transboundary cooperation on the sharing of the water resources of the Lomati, Komati, Usuthu and Ngwavuma rivers.
Output 21 Conclusion of the Progressive Realisation of the IncoMaputo Agreement (PRIMA) programme that was conducted by Swaziland, South Africa and Mozambique.	Outcome 21 An increased level of understanding of technical and institutional transboundary issues as the three countries move towards negotiating a comprehensive water sharing agreement as well as joint management of shared watercourses.
Output 22 Creation of the Department of Water Affairs in line with the Water Act, 2003.	Outcome 22 Increased efficiency and effectiveness in activities in the water sector.
Output 23 Establishment of five (5) River Basin Authorities in line with the Water Act, 2003.	Outcome 23 Increased participation of stakeholders in water resources management as well as improved monitoring of water use.
Output 24 Establishment of the National Water Authority in line with the Water Act, 2003.	Outcome 24 Improved policy and regulatory guidance in the planning, development and management of water resources.
Output 25 Completed the Water Resources Masterplan.	Outcome 25 Improved water resources planning and development.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF NATURAL RESOURCES & ENERGY**

Output 26 Completed the construction of Lubovane Dam.	Outcome 26 An additional 155 million m3 of water availed for irrigation and domestic use.
Output 27 Completed a feasibility study for the development of Ethemba Dam on the Mkhondvo River.	Outcome 27 Planning is at an advanced stage for the implementation of this infrastructure project which will allow the development of 5000 ha of land for irrigation.
Output 28 Completed a feasibility study for the provision of potable water and sanitation to the Lavumisa, Matsanjeni and Nsalitje corridor.	Outcome 28 Plans for the implementation of this project are now at an advanced stage.
Output 29 29.1 Completed and commissioned rural water supply schemes at the following areas: Luhlendlweni, Mlindazwe, Nsingweni, Nyakatfo, Lamgabhi, Bugeleni, Msindza, Buhlebuyeza, Mafutseni, Sivumelwano Lesisha, Mkhuzweni, Gamula, Ndzevane, Gangakhulu, Ebenezer, Manjolo, Ngudzeni, and Mahlalini. 29.2 Installed 260 handpumps.	Outcome 29 29.1 Potable water availed to 92,000 people in the listed areas. 29.2 Potable water availed to 65,000 people.
Output 30 Completed and commissioned the Siteki Water Supply Scheme.	Outcome 30 Potable water availed to 100,000 people within the Sikhuphe-Mhlumeni corridor.
Output 31 Completed Logoba Water Reservoir and associated pipelines.	Outcome 31 Increased the reliability of water supply to Manzini and surrounding areas.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF NATURAL RESOURCES & ENERGY**

Output 32 Completed designs for Nhlanguano Water Supply Project, Nhlanguano Wastewater Treatment Plant and Lomahasha Water Supply Project.	Outcome 32 The listed infrastructure projects can now be undertaken since designs are available.
Output 33 Completed a telemetry system to monitor all major reservoirs and pump stations.	Outcome 33 Improved management of urban water supply systems.
Output 34 Embarked on a programme to reduce Non-Revenue Water (NRW).	Outcome 34 To date the NRW reduction programme has achieved a significant decline in overall NRW figures.
Output 35 Extension of water supply by Swaziland Water Services Corporation to the following areas: Ezulwini, Nkoyoyo, Mbabane, Nginamadvollo, Ngwenya, Tlicantfwini, Mpoli, Moneni, Sidzakeni, Mangwaneni, Madonsa, Siphofaneni, Sithobelweni, Malkerns, Logoba, Nhlambeni, Lozitha, Bethany, Siteki, Vuvulane, Mananga, Lomahasha, Lubulini, Nhlanguano and Hlathikhulu.	Outcome 35 Potable water availed to 27,300 people in the listed areas.
Output 36 Extension of waste water services by Swaziland Water Services Corporation to the following areas: Fairview, Ngwane Park, Madonsa, Queensgate, Checkers, Msunduza, Sidvashini, Nhlanguano, Hlathikhulu, Siteki and Vuvulane.	Outcome 36 Provision of waste water services for 22,900 people in the listed areas.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF NATURAL RESOURCES & ENERGY**

Geological Surveys Department Output 37 Seismology Unit- Site survey, testing and negotiations with local authority, site preparation, equipment assembly and checkout, and staff training has been undertaken in readiness for installation and launching of the unit.	Outcome 37 Ability to generate reliable seismic data and information to detect earth tremors originating from within the country in real time.
Output 38 Geological and Mining Data Management System Project - brief has been developed, data and information has been identified and categorised for proper handling, IT software vendors for the supply and training of requisite software have been identified. The Department has successfully digitized the 1:250 000 and 1:50 000 geological map sheets of the country.	Outcome 38 Ability to migrate geo-scientific data from analogue to digital format for ease of access, update and handling during data and information dissemination.
Output 39 Seven geologists received basic training in theory of remote sensing, GIS and techniques of satellite image analysis from the Remote Sensing Centre in Lobatse, Botswana. The Department has successfully initiated pilot projects on remote sensing, which formed part of the SADC Seminar/Competition on Remote Sensing in 2012.	Outcome 39 Improved geo-scientific data and information acquisition through the use of Aster and Landsat satellite image processing in mineral exploration (after completion of project).
Mining Department Output 40 (i)The Mining legislative framework of Swaziland reviewed to conform to international and regional standards. Mines and Minerals Act promulgated which provides for the acquisition, administration of mineral rights, environmental control and financial obligations;	Outcome 40 Competitive mineral sector supported by enabling legislative framework thereby promoting mining investment

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF NATURAL RESOURCES & ENERGY**

Diamond Act promulgated which provides for trading in diamonds and control of illicit diamonds from entering the legitimate diamond value chain.	
(ii) Certification process carried out for Swaziland to be admitted as a member (Participant) of the Kimberley Process and the Kimberley Process Certification Scheme.	(ii) This accreditation provides for the country to trade internationally in diamonds with other member states.
(iii) Application process carried out for mining licence to mine and beneficiate the defunct Ngwenya iron ore mine dumps thereby rehabilitate the mine site.	(iii) Provides employment opportunities and receive revenue from the sale of the beneficiated iron ore dumps.
(iv) Application process carried out for quarry licences in Nhlangano, Pigg's Peak, Siphofaneni and Mbabane areas.	(iv) This will provide stone aggregate, job opportunities and generate revenue from the sale of stone aggregate.



