

The National Development Strategy (NDS)

This is the National Development Strategy from the Ministry of Economic Planning and Development, Government of Swaziland.

The purpose of the NDS is to formulate a Vision and Mission Statement with appropriate strategies for socio-economic development for the next 25 years and provide a guide for the formulation of development plans and for the equitable allocation of resources. It is designed to strengthen the Government's development planning and management capacities and anchor it firmly to a national consensus on the direction of future developments in the country.

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1. INTRODUCTION

For twenty years after independence (i.e., since 1968), the social objectives of His Majesty's Government (which were stated as economic growth, self-reliance, social justice and stability), together with the policies and strategies for achieving them, were laid down in successive five-year national development plans and in subsequent three-year rolling development plans. This period also saw good economic progress and remarkable political stability.

In 1988, Government decided to embark on an improved and more comprehensive planning system designed to meet emerging serious challenges. The National Development Strategy (NDS) is part of this new planning system. The process of compiling the NDS started by the collection of views from the general public which was accomplished through the appointment of the Economic Review Commission (ERC) by His Majesty. The report of the ERC, published in 1995, solicited a national consensus and came up with recommendations which called for the formulation of strategies for satisfying the aspirations of the nation.

Following completion of the Economic Review Commission exercise which was the first phase of the NDS process, eight sector committees were charged with the responsibility of giving in-depth analysis to specific areas. The idea was to provide background material to guide strategic thinking in the formulation of the vision and the long-term national development strategy for the country.

Following the nomination of stakeholder representatives the consultation process was further strengthened by the appointments made by His Majesty to the stakeholders group. The representatives were entrusted with the responsibility of articulating a long-term vision, identifying the key areas of development against which national resources will be allocated and the formulation of macro and sectoral strategies for the attainment of the vision for the country.

The NDS document has been compiled on the basis of the report of the stakeholders group and it will provide a long-term framework (25 years) within which short and medium-term development plans will be formulated.

Flowing from the NDS are social and economic transformation processes which His Majesty's Government has embarked upon - namely, the [Economic and Social Reform Agenda](#) (ESRA), the [Public Sector Management Programme](#) (PSMP) and the Internal Structural Adjustment Programme (ISAP).

The current three-year rolling development plan and [ESRA I](#) and ESRA II, which are management tools, were prepared by Government on the basis of the draft National Development Strategy.

The 2022 Vision was launched by His Majesty King Mswati III.

2. The Vision

Following extensive consultations as well as detailed analytical reviews of Swaziland's social and economic performances since independence, challenges and opportunities were identified. Consequently the stakeholder representative groups settled on the following vision:

"By the Year 2022, the Kingdom of Swaziland will be in the top 10% of the medium human development group of countries founded on sustainable economic development, social justice and political stability".

What this vision states is that twenty-five years from the year 1997, Swaziland will have considerably improved its world standing in terms of measurable indices of human development. In its quest for the improved standing, it will rely on sustainable economic development; social justice; and political stability.

Underlying the vision is the focus on the quality of life in the country. The critical dimensions of the quality of life are poverty eradication, employment creation, gender equity, social integration and environmental protection. These dimensions are, in turn, crucially linked to education, health and other aspects of human resource development. These indices can be used to monitor movement towards the vision on a regular basis. Because other countries are also trying to improve their conditions, this vision is actually a moving target. What Swaziland is essentially saying is that it wants to move up the ladder for enhancing human capacities.

The vision will be attainable if vibrant economy and human and social development are taken care of. It is within the capacity of the Swazi nation to ensure that conditions necessary for achieving the vision are indeed satisfied.

3. Key Macro Strategic Areas

To achieve the vision described above, key macro strategic areas were identified. They are macro in the sense that they are broad and encompass a number of more focussed strategic considerations.

3.1 Sound Economic Management

In the context of the free-enterprise nature of the Swazi economy, the central theme of sound economic management is the creation of an attractive macroeconomic environment to increase investor confidence. This will, in turn, enable the achievement of a number of desirable social objectives such as job creation, poverty reduction, economic empowerment of locals (including women) and environmental management. It will also help sharpen the effectiveness of the other key macro strategies.

Important elements of this strategy are sustainable national budget; full transparency and accountability in the use of public funds; realistic monetary policy taking into account the small size of the economy vis-a-vis the regional economy; creation of adequate physical infrastructure; protection and regeneration of the physical environment; effective and optimum utilization of the natural resource base; maximisation of productive employment opportunities; and bringing regional economic relations to work for the benefit of the Swazi economy.

3.2 Economic Empowerment

Economic empowerment involves raising the capability of various national groupings to widen their choice horizons.

Strategic considerations in this area include the following: active promotion of local entrepreneurs to start own businesses or grow in their existing businesses or enter into mainstream business operations through share purchases on a willing-buyer and willing-seller basis; orderly promotion of informal sector activities; rural development; assisting disadvantaged groups; and mainstreaming of gender relations in project formulation. Where there are existing structures for economic empowerment they should be streamlined and made to work more efficiently and effectively. Where necessary, existing structures should be introduced. In all cases, there should be sufficient consultation with all stakeholders so that the outcome can receive maximum support.

3.3 Human Resource Development

The importance of human resource development as a key macro strategy stems from the fact that human resources are one of the primary resources Swaziland has. This resource can only contribute meaningfully to sustainable economic and political development if its capabilities and qualities are enhanced.

Important elements in this strategy are appropriate education and training (including a reorientation away from the presently academic orientation to technical and vocational

orientation); adequate incentives extended to businesses and households to encourage the full development of human capital; appropriate youth programmes; special attention to members of society with disabilities; and all other areas impacting on the quality of human capital (health, water, sanitation, shelter, etc).

3.4 Agricultural Development

Swaziland has a comparative advantage in agricultural products because of its good soils, good climatic conditions, potential for more quality agricultural research and competitive wage rates. A large portion of the population will be still deriving its livelihood from agriculture over the next twenty-five years. It, therefore, makes good economic sense to select agricultural development as one of the major areas of strategic thrust. The agricultural sector has relatively strong backward linkages with other sectors in the domestic economy. Hence by stimulating it, it is hoped to stimulate other sectors of the domestic economy.

This strategic area essentially involves raising the capability of the agricultural sector to generate a higher volume of goods and services for given factors of production, without destroying the environment. Important elements are food security at the household and community levels; commercialisation of agriculture on Swazi Nation Land; efficient water resource management and usage; and rational land allocation and utilization.

3.5 Industrialisation

This strategic area entails diversification away from agriculture into industry and services, as well as from the narrow range of non-agricultural activities into a broader spectrum. Such diversification will reduce overall economic risk, raise the degree of resilience in the economy and raise the capability of the economy to sustain its operations. Hence it is important for Swaziland to identify feasible areas for industrial development.

Important elements include the maximization of value-added on agricultural and mining products; promoting financial services (including offshore operations); fostering harmonious industrial relations; promoting sectors with strong backward and forward linkages.

3.6 Research for Development

The importance of this strategy stems from the fact that knowledge is one of the important ingredients for decision making. There must be a culture of generating relevant information before any decision is made in both the public and private sectors. Institutions dedicated to research must receive adequate funding which could be encouraged by appropriate fiscal incentives. The research should span all areas - including natural science, production technology, social science, humanities, education, population and health.

Where technology transfers from abroad are made, the possibility of adapting that technology to suit local conditions must be investigated. Conversely, if the required research capability threshold has been reached, locally based research results can find applications abroad.

