

The Kingdom of Eswatini Strategic Road Map: 2019-2022





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SECTION 1

**OVERVIEW
& CONTEXT**



Challenges Facing Eswatini

The Kingdom of Eswatini faces a number of challenges that need to be addressed to ensure economic growth & stability



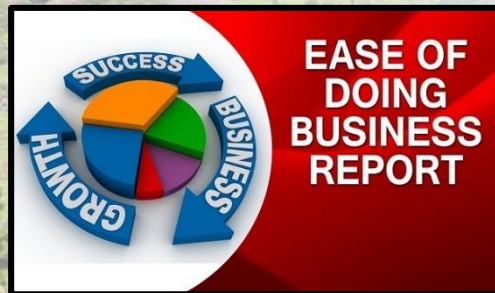
Widening Fiscal Deficit

- Fiscal Deficit as a percentage of GDP has been on an unsustainable path. Reducing the deficit, managing public debt & arrears is crucial.
- Our goal is to bring the fiscal deficit, debt to GDP ratio & arrears stock to sustainable levels



Declining Growth Rate

- Economic growth has been stagnating, projections indicate a negative real growth rate for 2018.
- Our goal is to grow the economy & improve the living standards of our citizens



Low Ranking on Ease of Doing Business

- Our ease of doing Business Ranking deteriorated to 117 out of 190 countries. We remain outside the Top 10 ranking in Africa.
- Our goal is to be ranked in the Top 10 countries in Africa to attract meaningful investment to grow the economy

Eswatini's Strengths



Infrastructure

- New Airport improves access to country.
- Improved ICT infrastructure
- Improved water quality, access & supply
- Rural electrification program improving access to energy



Health & Education

- Significant investment in health services
- HIV & Aids – improved awareness & access to healthcare
- Improved malaria control
- Access to Free Primary education?



Economy

- Membership to key economic formations (e.g. AGOA, SACU)



Political System & Culture

- Stable political system led by the Monarchy
- Strong & unified cultural identity for the Kingdom of Eswatini
- Independent & peaceful nation

Eswatini's Weaknesses & Opportunities

There are areas of improvement that need to be addressed as the country repositions itself for growth



Implementation

- Lack of implementation on key national priorities
- Limited tracking of progress on implementation & outcomes
- Lack of policy coherence hampering implementation
- Disjointed programs hampering implementation
- Lack of commitment & decision making hampering implementation



Human Capital & Diversity

- Need to conduct a skills audit to determine human capital development needs
- Employment creation – need to identify skills requirements in areas that will drive job creation outside Government
- More can be done to improve gender diversity
- More can be done to address needs for special needs groups (Youth, Disabled etc)



Economy

- Not fully exploiting our membership to economic formations to attract investment inflows & improve exports
- Lack of policy coherence hampering investment
- Limited focus on strategies to enhance economic growth & exports
- PPPs & Mining not fully exploited



Financial Management & Budgeting

- Poor public sector financial management leading to fiscal constraints
- High wage bill in Government
- Poor revenue collection

ICT

- ICT lagging behind other nations & our aspirational needs
- High ICT costs impacting operations in both public & private sectors as well as the population at large

SECTION 2



VISION & MISSION



The Government of Eswatini's Vision & Mission

Vision

“To attain first world status by year 2022”

- Deliver value to the people of Eswatini & its partners.
- Be a strategic & value adding partner to all stakeholders.
- Sustainably grow the economy of Eswatini for the benefit of all who live in it

Mission

To establish a policy framework that will ensure sustainable economic development, financial stability & growth, improving the quality of life of Eswatini



Defining The Leadership Team

Values

Teamwork, Accessibility, Integrity, Agility, Professionalism

Strategic Goals

- Create an enabling environment in which Emaswati, investors & strategic partners can thrive.
 - Create an adaptable & progressive legislative environment that promotes peace, stability & prosperity.
 - Create the space & regulation required for the Private Sector to thrive.
 - Be an efficient, dependable & modern Government service provider.