Hon. Patrick M. Mamba
Minister of Public Service

MINISTRY OF PUBLIC SERVICE

Central to how we work at the Ministry of Public Service is the belief that the Government workers, Government Clients and Government Stakeholders must come first. We must promote respect for all human especially those who come into contact with us, we encourage our staff to act with integrity, value equality, listen to what people say to us, do what is appropriate and strive for excellence.

It gives us pleasure to present the Ministry Performance report for the period 2008 to 2013. It shall be noted that the period whose performance report is being tabled transcend a period of "Business Unusual" whereby the Government faced an unprecedented fiscal challenge. Government financial challenges during this period dictated the adoption and implementation of radical fiscal, administrative, and managerial policies that marked an era that became known as "Business Unusual".

The report summarizes the progress made within our portfolio mandate to ensure and

facilitate an effective and efficient civil service. The Ministry has made strides in the Administration and Management of the civil service which shall ensure equity, integrity, productivity and cost reduction measures on recurrent expenditure, especially the wage bill.

The Ministry's focus was on mainstreaming efficiency and effectiveness through the civil service human resource, work systems and work structures. This endeavour was facilitated through reviews of a number of activities and functions of Government, including but not limited to the Public Service Bill, Salary Negotiations, Civil Service wellness programme, Review of compensation modalities for some cadres as well as structural changes in the work system of some Departments.

We aim at providing a client centered culture with diversity of needs in mind, building closer and meaningful relationships with all key stakeholders. Over the past year we have continued to introduce measures for ensuring that the wage bill cost is minimized.

We have also developed a programme to ensure that only bona-fide civil servants are in Government payroll. This programme is packaged with an audit of the skills currently obtaining within the Swaziland Public Service. These programmes are augmented by the programme to capacitate civil servants on the Government General Orders as well as the customer care service delivery.

The report sets out our objective including what we have done so far, key achievements and what needs to be done in the coming years. We have done some excellent work and recognize that there is still some more work to be done. At the Ministry, we consistently strive to make value for all clients, respect for all people as well as equality as our way of life.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 1.1. Public Service Bill drawn up and submitted to Parliament; launched process of dealing with issues arising from Parliamentary review.	Outcome 1 Attaining an effective and efficient Public Service management.
Output 2 2.1 Through participation in Government Negotiating Team and negotiating with the four recognized Public Service Associations, the following were agreed and signed: • Joint Negotiations Forum Policy • Standardization of the payment of overtime for nurses. • Funeral cover for civil servants • Fire Service four shift system. • Cost of living negotiations concluded in 2009 • (Cost of living negotiations deadlock in 2010, 2011 and 2012.) 2.2 Concluded Structure and compensation reviews for the following:- Standby allowance for ICT SBIS, Labour, Deeds, Statistics, Water Affairs, Land Valuation, High Court etc.	Outcome 2 Harmonious industrial relations atmosphere achieved.
Output 3 • 3.1 The following implemented in order to reduce wage bill by E200 million through the implementation of the following:- • Identified and eliminated 852 ghost workers of different categories. • Abolition of 698 redundant posts of Civil Aviation, Income Tax, and Customs and Excise. • As part of the Fiscal Adjustment Roadmap initiative, 277 vacant posts were abolished. • Establishment Circular stopping overtime allowances and filling of vacant posts.	Outcome 3 Reduced wage bill

MINISTRY OF PUBLIC SERVICE

Output 4 4.1 Workplace Wellness Programme introduced: · Workplace wellness corners established in the Ministry of Public Service and Ministry of Works. · 11 Ministries/ Departments with wellness policies. · Workplace wellness programmes implemented in all ministries.	Outcome 4 Improved health and productivity in public servants.
Output 5 5.1 Front line service training programme undertaken: · 400 frontline Government officials trained in customer care & service delivery. · Long term training of 545 Public Service trained on various disciplines relevant to their portfolios.	Outcome 5 Quality and efficiency improved in front line public service delivery.
Output 6 6.1 Reviewed and/or developed 42 out of 57 Schemes of Service of the Government cadres.	Outcome 6 Efficient and effective Human Resource Management.
Output 7 7.1 Identified irregular allocation of training grants and submitted a report to the Anti-Corruption unit for further action. 7.2 Identified irregularities in the appointment and progression of civil servants and appointed KPMG to investigate. A report was submitted to Anti-Corruption Unit for further action.	Outcome 7 Contribution made to reducing corruption in the Civil Service.



Hon. Ntuthuko M. Dlamini
Minister of Public Works & Transport

MINISTRY OF PUBLIC WORKS & TRANSPORT

Subject: In spite of the five year period coinciding with the most difficult period in the history of Government finances, the Ministry managed to deliver on its mandate. In spite of the five year period coinciding with the most difficult period in the history of Government finances, the Ministry managed to deliver on its mandate.

We ensured that the 2,040km gravel road network continues to be passable through blading and re-gravelling using both in-house units and outsourcing. Some 145km of road was constructed under the labour based feeder roads programme, creating 780 local jobs and skill transfers to the citizens.

We also opened to traffic the Mbabane bypass road which significantly reduced travel time between the Manzini/Matsapha industrial hub and Ngwenya border post. This now provides a quick gateway for goods to South Africa. Some 91km of road was surfaced, with others currently under construction.

We were able to have the memorandum of Understanding signed between South

Africa and Swaziland. Now the two government railways have also signed and the project is expected to commence soon. The project is going to change life's of Swazis and the economy at large.

We were able to have the country functioning although it has been hard with the fuel theft and fuel cuts.

Diesel theft reduced although now it has increased due to the farming season. Farmers should stop buying from our drivers

We introduced a new vehicle registration system and computerization. Where government was able to make money to sustain its cash flow.

We were able to reduce hiring of foreign vehicles by government which was taking a lot of cash from government. We took all stray animals to guarantee tourist of safety on our roads. We enacted laws to reduce negligent driving and drink driving by increasing the fines to traffic offenders which has reduced road fatalities.

We established the Civil Aviation Authority (SWACAA) which now regulates the civil aviation industry in accordance with international law. Most regulation for the operation of at Swacaa have gone through parliament and have been passed.

We were able to have Sikhuphe - mbandlane road constructions to start and it near completion. This will make traveling to the international airport easy and quick. Other roads to be constructed soon are Sicunusa- Nhlangano road. And many more.

The CTA is soon to operate as a parastatal, after passage of the Central Transport Organisation (CTO) Bill into law.