3.7 Environmental Management

Swaziland recognises that environmental management is a necessary condition for sustainable development. This entails the maintenance of an ecological balance must be maintained; and accommodating environmental considerations in their policies, strategies and programmes of both the public and private sectors; accommodating environmental compliance procedures; and ensuring that sector strategies for achieving the country's vision are environmentally friendly. The Government is committed to the concept of sustainable development and to the implementation of Agenda 21.

Environmental management will help to forge a development path that provides prosperity for the country's present and future generations.

4. Sectoral Strategies

The sectoral strategies have a cross-cutting effect on the key macro strategic areas presented above. In other words, one sectoral strategy may impact on more than one of the key macro strategic areas. The strategies are not presented in any order of priority. The prioritisation can be done in the context of medium-term national development plans through which the national long-term development strategies will be implemented. This is where the cost-benefit analysis as well as implementation, timing, monitoring and evaluation of the different strategies will be undertaken.

4.1. Public Sector Management

4.1.1 Role of Government

The following strategies are recommended:

a) Infrastructure Development

- Improve the infrastructure, services and telecommunications to stimulate development.
- Develop detailed integrated and systematic mechanisms for providing infrastructural support to facilitate development at Tinkhundla centres.

b) Policy and Legislative Matters

- Create and develop appropriate investment policies, codes, as well as updated information in order to facilitate both local and foreign investment.
- Develop appropriate legislation, policies and an enabling environment to promote private and informal sector investment and active participation of these groups in economic growth and development.
- Review labour laws, educate and sensitise social partners on the need to promote industrial harmony and prosperity.
- Review, update and harmonise public service legislation.
- Establish legal a framework and an enabling environment for NGOs to continue to assist vulnerable groups.

c) Macroeconomic Management

- Formulate national objectives for macro-economic management.
- Define standards of performance and services expected by the public from government and the public sector.
- Improve the performance, productivity and effectiveness of the public service within the limits of a sustainable budget.
- Create a framework for conflict prevention, management and resolution that would be acceptable to the majority of the population.
- Create structures and mechanisms for coordinating, monitoring and evaluating development programs at Tinkhundla centres.

d) Law and Order, Defence and Security

- Review, research and codify some aspects of Swazi law and custom in order to ensure uniformity and consistency in its application.
- Review all existing legislation to determine its relevance to, and conformity with the various tenets of the new constitution. This will ensure adherence to predictable rules and procedures.
- Strengthen and up-date crime prevention measures to ensure crime reduction, rapid response and effective crime investigation.
- Create and develop mechanisms for the training, formalisation and monitoring of community-based policing services.
- Improve mechanisms and systems for the maintenance of law and order, performance appraisal for law enforcement agencies and ensure adherence to proper standards and practices.
- Establish mechanisms for the expeditious processing of court cases.
- Establish mechanisms for restructuring the defense force to rationalize expenditure in the line with national priorities.
- Strengthen and support activities and institutions aimed at crime prevention and re-integration of offenders into main-stream society.

e) General Public Services

- Establish effective and up-dated early warning systems to improve forecasting and safeguard against natural disasters.
- Ensure up-dated structures and measures to improve the processing speed and accessibility of immigration services to the public.

f) Planning

- Establish and strengthen mechanisms for ensuring broad-based participation of all stakeholders in national development planning, implementation, monitoring and evaluating processes.
- Develop mechanisms for improved qualitative and quantitative data and information gathering and analysis to ensure effective and proper planning.
- Develop mechanisms for mainstreaming gender in development planning and implementation.

g) Efficiency

- Establish and re-activate structures for law reform to strengthen and consolidate the judiciary system in the country.
- Develop measures for the streamlining and strengthening of the Attorney General's and Director of Public Prosecution's offices as well as the police department to ensure the efficient administration of justice in the country.
- Strengthen mechanisms for the decentralisation of power and decision making to ensure effective delegation and execution of national functions and duties.

4.1.2. Public Sector Management and Human Resource Management

The following strategies are recommended:

a) Planning and Training

- Establish mechanisms for developing a comprehensive policy on human resource planning and training to effectively consolidate into one single plan the needs of all government ministries, parastatals and departments.
- Ensure the provision of financial and human resources for the strengthening of the institutional capacity of training institutions.

b) Productivity and Efficiency

- Create policy instruments to effect the objective implementation of recruitment, selection, placement and promotion in the public service. This implies the review of the Draft Public Service Act of 1996.
- Review and improve the structure of incentives at all levels to make it geared towards high performance in the public service.
- Strengthen and support government reform programmes to improve performance, productivity and efficiency of the public service within the limits of a sustainable budget.

c) Institutional Reform

- Streamline the organisational functions and structure of personnel management in the public service to avoid fragmentation and duplication of organisational and managerial functions. This will promote transparency and facilitate the measurement of the effectiveness of the personnel function.
- Restructure and reconstitute the Civil Service Board to an autonomous body and re-define and professionalise its terms and conditions of service. This will facilitate the formulation of guidelines for all human resource management based on the fundamental principle of merit.

d) Transparency and Information Disclosure

- Establish mechanisms for clear communication and full disclosure of information to the public to ensure transparency in government.
- Establish and strengthen systems for consulting and briefing interest groups through a participatory process
- Ensure transparency in recruitment and promotions to eliminate discrimination and to increase the representation of women and other marginalised groups in decision making positions.
- Improve the accountability and transparency of government expenditure.

4.1.3. Labour Relations

The following strategies are aimed at fostering an atmosphere conducive to good industrial relations:

a) Legislative Matters

- Strengthen the structures and mechanisms for the review and reform of labour laws to ensure their conformity to ratified international labour standards.
- Rationalise and harmonise the various acts and pieces of legislation governing employment in order to ensure consistency in applicability.

- Harmonise all labour laws to ensure conformity with conditions of employment and government's General Orders.

b) Efficiency and Productivity

- Create and strengthen structures for continuous dialogue and mutual sharing of information in the work environment to ensure harmony and industrial peace
- Introduce and promote mechanisms for employee shareholding in work establishments to engender a sense of ownership and to ensure accountability and higher productivity.
- Improve measures for ensuring adequate and qualitative staffing of the department of labour and public service in order to improve its efficiency and speed in the execution of its function.

4.2. Macro-economic Management

Since one of government's prime responsibilities is to create a conducive environment for growth, the following strategies are a basis for prudent macroeconomic management:

4.2.1. Economic Growth

a) Investment

- Identify measures to promote and stimulate sustained private sector investment.
- Intensify efforts for the creation of a favourable investment climate - including the investment code, one-stop investment shop and amendments to the 1996 Industrial Relations Act.
- Co-operate with other countries to minimise the dangers of "fly-by-night" investors.

b) Efficiency

- Improve the efficiency of the civil service (i.e., strengthen PSMP).
- Improve the efficiency of the use of public resources (donor and local resources).
- Improve the capacity for policy formulation and analysis at the higher and lower end of the government structure.
- Ensure co-ordination and harmonisation of monetary policies in the region.

c) Implementation

- Create a mechanism for the speedy implementation of important government policies and decisions.
- Implement vigorously the cost-recovery programme on the sale of public services. Where justified, find ways of cushioning the adverse impact on income distribution.

d) Revenue

- Identify measures for broadening the public revenue base.
- Improve revenue collection capacity.
- Review the mechanism for suggesting changes to tax policy.

e) Expenditure

- Institute tight measures for the control of government expenditure.
- Compile a public debt strategy.

f) Empowerment

- Design programmes for promoting the informal sector, especially the dynamic activities in it.
- Design programmes for promoting employment and the alleviation of poverty.
- Design a flexible and innovative programme for economic empowerment of nationals.

