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1. GENERAL BACKGROUND

National Visions and development strategies are tools for building a nation’s future. They are needed in order to stimulate continuous and purposeful development. A vision’s power lies in its ability to motivate and align efforts, raising national aspirations and providing a focus for collective activity. Although development strategies vary from country to country and change over time, they provide a definition of the goals and priorities of socio-economic development in the long-term and the paths, resources and timeframes for their implementation.

In actual practice, a long-term national vision cannot be complete without an accompanying strategy, which spells out the actions that are to be taken to meet the long term goals. This strategy should systemically assess the journey made by the country, success stories and lessons learned, identify current and future challenges – both internally and externally, identify goals and objectives as well as essential resources for achievement, and become the framework for development of set of policies and programmes. The strategy must be built on honest analysis of the strengths and weaknesses of a country on the opportunities that can be seized, and on the possible threats to avoid.

A national vision is a preferred future situation which countries and societies aspire to attain or want to be in the future. On the other hand, no matter how elusive it may be, a long term national development strategy is a consciously designed means, method or planned roadmap that enables countries to successfully arrive at the pre-defined or aspired vision through well conceived and integrated path of development. In the context of sustainable development, a national development strategy is a coordinated, participatory and iterative process of thoughts and actions to achieve economic, social and environmental objectives in a balanced and integrative manner. At the heart of long term national development strategy is the process of coherent planning spanning both short-and medium term plans essentially aimed at achieving the strategic goals of a country with effective resources allocation. In brief, a national development strategy is a sin qua non for the realization of a vision and its key attributes.
Visioning – formulation of visions, long-term national development strategies is a quite broadly recognized and widely used tool in government practices worldwide. A vision and a long-term comprehensive development strategy should view and be inclusive of wider pillars of development spectrum like economic, social, environmental issues, etc. Both the national vision and long term strategy should be designed to foster consensus in society regarding different development issues including promotion of private sector initiatives and resource mobilization as well as identify potential risks, prospective solutions through focused mobilization of efforts.

In the case of Africa, the linear development path (following the western style of development course) pursued by many African countries in the immediate post-independence period has not produced the expectations and aspirations of the populace. Instead, contrary to expectations, the outcome was characterized by mass unemployment, exodus from rural to urban areas, sluggish economic growth, deteriorating social conditions and increasing poverty at alarming rates. With an eye to reverse and rectify this unsatisfactory and undesirable performance, a consensus emerged (in 1990 at Maastricht, Netherlands) on the need to adopt a long term perspective as an appropriate framework for promoting sustainable development in Africa. Following this, many African countries (including Swaziland), with the support of international partners including UNDP, engaged in the formulation and implementation of their own long term visions and strategies.

2. RATIONALE FOR VISION AND LONG-TERM DEVELOPMENT STRATEGIES (LTDS)

Long-term strategies are increasingly seen as guidelines for resource allocation at both macro and sectoral levels, and as consistency frameworks for development policies. In some cases, the formulation of national vision or strategy also represents an opportunity to articulate a country’s own priorities and its preferred style of growth, rather than leaving national policy to be defined implicitly by the sum of international donors’ priorities.

At the heart of the justification for a strategy is the notion that there exist more than one alternative choices of growth paths for a country. For instance, depending on its potential, a country could adopt an export promotion based strategy on private sector driven strategy of growth etc. The coverage of long-term strategies has been
gradually broadened beyond macroeconomic issues and now it may include topics such as institutional reforms, decentralization, governance, environment, and policies for gender and youth. In addition, there tends to be more emphasis today on sectoral as well as macro policies. In practice concrete choices of development paths are often analysed within each of these areas and thus a well founded long term strategy could enable the country to identify and define its appropriate development direction.

There is documented empirical evidence that countries that have grown rapidly over two or three generations have often had clear strategies which demanded strategic choices and careful sequencing of policies and implementation. Often, long-run growth and development require a long-term vision of an ultimate goal, and corresponding investment in people, in infrastructure and the productive base, and in competent and broad-based institutions with continuous identification of the activities that will act as key drivers to reach the ultimate objective.

Nowadays, there is increasing attention to the formulation of visions and long-term strategies largely stimulated by the rising uncertainties in the global socio-economic situation and evolving development paradigm shift from earlier paradigm stances.

The experiences of many countries have proved that the absence of a clearly defined long-term vision and national development strategies made it difficult for the alignment of the national policies and as well as international partners to allocate their assistance and align it in a way to meet the identified and agreed national needs.

The vision is the basis for drawing up plans for the government’s work and for improving the administrative system in regard to bolstering the planning mechanisms at the different hierarchical levels so as to ensure better coordination in the complex work of the government itself and its cooperation with the private sector and international partners.

Basically, a national vision seeks to actively mobilize the people and other resources towards the achievement of shared goals. A shared vision arouses people’s aspirations and creates the spark that lifts the nation out of the mundane. In the processes, it instils the courage and determination to rise to challenges at the
individual, community and national level. A vision is a vehicle of hope and an inspiration for motivating the people to search and work harder for the betterment of their livelihood and for prosperity.