We were able to take construction bill and Architect bill to parliament. This is to ensure that indigenous swazi companies are protected and the public also protected from fly-by-nights.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF PUBLIC WORKS & TRANSPORT

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 (Legislation) • Civil Aviation Authority Act establishing the Civil Aviation Authority passed in December 2009 • Central Transport Organisation (CTO) Bill passed by Cabinet and presented to Parliament • Construction Industry Council Bill passed by Cabinet and presented to Parliament • Architects, Engineers and Surveyors Bills developed, passed by Cabinet and presented to Parliament • Road Traffic (Drivers Licenses) Regulations developed, passed by Cabinet and presented to Parliament • Road Traffic Fines Regulations developed, passed by Cabinet and presented to Parliament • Roads Agency and Road Fund Bill developed, passed by Cabinet and presented to Parliament	Outcome 1 • A properly regulated air transport industry, compliant with ICAO standards • A more efficient CTO providing a cost effective transport service to Government • A properly regulated construction industry • Properly regulated professionals in the construction industry • Country compliant with regional obligations and improved driving standards • Improved compliance with traffic laws through instituting adequate deterrents • Improved management and maintenance of the road infrastructure through establishment of an adequately capacitated institution with secure and predictable funding mechanism
Output 2 Forensic audits instituted at the Central Transport Administration (CTA) and Royal Swazi National Airways Corporation (RSNAC)	Outcome 2 • Disciplinary measures and prosecution instituted against wrong-doers • Efficiently performing, transparent and corruption free public institutions
Output 3 Community Road network constructed using labour based methods increased by 144.5 km during 2008 - 2013	Outcome 3 • 780 jobs created for local workers for the duration of the different contracts • Transport permits awarded on specific sites. • Access to social facilities improved for approximately 1300 homesteads during 2008 – 2013.
Output 4 Gravel road network upgraded to bituminous (paved road) standard increased by 91km during the period 2008 – 2013.	Outcome 4 • Reduced Vehicle Operating Costs (VOC) and Time Saving (TS) for motorists and commuters • Stimulation of socio-economic activities (e.g. easy access to markets, clinics, schools, etc).

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Output 5 207km of road re-graveled	Outcome 5 Reduced Vehicle Operating Costs (VOC) and Time Saving (TS) for motorists and commuters Socio-economic activities stimulated (e.g. easy access to markets, clinics, schools, etc).
Output 6 Twenty three (23) Rural Crossings constructed and repaired	Outcome 6 Safe crossing of rivers for rural communities.
Output 7 An average of 400km of road reserve maintained per year on main roads to acceptable standards during the period 2008 - 2013	Outcome 7 Improved Road Safety Cleaner and more aesthetically pleasing environment. An estimated fifteen contracts awarded per year, employing 600-800 people.
Output 8 Rehabilitation of several Government buildings:- SBIS Building Hlatikulu Hospital Income Tax, Housing and Tourism Building Bhalekane Correctional Facility High Court Building Piggs Peak Magistrate Court Building	Outcome 8 Improved housing and working environment for building occupants (i.e., staff, inmates, patients, etc) and conducive to improved quality of service
Output 9 Road Safety Measures implemented: An annual 300km of road marking maintenance carried out 12 Road Safety Campaigns conducted and six information centres mounted in the four regions of the country 7,500 Livestock removed from road reserve Fencing of roads using communities	Outcome 9 Improved Road Safety A 21% reduction in accidents caused by livestock over the period A 15% overall reduction in road accidents was achieved at the end of the 5 year period under review.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF PUBLIC WORKS & TRANSPORT**

Output 10 A New Vehicle Registration System was introduced in August 2010 and mass registration completed in June 2011.	Outcome 10 An up-to-date Central Motor Registry which is also and compliant with SADC Protocol achieved.
Output 11 Number of permits increased from 3164 in 2008 to 4530 in 2013	Outcome 11 Improved communication and access to transport services by members of the public. In addition jobs were created in the transport industry.
Output 12 Public transport permit system computerized	Outcome 12 Effective and efficient management of permits data, including identification of dead permit holders, fraudulent permits, speedy issuance with possible decentralization in the future
Output 13 Strengthening Air transport industry Establishment of the Civil Aviation Authority (SWACAA) Sixteen (16) out of eighteen (18) Regulations passed in 2011 Licensing process of Matsapha Airport commenced and ongoing. • Licensing process of Sikhuphe Airport commenced and ongoing.	Outcome 13 Swaziland at 80% towards fulfilling obligations under the 1944 Convention on International Civil Aviation. Swaziland at 80% towards removing the EU ban.
Output 14 Pre-construction processes commenced for the Western Railway Link Project through Signing of MOU between RSA and Swaziland Government (2011), signing of Inter-railway MOU (November 2012) and conducting Feasibility Study (2012-2014)	Outcome 14 Improved rail connectivity and socio-economic development, including job opportunities

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF PUBLIC WORKS & TRANSPORT**

Output 15	Outcome 15
• Fuel management system introduced (expenditure reduced from E25million per month in 2010 to E10 million currently) • Controlled hiring of vehicles	Efficient utilization of Government fuel leading to reduction in recurrent expenditure More effective control on the utilization of Government transport



Hon. Hlobisile Ndlovu
Minister of Sports, Culture & Youth Affairs

MINISTRY OF SPORTS, CULTURE & YOUTH AFFAIRS

The establishment of the Ministry in 2008 saw the transformation of departments to form a Ministry. Institutionalisation of the department was paramount. Directorates of Youth, Sports and Culture were established and incorporated in the Government establishment registry and officers appointed.

Formalisation of the relationship between the Ministry and the three councils, tasked with the responsibility of delivering policies under the Ministry, was a success. The Councils are now listed as Category A Public Enterprise as opposed to an MOU. This

development extended the mandate of the Councils from restricted membership to nationwide. The term saw the establishment of the Youth Fund, its institutionalization and smooth roll-out of the programme

Policies recognizing the key role that the portfolio has in the development were successfully enacted. Sports ensure a healthy, disciplined and proud Nation, meanwhile culture guarantees a patriotic, respectful and peaceful Nation. Therefore successful implementation of the policies will go a long way towards ensuring a preservation and retention of the identity of the Swazi people even beyond 2022.