4.2.2 Public Enterprises

Suitable strategies through which the public enterprises sector can make positive contributions to the realisation of the nation's vision are as follows:

a) Efficiency

- Enhance the efficiency of all public enterprises (PEs) so as to reduce their fiscal burden.
- Review the revenue and cost structure of those enterprises that are heavily subsidised so as to move them towards financial self-sufficiency.
- Review the tariff structure of those enterprises that provide utilities without ignoring efficiency and equity considerations.
- Promote the principle of management and regulatory contracts.
- Compile performance contracts with reasonable but challenging targets; and ensuring that the rewards and penalties are strictly applied.
- Ensure the employment of competent staff, especially in the areas of accounting and management.
- Strengthen government negotiating and monitoring skills as a safeguard against the risk of exploitation by private managers and owners.
- Impose commercial standards on public enterprises where complete privatisation is not feasible.
- Raise the skills level of the boards overseeing the operations of PEs.

b) Political Interference

- Eliminate political interference in the management of PEs and rely on appropriately qualified board members to oversee operations.
- Foster an environment that will make the political forces behind the creation of public enterprises more amenable to market forces.

c) Restructuring

- Finalise the policy on the privatisation of public enterprises and embark on an educational campaign to teach stakeholders (including workers and consumers) about its net benefits.
- Ensure political commitment to the privatisation policy and corresponding programmes.
- Ensure good communication of strategies on privatisation.
- Involve employees in the privatisation of their enterprise.
- Encourage information sharing.
- Encourage employee participation in decisions that affect their future.

- Encourage proper communication of enterprise decisions among the workers themselves.

d) Empowerment

- As part of the economic empowerment of nationals, the shares of the privatised PEs should be offered in the first instance to consortiums involving Swazis and workers.
 - Design a proper policy framework for NGOs.
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4.3. Physical Infrastructure

The following strategies are recommended:

4.3.1. Roads

a) Efficiency

- Improve standards and supervision of design, construction and maintenance of roads.
- Establish an autonomous road authority and clearly define its areas of responsibility.
- Establish permanent fund-raising methods for road maintenance.
- Strengthen transparency and accountability in awarding tenders.
- Investigate the possibility of using the BOT, BOO and BOOT schemes to provide more and better roads.
- Co-operate regionally on all road, road traffic and road safety projects that have regional dimensions.

b) Legislative and Environmental Issues

- Review, update and harmonise all legislation pertaining to roads.
- Implement environmental assessment on all road projects.

c) Empowerment

- Provide an enabling environment for the participation of nationals in the road construction industry.

4.3.2 Road Transport

In order to strengthen the transport sub-sector, the following strategies must be put in place:

a) Efficiency

- Provide adequate feeder roads and maintain them well.
- Establish consultative committees on road freight and road passenger.
- Improve organisational structures to control over-loading.
- Restructure and strengthen transport associations.
- Conduct and strengthen road transport data collection, analysis and compilation.
- Ensure that transport services address user needs.

- Ensure that road transportation permits are issued to applicants that have vehicles.
- Eliminate unnecessary delays in the processing of road transportation permits.
- Explore the possibility of making rail transport competitive vis-a-vis road transport.
- Establish dedicated road transport support fund.
- Improve safety and reliability of road transport.
- Develop and promote regional cooperation to generate efficiency gains.

b) Empowerment

- Encourage and promote local entrepreneurship in road transport.
- Improve the access of public transport to people with disabilities.
- Encourage and integrate Swazi business women into the transport industry.

c) Legislative

- Improve the enforcement of existing road traffic and road transportation legislation.
- Ensure that illegal trade is effectively controlled and eliminated.

4.3.3 Rail

The following strategies are recommended:

a) Efficiency

- Improve safety standards.
- Ensure transparency and public accountability.
- Level playing ground between road and rail transport.
- Form strategic alliance with freight forwarders, shippers and logistics companies.
- Concentrate on core business rather than non-core business.
- Continue to face open competition from other modes of transport.

b) Regional Cooperation

- Collaborate in retaining and improving the national share in the regional market.
- Review agreements with regional partners.
- Fully participate in the Maputo Development Corridor and Lubombo Spatial Initiative.

4.3.4 Civil Aviation

The following strategies are recommended for civil aviation:

a) Efficiency

- Maintain high standards of flight safety.
- Establish a special airport fund to take care of airport improvements.
- Address and make a decision on the ownership and status of the airline.
- Promote human resource development.
- Eliminate the burden of the national airline on the public budget.
- Expand existing airport capacity.

b) International Links

- Embark on mutually beneficial joint ventures with other airlines to generate economies of scale.
- Review and update legislation to keep abreast with international standards.

4.3.5 Cableways and Telecommunications

The following strategies are recommended in this sector:

a) Efficiency

- Improve accountability and performance measures.
- Strengthen the implementation of the Public Enterprise Act to attain financial and performance targets.
- Streamline the regulatory framework.
- Allow competition in the telecommunications industry within a conducive supervisory environment.
- Base investment decisions on economic criteria.
- Co-ordinate installation of communications infrastructure with national development agents.

b) Policy and Empowerment

- Formulate and implement a rational communications policy.
- Promote the economic empowerment of nationals by encouraging their participation in telecommunications as owners, managers and technical operators (with foreign technical partners where necessary).

c) International Links

- Ensure that the telecommunications network is in line with new technological developments abroad.

4.3.6 Postal Services

In order for the postal services to provide quality services, the following strategies must be taken into account:

- Restructure and improve profitability of postal services.
- Diversify and expand postal services to suit customer demands.
- Compete effectively with private providers of postal services.

4.3.7 The Media

The appropriate strategies recommended in this sector are as follows:

- Formulate a media policy through a fully consultative and participatory approach.
- Establish a fully representative media council that will, among other things, ensure the upholding of high ethical standards in journalism.

- Tighten legislation to protect the rest of society from libelous reporting.
- Transform state-owned media houses into independently-controlled entities that still provide public services.
- Promote the use of up-to-date technology.
- Encourage the accessibility of the media to the wider population.
- Establish viable structures to disseminate accurate information from government to the media.
- Promote the economic empowerment of nationals through ownership and management schemes.

4.3.8 Fuel and Energy

Numerous strategic objectives have been suggested to enable the energy sector to fully assume its central role of being a sine qua non for achieving socio-economic development. Some of them are:

a) Research and Development

- Expedite research and development for better understanding of energy systems and technology development.
- Identify future options for the development of the Swaziland Electricity Supply Industry (ESI) in general.
- Investigate clean coal technologies for using local coal instead of imported coal.
- Consolidate data on energy and fuel resources.
- Assess the development and dissemination of appropriate renewable energy technologies.
- Identify suitable petroleum substitutes.

b) Efficiency

- Ensure improved energy efficiency.
- Establish cost-reflective pricing policies for all types of consumers which make energy affordable yet encourage conservation and efficient use of resources.
- Investigate the possibility of competition within the electricity supply industry.
- Assure full participation in the development of the Southern African Power Pool so as to ensure access to the new regional market opportunities.
- Establish storage facilities for fuel resources.
- Ensure full participation of all stakeholders in renewable energy projects and issues.
- Increase education campaigns to address fuel-related accidents.

c) Accessibility

- Ensure improved access to a range of energy services for the whole population in urban, peri-urban and rural areas.
- Make electricity available and affordable in rural areas so as to improve social economic development and welfare.
- Ensure sustainable fuelwood management.