Drivers

- His Excellency the Right Honourable Prime Minister
 - Honourable Cabinet Ministers
 - Principal Secretaries
 - Other Senior Leaders in Government

Redefining the Government

A new definition of Government that will enable the Kingdom to successfully implement the Strategic Road Map:

EMERGING DEFINITION

- Rapid policy response to deliver the strategic road map
- Collaborate & respond to deliver a social safety net
- Promote Information, communication & technology
 - Accountable to its citizens
 - Outcome oriented
 - Focused on private sector growth
- Committed to streamlining & re-prioritizing Government expenditure





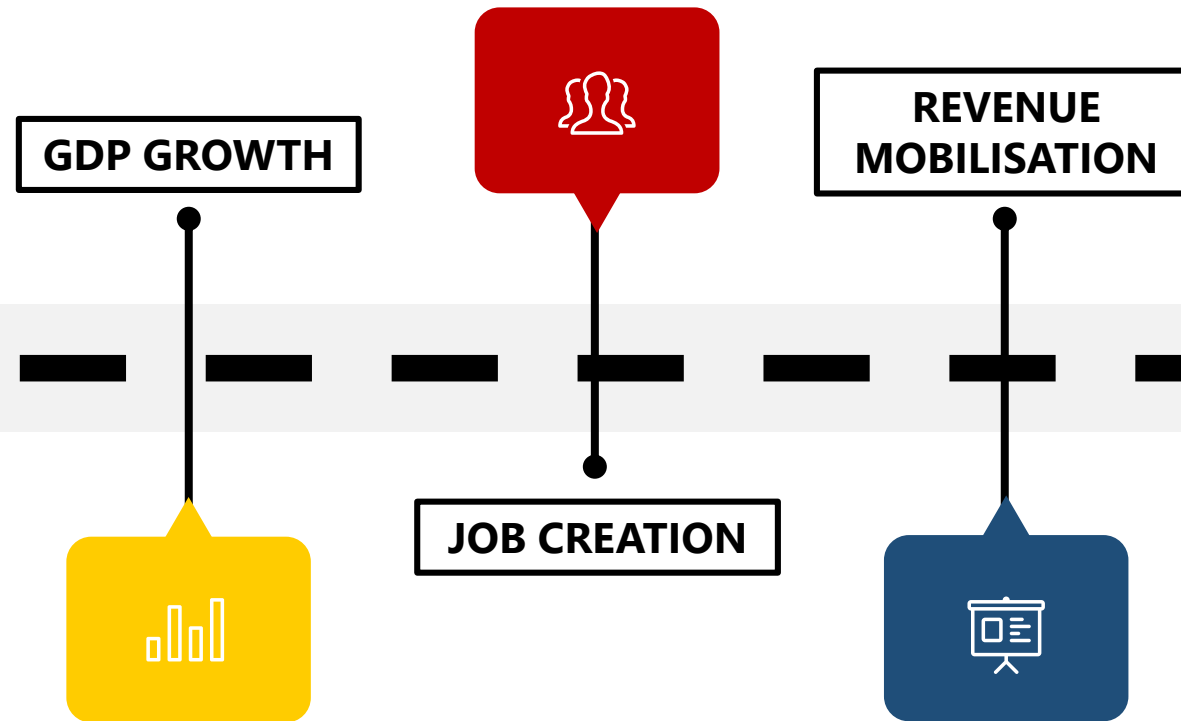
SECTION 3

**DEFINING THE
STRATEGIC
ROADMAP**



Impact

Five sectors of the economy have been identified as key growth sectors based on their ability to deliver high impact on :



Five cross cutting Priority Themes have been identified to drive the recovery plan

Five Key Growth Sectors

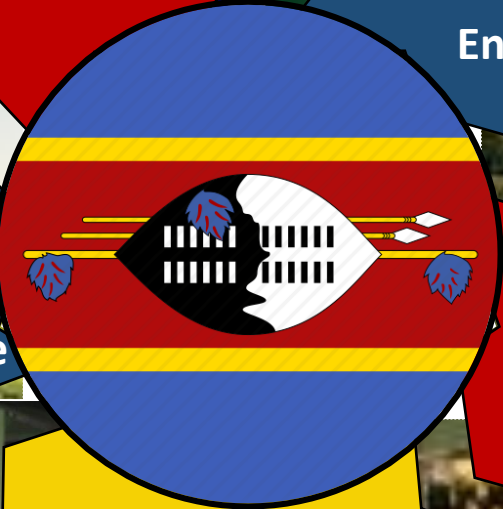


**Education
&
ICT**

**Mining
&
Energy**



Agriculture



Tourism



**Manufacturing &
Agroprocessing**






Implementation

The key to effective implementation is defining clear roles for leadership, support & monitoring.