It has been a great honor to be of service to His Majesty King Mswati III, Indlovukazi and the Swazi people more so during this term when Government faced rare challenges. Being part of the team developed me in a manner I cannot imagine. The quality of leadership and wisdom displayed developed me into a resilient and better person/politician. It is that very experience and Lord's covering that made me withstand personal and professional storms faced with. Now I believe no mountain too high to climb. In closing I reaffirm my commitment to the development and protection of the Kingdom and the Swazi people. I will forever be indebted to His Majesty and the Queen Mother for putting their trust in me.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Youth Enterprise Revolving Fund Output 1 1. Promulgation of Youth Enterprise Revolving Fund 2. Regulations tabled in Parliament 3. Establishment of Youth Enterprise Fund 4. Appointment of Board of Directors 5. Establish Secretariat 6. Conduct Training of beneficiaries 7. Appoint an Intermediary Institution for Youth Enterprise Fund 8. Disburse Funds to youth	Outcome 1 Institutional structure in place to co-ordinate youth empowerment through training and funding for enterprise: 760 trained and provided E9million in finance

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF SPORTS, CULTURE & YOUTH AFFAIRS**

National Youth Policy Review Output 2 1. Mobilize Resources to Develop a draft Policy document 2009 2. Review of First Draft document by stakeholders 2010 3. Development of National Action Plan for Policy 2010Implementation 4. Submission of Policy Document to Cabinet 5. Develop a Monitoring and Evaluation Tool for policy implementation 6. Conduct Mid- term review in 2014	Outcome 2 Policy and action plan framework in place for national youth development
Youth Bill Output 3 1. Develop an draft Youth Bill 2011/12 2. Submit draft Bill to Attorney General 2012 3. Stakeholder workshop on draft Bill 2013 4. Submit Bill to Cabinet 2013 5. Tabling of Youth Bill to Parliament 2014	Outcome 3 Legislative framework in relation to national youth development
Sports Output 4 1. The country successfully hosted the SCSA Zone VI Games in 2010 which also saw a number of the countries' sporting facilities being improved to international standards 2. A new Sports Policy was drawn up and launched in 2012. 3. Local teams attended the London Olympics and Zone VI Youth Games in Zambia in 2012. 4. Accountability on finance in finance in the sports associations was improved by linking the release of subventions to annual audited accounts.	Outcome 4 Participation in international sports enhancing sporting standards with policy framework in place guiding future development against background of financial accountability within associations.

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF SPORTS, CULTURE & YOUTH AFFAIRS**

Arts and Culture Output 5 1.National Arts and Culture Policy and Action Plan completed. 2. 2005 UNESCO convention on cultural diversity and protection signed. 3. Siswati Policy Task Team launched	Outcome 5 1. Arts and Culture Policy Framework in place: enhanced access to international development funds
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Hon. Rogers Mamba
Minister of Tinkhundla
Administration & Development

MINISTRY OF TINKHUNDLA ADMINISTRATION & DEVELOPMENT

The ministry of Tinkhundla Administration and Development has the pleasure to report on the achievements for the period 2008 – 2013. The Ministry's administration was able to formulate a wellness workplace policy, main aim being the improvement of workforce productivity.

The Tinkhundla and Regional Administration Bill of 2011 has been drafted and finalized. The Bill has already

been presented to Parliament and the Ministry is looking forward for their promulgation of this Bill into law. The Decentralization department was able to operationalize Siphofaneni Sub-Regional Office and four service centres (Hluthi, Luve, Matata and Lomahasha) and looking forward to operationalize Mayiwane, Gege and Sithobela by August 2013.

The Regional Development Fund has continued to support communities in alleviating poverty through 168 income generating projects and improved service delivery through the completion of 761 infrastructure projects. 741 Swazi's has benefited from the Community Poverty Reduction Fund by starting small businesses and income generating projects.

A draft NCP strategy has been developed and 700 NCPs were constructed during this report period. This has been achieved in the championship of the Community Development department. The Ministry has also continued to invest in infrastructure development and a number of projects were completed, they include the construction of a new Inkhundla centre at Mayiwane, construction of 20 Tinkhundla staff houses, 49 guard houses, rehabilitation of workshops, Tinkhundla offices, kitchens and hostels to name a few.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Administration Output 1 1.1. Wellness Workplace Policy developed and implemented 1.2. Community Poverty Reduction Fund Regulations drawn up 1.3. Regional Development Fund (RDF) regulations reviewed and report prepared 1.4. Coordinated investigation by Auditor-General into irregularities in purchase of office furniture by Ntontozi Inkhundla Centre	Outcome 1 1.1 Improved workforce health, attendance and productivity 1.2 Increased economic growth and community development 1.3 Improved operations and management of Fund (planned) 1.4 Deterrent created regarding use of RDF funds

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF TINKHUNDLA ADMINISTRATION & DEVELOPMENT

Decentralisation Output 2 2.1 Tinkhundla Regional Administration Bill 2011 submitted to Parliament 2.2 One sub-regional office (Siphofaneni) in full operation delivering main Govt services 2.3 Four service centres (Hluthi, Luve, Matata and Lomahasha) in full operation providing Govt services – passports, IDs, births marriages and death certificates, revenue collection 2.4 Three service centres (Sithobela, Gege and Mayiwane) brought close to operational (expected date of commencement Aug 2013)	Outcome 2 2.1. Enabling legislation to support facilitation of decentralisation programme 2.2 Enhanced structure and operations providing increasingly decentralised service delivery at grass roots level
Regional Administration Output 3 3.1 A total of 761 infrastructure projects completed under Regional Development Fund (RDF): 19 clinics, 27 diptanks, 303 electricity schemes, 64 fencing of grazing land and vegetable gardens, 260 high and primary school projects (laboratories, classrooms, teachers' houses, admin blocks, fencing, furniture), 5 market/worksheds, 7 imiphakatsi projects (fencing, community meeting halls), 68 water schemes. A total of 184 electricity schemes are midway through procurement process. 3.2 A total of 168 income generating projects completed under RDF: 14 catering, 38 farm inputs, 13 hammer mills, 7 tractors (11 more currently in procurement process), 96 other (paraffin, gas filling, fruit and vegetables, brush cutters, sewing machines and pool tables)	Outcome 3 Poverty alleviated in the rural areas through improved infrastructure, service delivery improved, and income generating projects funded from the RDF