4.3.9 Environment

Broad strategic objectives that have been proposed for dealing with many of the problems of environmental protection and conservation include the following:

a) Integration

- Fully integrate environmental management and development planning.
- Engender a strong political will and a firm government commitment to put a priority on and to invest the resources, energy and time needed to develop and strengthen the necessary capacity.
- Initiate a collaborative coherent programme approach with all sectoral ministries and departments, each contributing in their area of expertise.
- Develop an integrated national environmental policy and update all necessary legislation.

b) Monitoring

- Establish a national environmental mechanism for ensuring that the environmental priorities of national planning are observed and sought after.
- Invigorate, and where necessary develop, an information gathering, monitoring and assessment capability.
- Coordinate, monitor and control environmental protection measures.
- Involve the public in environmental management.

c) Legislation

- Strengthen or develop a comprehensive systems of environmental laws and regulations.
- Reinforce the enforcement capability of the Swaziland Environment Authority.
- Design and strengthen economic policy instruments, such as environmental profile, environmental guidelines and procedures, environmental impact assessment and market-based mechanisms.
- Formulate, review and implement environmental standards and prepare codes of conduct.

d) Capacity Building

- Encourage popular participation and training, including embracing sectoral human resource development, education and training, public information and public involvement.
- Carry out specific research and studies to develop methodologies and tools for the implementation of sustainable development programmes.
- Strengthen the institutional and capacity building of the Swaziland Environment Authority.

e) Gender

- Ensure a gender dimension in environmental management.
- Involve women actively in environmental decision-making at all levels.

f) Enforcement

- Enforce all environmental laws.
- Ensure that enacted environmental laws and regulations are implemented.

- Laws and regulations on waste disposal and discharges of harmful materials into the rivers should be strengthened and strictly enforced.

g) Conservation

- Curb and prevent the erosion of the soil.
- Promote conservation and management of water and land resources.
- Develop measures to conserve endangered animal and plant species.
- Construct recreational facilities in close proximity to plant and game parks.
- Establish and promote the idea of botanic gardens.

h) Implementation

- Implement the Swaziland Environment Action Plan (SEAP).
- Implement the national biodiversity strategy and action plan.
- Initiate economic incentives to promote environmental management.
- Strengthen the information base for environmental protection.

i) Finance

- Source financial resources needed for the introduction of the necessary institutional changes required for sustainable development.
- Establish an Environmental Fund.

4.3.10 Water and Sanitation

The following strategies are recommended:

a) Legislative Matters

- Legislate and implement regulatory mechanism to facilitate delivery and management of water resources.
- Review regional water treaties and encourage the strengthening of such protocols in order to ensure equitable distribution of water.

b) Management

- Establish an institution to manage, coordinate and monitor water resources in a systematic and equitable basis, including the close monitoring of water chemistry and pollution levels.
- Strengthen the testing of water and promote appropriate methods for water harvesting.
- Promote waste management mechanisms including the recycling of waste and refuse materials.

c) Service Delivery

- Facilitate the provision of clean and safe water for all rural, peri-urban and urban communities conforming to the World Health Organisation (WHO) standards.
- Ensure the provision of adequate sanitation, including the provision of facilities for persons with disabilities. The regulation of sanitation infra-structure in urban areas, especially in new developmental schemes, facilitates the provision of facilities.

d) Education and Training

- Strengthen and intensify programs to educate communities on the relationship between safe water, sanitation and health.
- Strengthen and provide capacity building, training and development programs for personnel in both the public sector and NGOs in order to render them a viable force for dealing with sanitation issues, particularly in peri-urban and rural areas.
- Strengthen the teaching of sanitation and hygiene in the school curricula.

4.3.11 Water Resource Development

The following strategies are recommended:

a) Policy and Legislative Matters

- Develop an overall policy to cover all water use.
- Establish a water sector committee and initiate the statutory adoption of the draft Water Act.

b) Planning and Management

- Enter into negotiations for shared waters guided by a National Water Master Plan.
- Promote catchment management plans for major river systems, dams and irrigation works.
- Establish a research programme in land and water management, irrigation system design within a designated Ministry.
- Integrate water supply, sanitation and health education into a single programme.

c) Research

- Update information pertaining to all the river basins to facilitate detailed investigation for future water resources development.
- Explore future exploitation of ground water resources.

d) Access and Use

- Combine hydro and agricultural uses.
- Increase access to safe drinking water from the present status.
- Expand smallholder irrigation within a national irrigation development plan whilst encouraging farmers to utilise all available water catchments.

e) Water Conservation

- Encourage implementation of watershed conservation plans for each dam system.
- Plan and construct small to medium size dams to provide a reliable source of water for small scale irrigation, livestock, fisheries and domestic use.

f) Efficiency

- Optimise available resources, land, human and finance in promoting irrigated agriculture.
- Promote and foster efficient and sustainable land and water resources.

g) Participation

- Encourage and facilitate the participation of private commercial estates, communities, farmers and other agencies in irrigation development.
- Increase participation of communities in the planning, implementation and maintaining of water supply systems.

4.3.12 Human Settlements and Shelter

The following strategies are recommended:

a) Land Use and Tenure

- Develop a land allocation policy that will ensure that both men and women have equal access and ownership opportunities especially on SNL
- Review and up-date the Land Speculation Control Act of 1972 to promote development projects, minimise the requirement for land transactions and encourage investment and credit availability.
- Formulate an effective mechanism for settling land disputes on Swazi Nation Land.
- Explore possibilities of improving the present land tenure system.

b) Affordability

- Develop and promote the use of local indigenous material for constructing affordable and safe shelter
- Implement appropriate standards for national housing infrastructure to ensure safety, quality and affordability in rural, peri-urban and urban areas.
- Instill a culture of public participation and design plans that are not very rigid, which recognise existing physical and social patterns.
- Maintain regulations which accommodate inexpensive and appropriate building standards.

c) Finance

- Strengthen and create local institutional mechanisms to facilitate low cost housing.

d) Efficiency

- Devolve powers from central government in order to strengthen local authorities of peri-urban and urban areas to efficiently manage the growth of human settlements. The role of the Human Settlement Authority in the Ministry of Housing and Urban Development should be confined to providing legislation, regulation and coordination of activities among the various local authorities.
- Integrate settlement and shelter strategies into the macro-economy.
- Increase the absorptive capacity of smaller towns to accommodate migration from rural areas, hereby relieving some of the strain on the major urban areas.

e) Service Delivery

- Improve the quality and delivery of social services in the rural areas.

- Facilitate a well functioning land market with adequate information, secure tenure arrangements and easy and affordable registration and transfer fees.
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4.4. Agriculture, Land and Rural Development

4.4.1 Agriculture

The following strategies are recommended:

a) Food Security

- Promote production of crops and livestock for domestic and international markets by both small and large scale farmers.
- Encourage diversification of agricultural production whilst intensifying production of high valued crops and stock.
- Promote food management, processing and storage techniques at both national and household level and facilitate optimal distribution of food within households, communities and regions.
- Monitor progress of government food security programmes, evaluate their impacts, and revise programmes according to agricultural production.
- Devote part of the revenue accruing from agricultural commodity taxes to the promotion of growth within the industry where the taxed product originates.
- Participate in the development of a food security risk mapping, identify vulnerable areas and promote appropriate packages for the different areas.

b) Research

- Encourage the private sector participation in agricultural research and provision of market infrastructure.
- Review NARS (National Agricultural Research Systems) activities and formulate a research policy.
- Strengthen linkages and networking activities between NARS and regional and international institutions.
- Strengthening linkages between research, extension, NGOs, parastatals and other stakeholders.
- Establish an information unit to facilitate the exchange of information with stakeholders.
- Identify and develop cost-effective production technologies.
- Conduct demand-driven research, identifying and targeting potential and high value crops in the process.
- Document and review socio-economic information to guide research programmes.
- Review available technical and socio-economic data and advise stakeholders on various agricultural policies.

c) Employment

- Promote labour-intensive over capital-intensive solutions to technical problems in agriculture where possible and reasonable, so as to expand the number of employment opportunities.