Implementing Ministry

-  A ministry that will take the lead.
-  Coordinates the participation & support of all relevant stakeholders.
-  Provides a quarterly update report to the directorate of planning, monitoring & evaluation.



Enabling MDA





-  A Ministry, Department or Agency (MDA) that is critical to the successful delivery of a priority.
-  Forms a part of the implementation team.
-  Provides input & support based on its key deliverables.

Monitoring & Evaluation

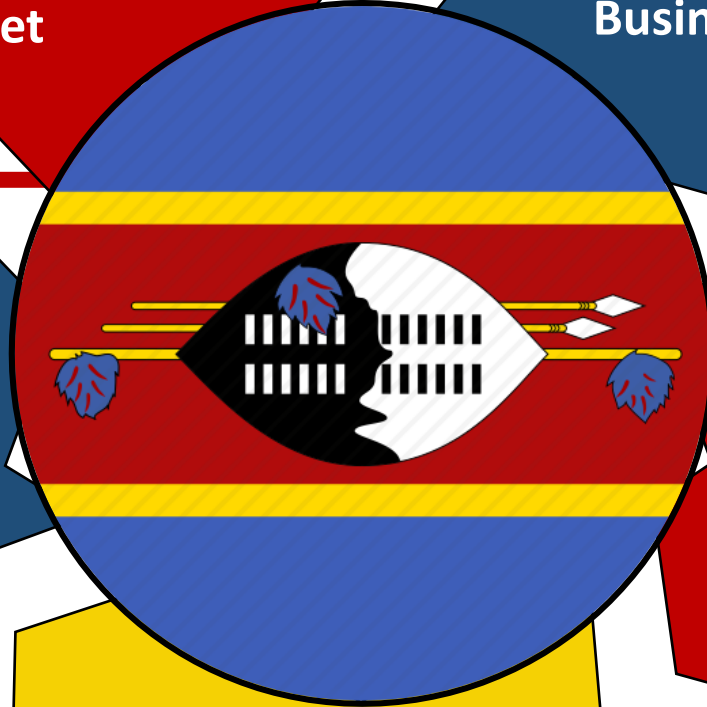
Monitoring & evaluation are crucial to ensure that the Strategic Road Map is delivered



Planning, Monitoring & Evaluation Directorate

-  The Policy, Planning Coordination Unit will be in charge.
-  Housed under the Prime Minister's office.
-  Responsible for ensuring seamless implementation.
-  Partakes in planning & strategy formulation of each priority & consistently measures progress across all ministries.

Five Priority Themes, Implementing & Enabling Ministries



Social Safety Net

- Sports, Culture & Youth Affairs
- Economic planning

Ease of Doing Business

- ICT
- Justice
- Home Affairs
- Health
- Natural Resources
- Finance
- Agriculture
- Tourism

MINISTRY OF COMMERCE, INDUSTRY & TRADE

- Labour
- Public Works
- Foreign Affairs

Fiscal Consolidation & Arrears Management

- Public Service
- Commerce
- Home Affairs
- Housing
- Public Works
- All – Public Service Reform
- Labour
- Justice
- Health

MINISTRY OF FINANCE

Culture of Excellence

- Armed Forces
- Anti-corruption Commission
- Justice

MINISTRY OF PUBLIC SERVICE; MINISTRY OF JUSTICE

DPM'S OFFICE; MINISTRY OF HEALTH; EDUCATION

- Tinkhundla
- Home Affairs
- Health
- Education
- Labour
- Justice
- Agriculture
- Housing

- Ministry of ICT
- PM's Office
- Service Commission
- Labour
- Audit

Infrastructure, Investment & Innovation

- Commerce
- Natural Resources
- Labour
- Health
- Finance
- Agriculture
- Public Works
- Housing
- Sports, Culture & Youth Affairs