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF TINKHUNDLA ADMINISTRATION & DEVELOPMENT

Output 4 4.1. A total of 741 income generation projects (e.g. poultry, piggery, gardening, shops) completed under the Community Poverty Reduction Fund; 171 projects in Hhohho, 172 in Manzini, 112 in Lubombo and 288 in Shiselweni	Outcome 4 Poverty alleviated in the rural areas through income generating projects funded from the Community Poverty Reduction Fund
Output 5 5.1 700 Neighbourhood Care Points (NCPs) constructed and operational – 133 in Hhohho, 172 in Manzini, 200 in Shiselweni and 195 in Lubombo 5.2 Draft NCP strategy developed and ready for submission to Cabinet; it forms the basis for the Coordination Framework 5.3 722 graduates capacitated in sustainable livelihood skills e.g. fabric design, vegetable production, food processing and preservation, business management and marketing skills, and appropriate technology	Outcome 5 5.1 Improved access for OVCs to NCPs and their services 5.2 Improved coordination of services provided at NCPs 5.3 Improved capacity of rural community members to develop small, medium and micro-scale enterprises and thus alleviating poverty
Public Investment Output 6 6.1 Tinkhundla Staff Houses - 20 staff houses (8 semi-detached and 12 B2A houses) constructed in 20 tinkhundla centres evenly over all four regions 6.2 Security at Tinkhundla Centres - 49 guard houses constructed at 49 tinkhundla centres with floodlights also installed in 47 centres; replacement of old fencing is ongoing in 7 tinkhundla centres 6.3 Construction of Worksheds – 8 worksheds rehabilitated at Mafutseni, Ngwempisi, Lomahasha, Mpolonjeni, Mayiwane, Ntfontjeni, Kubuta and Gege 6.4 Construction and rehabilitation of Tinkhundla Centres – Mayiwane Inkhundla Centre constructed using new design for decentralised Govt offices; 14 tinkhundla Centres rehabilitated; process of constructing	Outcome 6 6.1 Tinkhundla staff accommodated within easy access to workstation 6.2 Improved security at all tinkhundla centres 6.3 Employment opportunities created through provision of appropriate work space 6.4 Office space provided for enhanced service delivery 6.5 Improved access to programmes that promote economic empowerment of communities

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF TINKHUNDLA ADMINISTRATION & DEVELOPMENT**

6.5	Mhlambanyatsi Inkhundla Centre has begun with technical tam on site Rehabilitation of Kitchens and Hostels (WID) – rehabilitation of Mahlangatsha Hostel and kitchen, Ntfonjeni Hostel and kitchen, Sithobela Hostel and kitchen completed	
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Hon. Mduduzi Dlamini
Minister of Tourism & Environmental Affairs

MINISTRY OF TOURISM & ENVIRONMENTAL AFFAIRS

The Ministry of Tourism and Environmental Affairs has continued to pursue the conservation of the environment and cultural heritage. In enhancing monitoring the environment nine automatic weather stations were installed countrywide and air monitoring equipment was installed in Matsapha and Mbabane. Four waste control areas were identified and waste disposal sites were constructed.

Six wetlands were rehabilitated to enhance livelihood and improve biodiversity of the areas. The Nation has been sensitized about the impacts of Climate Change. In support of the climate change agenda, growing of forests have been encouraged to improve the country's carbon stock hence wattle has been commercialized and two South African companies are buying this forest product.

Visitor numbers were improved through regional marketing undertaken resulting in the EAST-3-ROUTE initiative. Tourism products were increased through Canopy Tours and Magadzavane complex to attract visitors. In ensuring that the tourism industry is attractive for investing into several regulation were put in place namely the Bed Levy, Grading Regulation and Registration Regulations.

Under policy issues the ministry has been able to ratify six conventions and the Biosafety Act, 2012 was made the law of the country. This will aid issues of food security and improve the agriculture sector. The following projects were achieved within the reporting period.

ACTUAL OUTPUT/RESULTS (5 YEARS)	OUTCOME (5 YEARS)
Output 1 1. Regulations for Registration of Tourism Accommodation Establishments, 2008 2. Regulations for the Grading of Accommodation of Tourism Establishments, 2012 3. Regulations for Levies payable by accommodation establishments, 2012 4. Litter Regulations developed and passed by Parliament 5. Biosafety Act of 2012 prepared and promulgated 6. Ratification of six UNESCO Conventions for conservation. 7. National Tourism Policy reviewed 2010 8. Gaming Control Bill, 2010 in Parliament (House of Assembly). 9. Draft Forest Bill at stakeholder level. 10. Integrated Fire Management Policy at	Outcome 1 1 Over 90% of tourism accommodation facilities now meeting minimum standards. 2 Industry has been sensitized and the ministry is ready for implementation. 3 Over 90% of tourism establishments are now paying levies to assist develop the industry. 4 Police have been sensitized to effect the spot fines called for in the regulation, which should deter the populace from littering. 5 Institutional set-up for implementing the recently approved act in place. 6 Received technical and financial assistance for documentation of traditional cultural heritage e.g. traditional weddings. 7 Formulation of the National Tourism Strategy and Action Plan 2011 – 2016 and the Swaziland Tourism Authority Strategic Plan and Product Development Strategic Plan. This has resulted

PERFORMANCE REPORT

5 YEARS [2008 -2013]

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consultancy stage. 11. National Climate Change Strategy and Action Plan at stakeholder level. 12. Wild Life Policy at finalization stage. 13. Amendment of the Swaziland National Trust Commission Act no. 9 of 1972 in Parliament (House of Assembly).	in a 100% increase the number of nights spent. 8 Envisaged to increase investment in the gaming industry 9 Envisaged to improve management of forest resources and the operations of the Forest industry. 10 Envisaged to improve forest management, thereby • increasing carbon stocks (climate change and natural resource management) • preventing loss of jobs and revenue in the forestry industry • preventing loss of life and property due to fires 11 Envisaged to improve coordination and mainstreaming of climate change adaptation and mitigation into various relevant sectors. The strategy is further envisaged to improve opportunities to receive financial and technical support for climate change adaptation and mitigation. 12 Envisaged to mainstream wildlife management coordination 13 Envisaged to attract business partners to develop tourism facilities in the SNTC parks.
Output 2 2.1 Carbon stock increased in the period 2008 – 2013 2.2 The land area planted with trees and carbon stock increased. 2.3 2 agro-forestry industry nurseries established 2.4 375 farmers trained on agro-forestry technologies 2.5 200,000 seedlings planted	Outcome 2 2.1. Deeper public awareness and understanding of the importance of trees in the environment, people's livelihoods. 2.2-5 Increased area afforested; positive contribution made to reducing climate change

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF TOURISM & ENVIRONMENTAL AFFAIRS**