3. **PRINCIPLES OF GOOD VISION: AN OPTIMAL PROCESS AND RESULT**

Ideally, a good national vision is a vision that effectively delivers the pre-set strategic national goals and ultimate societal aspirations within a specified timeframe. Thus, a good vision should seek to follow certain principles that will enable it to deliver its ultimate development objectives. In other words, a good vision should aspire to adhere to certain feasible and desirable principles throughout the different stages of its formulation, implementation, monitoring and evaluation. Taking into account the shifting development paradigms and the practical experience of different countries, a good vision should reflect and practice the following principles throughout the process or route it undergoes; viz.:

3.1. **An Optimal Process**

- National ownership and leadership (related to national goals)
- Broad-based participation, inclusive, transparency and accountability
- Consensus building – common and shared understanding through consultative process and constructive dialogue
- Building knowledge and reviewing experiences – educative process for participants and the public on strategic national concerns through exchange of information, knowledge and integration of policies into a single package
- Capacity building of institutions, data, etc. – the process of preparing and implementing vision should facilitate awareness raising and be a good instrument for capacity creation in different areas via the involvement of stakeholders (civil servants, academia, CSOs, private sector, etc.)
- Coordination: strengthened horizontal and vertical ties, institutionalized mechanisms for coordination/consultation/monitoring
- Extensive communications during all stages of the process – management of attitudes of target audience, forming positive perception of the vision,
specific key messages for each targeted audience (preferably through “top-down” and “bottom-up” approaches

3.2. Optimal Product (Result)

- Based on comprehensive analysis of national assets or resources, opportunities, strengths, challenges and threats
- Based on analysis of regional and global trends, problems and challenges, and other countries’ experiences
- Based on evidence (through quantitative and qualitative assessments)
- Clear, concise with key priority areas defined and contextualized
- Holistic/inter-sectoral, not uni-dimensional
- Long-term (More than 15 years)

In a similar way, long-term national strategies for sustainable development should aspire to embrace to the following principles:

- Comprehensive and integrated – including cross-cutting issues, key macro, sectoral and sub-sectoral strategies with short and long-term planning horizons
- Targeted with clear budgetary priorities
- Incorporate monitoring, learning and improvement
- High-level government commitment
- Building on existing processes and strategies
- Link national and local levels

In brief, the above listed principles pertaining to long-term national visions and strategies are neither exhaustive nor static. They are dynamic that will change in the course of time as experiences accumulate and provide new ways of doing development. These are principles towards which visions and strategies should aspire. They are all important and no order of priority is implied. They do not represent a checklist of criteria as such. Under the prevailing circumstances, these principles are expected to be useful for formulating, implementing, monitoring and evaluation of good and viable national visions and strategies and therefore could serve as good lenses for reviewing the National Development Strategy (NDS).
4. SOME COMMON FEATURES OF NATIONAL DEVELOPMENT STRATEGIES

Although countries naturally have different strategies at different stages of development, all national development strategies have some common features such as:

- Integration and interconnection of the various policies and programmes. National development strategies are comprehensive focusing not only on economic development but also consider economic, social, political and environmental dimensions in combination and ensure a synergy among the various policies and programmes that contribute for the common strategy and goal.

- Embrace long-term planning horizons that ensure a connection between stages on the path to achieving objectives. National development strategies cover a fairly lengthy time span (as a rule, more than 15 years) and create a basis for consistent implementation of various short- and medium-term programmes and policies.

- National development strategy becomes genuinely national when it is the result of a consensus among all of the principal groups in society. A national strategy cannot be the vision of one stratum, group or class.

- National development strategies are, as a rule, the result of an open dialogue and far-reaching consultations. The consulting process itself is an important element in forming a consensus in society regarding the wide range of issues related to the national development strategy as well as tools for mobilizing necessary resources (not only financial, but administrative/organizational, institutional and even spiritual/cultural).

5. SOME KEY CONDITIONS FOR LONG-TERM STRATEGIES TO SUCCEED

These, among others, include:

- **Ensuring that the nation is committed to the ideas of the strategy** – the formulation and implementation of long-term national strategies should follow the principle of national ownership and be directed by the government with signs of commitment at high level. It has to be backed by broad-based participation and focus on national priorities. The government should play the
lead role in the formulation, implementation and monitoring of the strategy, which will significantly increase the probability of success. And, the government should exhibit the necessary capacities and capabilities towards this end.

- **Defining global, regional and national context** – In the face of increasingly interdependent global and regional economies, it is essential that due consideration be given to such trends. To this end, an assessment of the global trends should be carried out and the forthcoming cyclical fluctuations and commodity market instabilities foresighted. Likewise, the regional socio-economic and political developments and anticipated programmes (including their possible impacts on the national economy) need to be closely reviewed. Then, all important findings i.e. both from the global and regional analyses should be systematically incorporated and built-in into the national long term strategy.

- **Assessing progress and defining future challenges** – To identify a country’s future challenges and potential areas for development, knowledge about the current country’s development status, development activities accomplished thus far, existing development potentials and the factors that will determine the country’s future development are important. These analyses will enable the country to design alternative policy measures (with proper sequencing and alignment) that will yield the desired results.

- **Focusing resources and efforts on strategic priorities** – Setting national strategic priorities and programmes should be systemic taking into account all internal and external factors as well as enriched with strong optimization process so that resource outlays for implementation are sufficient; thereby leading to no programme cutbacks.