MINISTRY OF ECONOMIC PLANNING & DEVELOPMENT; MINISTRY OF INFORMATION, COMMUNICATION & TECHNOLOGY



The Kingdom of Eswatini Strategic Road Map: 2019-2022

Short Term <1 year

- Fiscal Consolidation
- Arrears Clearance
- Quick-wins on EODB

Medium Term 1-3 years

- Revenue Mobilisation
- Structural Reforms
- Improve EODB Ranking
- ICT and Infrastructure
- Improve Social Indicators

Long Term >3 years

- Reposition the Kingdom of Eswatini for Innovation & Inclusive Growth



Ensure Inclusive Growth

- Effective Social Safety Net to protect vulnerable citizens
- Ensure no liSwati is left behind

Restore Macro-economic Stability

- Ensure sustainability of public expenditure, public debt
- Productive Capital spending to enhance growth
- Mitigate Cash flow crisis & arrears accumulation



The background of the slide features a blurred office scene with three business professionals in a meeting. In the foreground, a laptop is open, displaying a pie chart and a bar chart on its screen. The overall color palette is dominated by blues and greys, with a white diagonal stripe and a yellow and red vertical stripe on the right side.

SECTION 4

PRIORITY I: EASE OF DOING BUSINESS





PRIORITY I: EASE OF DOING BUSINESS

Improving Eswatini's Business environment is crucial to facilitating the private-sector led recovery envisaged in the Strategic Roadmap.

This entails improvements in access to markets & resources for individuals & improvements in all indicators under the Ease of Doing Business Index.

Reductions in Eswatini's Corporate Income Tax along with an enabling institutional environment will attract FDI

- Facilitate export driven growth & Increase SME participation in economy
- Develop an integrated land use strategy & expedite rollout of Special Economic Zones
- Improve effectiveness of investment promotion agencies & relaunch Investor roadmap programme
- Implement "E-Government" to centralise data & systems into a single solution
- Address key Ease of Doing Business Indicators
- Legalise Cannabis to improve investments in agro-processing

Short Term Focus

Policy	Enabling MDAs	Expected Outcomes
Expedite implementation of SEZ Act of 2018, Roll out Special Economic Zones & review land ownership in SEZs	Ministries of Information, Communication & Technology, Public Works, Housing and Urban Development, Finance, SIPA, Eswatini Revenue Authority	Increased Investment in Economy
Relaunch Investor roadmap programme <ul style="list-style-type: none"> • Conduct public awareness campaigns • Develop an Investor promotion plan • Target specific organisations that have a potential to invest in Eswatini • Convene investment summits in Eswatini & South Africa 	Cabinet, DB Cluster	Increased awareness of Eswatini as an Investment destination
Finalize 24 hour border operations at Ngwenya & Lavumisa border posts	Ministry of Home Affairs Eswatini Revenue Authority RSA	Increased cross border trade
Amend the Swaziland Development & Savings Bank order	Ministry of Finance, Eswatini Revenue Authority, Ministry of Information, Communication & Technology	Improved access to loans for SMEs
Corporate Income Tax Rate: Phased in reduction July 1 st 2020: 20.0% July 1 st 2021: 17.5% July 1 st 2022: 15.0% July 1 st 2023: 12.5%	Ministry of Finance, Eswatini Revenue Authority	Attract FDI, enhance private sector growth
Launch bid for African Continental Free Trade Agreement	Ministry of Foreign Affairs	To host the Secretariat

Medium Term Focus

Policy	Enabling MDAs	Expected Outcomes
Establish One Stop Shop for all business registrations	Ministries of Information, Communication & Technology, Home Affairs, Health, Finance, SIPA, Eswatini Revenue Authority	Single point of interaction for : company registration, trading license, work permits, labour, health inspection, tax registration, revenue office
Remove 3 days advertising by amending trading licenses Act	Ministry of Information, Communication & Technology	Improve time required to start a business
Remove health certificate as pre-requisite for trading license issuance & Amend the Public Health Order of 1969	Ministry of Justice, Ministry of Health	Improve time required to start a business
Reduce turnaround times for new business registrations (digital) from 30 days to 1 day	Ministry of Information, Communication & Technology	Improve time required to start a business
Streamline Temporary Residence permits for employment	Home Affairs	Improve time required to start a business
Promote an export driven economy	Ministries of Information, Communication & Technology, Home Affairs, Health, Finance, SIPA, Eswatini Revenue Authority	Improve SACU revenue receipts, open up new markets for Eswatini products
<ul style="list-style-type: none"> Establish Commercial Court for speedy resolution of commercial disputes Appoint Commercial Judges, Formulate Commercial Bench rules + definition of commercial case 	Ministry of Justice, Ministry of Public Service	Reduced time to resolve commercial disputes
<ul style="list-style-type: none"> Electronic Case Management system Finalise development of system (e-Filling/Tracking, Adjournments) 	Ministry of Justice, Ministry of Information, Communication & Technology	Reduced time to resolve commercial disputes