- Establish and expand agro-processing plants to enhance value added and employment in agro-based products.
- Reduce the level of risk associated with farming by promoting agricultural insurance.

d) Levies

- Develop irrigation infrastructure in support of all commercially grown irrigated crops and charge for the water at cost-recovery levels.
- Re-organise national services such as agricultural research, early warning system, extension with a view of making these services more accessible and responsive to the agricultural sector. Introduce a charge for use of these services which would help lighten the burden on the national budget whilst effecting cost recovery measures in these services.
- Review duties on exports and imports to promote agricultural production and agro-based processing industries.

e) Empowerment

- Enhance private sector involvement in the upliftment of SNL farmers from subsistence to commercial farming whilst maintaining economic efficiency in production.
- Promote cane production by smallholder cane growers.
- Increase the access of agricultural producers to credit.
- Encourage domestic investment whilst nurturing entrepreneurial skills.
- Strengthen participation by the beneficiary farmers, either directly or through a charge in irrigation network financing at a certain percentage rate in investment, operating and maintenance expenditure, in the framework of the major agricultural water-works development projects initiated by the government.

f) Legislation

- Review and update all agriculturally related legislation to be compatible with international conventions and policy requirements.
- Introduce standard grading, quality control and pricing system of all agricultural products.
- Minimise monopolies held by certain agro-based companies in favour of competition.

g) Land Use

- Re-orient agricultural production such that activities are in accordance with the agro-ecological zones. Arable land must be used for growing crops and grazing land be confined to livestock.
- Strengthen the afforestation and reforestation programmes with particular emphasis on addressing fuel deficit areas and degraded landscapes.

h) Marketing

- Promote production and marketing of horticultural crops, livestock including small ruminants.
- Promote rural markets, assembly markets and produce collection points, whilst developing capacity for local expertise to produce finished goods for sale in the domestic, regional and international markets.
- Improve market infrastructure to provide market information and facilitate its dissemination.

- Define roles of the different structures involved in marketing, handling and storage of food crops and animal products and strengthen institutions to be more responsive and effective.
- Rationalise operations of the market industry to reduce overheads and increase the profitability of agricultural enterprises.
- Establish a Meat Marketing Commission (MMC) in the long-term to take over livestock marketing responsibilities.
- Create opportunities for farmers and producers to participate in the process of developing price recommendations for commodities for which prices are gazetted.
- Introduce a standard grading and pricing system for live cattle and cold dressed carcasses that will favour the timely marketing of younger cattle which are demanded in the consumer market.
- Monitor and harmonise livestock commodity markets: their availability, efficiency and accessibility by livestock producers.

i) Trade

- Formulate policies regarding importation and exportation of agro-based and agricultural products in order to assure a safe balance of domestic supply and demand.
- Facilitate the construction of communication infrastructure and networks and develop one-stop centres for exporters where they can obtain all relevant information to facilitate exports. Information should be accessible and amply disseminated.
- Develop export opportunities, particularly in the Southern African region.
- Regulate the importation and exportation of livestock and their products in order to assure a safe balance of domestic supply and demand.

4.4.2 Land

Recommended strategies for achieving sustainable use of land include the following:

a) Rational Land Use and Tenure

- Address with greatest urgency the necessary institutional arrangements in order to eliminate the negative aspects directly affecting land use; taking into consideration that the land is held in trust for the nation and that there are many agencies involved with land issues (including the chiefs).
- Bring about land use changes for highly eroded land and land with arable potential currently under grazing or forest.
- Produce guidelines in the form of a manual to address settlements and resettlements, urbanisation, industrial development, environmental protection and conservation.
- Intensify the efforts to modify the land tenure system such that it is consistent with increased production and employment.
- Ensure that resettlements are effected in an efficient manner that will give way to development projects whose overall and ultimate objectives will bring about improvements in the well-being of Swazis.
- Develop programmes that are based on a clear historical and socio-economic understanding of land and its uses.
- Promote the production of crops suited to the different agro-ecological zones.
- Guide the irreversible shift from rural to urban land use by appropriate land policies.
- Prioritise land use giving considerations to economic, environmental, demographic and social concerns.
- Provide solutions for a more rational use of the land in the rural sector.

- Develop a clear land use policy for both crop and livestock production.
- Revise and consolidate conservation legislation.

b) Community Participation and Empowerment

- Include community participation as a primary component in natural resource management.
- Explore possibilities of smallholder game farming, agro-tourism, eco-tourism and cultural-tourism.
- Promulgate legislation to encourage investment on SNL.

c) Forestry

- Develop new commercial forestry plantations only in those highveld areas with sufficient rainfall and low potential for other agricultural use, taking care not to disturb ecological and population balance.

d) Livestock

- Streamline livestock marketing activities so as to relieve the pressure on land.
- Determine livestock activities to be carried out in the different ecological zones on the basis of climatic conditions.
- Discontinue grazing in the Highveld and Upper Middleveld where there is a bigger potential for crop production. Shift the grazing to areas with low crop production potential.
- Develop livestock production in those parts of the Lower Middleveld and Lowveld which are not suitable for crop production.
- Promote proper livestock management and facilitate the commercialisation of the livestock sector; especially on SNL.
- Encourage adequate livestock and pasture research.
- Promote group livestock community groups so as to internalise the social costs of using land.

4.4.3 Rural Development

The recommended strategies to enhance rural development are as follows:

a) Co-operatives

- Train co-operatives in organisational and leadership skills.
- Promote the formation of groups, especially among those who otherwise would have difficulty gaining access to productive resources (e.g., women, youth and the physically disabled).
- Support co-operative movement formations of associations, interest groups and foster understanding within the participants - of these formations.

b) Community Participation

- Encourage and promote the concept of community participation in the use and management of the natural resource base.
- Formulate policies that facilitate community participation.
- Include and encourage community participation in every development endeavour.

- Provide effective support to communities to effectively participate in the development and management of the natural resource base.

c) Empowerment

- Design effective methods to support members of the special groups to gain access to income generating opportunities.
- Develop entrepreneurship and enhance access to special credit programmes and equity financing to facilitate small business start up in rural areas.
- Increase the budget allocation for rural development.
- Ensure that all programmes executed in the areas of agriculture, livestock, cooperatives and rural development are designed so that they achieve: a balanced division of roles and responsibilities among men, women, youth; equitable access to and control of resources; and equitable access to the benefits of development.
- Promote awareness on the sustainable use of natural resources.
- Integrate gender issues into mainstream research and policy initiatives in the field of rural development.
- Attract direct investment in rural areas and ensure that there is no urban bias in the provision of infrastructure.
- Improve and decentralise administrative powers and authority between local government and central government.

4.5. Economic Services

4.5.1 Mining

Strategies for engendering efficiency in the operations of this industry so as to achieve the key macro strategies include the following:

a) Policy

- Craft a clear policy on the use and exploitation of natural resources.
- Harmonise and streamline the issuing of licences and exploration permits.
- Revisit Section 95 of the 1968 Independence Constitution.
- Make Tibiyo and Tisuka more transparent

b) Red-tape

- Represent all stakeholders at the point of entertaining an investor into mining so as to cut the bureaucratic red-tape.
- Improve the decision-making process by reviewing the existing institutional arrangements.
- Provide, legally and otherwise, an enabling environment for economic expansion.

c) Empowerment

- Judiciously empower Swazis to become professional miners, managers and owners.
- Provide adequate information dissemination to the nation about on-going mining activities.

d) Value-Added

- Ensure industrial diversification by maximising value added of the mining sector.
- Maximise value-added of the mining sector.