- **Coordination of strategies and programmes to realize the vision** – When defining strategic priorities in a national strategy, the overarching goal is usually highlighted. As soon as this goal of the development strategy is defined, strategic priorities (subordinate goals) and general tasks (could be quantitative or qualitative, but fairly distributed across time) can be selected. As national strategic priorities involve a host of development components, programmes and activities; there is strong need to rank them in order of importance using workable set of criteria. Consequently, a national
development strategy should be carried out gradually, step by step. As intermediate goals are reached and the potential of participants in this process increases, implementation of the next task should begin. In the process, ideas that have not worked out are dropped and the appropriate adjustments are made to the national development strategy.

6. SWAZILAND: VISION 2022 AND NATIONAL DEVELOPMENT STRATEGY (NDS)

The process of formulating the Swaziland Vision 2022 and National Development Strategy (NDS) involving various stages took a significant period of time i.e. 1992-1997. Briefly, the NDS was formulated in 1997 and formally rolled out in 1999. As part of the formulation process, initially, views were collected from the general public and extensive consultations as well as detailed analytical reviews of the country’s social and economic performances since independence, challenges and opportunities were identified. Following these, the national vision was crafted in the form of National Development Strategy (NDS).

Briefly, the NDS articulates the country’s development vision and aspiration for 25 years i.e. 1997-2022. It focuses on improved standard of living in the country particularly poverty eradication, employment creation, gender equality and environmental protection. According to the Strategy, by the year 2022 the Kingdom of Swaziland will be in the top 10% of the human development group of countries founded on sustainable development, social justice and political stability. Furthermore, the NDS aims to eradicate poverty from the country. In practice, the NDS provides a long term framework within which short and medium-term action programmes will be formulated by the government. The Strategy embraces the vision, key macro, sectoral and sub-sectoral strategies presumed primarily to advance the country’s socio-economic development process. Since its adoption in 1999, the NDS is serving as the overarching national framework that guides all socio-economic interventions which seek to advance the lives of the Swazi populace.

6.1. MAJOR ACHIEVEMENTS
a) Development of Policies and Strategies

On the implementation side of the NDS, the government has developed and initiated a significant number of sectoral, sub-sectoral and thematic policies and strategies (including legislative Acts and Bills like the Constitution) primarily aimed at realizing the ultimate aspirations of Vision 2022 and NDS strategic goals. For instance as part of the move to operationalize the NDS, in 2006, through lengthy and extensive consultations as well as broad-based participation, the Government developed and adopted the Poverty Reduction Strategy and Action Programme-PRSAP (2007-2015). The PRSAP was crafted to serve as a critical means and guide to attain the ultimate long term national vision and Millennium Development Goals through conscious and concerted development planning and budgeting. To strengthen the implementation of the PRSAP, a Sector Wide Approach (SWAp) was adopted and piloted to the planning and budgeting process in four priority sectors, namely agriculture, education, health and water & sanitation. The Approach is to facilitate the development of competent sector policies and strategies as well as ensure proper alignment of intervention programmes with the national development frameworks; thereby achieve better results. Briefly, as far as short-and medium term planning is concerned, a number of national documents, including Sectoral Development Policies and Plans, were produced and implemented during the NDS era.

Furthermore, the development of a Fiscal Adjustment Roadmap (FAR) in 2010 added an impetus to the policy architecture in the country, and aimed at addressing the fiscal challenges. In order to effectively respond to the adverse impacts of the global financial and economic crisis, the country developed the Economic Recovery Strategy (ERS) also aimed at addressing stagnant growth. The country re-launched the Investor Roadmap, which identified the bottlenecks on the ease of doing business in Swaziland. Through the road map the extension of border hours have been realized and the law proposing an extension of operating hours in the business community is currently in parliament. Through the Economic Recovery Strategy (ERS), the Mining bill which is being developed and awaits approval of parliament will forge more activity in the mining sector. The Iron Ore Mine in Ngwenya and the Gold Mine in Pigg’s Peak have recently been opened. The one stop shop is still underway which will help attract more FDIs into the country.
Overall, in terms of policies and strategy formulation, Swaziland has got a good track record; but issues related to implementation and quality still will need more effort and commitment.

b) **Major socio-economic achievements**

As partially indicated above, Swaziland has exerted commendable efforts and succeeded in defining its long term national vision and strategic goals through the formulation and development of relevant national policy and strategy documents; thereby laying down the enabling foundations and directions for all its subsequent development endeavours. While the production of long, medium and short term policies and strategies is a success by itself; ultimately, what actually matters is the socio-economic gains attained and the role such policies and strategies played in bringing about these gains. In this regard, during the last decade-and-a half of the NDS era, Swaziland has attained a set of achievements some of which are detailed bellow:

**Agricultural Development:** Relatively, Swaziland has made great improvements in terms of large and medium-sized dam construction for enhancing agricultural production. For instance, the development of the Maguga dam and the Lubovane dams under the KOBWA LUSIP Projects respectively has increased the areas under cultivation especially for sugar cane production.

**Transportation infrastructure:** Swaziland is supplied with the highest quality of infrastructure. The country possesses an extensive network of good quality tarred roads and adequate gravel roads. All roads connecting the major towns and main border gates are tarred. Most of the rural settlements are also connected with rural access roads and bridges. To accelerate the momentum, a national Transport Master Plan that will guide the development of the sector over the next 20 years is expected to be developed.