Medium Term Focus

Policy	Enabling MDAs	Expected Outcomes
Review how SEIPA & SEDCO could be realigned to support investment (Domestic & Foreign)	Ministry of Information, Communication & Technology	Improved awareness of Eswatini brand & Investments
Refresh & Reposition Brand Eswatini to advance 'Eswatini is open for business' narrative	Ministry of Information, Communication & Technology	Improve FDI
Review Competition Commission's role & mandate	Ministry of Finance	Enhance efficiencies
Review company, land ownership, laws & policies	Ministry of Justice	Improve FDI, ease of doing business
Simplify tax code & enact tax reforms to encourage & stimulate SME growth eg. introduce presumptive tax	Ministry of Finance	Increased jobs & revenues through SME growth
Convene investment summits in Eswatini & internationally to present Strategic Turnaround Plan	Ministry of Finance	Finance Sector Reforms
Reform banking sector & services e.g. revisit present liquidity ratios, single obligor limit, etc. to align with country specificities, Implement cash deposit fees	Ministry of Finance, CBE	Increased Revenues
Open an international financial centre	Ministry of Finance	Finance Sector Reforms
Promote financial literacy amongst all citizens in partnership with the bankers' association	Ministry of Finance	Finance Sector Reforms
Review Eswatini visa regime to launch e-visa & visa-on-arrival for tourists, & align with RSA requirements	Ministry of Information, Communication & Technology Ministry of Home Affairs	Increased tourism volumes & Revenues



Medium To Long Term Focus

Policy	Enabling MDAs	Expected Outcomes
<ul style="list-style-type: none"> Review legislation to legalise cannabis Define tax regime for legalised cannabis 	Ministry of Health, Ministry of Agriculture	<ul style="list-style-type: none"> Increase in employment New investments & revenues
<ul style="list-style-type: none"> Build capacity & skills to support small-holder farmers on commercial farming & improved technologies Incentivise, identify & support farmers with potential to move to commercial farming 	Ministry of Agriculture	<ul style="list-style-type: none"> Increased contribution to GDP from agriculture Increased import substitution on agriculture products Increased agriculture exports
<ul style="list-style-type: none"> Conduct a land use study Develop an integrated land use strategy Consolidate concessions into a single body & develop plan Expedite concessions bill Engage stakeholders 	Ministry of Housing Ministry of Agriculture Ministry of Tourism and Environmental Affairs Tinkhundla	<ul style="list-style-type: none"> Increased investments in agriculture, infrastructure & housing Increased revenue from concessions
Unlock the mining sector	Ministry of Natural Resources	Enhanced economic activity

SECTION 5

**PRIORITY II:
FISCAL
CONSOLIDATION
& ARREARS
MANAGEMENT**





PRIORITY II: FISCAL CONSOLIDATION & ARREARS MANAGEMENT

A core function of the Strategic Roadmap is to bring Government expenditure & revenue to sustainable levels, manage public debt & arrears accumulation.

As Government is the largest player in the economy of Eswatini, streamlining its function is crucial for the success of our recovery.