Output 3 3.1. Restoration of previously infested grazing land and accesses to communal resources (deep tanks, fuel wood, construction timber, graveyards) improved. 3.2. Extent of IAPS infestation determined through survey and mapping to enhance decision making process on control and management of IAPS. 3.3. National Strategy for the control of IAPS developed. 3.4. Draft Forest Bill developed	Outcome 3 Invasive Alien Plant Species (IAPS) in the country and legislation framework formulated in the period 2008 – 2009
Output 4 4.1. 15ha of demonstration plots established in different communities for educating farmers. 4.2 About 20 ha identified for further plantings. 4.3 Farmers' skills on proper management of wattle stands improved 4.4 5ha wattle jungles restored to well managed forest. 4.5 Wattle farmers Associations (in Hhohho, Manzini and Shiselweni) revived and connected to two markets for poles and bark in South Africa (i.e. Natal Tanning Extract (NTE) and Natal Cooperative Timber(NCT)	Outcome 4 Commercialization of wattle trees and rehabilitation of selected wattle jungles in the period 2008 – 2013
Output 5 5.1 Business Unit established within SNTC to manage the tourism; recruitment of Business Manager and Marketing Staff. 5.2 Operations of Mantenga Cultural Village taken over after termination of the Lease Agreement between Mantenga and LOMCO; Mantenga currently employs 51 people and received 24,457 visitors in 2012/13. 5.3 Operationalization of Magadzavane Complex; the Complex currently employs 10 people and received 1,354 visitors in	Outcome 5 Reduced dependency on Government subvention through increased internal revenue collection and improved legislated mandate

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF TOURISM & ENVIRONMENTAL AFFAIRS

2012/13. 5.4. Completed rehabilitation of National Museum and King Sobhuza II Park. 5.5. Constructed 10 additional chalets at Mantenga Nature Reserve increasing it to 25 chalets. 5.6 The increased visitor numbers for all the SNTC centres and enhanced revenue generation from E 2.2 million in 2011/12 to E 4.4 million in 2012/13	
Output 6 6.1 Strengthened the National Monuments Programme (human capacity, financial resources) to enable the declaration of monuments and sites. 6.2 Identified and documented 16 National Monuments Sites in various parts of the country. 6.3 Rehabilitated and fenced the Mbengeni House National Monument in Mbabane. 6.4 Developed Environmental and Cultural Educational Programmes	Outcome 6 • Strengthened National Monuments structure • Hosted school workshops and increased school activities in the Environmental Education Centres in Parks, National Museum and the King Sobhuza II Park. • Set up 3 new exhibitions to enhance the IGCSE school curriculum on cultural heritage
Output 7 7.1. Tourism (spend on accommodation and restaurants) contribution to the economy increased by 10% in nominal terms (E384 million in 2008).	Outcome 7 Figures for 2011 and 2012 are not yet available. However the average length of stay has increased by 3.3% to 1.5 nights and room occupancy increased from 47% to 54% in 2012.
Output 8 8.1. Over 90% of Accommodation Facilities registered for meeting minimum requirements for accommodation establishments.	Outcome 8 High standard of accommodation facilities achieved
Output 9 9.1. Annual report on performance of tourism in Swaziland produced each year	Outcome 9 9.1. High standard of regular and reliable tourism statistics achieved

PERFORMANCE REPORT**5 YEARS [2008 -2013]****MINISTRY OF TOURISM & ENVIRONMENTAL AFFAIRS**

Output 10 10.1 New EAST-3-ROUTE initiative – MOU signed	Outcome 10 10.1 Increased marketing opportunities for Swaziland
Output 11 11.1 King's Cup Golf Tournament hosted	Outcome 11 11.1 The Country's tourism image has greatly improved in the SADC region, especially to the Golfers who are defined as high spenders.
Output 12 12.1 Quality Management System (QMS) implemented with ISO 9001:2008 accreditations.	Outcome 12 12.1 Swaziland in fulfillment of requirement by international organizations (International Civil Aviation Organization (ICAO) and World Meteorological Organization (WMO)) for all service providers to aviation to have a QMS; Improved service delivery and management of resources.
Output 13 13.1 Nine (9) Automatic Weather Stations installed across the country.	Outcome 13 13.1 Improved collection of more complete (temporal, parameters) of meteorological data to feed into forecasting systems and generate data needed to inform sustainable economic development.
Output 14 14.1 Raised Climate change awareness at regional level (4) and through the media (participation in morning shows (TV and SBIS), etc.).	Outcome 14 14.1 The populace more aware of what climate change, its impacts on their livelihood, and some of the actions they can do to adapt and mitigate.

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF TOURISM & ENVIRONMENTAL AFFAIRS

Output 15 15.1 30 Tinkhundla centres in the four regions educated (civic education) on environmental management 15.2 Buhleni, Manzini and Nhlangano communities educated on public on waste management, ozone issues, flora protection and biodiversity through Road Shows 15.3 3,000 Information, Education and Communication (IEC) pamphlets developed and disseminated 15.4 Conducted 12 radio and T.V talk shows on topical environmental issues 15.5 6 Newsletters on environmental matters covering various themes published	Outcome 15 50% Increase in Public Awareness and Participation on Environmental Management; improved attitude of the public on how they treat the environment
Output 16 16.1 Service plans reviewed for sewer industrial systems in all municipalities 16.2 Air monitoring equipment mounted in Mbabane and Matsapha in collaboration with Met. Dept. 16.3 Four (4) waste control areas in peri-urban areas and growth points 16.4 800 litter pickers employed for four months to clean up strategic hotspots within 36 Tinkundla centres 16.5 Trained 30 stakeholders per region on waste management. 16.6 Constructed Buhleni, Siphofaneni, Lomahasha , and Mpaka waste disposal sites. 16.7 Installed 300 waste disposal receptacles in Buhleni, Siphfaneni, Ngwenya Border Post, Motshane, Lobamba 16.8 Purchased 20 skips for waste collection at Lobamba and Malkerns targeting Mangozeni area where waste disposal poses a serious health risk. 16.9 The amendment of the Ozone Depleting Substances Regulations have been approved by the Attorney General's office and have been	Outcome 16 Reduced incidences of Pollution and illegal dumping of waste by 90% at the end of 2012