**Education:** A significant improvement in the education sector has been achieved through a host of government interventions through the introduction of Free Primary Education (FPE), including construction of more classrooms, furniture and employment of more teachers. Since 2002, both primary school enrolment and the
Net Enrolment Ratio (NER) have increased significantly. The increase in primary school enrolment is particularly an impressive achievement given the decrease in the primary school-aged population between 1997 and 2010 (Swaziland Population and Housing Census [SPHC] 1997 & Swaziland Population Projections 2007-2030) and is a reflection of increasing efforts by the Government of Swaziland to ensure that all children have access to education irrespective of their socio-economic status pursuant to the aspirations articulated in the Constitution. Overall, the above interventions have resulted in an increase in the Net Enrolment Ratio-NER (includes vulnerable and non-vulnerable children) from 72% in 2002 to 92% in 2010, which is a commendable achievement. Towards this end, there has been significant increase in the budgetary allocations for education.

Health: The country has significantly invested in the Health sector even though it continues to be faced with the challenge of HIV/AIDS. The introduction of ART programme has seen longevity in the lives of people infected with HIV and the PMTCT programme has realised more children born by infected mothers without having contracted the virus. The construction of the TB hospital is a means to focus attention to the challenge of this disease. Commendable achievements are attained in the eradication of malaria and child immunization. In the case of malaria, Swaziland achieved a 74% reduction between 2000 and 2012 with a 42% decline from 2011 to 2012. The national thrust is to completely eradicate malaria by 2015.

Safe water supply: The government in collaboration of development partners has made extensive efforts to promote access to potable water supply to the population. By 2010, access to potable water supply at the national level stood at 67.3%; whereas it stood at 60.1% in rural areas and 91.1% in urban areas. The coverage of potable water supply increased to 64% of the rural population in 2011 and the target for 2012 is set at 69.7% - basically through the implementation of a wide range of water supply projects including rolling out of the water mapping programme over the country.

Electricity: The rural electrification programme is launched to ensure that all parts of the country can access electricity and is continuing with the extension of electricity lines to rural schools, health care facilities, Tinkhundla centres, youth care centres,
and densely settled communities around the country. 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. In the year 2010/2011, 2900 households and 412 public institutions were connected to the national grid. 2075 households are targeted for the year 2012/2013. The Rural Electrification Project has stimulated income generating activities and improved the quality of life of rural dwellers.

**Social protection:** Though Swaziland does not have a comprehensive protection system, at present, a policy on social protection is under development and reforms are now focusing to broaden the pension fund to social security system. Due to the adoption of the Constitution in 2005, the country was faced with various obligations in fulfilment of the provisions of the provisional dispensation. These included: 1) State Funded Primary Education, 2) Elderly Grants, 3) Phalala Fund (Referral Medical Fund), 4) Financial Support to the Orphaned and Vulnerable Children (OVCs), and Provision of drugs in response to HIV and AIDS challenges as well as Malaria and TB. Other social protection schemes regardless of their volume that involve both financial transfers and in-kind transfers include: Public Assistance (for disabled poor), Military Pensions (veterans, widows), Grants to handicapped, Grants to Fire Victims, School Feeding Programme, Neighbourhood Care Points, Food Distribution/Food for Work Pilot, Health Fee Waivers, Food by Prescription (patients), agricultural inputs, etc. In brief, by applying these mechanisms significant achievements are attained in terms of protecting the vulnerable and disadvantaged groups in the country.

**Millennium Development Goals (MDGs):** Although the country is lagging behind in some of the MDGs, at this stage, there are good and noticeable strides towards the achievement of MDG 2 (Universal Primary Education); MDG 3 (Gender Equality), and MDG 7 (Environmental Sustainability).

6.2. **PREVAILING CHALLENGES**

i) **Persistent Poverty and Unequal Income Distribution:** Available national reports indicate that the level of poverty increased from 66% in 1995 to 69% in 2000; but dropped to 63% in 2010. Though the slow declining trend (i.e. 6 percentile point within a decade) is encouraging; still poverty remains a great challenge for
Swaziland. Also, the pattern of income distribution is so skewed with a Gini-Coefficient approaching to 0.51 % in 2010. Obviously, this needs extra efforts to rectify.

ii) **Macroeconomic Instability and Slow Economic Growth:** At present, Swaziland is faced with challenging macroeconomic imbalances partly driven by the global economic decline and shocks. Some of the manifestations of the prevailing macroeconomic imbalances are:

- Reduced growth rate and forecasted to decelerate in 2012
- Reduced demand for the Swaziland’s major exports
- Lingering fiscal imbalances with unprecedented budget shortfalls and unhealthy accumulation of domestic arrears
- Reduced external reserves (current account)
- Increased dependence (over-reliance) on SACU revenues with high volatility

iii) **Relatively Overvalued Exchange Rate and Limited Monetary instruments:** (as the Emalangeni is pegged to a strong Rand). Inflationary trends are also observed, especially food and fuel price hikes

iv) **Low and Variable Availability of Food (Food Insecurity):** Subsistence agriculture which is highly exposed to the vagaries of nature is the main source of livelihood for about 70% of the Swazi population. As maize is the staple food crop for the country its production levels could fairly be used as a proxy indicator for food availability in the country. While this being the case, the production of maize as compared to national food requirements has been roughly oscillating from 40% in 2006/07 to 73.4% in 2011/12 and 66% in 2012/13. It is apparent that there is strong challenge on how to improve this situation, notably through agricultural diversification and rural transformation.