- Rationalise Government expenditure & improve efficiencies
 - Restrict External/International travel
 - Eliminate redundant posts
- Review public assets to sell for improving cash flow position
- Optimise tax regime, fees to improve growth
- Review Public Enterprises, commissions and other budgetary institutions
- Optimise procurement policies & processes
- Mobilise revenue collections through broadening the base & structural reforms

Short Term Focus

Policy	Enabling MDAs	Expected Outcomes
Increase Withholding taxes on dividends & Withholding tax on Management Fees in line with CIT revision	Eswatini Revenue Authority	Enhanced revenue collection, in line with CIT revision
Tax on Alcohol & Tobacco – 3% on Local production & 7% on Imports, Increase Casino Levy to 6%, Increase Fuel Tax	Eswatini Revenue Authority	Enhanced revenue collection
Increase license fees, user fees, traffic & court fines	Eswatini Revenue Authority	Enhanced revenue collection
Review graded tax amount	Eswatini Revenue Authority	Justify cost of collection
Increase Road Toll Fees for foreign registered cars passing through the border	Eswatini Revenue Authority	Revenue enhancement
Tax Amnesty to incentivize entities/residents to register to pay taxes	Eswatini Revenue Authority	Revenue Enhancement
VAT on electricity	Eswatini Revenue Authority	Revenue Enhancement through taxation of shadow economy
Revenue Appeal Tribunal	Ministry of Justice, Eswatini Revenue Authority	Transparent, fair & equitable tax regime
Restrict external/international travel	All	Reduced travel budget
Sell Government interests in private companies & sell Government houses in urban areas for quick cash flow gains	Housing	Improvement in Cash flow

Medium Term Focus

Policy	Enabling MDAs	Expected Outcomes
Review revenue laws to deal with transfer pricing	Eswatini Revenue Authority, Ministry of Commerce	Improved revenue
Limit 'losses brought forward' by introducing restriction on number of years losses can be carried forward	Eswatini Revenue Authority, Ministry of Commerce	Improved revenue
Tax indexing to monitor "bracket creep" on income tax & protect citizens	Eswatini Revenue Authority	Minimised tax impact on citizens
Review revenue earmarking agreements with Public Enterprises in line with PFM Act	Eswatini Revenue Authority	Improvement in revenues on selected agreements
Promote intra-SACU trade particularly on Fuel & high value products	Eswatini Revenue Authority, Ministry of Commerce	Revenue Enhancement
Roll out vehicle tracking devices in all Government vehicles, introduce monthly usage reporting & vehicle control rooms at ministries through PPP	CTA, Ministry of Economic Planning & Development	Efficient structures that promote efficient service delivery (Supported by consultations)
Finalize CTA Parastatal to privatize	Ministry of Public Works, Ministry of Information, Communication & Technology	Rationalise Government expenditure & Improve efficiencies
Roll out fingerprint-based biometric system to provide accurate headcount audit of all salaried public servants in all ministries to remove ghost employees & ensure attendance	Ministry of Public Service, Ministry of Information, Communication & Technology	Rationalise Government expenditure & Improve efficiencies
Define financing strategy for development of energy sector & dams	Ministry of Economic Planning & Development	Reduced fiscal burden

Medium Term Focus

Policy	Enabling MDAs	Expected Outcomes
Roll out e-sourcing & e-procurement systems	Ministry of Information, Communication & Technology	Rationalise Government expenditure & Improve efficiencies
Review PEs with a view to consolidate, absorb into ministries or privatize, if applicable	Ministry of Finance, PEU, All relevant Ministries	Rationalise Government expenditure & Improve efficiencies
Consolidate commissions into a single body	Ministry of Public Service	Rationalise Government expenditure & Improve efficiencies
Commercialize unused or unproductive Government farms	Ministry of Agriculture Ministry of Commerce	Rationalise Government expenditure & Improve efficiencies

SECTION 6



**PRIORITY III:
INFRASTRUCTURE,
INVESTMENT
& INNOVATION**





PRIORITY III: INFRASTRUCTURE, INVESTMENT & INNOVATION

The most crucial precondition to ensuring improvements in the quality of life of Eswatini & building an enabling environment for the private sector to thrive is delivering adequate infrastructure.

The Strategic Road map seeks to ensure that investment & innovation can be encouraged through targeted policy change.