PERFORMANCE REPORT

5 YEARS [2008 -2013]

MINISTRY OF TOURISM & ENVIRONMENTAL AFFAIRS

submitted to Parliament 16.10 Three workshops were held on the 27th, 28th and 29th August 2011 for training of 78 customs officers on the identification and monitoring of ODS imports at the country's entry points. 16.11 500 applications for new projects evaluated and assessed for environmental compliance.	
Output 17 Rehabilitated six (6) notable wetlands and degraded areas through fencing and applying sustainable wetlands management principles. These include wetlands at Sigwe, Langa, Lawuba, Luve, Ngonini, and Sihlangwini.	Outcome 17 Livelihoods of communities enhanced through the rehabilitation of six notable wetlands and/or degraded areas and further managing them sustainably.
Output 18 18.1 Conducted systematic inspections in all municipalities and industrial areas 18.2 Compliance licenses issued to all proposed activities prior to commencement; subsequent monitoring through regular reporting and site inspections, e.g.: • The Mbadlane – Sikhuphe D42 road upgrade • Reprocessing Ngwenya Iron Ore Mine dumps • Mbabane office Park Swaziland Public service pension fund • The Corporate Place, Plaza Mbabane • Royal Science and Biotechnology Park • The New Provident Fund Building • Piggs' Peak Gold Mine • Christian Medical University at Mahwalala	Outcome 18 18.1 Developments monitored to ensure compliance with environmental legislation and regulations 18.2 Over 70% percent of all projects in the country are now subjected to the EIA process thus making attaining sustainable development a reality

APPENDIX 2 - BILLS SUBMITTED TO PARLIAMENT 2008 - 2013

TITLE OF BILL	BILL No. / YR
Accountants (Amendment) Bill	Bill No 24 of 2010
Administrative Justice Bill	Bill No 11 of 2011
African Development Bank Loan (Budget Support)	Bill No 08 of 2011
Alcohol and Tobacco Levy Bill	Bill No 02 of 2012
Appropriation Bill	Bill No 02 of 2009
Appropriation Bill	Bill No 02 of 2010
Appropriation Bill	Bill No 05 of 2011
Appropriation Bill	Bill No 01 of 2012
Appropriation Bill	Bill No 05 of 2013
Audit Bill	Bill No 02 of 2013
Badea Loan (Construction of Sicunusa-Nhlangano Road Project)	Bill No 04 of 2009
Biosafety Bill	Bill No 18 of 2009
Books and Newspapers (Amendment) Bill	Bill No 12 of 2010
Central Transport Organisation	Bill No 16 of 2011
Children's Protection and Welfare Bill	Bill No 06 of 2011
Citizens Economic Empowerment Bill	Bill No 23 of 2011
Citizenship Bill	Bill No 20 of 2011
Construction Industry Council Bill	Bill No 21 of 2011
Copyright and Neighbouring Rights Bill	Bill No 09 of 2010
Council of Educators Bill	Bill No 07 of 2010
Customs and Excise (Amendment) Bill	Bill No 05 of 2010
Deeds Registry (Amendment) Bill	Bill No 81 of 2011
Diamond Bill	Bill No 10 of 2010
Elections and Boundaries Commission Bill	Bill No 07 of 2013
Elections Expenses Bill	Bill No 09 of 2013
Elections Bill	Bill No 10 of 2013
Electronic Communications Bill	Bill No 14 of 2010
Export - Import Bank of India Loan (Construction of Royal Science and Technology Park Project) Bill	Bill No 08 of 2010
Electronic Records (Evidence) Bill	Bill No 07 of 2009
Export-Import Bank of India Loan (Agriculture Development Mechanization of Agriculture Project) Bill	Bill No 06 of 2012
Financial Services Regulatory Authority Bill	Bill No 09 of 2009
Free Primary Education Bill	Bill No 12 of 2009
Gaming Control Bill	Bill No 15 of 2010
General Laws Amendment Bill	Bill No 15 of 2011
Higher Education Bill	Bill No 19 of 2010

APPENDIX 2 - BILLS SUBMITTED TO PARLIAMENT 2008 - 2013

TITLE OF BILL	BILL No. / YR
IFAD Loan (Rural Finance and Enterprise Development Programme)	Bill No 19 of 2009
Income Tax (Amendment) Bill	Bill No 14 of 2011
Industrial Relations (Amendment) Bill	Bill No 06 of 2010
Industrial Relations (Amendment) Bill	Bill No 10 of 2012
International Bank For Reconstruction and Development Loan (Health, Hiv/AIDS and TB Project)	Bill No 07 of 2011
International Bank For Reconstruction and Development Loan (Local Government Project)	Bill No 01 of 2011
International Cooperation and Development Fund Loan To Swaziland - Development Finance Cooperation Guarantee Bill	Bill No 13 of 2011
Kuwait Fund Loan (Construction of The Mbadlane -Sikhuphe International Road Project)	Bill No 06 of 2009
Leadership Code of Conduct Bill	Bill No 17 of 2009
Magistrates Court Bill	Bill No 20 of 2009
Medicines and Related Substances Bill	Bill No 08 of 2012
Members of Parliament and Designated Office Bearers Pension Fund Bill	Bill No 01 of 2013
Mines and Minerals Bill	Bill No 11 of 2010
Money Laundering and Financing of Terrorism (Prevention) Bill	Bill No 15 of 2009
Motor Vehicle Accidents (Amendment) Bill	Bill No 17 of 2010
National Archives and Records Bill	Bill No 21 of 2010
National Clearing and Settlements Systems Bill	Bill No 01 of 2009
OFID Blend Facility Loan (Construction of Sicunusa-Nhlangano Road Project)	Bill No 05 of 2009
OFID Loan (Constructions of Sicunusa- Nhlangano Road Project)	Bill No 03 of 2009
OPEC Fund For International Development (Lower Usuthu Water Supply Project)	Bill No 05 of 2012
Parliament Petitions Bill	Bill No 12 of 2013
People Trafficking and People Smuggling (Prohibition) Bill	Bill No 11 of 2009
Pesticides Management Bill	Bill No 19 of 2011
Pharmacy Bill	Bill No 07 of 2012
Plant Health Protection Bill	Bill No 06 of 2013
Police Service Bill	Bill No 16 of 2010
Prevention of Corruption (Amendment) Bill	Bill No 09 of 2012
Prevention of Organized Crime Bill	Bill No 22 of 2011
Procurement Bill	Bill No 04 of 2010