v) **Limited Economic Diversification, and Excessive Commodity and Market Concentrations:** Though Swaziland’s economy is relatively diversified as compared to the Region’s economies, there remains much to be done in this area. There is high export commodity (sugar, cotton, pulp, etc) and market concentrations i.e. about 90% of Swaziland’s exports are destined to South Africa and 80% of her imports are from the same source; ipso-facto, there is high risk of instability and vulnerability basically originating from excessive dependency.
vi) Increasing Trade and Investment (FDI) Competition: Following the collapse of the apartheid regime in South Africa as well as political changes in Mozambique in the early 1990s, competition for FDI has been challenging in the Region; thereby negatively affecting Swaziland’s long-established advantages within the Region.

vii) Limited Financial, Technical and Institutional Capacities to Implement Proposed Reform Measures: Beyond financial difficulties, the government faces serious capacity constraints due to the high turnover of experienced staff and outdated curricula in educational and training institutions. These and others have transpired into a slow pace (backlog) of reform implementation; thereby posing serious challenges to the structural and economic transformation of Swaziland.

viii) High and Increasing Rate of Unemployment: In Swaziland, the rate of unemployment is very high (especially among the youth groups) for various cumulated reasons. For instance, in 2007 the overall unemployment rate was 28.5% and in 2010 the rate moved up to 29%. In the case of youth, the unemployment rate was 46.8% in 2007 and climbed to 52.2% in 2010. The global financial and economic crisis has negatively impacted the employment situation in Swaziland and still will remain as a key challenge which the country has to grapple with.

ix) HIV/AIDS Pandemic: Though maximum efforts have been exerted by government and development partners for quite some time in the fight against HIV/AIDS; still, the issue of HIV/AIDS remains one of the top challenges of the country. The prevalence of HIV/AIDS sharply increased to 42.9% in 2004 from as low as 3.9% in 1992; while stood at 41.4% in 2010. Approximately 190,000 people in the country are HIV positive, including 15,000 children under the age of 15. Of these affected, 69,000 are on ARV treatment. Partly in connection to this, there are also high child and maternal mortality rates - with decelerating effects on population growth.

x) Increasing Vulnerability and Over-Stretched Social Protection Responsibilities: For various reasons (man-made and natural hazards), a significant section of the Swazi population is exposed to different types of vulnerability. In this case, orphaned, vulnerable children, disabled, elderly, etc. need support in terms of food, shelter, health care, education and other social amenities. Also,
people falling victims of natural calamities and the unemployed need immediate protection. Though the government, in collaboration with development partners, is doing its best; the challenge still remains so huge claiming much financial resources and energies of the country.

xii) **Low Research, Innovation and Technological Adaptation Capacities:**
Experience has proved that development can neither be achieved nor be sustainable without a break-through in innovation and technological adaptation. In this regard, Swaziland is at its infant stage; whereby a lot is needed to be done if the country is to attain sound socio-economic transformation. This is not unique to Swaziland alone; it is an outstanding challenge for all African countries including those that are showing high economic growth rates at the moment. Above all, it requires continued investment and commitment.

xii) There are also critical challenges related to public service competency, environmental degradation, climate change and intermittent natural hazards as well as challenges connected to landlocked.

In conclusion, despite the good intentions of the Nation and Government’s persistent commitments to foster development, the overall achievements realized during the last 15 years have not been that much significant and thus cast some doubts if the Vision and associated strategic development goals could successfully be achieved under such circumstances.

The prevailing challenges and other macro-imbalances together with the inherent structural constraints facing the Nation are serious concerns that need urgent responses and concerted actions so that the pre-set national vision and aspirations as enshrined in the NDS will successfully be realized. Under such a circumstance, past policies, strategies and pre-set programmes need to be assessed so that new and emergent development issues and concerns are timely and appropriately taken care of. In this case, the review of the NDS becomes more justified; albeit at a critical time when both domestic and external factors are inter-playing dynamic roles in the country’s overall socio-economic development.
6.3. JUSTIFICATIONS FOR THE NDS REVIEW

- **Excessive time-lag for review** – At this stage, the NDS is approaching its 15\textsuperscript{th} year since formulated and no formal review has thus far been conducted. The experiences of other countries, on the other hand, depict that national visions and strategies are normally reviewed every 3-5 years if they are to be effectively used. In light of this, the NDS review is already over due and there is urgent need to execute it.

- **Intensification of challenges and emergence of new issues** - At the time the NDS was formulated a certain set of development-based challenges and constraints were identified and the prime objective for launching the NDS was to overcome these stumbling blocks and re-track the country into a path of sustained development process. Today, however, there are clear evidences that these challenges instead of improving are getting intense. Not only this, there are also new emergent challenges (e.g. HIV/AIDS, climate change, e-governance, green economy, fiscal crisis and management, increased external shocks, etc.), most of them driven directly or indirectly by global and regional forces. In this case, the NDS needs to be reviewed and be flexible enough to accommodate these sets of challenges; thereby creating the ground for comprehensive, integrated and conscious measures towards addressing these challenges.