- Enhance ICT infrastructure
- Improve management & delivery of capital projects
- Reprioritize Capital Budget Outlays to focus on priority sectors & growth enhancement
- Renew focus on the construction of dams

Medium To Long Term Focus

Policy	Enabling MDAs	Expected Outcomes
<ul style="list-style-type: none"> Optimise capital project prioritisation & budgeting Conduct audit on capital project delivery Improve management & delivery of projects 	Ministry of Economic Planning & Development, Ministry of Public Works, Ministry of Justice, Ministry of Finance	<ul style="list-style-type: none"> Optimized capital projects budgets Reduced project cost overruns Timely delivery of projects
Determine capital budget based on key development areas, macro stability & establish appraisal system	Ministry of Economic Planning & Development, Ministry of Finance	Capital budget containment
Focus on renewable energy: deliver solar & biomass industries	Ministry of Economic Planning & Development, Ministry of Natural Resources	Deliver 10MW Lavumisa Solar Plant
Review Bio-safety Act & Fisheries Act	Ministry of Economic Planning & Development, Ministry of Natural Resources	Environmental protection & sustainable employment generation
Finalize ICT infrastructure blue print Identify potential Public & Private sector partners	Ministry of Information, Communication & Technology	Enabling infrastructure to support growth & innovation
Liberalize broadband access & improve ICT connectivity, speed, & pricing	Ministry of Information, Communication & Technology	Enabling infrastructure to support growth & innovation
<ul style="list-style-type: none"> Renew focus on the construction of dams Accelerate completion of existing projects Raise funding & launch construction of dams in accordance to infrastructure plan 	Ministry of Economic Planning & Development, Ministry of Public Works Ministry of Finance	<ul style="list-style-type: none"> Increased access to water resources by Emaswati



SECTION 7

**PRIORITY IV:
CULTURE OF
EXCELLENCE**



MINISTRY OF PUBLIC SERVICE

MINISTRY OF JUSTICE



PRIORITY IV: CULTURE OF EXCELLENCE

A core goal of the Strategic Roadmap is to end corruption & introduce a culture of excellence across all Government Ministries, Department & Agencies where merit & delivery are rewarded.

- Promote culture of service excellence throughout public service
- Strengthen organisational development
- Reinforce human resource development policies
- Implement change management approaches to change attitudes, behaviours & laissez-faire culture
- Improve Industrial Relations
- Build capacity in all courts
- Qualify for MCC & Multilateral conditions for budget support

Short Term Focus

Policy	Enabling MDAs	Expected Outcomes
Engage Public Sector Associations & other stakeholders to improve relations	Ministry of Public Service, Public sector associations	Improved relations with public sector employees Cabinet & PSs to engage employees across public service to identify areas of concern
Launch a Performance Management System (PMS) across ministries	Ministry of Public Service, Service Commissions	Efficient & fair system that will allow recognition of good performance in the public service while managing non performance
Launch customer care training in key areas of Government to improve Government interaction with its citizens	Ministry of Public Service, Revived SIMPA/ IDM Private sector partners	Service excellence culture which puts citizens first
Overhaul recruitment, promotion & disciplinary procedures Appropriate delegation of disciplinary authority by CSC to PSs & others	Ministry of Public Service, Public sector associations Service Commissions	Fair processes that recruit the best talent, reward performance & enable managers to take disciplinary measures for non-performance
Prioritise implementation of Management Information Systems for recording Government data <ul style="list-style-type: none"> Strengthen data enumeration processes 	Ministry of Public Service, Ministry of Finance Ministry of Information Communication & Technology Ministry of Economic Planning & Development	Strengthen data management & improve data quality Improve accuracy of Eswatini indicators, better data management for better policy
Abolish redundant civil service posts & align with Government priorities, match approved & funded posts against headcount	Ministry of Public Service, Ministry of Finance	Right-size the wage bill
Set up Law Reform & Revision Commission	Ministry of Justice	Build capacity in all courts
Qualify for MCC & Multilateral conditions <ul style="list-style-type: none"> Engage Multilateral agencies Address key requirements 	Ministry of Public Service, Ministry of Finance Ministry of Economic Planning & Development	Budget support, enhanced & targeted donor funding