4.5.2 Commerce and Industry

The following strategies are based on the assumption that government's free-market enterprise policy will remain unchanged:

a) Investment Climate

- Ensure fiscal prudence and a set of policies aimed at promoting Swaziland as an attractive investment location.
- Ensure a stable macro-economic environment.
- Speed up the review of the Trading Licences Order of 1975 to simplify procedures and remove all unnecessary red-tape.

b) Harmonious Relations

- Ensure harmonious relations exist between labour, government and business

c) Competitiveness

- Ensure that business costs are kept at a competitive level.

d) Linkages

- Strengthen linkages between industry and agriculture. Given that the economy is agricultural based, industrial development should envisage expansion of processing industries and improving technology at the production level in agriculture and industry.

e) Empowerment

- Design policies and corresponding measures to enhance the promotion of small and medium scale enterprises.
- Design viable programmes for the economic empowerment of nationals.
- Review and strengthen the education system to meet the demands of the private sector. The system should provide the individual with the necessary skills to join industry or engage in productive self-employment.
- Create structures which will enhance technological transfer between domestic and foreign industries.

4.5.3 Construction

The following strategies are recommended:

a) Housing

- Formulate national housing policy and related structures that would address both rural and urban housing needs.

b) Efficiency

- Strengthen quality control measures, establish and implement a bureau of standards.
- Ensure that there is transparency and accountability in the construction industry.
- Ensure that all constructed projects are regularly maintained in order to prolong their life span.

c) Empowerment

- Establish and promote construction associations.
- Ensure that construction companies have easy access to credit facilities.
- Initiate housing loan facilities for people living on Swazi Nation Land.
- Design appropriate programmes to ensure an increase in the proportion of Swazis involved in the construction industry as professionals, managers and owners.
- Provide facilities for the physically disabled in all construction.

d) Environment

- Formulate a policy on compensatory packages for resettled communities.
- Ensure that an adequate environmental impact assessment is undertaken.

4.5.4 Tourism and Recreation

The following strategies are recommended for tourism and recreation:

a) Infrastructure

- Create an enabling environment for innovative investment in the tourism industry.
- Improve road networks and safety.
- Ensure that visas are speedily processed.
- Ensure that customs union formalities enhance the free movement of tourists.
- Construct, expand and maintain hotel accommodation in order to match international standards.
- Construct and develop recreational facilities for all people including women and other disadvantaged groups such as people with disabilities.
- Develop and improve tourist facilities within existing plant and animal wild life parks.
- Promote the concept of guest houses.
- Diversify the provision of recreational and sporting facilities in order to widen catchment area.
- Construct and expand amusement parks and entertainment facilities.

b) Tourist Attractions

- Identify and develop potential tourist attraction sites.
- Establish and develop a handicraft centre.
- Co-operate with neighbouring countries in developing and promoting tourism in the region.
- Develop measures to conserve endangered animal and plant species.

- Preserve and develop historically and culturally important places for present and future generations.
- Establish and promote botanic gardens.
- Establish and promote cultural activities both locally and abroad.

c) Empowerment

- Design programmes to encourage the participation of Swazis as professionals, managers and owners.
- Encourage local communities to participate in tourism.
- Promote eco-tourism, cultural tourism and political tourism.
- Identify and promote traditional cultural dishes.

4.5.5 Financial Services

The major strategies being recommended for the financial services sector are as follows:

a) Credit

- Viable means of satisfying the excess demand for credit, especially from indigenous entrepreneurs, should be found and implemented. The obstacle against women should be removed.

b) Efficiency

- Swazi Bank should be returned to a solvent position as quickly as possible and be encouraged to play a meaningful role in promoting not only rural development, but also infrastructural development and local empowerment.
- The locally generated pension funds presently invested abroad should be repatriated to finance local investment initiatives. Innovative schemes should be introduced to ensure that the returns to the owners of the funds are at least equal to what they would have earned abroad, subject to a small premium to account for the need to develop the local economy.
- The Swaziland Stock Market should be allowed to function without government interference. Its operations should be supervised by the Central Bank which should itself be free from government interference in exercising its supervisory role.
- The potential for Swaziland to become an attractive off-shore financial centre should be investigated.

c) Monetary Co-ordination

- Swaziland should strive for more monetary coordination rather than discretion in the Common Monetary Area (and SADC when the Common Monetary Area has been expanded to that level).

d) Empowerment

- Savings and credit societies must be incorporated into the formal financial sector through appropriate changes in the legislation governing financial institutions.
- Promote the entry of Swazis into the financial services sector as professionals, managers and owners.

4.6. Education and Training

4.6.1 Education and Training

The following strategies are recommended towards promoting sustainable high levels of employment and averting the wastage of human resources:

a) Quality

- Improve the quality of education.
- Review and implement a flexible and up-to-date policy on repeaters at all levels.

b) Relevance

- Encourage intersectoral collaboration between education and training institutions with those organisations who are recipients of their graduates, in curriculum design and procurement of equipment and other resources.
- Encourage the movement of personnel between training institutions and the productive sector to create appreciation of sector needs.
- Formulate a policy to govern the establishment of pre-schools and private education and training institutions.
- The curriculum for basic education must be designed to foster creative and inquisitive minds, must be relevant to the demands of national development and be sufficiently flexible to cater for the diverse needs of the local community.
- Technical subjects must be introduced at an early stage of education, and cooperation between business and tertiary training institutions must be encouraged in the area of curriculum development.
- The focus of the education system must be redirected so as to include more and better training facilities (focusing on youth education outside of the classroom).

c) Science and Technology

- Support ways to strengthen science and technology education at all levels and its continual upgrading in line with developments in science and technology.
- Encourage short courses on specific areas of science and technology as a form of continuing education for all science and technology personnel.
- Encourage the development of post-graduate work in science and technology policy research.
- Promote education research in order to assess short-term and long-term national educational needs.

d) Incentives

- Institute measures to remove economic imbalances and incentive distortions such as income and wage differentials, and also alleviate both social and political impediments to upward mobility so as to increase job opportunities and modify the rapid rural-urban influx.

e) Efficiency

- Reduce subsidies to students in higher education and promote policies whereby the beneficiary of education is the one who bears the education costs.
- The Ministry of Education must strengthen its administrative and co-ordination capability
- Ensure that the composition of the scholarship committee reflects a balance in the skills required by the economy.
- Tertiary education must be market driven and more financially independent. The share of the national educational budget to tertiary institutions must relate to their cost-effectiveness.
- The Vocational and Industrial Training Board (VITB) and Directorate of Industrial and Vocational Training (DIVT) have to be made to operate efficiently.
- The efficiency and cost-effectiveness of the education system must be improved.
- Institute measures to identify potential donors as well as coordinate donor initiatives/activities in the field of education, including planning, monitoring and evaluation of such activities.
- Compile a policy to govern the operations of private pre-schools and private vocational training institutions.

f) Human Resource Planning and Scholarships

- Develop an indicative human resource (HR) plan in consultation with the private sector to help identify skills, especially those in short supply.
- Enrolment of students in tertiary institutions must be guided by an indicative HR plan. This plan will also serve as a guide to the scholarships committee in its awards.
- Effect a balanced localisation programme based on HR forecasting and identification of gaps in levels of skills.
- Create a national skills database to ensure proper maintenance, planning and placement services for human resources in Swaziland.
- The composition of the scholarship selection board must take cognizance of the needs of the different professional elements.

g) Special Education and Accessibility

- Promote the integration of persons with disabilities into the mainstream of the education system.
- Enable persons with visual impairments to have access to colleges and universities by providing the necessary equipment for their training.
- Ensure equal access to education and training for women and girls at all levels and in all sections of formal, non-formal and life skills development.
- Promote education as a basic human right and ensure that males and females receive equal treatment and benefits at all levels and in all areas of the education system.
- Seek and enforce equitable access to Tibiyo bursaries and scholarships.