- **Facilitate review or update of complementary policies and strategies** - In principle, the NDS is an overarching national framework to which other national, sectoral and thematic policies and strategies should be aligned. These policies and strategies should also be periodically and as necessary reviewed and updated. To facilitate this process, the availability of an updated NDS at all times is important.

- **Revitalize national development endeavors and deepen engagement** - At the moment, Swaziland is faced with static or sluggish trends; ipso-facto,
there is a strong need to do more and successfully reverse the situation to improve the performance of the economy and the households of her people. In this regard, Swaziland will not be an exception as many countries across the globe are overhauling their national frameworks, policies and strategies; mainly driven by the lingering global economic crisis. Under such a circumstance, the starting point for Swaziland should be to review the NDS and update it in such a way it fully caters national and international issues and enable the country to be more competitive at regional and global levels. Also, there is a strong expectation to use the review of the NDS as a good opportunity for renewed national awakening, harmony and better hope (Renaissance).

- **Positioning for Post-2015 Development Agenda** - At the moment, different activities aimed at crafting the Post-2015 Development Agenda are underway at global, regional and national levels including humanitarian and private sector institutions. Likewise, Swaziland should play a pro-active role to shape the Post-2015 Development Agenda in favor of developing countries in general and safeguard her national interests are well-taken into consideration. To effectively accomplish this mission, the country need to develop a sound national position backed with competent national policies and strategies.

### 6.4. OBJECTIVES OF THE NDS REVIEW

In brief, the prime objective of the NDS review is to assess and update the NDS by conducting an in depth appraisal of the progress made thus far in the implementation of the NDS and based on the results produce an updated and well-shared National Development Strategy that will spearhead the country’s socio-economic development directions in the forth coming years. More specifically, the review process aims to:

- Assess the progress made towards the attainment of the Vision 2022 and appraise the overall state of implementation of the NDS from different perspectives as it unfolds the 15th year of its endorsement through inclusive consultations and broad-based participation;
• Analyze and evaluate the development benefits attained as spearheaded by the NDS as well as identify basic challenges and development gaps including new and potential areas of opportunities to be considered for future endeavors; and
• Revise and update the NDS considering the lessons learned during the last 15 years and taking into account the dynamics of the new emerging development challenges and directions at national, regional and international levels for the foreseeable future.

7. STRATEGIC PROCESS FOR NDS REVIEW

Like the formulation process, the NDS review process is expected to pass through different stages. This Framework will serve as a roadmap on how to successfully and efficiently accomplish the NDS review process within the desired time frame and disposal of resources. Depending on actual circumstances, the different steps and activities can be carried out either consecutively or simultaneously as necessary. The proposed stages, steps and associated activities for the NDS review are described as follows:

7.1. Analysis/Assessment of Implementation and Achievements: This, among others, may involve:

• Review of the viability and integrity of the different complementary policies, plans and programmes as well as actions pursued including lessons learned
• Carry out quantitative analysis to objectively measure the achievements and determine development trends regarding key macro, sectoral and sub-sectoral strategies within the NDS context and other socio-economic issues as necessary
• Identify the causes for the current situation and propose alternative solutions
• Substantiate quantitative analysis with qualitative analysis as possible
• Prepare quantitative and qualitative future forecasted trends and foresights for the different development issues wherever conditions allow to do so.

• Application of appropriate analysis methods (trend analysis, time series analysis-dynamic series, chronological series, cross-sectional analysis, before-and-after analysis, scenario analysis) and techniques or tools as found suitable and permissible such as: SWOT, econometric modeling, etc.

• Use the T 21 Model of MEPD for long-range analysis and forecasting.

As partially indicated above, at the initial stage, the review analysis may concentrate on the following NDS-based strategies as detailed below. Then, the analysis will try to cover other development issues deemed necessary for consideration. The key NDS macro, sectoral, and sub-sectoral strategies including thematic areas on which the initial review process may concentrate are:

7.1.1. KEY MACRO STRATEGIC AREAS
• Sound Economic management;
• Economic Empowerment;
• Human Resource Development;
• Agricultural Development;
• Industrialization;
• Research for Development; and
• Environmental Management.

7.1.2. SECTORAL STRATEGIES

a) PUBLIC SECTOR MANAGEMENT
• The Role of Government;
• Public Sector Management and Human Resource Management; and
• Labor Relations.

b) MACROECONOMIC MANAGEMENT
• Economic Growth; and
• Public Enterprises.
c) PHYSICAL INFRASTRUCTURE
- Roads;
- Road Transport;
- Rail;
- Civil Aviation;
- Cableways and Telecommunications;
- Postal Services;
- The Media;
- Fuel and Energy,
- Environment;
- Water and Sanitation;
- Water Resource Development; and
- Human Settlements and Shelter.

d) AGRICULTURE, LAND AND RURAL DEVELOPMENT
- Agriculture;
- Land; and
- Rural Development.

e) ECONOMIC SERVICES
- Mining;
- Commerce and Industry;
- Construction;
- Tourism and Recreation; and
- Financial Services.

f) EDUCATION AND TRAINING
- Education and Training

g) POPULATION, HEALTH AND SOCIAL WELFARE
- Population;
- Health;
- Social Security and Welfare;
- Swazi Society and Culture; and
- Poverty.

h) GENDER AND DISADVANTAGED GROUPS
i) Gender.

    ii) Disadvantaged Groups.
        • Persons with Disabilities;
        • Children;
        • Youth; and
        • Elderly.