APPENDIX 2 - BILLS SUBMITTED TO PARLIAMENT 2008 - 2013

TITLE OF BILL	BILL No. / YR
Public Service Bill	Bill No 16 of 2009
Public Service Bill	Bill No 04 of 2012
Refugees Bill	Bill No 04 of 2011
Registration of Architects, Engineers, Surveyors and Allied Professionals' Registration Bill	Bill No 11 of 2012
Road Traffic (Amendment) Bill	Bill No 01 of 2010
Roads Agency and Road Fund Bill	Bill No 18 of 2011
Royal Emoluments and Civil List (Amendment) Bill	Bill No 20 of 2010
Royal Science and Technology Park Bill	Bill No 03 of 2010
Royal Science and Technology Park Project Bill	Bill No 08 of 2010
Sales Tax (Amendment) Bill	Bill No 02 of 2011
Sectional Titles (Amendment) Bill	Bill No 25 of 2011
Securities Bill	Bill No 08 of 2009
Senate (Elections) Bill	Bill No 11 of 2013
Sexual Offences and Domestic Violence Bill	Bill No 10 of 2009
Shop Trading Hours Bill	Bill No 14 of 2009
Small Claims Court Bill	Bill No 10 of 2008
Southern African Customs Union (SACU) Agreement (Implementation) Bill	Bill No 03 of 2012
Swaziland Broadcasting Bill	Bill No 03 of 2013
Swaziland Broadcasting Corporation Bill	Bill No 04 of 2013
Swaziland Communications Commission Bill	Bill No 13 of 2010
Swaziland Intellectual Property Tribunal Bill	Bill No 03 of 2011
Swaziland National Trust Commission (Amendment) Bill	Bill No 18 of 2010
Swaziland Nursing Bill	Bill No 12 of 2008
Terrorism (Prevention) Bill	Bill No 15 of 2009
Tinkhundla & Regional Administration Bill	Bill No 24 of 2011
Tobacco Products Control Bill	Bill No 22 of 2010
Trading Licences (Amendment) Bill	Bill No 13 of 2009
Treasury Bills and Government Stocks (Amendment) Bill	Bill No 23 of 2010
Value Added Tax Bill	Bill No 09 of 2011
Veterinary Public Health Bill	Bill No 17 of 2011
Voter Registration Bill	Bill No 08 of 2013
Witness Protection Bill	Bill No 10 of 2011

APPENDIX 3 - RATIFIED TREATIES, CONVENTIONS, CHARTERS & PROTOCOLS 2008 - 2013

TITLE

African Charter on Human and People's Rights on the Right of Women in Africa
African Charter on the Rights and Welfare of the Child
African Energy Commission
African Union Convention for the Protection and Assistance on
Internally Displaced Persons in Africa
African Youth Charter
Agreement on the Conservation of African - Eurasian Migratory Water Birds
Convention on the Means of Prohibition and Prevention the Illicit, Import, Export and
Transfer of Ownership of Cultural Property
Convention on the Migratory species of Wild Animals
Convention on Wetlands
The Hague Convention on Inter Country Adoption
International Treaty on Plant Genetic Resources for Food and Agriculture
Kyoto Protocol on amendment to the International Convention on the Simplification and
Harmonization of Customs Procedures
Optional Protocol to the Convention on the Rights of the Child on the
Involvement of Children in Armed Conflict
Optional Protocol to the Convention on the Rights of the Child, on the Sale of Children,
Child Prostitution and Pornography
Optional Protocol to the UN Convention on the Rights of Persons with Disabilities
Preferential Agreement between the Common Market of the South (MERCOSUR) and the
Southern African Customs Union
Protocol against the Illicit Manufacturing of and Trafficking in Firearms, their Parts and
Components and Ammunition, supplementing the United Nations Protocol against the
Smuggling of Persons by Land, Sea and Air
Protocol for the COMESA Fund for Compensation and Development
Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children
Rotterdam Convention on Prior informed Consent Procedure for Certain Hazardous
Chemicals and Pesticides in International Trade
SADC Protocol on Finance and Investment
SADC Protocol on Gender and Development
Statute of the International Atomic Energy Agency
United Nations Convention on the Rights of Persons with Disabilities
UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage

APPENDIX 3 - TREATIES, CONVENTIONS, CHARTERS & PROTOCOLS 2008 - 2013

TITLE

UNESCO's Convention Concerning the Protection and Promotion of Diversity of
Cultural Expressions

United Nations Convention against Corruption

United Nations Convention against Transnational Organized Crime

United Nations Convention on the Law of the Sea

APPENDIX 4 - BILLS AWAITING APPROVAL BY PARLIAMENT at 15.7.13

TITLE OF BILL	BILL No. / YR
Administrative Justice Bill	Bill No 11 of 2011
Alcohol and Tobacco Levy Bill	Bill No 02 of 2012
Audit Bill	Bill No 02 of 2013
Books and Newspapers (Amendment) Bill	Bill No 12 of 2010
Citizenship Bill	Bill No 20 of 2011
Citizens Economic Empowerment Bill	Bill No 23 of 2011
Council of Educators Bill	Bill No 07 of 2010
Elections and Boundaries Commission Bill	Bill No 07 of 2013
Elections Expenses Bill	Bill No 09 of 2013
Elections Bill	Bill No 10 of 2013
General Laws (Amendment Bill)	Bill No 15 of 2011
Industrial Relations (Amendment) Bill	Bill No 10 of 2012
Leadership Code of Conduct Bill	Bill No 17 of 2009
Medicines and Related Substances Bill	Bill No 08 of 2012
National Archives and Records Bill	Bill No 21 of 2010
Parliament (Petition) Bill	Bill No 12 of 2013
Pesticides Management Bill	Bill No 19 of 2011
Pharmacy Bill	Bill No 07 of 2012
Plant Health Protection Bill	Bill No 06 of 2013
Police Service Bill	Bill No 16 of 2010
Prevention of Corruption (Amendment) Bill	Bill No 09 of 2012
Prevention of Organized Crime Bill	Bill No 22 of 2011
Public Service Bill	Bill No 04 of 2012
Refugees Bill	Bill No 04 of 2011
Registration of Architects, Engineers, Surveyors and Allied Professionals' Registration Bill	Bill No 11 of 2012
Roads Agency and Road Fund Bill	Bill No 18 of 2011
Sectional Titles (Amendment) Bill	Bill No 25 of 2011
Senate (elections) Bill	Bill No 11 of 2013
Southern African Customs Union (SACU) Agreement (implementation) Bill	Bill No 03 of 2012
Swaziland Broadcasting Bill	Bill No 03 of 2013
Swaziland Broadcasting Corporation Bill	Bill No 04 of 2013
Swaziland Intellectual Property Tribunal Bill	Bill No 03 of 2011

APPENDIX 4 - BILLS AWAITING APPROVAL BY PARLIAMENT at 15.7.13

TITLE OF BILL	BILL No. / YR
Swaziland National Trust Commission (Amendment) Bill	Bill No 18 of 2010
Swaziland Nursing Bill	Bill No 12 of 2008
Tinkhundla & Regional Administration Bill	Bill No 24 of 2011
Tobacco Products Control Bill	Bill No 22 of 2010
Veterinary Public Health Bill	Bill No 17 of 2011
Voters Registration Bill	Bill No 08 of 2013
Witness Protection Bill	Bill No 10 of 2011

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