4.7. Population, Health and Social Welfare

4.7.1 Population

The following strategies are recommended:

a) Policy and Legislative Measures

- Develop a Population and Development Act and a national population policy framework
- Consider and design if appropriate, legislation against early marriage.

b) Population Statistics and Information

- Establish a Population Unit within the Ministry of Economic Planning and Development and identify linkages with relevant ministries and non-governmental organisations.
- Strengthen and ensure vital statistics to facilitate periodic supply of information on all sectors of population statistics.
- Strengthen and ensure the census methodology is appropriate and accurate and provide gender disaggregated data.
- Improve the quality of the management information system in the population sector.

c) Education and Promotional Initiatives

- Intensify educational campaigns aimed at creating awareness on the importance of population control.
- Encourage and promote an on-going process of the review of cultural practices to ensure retention of positive aspects of culture and the discouragement of those that impact adversely on population control.
- Encourage community participation in the planning, implementation, monitoring and evaluation of population initiatives.
- Design appropriate strategies to deal with emerging health problems (including diseases of affluence).

4.7.2 Health

The following strategies are recommended:

a) Planning

- Develop appropriate organisational structures at the national, regional and health facility level in order to improve management, co-ordination, planning, monitoring and evaluation of health services.
- Establish an effective management information system

b) Service Delivery

- Improve and expand comprehensive primary and reproductive health care programmes.
- Improve the health infrastructure and delivery system in the Kingdom. This will ensure access to quality health services to a majority of the people.
- Strengthen the integration of traditional and modern medicine and develop a harmonious working relationship between traditional and modern practitioners.
- Strengthen and support the home-based health care delivery system for the terminally ill.
- Improve co-operation with donor agencies as well as NGOs involved in the delivery of health care services.
- Improve security at health institutions in accordance with the observed and expected risks.

c) Finance

- Devise innovative means of financing health to ensure sustainability of health services.
- Continue subvention of the mission-owned health care system and encourage transparent management under appropriate partnership agreements.

d) Training and Retention

- Institute measures to ensure continued training of health personnel and develop a career structure to ensure promotion within areas of expertise and specialization. Adequate incentives should be provided to retain health personnel within the health institutions.

e) Policy and Legislation

- Update and enforce acts and legislation of professional conduct for health personnel and strengthen the professional council and associations of the health personnel.
- Review and update policies and legislation on pertinent health issues such as drug abuse, alcohol abuse, tobacco, family planning, adolescent health and environmental health.

f) Health Campaigns

- Strengthen the fight against the HIV/AIDS pandemic.
- Intensify the mobilisation of "Health for All" through nation-wide health education campaigns.

g) Disease Control and Prevention

- Strengthen the control, prevention and treatment of malaria, tuberculosis, diarrhoeal diseases and acute respiratory infections.
- Design appropriate programmes to deal with emerging noncommunicable diseases such as diabetes mellitus, hypertension, heart disease, cancer and other diseases.
- Strengthen measures to prevent unwanted pregnancy and abortion and improve the management of unsafe abortions.
- Integrate preventive, promotive and rehabilitative interventions into all government and government-subsidized health care institutions.

h) Decentralisation

- Strengthen the training and deployment of community based rural health motivators who link communities with the health system and health-related organisations.
- Decentralise the administrative management and technical functions of the health sector.
- Promote community participation and involvement in the planning, implementation, monitoring and evaluation of health issues.

4.7.3 Social Security and Welfare

The following strategies are recommended:

a) Rehabilitation

- Increase rehabilitation centres for those that have had problems with the law and also ensure the provision of psychological counselling services.

- Establish rehabilitation centres for people who abuse alcohol and drugs.

b) Direct Welfare Assistance

- Establish temporary shelters for abandoned and abused children and adults. This will entail an acknowledgement that the extended family system is deteriorating and provision of safety nets to those who are in need, particularly the homeless and street children.
- Strengthen and promote adoption mechanisms and foster care homes for children.

c) Education and Information

- Educate and sensitize the public on the issue of human rights, such as abuse of children and women as well as sexual harassment, the uses of limiting and inappropriate language and actions towards women, the elderly, youth and persons with disabilities.
- Improve structures and mechanisms to facilitate proper and effective information dissemination on social welfare matters.
- Review and promote traditional systems, strengthening family units through educational campaigns.

d) Policy and Legislation

- Ensure equal opportunities for persons with disabilities to enable them to become more independent.
- Review inheritance rights, within both the traditional and civil laws, to ensure equality and equity.
- Clearly outline and co-ordinate the role of the private sector in collaboration with government and NGOs in addressing issues of social welfare.
- Re-orient the operations of contributory schemes such as the Swaziland National Provident Fund and government pensions to address the priority needs of contributors
- Create a national policy to combat and prevent alcohol and drug abuse in the country.
- Review penalties for violent crimes including rape, murder incest, etc.

e) Empowerment

- Strengthen and facilitate informal income generating activities throughout the nation, so as to alleviate the problem of unemployment and foster creativity and innovation among the nation.
- Promote the small and medium enterprise sector.

4.7.4 Swazi Society and Culture

The following strategies are appropriate for raising the degree of cultural awareness, introducing dynamism in cultural practices, protecting the marginalised groups and inculcating religious tolerance:

a) Cultural Awareness and Dynamism

- Incorporate the teaching of cultural values into the educational curriculum.
- Maintain and encourage traditional institutional structures and cultural activities that promote Swazi cultural values.

- Periodically review and codify Swazi law and custom in order to ensure predictability and continuity.

b) Disadvantaged Groups

- Sensitise agents of socialisation to change attitudes and behaviour patterns that promote and reinforce the social construction of gender roles.
- Empower girls and women to equally participate in sustainable national development.
- Protect children from incestuous practices.
- Encourage and maintain freedom of religious association.

4.7.5 Poverty

The strategies for reducing poverty and eventually eradicating it altogether are as follows:

a) Water

- Design a national water policy covering pricing, conservation and management.
- Redress water needs by constructing dams and irrigation facilities through full community involvement.
- Promote irrigation-based agricultural production among rural households.

b) Extension Services

- Provide efficient and effective agricultural extension services
- Extend the provision of business extension services into rural areas.
- Develop cost-effective and environmentally-friendly farming technologies and disseminate through a strengthened extension services network.

c) Employment

- Introduce labour-intensive public works projects.
- Reduce unemployment through the encouragement of smallscale income-generating activities and re-orienting the educational system towards self-employment.
- Promote commercial agricultural production on Swazi Nation Land (SNL).
- Promote non-agricultural activities on SNL and in the peri-urban areas.
- Improve tourism particularly its links with the rural sector.
- Design a systematic and comprehensive policy to promote the urban informal sector.

d) Infrastructure

- Improve local socio-economic infrastructure, overall macroeconomic environment and delivery of public services.
- Strengthen community-based administrative structures (including systematic interventions by chiefs and local councils).
- Improve the functioning of local authorities by improving the public accountability of chiefs and their councils.
- Review and overhaul the educational system to emphasize skills required by the economy and self-employment at the end of the process.