7.2. Producing NDS Review Development Issue Papers:

7.3. Conduct SWOT analysis at national level (overall aggregates) and sectoral levels

7.4. Prepare a set of selected development indicators for Swaziland and other comparative countries (for 2012/2013)

7.5. Reviewing Existing Challenges and Defining Future Challenges: This is the flip or reverse side of assessing achievements and success – Both achievements and challenges should be based on what the country’s development model is like at the current stage. As afore-indicated, the major prevailing challenges facing Swaziland are detailed in this Framework but just from a general perspective. A deeper review is therefore required in order to identify the root factors behind the existing situation and re-determine viable and realistic set of challenges that need to be addressed within the remaining lifespan of the NDS. The review of challenges should not be limited to national challenges alone.

7.6. Reviewing and Defining of Global, Regional and National Contexts: The global development trends are other factors that must be taken into account when analyzing the prospects for a country’s development. These pose both challenges and opportunities. Thus, a clear understanding of challenges particularly external market competition, climate change, integration of economic, social and environmental pillars of sustainable development would enable Swaziland to determine the measures that will help overcome these constraints and achieve the desired goals in the future by mobilizing the necessary resources (human, financial, diplomatic, technical, etc).
7.7. **Appraising Coordination of Strategies and Programmes to Realize the Vision:**

This will look over the coherence between the vision attributes and the NDS planning processes - linkages between short - and medium term plans, programmes and action plans.

7.8. **Consultative Process and Broad-Based Participation at Different Levels with Different Stakeholder-Groups:**

The process of formulating and implementation of National development policies, strategies and plans has moved towards a more broader consultation and participation. Consistent to this move, for instance, the Swaziland Vision 2022 and NDS were formulated through a series of consultative processes and broad-based participation at different levels. In principle, broader consultations are basic integral parts of the processes pertaining formulation, implementation, assessment of progress and reviews including monitoring and evaluation of national development strategies. Thus, in order to successfully update Vision 2022 and NDS to the desired level, the planned review process will involve a wide range of consultative processes and broad-participation at different levels with different stakeholder-groups backed with structured and specific issues for every targeted participant group. Basically, the prime objectives of the consultative process and broad-participation intended to be carried out during the forthcoming review, inter alia, are:

- Consolidate opinions, views, and inputs of various groups regarding key national development problems and challenges, goals and policies as well as determine optimal solutions to be taken forward based on collective consensus
- Popularize the ideas embedded in Vision 2022 and NDS as well as win wider support
- Lay favorable grounds for resource and efforts mobilization that will lend for renewed impetus in terms of future implementation and national ownership.

Despite the NDS has never been reviewed for the last 15 years and there exist many cumulated emerging issues on board to be treated, the consultative and participatory process during the review may not necessarily be as extensive as it was
during the formulation stage. In this case, a selective coverage may suffice to serve the purpose. Nevertheless, taking the situation as is, the consultation and participation aimed at facilitating the intended NDS review process would run as follows:

In general terms, the consultations for the review of the NDS could be carried out on two fronts: at national and international levels (research).

a) Broad consultations at the national level (i.e. pre-defining the target groups for consultations):

- At the National Level: this will involve various stakeholders such as: civil society organizations, private sector, NGOs, development partners, religious-based societies, academia, etc.
- Consultations within government: this will cover consultations within the central government itself and administrative bodies, both at the national and regional levels: Ministries, parastatals, departments, other government institutions, etc.

Overall, the broad consultation and participatory process is intended to cover the following thematic areas/sectors with defined stakeholder-groups under each thematic area/sectors:

Ministries sector alignment:

All thematic groups will incorporate emerging (cross cutting) issues in their analysis namely; gender, climate change and environmental issues.

1. Public sector and economic management
   a. MEPD
   b. MoF
   c. MPS
   d. MTAD
2. Physical infrastructure
   a. MPWT
   b. MICT
   c. MoH
The consultation will be done at three levels:

**Level 1: National**

1. Public sector
   a. Principal Secretaries
   b. Directors and heads of departments
   c. Senior staff

2. Private sector
   a. Federation Swaziland Employers & Chamber of Commerce (FSE & CC)
   b. Federation of Swaziland Business Community (FSBC)
   c. Small Enterprise Development Corporation (SEDCO)
   d. Public Enterprise Unit (PEU)
   e. Micro Finance Unit (MFU)
3. Civil Society
   a. CANGO
   b. Council, Conference and League of churches
   c. ACAT
   d. LDS
   e. WV
   f. SFDF
   g. Save the Children
   h. Red Cross
4. Development partners
   a. UNDP
   b. UNFPA
   c. UNICEF
   d. WHO
   e. UNAIDS
   f. WFP
   g. FAO
   h. EU

Level 2: Regional

1. Regional Administrators and Chiefs
   a. Hhohho region
   b. Manzini region
   c. Shiselweni region
   d. Lubombo region

2. Regional Secretaries and Regional Development Teams
   a. Hhohho region
   b. Manzini region
   c. Shiselweni region
   d. Lubombo region

Level 3: Constituency

1. Constituency headmen (Tindvuna Tetinkhundla)
2. Chiefdom advisors (Bucopho)
3. Members of Parliament
   a. Hhohho region
   b. Manzini region
   c. Shiselweni region
   d. Lubombo region

Consultation mechanisms: The consultations are expected to run through two channels; viz.:

- **Face-to-face consultations:** workshops with each defined or identified stakeholder group, preferably focusing on specific development issues. In this case, the consultations will be conducted based on two days workshops per group and a maximum of 50 people per group is anticipated.