Medium To Long Term Focus

Policy	Enabling MDAs	Expected Outcomes
<ul style="list-style-type: none"> • Conduct Management audit to identify development needs • Optimise business processes 	Ministry of Public Service, SIMPA	Strengthen organisational development <ul style="list-style-type: none"> • Reduced turnaround times • Elimination of wastage • Accuracy of Data
<ul style="list-style-type: none"> • Review the existing policy to reflect modern professional development trends • Conduct training needs assessments. • Draft personal Development Plans • Develop a Reintegration plan • Recapitalise SIMPA into a centre of excellence for training & continuous leaning for all public servants 	Ministry of Public Service, Ministry of Justice Cabinet /PPCU Development partners. Training institutions	Reinforce human resource development policies <ul style="list-style-type: none"> • Competent HR. • Training needs assessment reports • Personal Development plans • Innovative approaches to carrying out work
<ul style="list-style-type: none"> • Conduct Employee & stakeholder engagement surveys • Secure buy in on proposed changes • Identify champions for the proposed interventions • Draft communications strategies. • Conduct advocacy campaigns • Implement the change interventions 	Ministry of Public Service, Stakeholders Employees	<ul style="list-style-type: none"> • Changed behaviours & perceptions • Improved productivity • Realised cost effectiveness
<ul style="list-style-type: none"> • Instil harmonious Engagement with PSAs • Enforce health & safety measures in the workforce • Strengthen & upscale wellness interventions • Finalise guiding regulations of the Public Service Act (2018) 	Ministry of Public Service, PSAs Training institutions Civic organisations	Continuously improve Industrial Relations <ul style="list-style-type: none"> • Reduced absenteeism • Motivated staff complement • Reduced industrial disputes
Strengthen role & function of anti-corruption commission	Ministry of Justice	End corruption
Finalize regulations on sectional titles	Ministry of Justice	Improve property rights



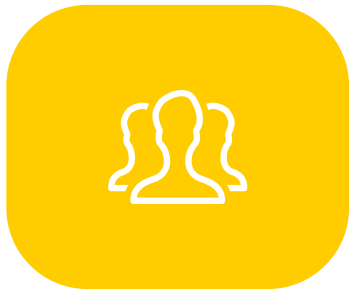
SECTION 8

**PRIORITY V:
SOCIAL
SAFETY NET**



DEPUTY PRIME MINISTER'S OFFICE

MINISTRY OF HEALTH, MINISTRY OF EDUCATION



PRIORITY V: SOCIAL SAFETY NET

**Improve administration, coverage & targeting of core social protection programmes.
Improve development indicators & create effective & sustainable poverty reduction strategies.**

- Food & water security
- Streamline social grants & increase amount
- Targeted tax reductions to ease burden on low income households
- Review health & education systems
- Build programme to incentivise commercial farming for small-holder farms

Medium Term Focus

Policy	Enabling MDAs	Expected Outcomes
Develop an integrated social security policy	Tinkhundla Ministry of Finance	Ensure that no Liswati is left behind, inclusive growth
Internet access roll out in schools in peri-urban & rural areas	Ministry of Information, Communication & Technology	Improved access to ICT, better educational outcomes
Increase the minimum wage & relax labour laws	Ministry of Justice	Improve earning potential for Emaswati, flexible labour market
Amend VAT schedule to review VAT exemption on essential commodities	Ministry of Finance Eswatini Revenue Authority	Reduce negative budgetary impact on citizens-
Review PAYE rates to boost local consumption	Ministry of Finance Eswatini Revenue Authority	Soften tax burden on low income earners, inclusive growth
Improve quality of life for underprivileged Emaswati: Streamline social grants through census, improve access through mobile/EFT payments & increase social grants	Tinkhundla Ministry of Finance	Wider safety net
Review National Health Care System, fees & fines	Ministry of Health	Reduced fiscal burden - Review national health care system including National Health Insurance Fund in light of pending legislation
Revisit education funding framework & effectiveness	Ministry of Education	Reduced fiscal burden - Explore other means of funding including a revolving education fund (Primary to Tertiary)
Introduce Public Works Programme: Small-scale infrastructure development through labour intensive methods, link to vocational centres	Ministry of Labour Ministry of Public Works	Reduced adverse economic impact on citizens, employment generation

Medium Term Focus

Policy	Enabling MDAs	Expected Outcomes
Convene monthly nationwide 'Keep Eswatini Clean' & 'Tree Planting' campaigns	Ministry of Tourism & Environmental Affairs	Improve awareness regarding environmental issues
Discourage the use of plastic bags by imposing a levy	Ministry of Tourism & Environmental Affairs, Ministry of Finance	Improve awareness regarding environmental issues, discourage use of single-use plastics



Siyabonga!