- Improve the provision of basic services (especially primary education and health) at affordable prices.
- Strengthen the early warning system and use its output to promote food security.

e) Empowerment

- Place poverty alleviation at the heart of all policy measures. In particular, ensure that the annual national budget is underpinned by poverty alleviation.
- Monitor the incidence of poverty and design specific programmes to eliminate the observed pockets of poverty.
- Develop special programmes that are targeted at disadvantaged groups.
- Implement social security payments for the very destitute among the vulnerable groups (especially the elderly, disabled and unemployed orphans).
- Reform and introduce new laws to deal with problems such as inheritance, land-use rights and status of women.
- Define and formalise property rights on Swazi Nation Land in a clear fashion so that access by households (including female-headed households) is increased and there is an incentive to invest in the land.
- Formulate programmes aimed at improving the status of women, including the facilitation of entry into decision-making positions.

f) Population Growth

- Involve the communities at grassroots levels in the articulation and implementation of a sustainable population policy.
- Incorporate population issues fully into national development planning.
- Strengthen family planning programmes that involve male partners.
- Introduce legislation that fosters and promotes full parental responsibility for children; including those born out of wedlock.
- Engage in proactive planning to cater for immigrants in the urban sector from the rural sector.

g) Shelter

- Place the urban development programme on a fast-track so as to increase the number of serviced plots at affordable prices.
- Review the regulatory environment to facilitate the provision of affordable urban housing.
- Encourage the construction of permanent dwelling structures satisfying minimum standards of decency on SNL.
- Encourage co-operation among workers, financial institutions, housing developers, chiefs and other local community authorities to promote the granting of loans to low-income families in urban and rural areas.

h) Participation and Co-ordination

- Involve communities to be helped in the intervention measures to eradicate poverty.
- Ascertain from the communities themselves how local authorities (particularly tinkhundla, chiefs and local councils) can be reformed to make them more accountable and responsive to the local needs.
- Institutionalize consultation, collaboration and co-operation among all agencies involved in poverty alleviation (i.e., central government, local authorities, NGOs, donors and others).

- Ensure the co-ordination of poverty alleviation activities among affected community, government (central and local), community-based organisations (CBOs) and non-governmental organisations (NGOs).
- Central government and local authorities to devise meaningful developmental programmes.
- Ensure that development is coordinated and sustainable; including the provision of household food security.

i) Cultural Practices and Family Relations

- Identify those cultural norms which impede socio-economic progress and find ways of modifying them.
- Institute reforms of the customary and common legal systems to remove all discriminations based on gender . Entrench in the constitution gender equality.
- Systematize all policies and practices that strengthen the family unit. In this context, also formulate a policy on street kids.
- Implement effective policies impacting on family size and networks (e.g., taxation, public spending, prevention of the spread of HIV/AIDS, taking care of the terminally ill, etc).

4.8. Gender and Disadvantaged Groups

4.8.1 Gender

The following strategies are aimed at eliminating the gaps and offering equal opportunities to all citizens irrespective of their sex:

a) Institutional Strengthening

- Strengthen the existing institutional arrangements dealing with gender relations. The gender office in the ministry of Home Affairs should be strengthened to support the advancement of gender issues.

b) Legislation

- Implement and review appropriate legislative reforms to remove all forms of discrimination against women.

c) Awareness

- Ensure better understanding of civil and customary laws
- Raise people's awareness that education is a human right for all groups. Children should have the right to continue at school irrespective of sex. Ensure equal access to education and training for both boys and girls in formal and informal levels.
- Integrate gender issues in the curriculum as part of the development studies.
- Ensure smooth mainstreaming of gender issues in development agendas to remove hostility reaction from male counterparts.

d) Transparency

- Promote a culture of transparency in recruitment and promotion in the public and private sectors. This will guarantee that females are also afforded the opportunities which they deserve on the bases of merit.

e) The Family

- Encourage, promote and strengthen the family unit.
- Develop mechanisms to strengthen and encourage the extended family unit in order to promote a sense of belonging; to instill values in children (such as self-respect); and prevent undesirable social occurrences (such as crime, street children, drug abuse and abandonment of the elderly).

4.8.2 Disadvantaged Groups

4.8.2.1 Persons with Disabilities

The following strategies are recommended:

a) Integration and Awareness

- Integrate persons with disabilities into economic and social activities.
- Ensure the integration of programmes for persons with disabilities into mainstream education.
- Provide infrastructure for rehabilitation for those who can not be integrated. Institutions catering for disabled people (e.g., schools for the blind, deaf and vocational training) must be expanded to cater for the existing and expected demand.
- Create institutional and policy mechanisms through which persons with disabilities can be rehabilitated and integrated effectively with the rest of society.
- Raise awareness on how to prevent the various forms of disabilities.

b) Equity

- Enact legislation to protect the disadvantaged groups from abuse and discrimination.
- Ensure that all infrastructural designs are inclusive of the needs of persons with disabilities.
- Introduce measures that will support the operations of NGOs to help specific groups.
- Enact legislation to ensure equal opportunities for persons with disabilities.

4.8.2.2 Children

The following strategies are recommended:

a) Policy and Legislative Measures

- Review and where necessary create relevant legislative and policy frameworks on child protection.
- Ensure the enforcement of child protection laws and policies.
- Create official procedures and policies that will ensure that all children have their basic needs met.

b) Financial and Institutional Support

- Provide financial support to all child care establishments and programmes to ensure their continued existence.
- Design a more effective placement mechanism, conduct research into the situation of orphaned children, including their final placement, their psychological adjustment, and strategies to improve placement.
- Create the necessary infrastructure and capacity in the relevant institutions for support of children who need welfare services such as adoptive/ foster families, temporary placement, institutional care etc.
- Improve capacity building for personnel who handle child abuse particularly within the police force, legal services and health services.
- Establish drop-in centres or day care centres for children in the street.
- Promote the co-ordination of the activities of all organisations that support children to avoid duplication of effort.
- Establish a family tracing service that would determine the causes and help children re-unite with family where appropriate.
- Establish a street children committee in each town or city.

c) Child Care Services

- Encourage provision of child care services and set regulatory mechanisms to maintain standards and monitor quality of care.
- Continued efforts must be made to improve basic health services that are accessible and affordable to all children to reduce infant and maternal mortality rates.

d) Education

- Ensure access to basic education for all children
- Develop education programs for children in the street. This will give hope to the children.
- Identify priorities and agree on joint policies and strategies in working with street children.

4.8.2.3 Youth

The following strategies are recommended:

a) Education and Participation

- Encourage participation of youth in community programmes.
- Form national coalitions with youth, youth service NGOs and other interested parties to advocate for the development and improvement of the social, economic and health status of adolescents.
- Strengthen existing institutional structures dealing with reproductive health issues, sex education and family planning programmes.

b) Legislative and Policy Matters

- Review the legislation and establish new structures to handle criminal offenses including rape and incest against children.
- Establish an adolescent Health policy.

c) Research and Financial Support

- Encourage the financing of sporting facilities for the youth from private sources rather than rely on government
- Establish and maintain research capacity on the status of adolescents.

d) Service Provision

- Establish easily accessible and affordable youth friendly services to include counselling, information etc.
- Integrate prevention strategies and treatment of STDs including HIV/AIDS in all services provided to adolescents.

4.8.2.4 Elderly

The following strategies are recommended:

a) Institutional Support

- Encourage savings in the form of insurance and pension schemes.
- Provide recreational facilities for the elderly as part of infrastructural development.

b) Policy and Legislative Measures

- Review the government's public assistance policy with the aim of making the amount given more realistic with the cost of living
- Develop a policy to address the criteria used to identify destitute and elderly people.
- Taxation incentives should be introduced to encourage individuals to care for the elderly.

c) Capacity Building

- Initiate and improve capacity building in all institutions working with the elderly.
- Government should sub-contract care services for the elderly
- Encourage, promote and strengthen the family unit.

d) Planning and Co-ordination

- Co-ordinate the activities of all organisations that support the destitute elderly to avoid duplication of effort.
 - Develop an efficient information management system in order to improve the planning process.
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