- **Guidelines to focus the consultations:** these will be prepared to guide the discussions during consultations. For all practical purposes and depending on the nature of the targeted stakeholder-groups, their contents will range from assessing general public awareness about Vision 2022 and NDS to some noticeable implementation progress at different levels, some observed livelihoods and mind-set changes among Swazis, and hints on better and effective ways of achieving the strategic goals enshrined in the NDS.

To successfully carry out national consultations in an organized way, a list of stakeholder-groups at the national and regional levels need to be developed as deemed necessary; while a set of specific questionnaires will be designed to each stakeholder-group.

Beyond these, representatives of stakeholders could also be included in the work of Sectoral/Thematic Technical Teams and participate in expert discussions and meetings, etc.; while regional administrations and social associations could be involved in basic data collection and assessment of views.

b) International Research
As a vision is a strategic basis for resource mobilization and coordination of actions at the national level, it will be important to research on other countries’ visions to benchmark Swaziland’s one.

7.9. Establishment of NDS Review Coordination and Sector/Thematic Technical Review Teams: To effectively steer and facilitate the NDS review process the formation of different teams is important. While there are various options on how to set up teams, the most preferred way used by most countries is to vest special powers in entities inside the government as Swaziland had done during the formulation of the NDS. Obviously, the review of the NDS is a complex process as it will involve the assessment of various policies and strategies as well as extensive analytical work covering different macroeconomic issues, sectoral and thematic areas including broader consultative and participatory processes. Therefore, while MEPD remains responsible for providing necessary guidance and oversight for the implementation and review of the NDS; the establishment of two teams for the forthcoming NDS review process becomes apparent. The proposed teams are: NDS Review Coordination Team, and Sectors/Thematic Technical Review Team.

a) **NDS Review Coordination Team:** This team will comprise higher Government Officials (Principal Secretaries). This Team will:
   - Give directions and guidance on different issues related to the review process
   - Make decisions on emerging issues on behalf of Government
   - Oversight and follow up the overall review process
   - Sammons meetings to assess progress made
   - Provide support and backup to the Technical Review Teams as necessary
   - Chaired by the MEPD PS, is accountable to the Cabinet.

b) **Sectors/Thematic Technical Review Teams:** These teams are basically responsible to carry out the qualitative and quantitative analysis works of different sectors, sub-sectors, thematic areas as well as macroeconomic aggregates necessary for the review of the NDS and future forecasts. These will involve planning professionals in: Line Ministries, commissions, authorities,
departments, regional offices, academia and research centers and other
government and semi-government institutions including development partners.
Capable representatives of private sector like the chamber of commerce and
civil societies could also be members of these teams as deemed necessary. The
teams, chaired by the MEPD, are accountable to the NDS Review Coordination
Team (detailed mandates, membership and functions need to be worked out).

8. INDICATIVE ACTION PLAN FOR THE REVIEW OF NDS

To avoid unnecessary duplications and maximize effectiveness, once the approval
for the NDS review process is gained, a detailed work programme with well-defined
and sequenced sets of activities will need to be prepared and put in practice. At
this stage, an indicative work programme (which may be further detailed) reflecting
key activities is developed as shown below (Table 1):

Table 1: Indicative Work Plan for the NDS Review (1st March-29th November 2013):

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>8.1.</td>
<td></td>
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<tr>
<td>1. Develop Terms of Reference for consultancy</td>
<td>February 2013</td>
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<td>2. Engage consultant</td>
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<td>3. Planning session</td>
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<td>4. Dispatch a letter from the Swaziland Government to all stakeholders including development partners informing them about the Cabinet approval to undertake NDS review</td>
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<td>8.2. Carry out a situational analysis including assessment of achievements of the key macro, sectoral and sub-sectoral strategies</td>
<td>4 March-5 April</td>
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<td>8.3. Conduct focus group discussions, informative interviews and consultative process including workshops</td>
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<tr>
<td>8.4. Develop NDS Review Issue Papers and Conduct a sector by sector SWOT Analysis</td>
<td>8 April-10 May</td>
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<tr>
<td>8.5. Prepare a set of Development Indicators for Swaziland</td>
<td>13-20 May</td>
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<tr>
<td>Step</td>
<td>Description</td>
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<td>8.6.</td>
<td>Develop guidelines for all targeted stakeholders to focus discussions on issues that will substantiate or inform the overall state of implementation of NDS including relevance of NDS, progress made, socio-economic performance, basic development gaps and challenges, lessons learnt; emerging issues, challenges and potential areas of opportunities as well as optional development directions</td>
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<td>8.7.</td>
<td>Carryout field visits to the four Regions</td>
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<td>8.9.</td>
<td>Draft Report validation consultation workshops at each of the four Regional Headquarters</td>
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<td>8.10.</td>
<td>National Validation Consultation Workshop</td>
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