



Swaziland-UNDP

**Private Sector Development Strategy:
Toward Jobs, Inclusiveness and Economic Development**



DECEMBER 2014

United Nations Development Programme

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Abbreviations

ACAT	Africa Cooperative Action Trust
APRU	Average Revenue per User
CAP	Church Agricultural Projects
CO	Country Office
EU	European Union
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GVC	Global Value Chain
HIV/ AIDS	Human Immunodeficiency Virus infection / Acquired Immunodeficiency Syndrome
ICT	Information Communication Technology
ICU	Intensive Care Unit
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
NDS	National Development Strategy
NGO	Non-Governmental Organization
OVC	Orphans and Vulnerable Children
PSDS	Private Sector Development Strategy
SACU	Southern Africa Customs Union
SADC	Southern Africa Development Community
SADP	Swaziland Agricultural Development Program
SEZ	Special Economic Zone
SHIP	Swaziland Smallholder Irrigation Project
SIPA	Swaziland Investment Promotion Agency
SME	Small and medium enterprises
SNL	Swazi Nation Land
TDL	Title Deed Land
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Program
UNFPA	United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
WHO	World Health Organization

Table of Contents

Acknowledgements		a.
Abbreviations		b.
1. Executive Summary	1	
2. Introduction		5
a. Purpose of the Document	5	
b. Structure of the Document	6	
c. Context and Rationale	6	
3. Background		9
a. UNDP and Private Sector Development	9	
b. Status of UNDP's Work with the Private Sector	11	
c. UNDP definition of Private Sector	11	
d. UNDP definition of Public Private Partnerships	13	
e. Why the UNDP works with the Private Sector	13	
f. Why the Private Sector works with UNDP	13	
g. UNDP Swaziland and the National PSD Strategy	19	
4. An Economic Overview of Swaziland		22
5. Sector Constraints, Competitive Advantages, Opportunities and Youth Advancement		27
a. Agriculture/ Agribusiness Sector Overview	27	
b. ICT Sector Overview	28	
c. Tourism Sector Overview	29	
d. Health Sector Overview	30	
e. Construction Sector Overview	31	
f. Energy Sector Overview	32	
6. UNDP Private Sector Development Strategy and Action Plan		33
7. Conclusion		47
8. References		48
9. Appendix		51

1. Executive Summary

Toward the office's effort to craft a programmatic response to the then recently launched national Private Sector Development Strategy, on December 3, 2013 UNDP Swaziland convened a stakeholder workshop at the George Hotel in Manzini, Swaziland. The meeting, which was co-Chaired by Federation of Swaziland Employers and Chamber of Commerce (FSE & CC), who with government support developed the national PSDS, was meant to focus, in particular on the mission of developing a strategy that would support greater inclusion in Swaziland's economy and particularly address job creation and economic opportunity development for the nation's youth and women.

Roughly 35 stakeholders involved with issues related to private sector development in the country engaged in dialogue with UNDP on the current state of implementation of the existing Private Sector Development Strategy, advised on new initiatives underway, identified shortcomings, and reviewed the Inclusive Growth-Inclusive Markets- Inclusive Business paradigm that UNDP's African Facility for Inclusive Markets had been developing, and its relevance to the situation in Swaziland.

The participants in the discussion represented the Federation of Swaziland Employers and Chamber of Commerce and its members, the Ministry of Trade, Industry and Commerce, the Central Bank, various parastatal organs, academia, civil society, small holders and SMEs, and UNDP.

The outcomes of this discussion and the areas marked for further study, were meant to feed into the current effort of UNDP Swaziland to develop an Inclusive Growth and Market Development Strategy to complement the PSDS and guide UNDP's planned implementation activities in support of private sector development, and public-private sector collaboration in Swaziland.

After a sector analysis exercise was commissioned in 2014, a follow-up workshop was convened in October 2014 and attended by some of the delegates who participated in the first meeting and a few additional stakeholders. Settling on agriculture, tourism, construction, health, ICT and energy as key sectors to drive the economy, the delegates validated the sector analysis and reiterated the call for the development of a UNDP strategy to support greater women and youth participation in these sectors.

The UNDP –Swaziland Country office "Private Sector Development Strategy" (PSDS) will guide its efforts to support the implementation of the National Swaziland Private Sector Development Strategy for the period (2011-2016) and continue through 2018 through the implementation of His Majesty's Government Programme of Action 2013 – 2018 and the Ministry of Commerce Industry & Trade's Strategic Plan 2014-2018.

The five "Key Results Areas" that were put forth in the national FSE & CC developed "Swaziland PSDS" include the following:

- 1) Enabling Environment Improvement– cost of doing business reduction, telecommunication and energy cost reduction, deregulation, and decentralization of registration and licensing of companies. Access to finance/ capital improvement; and private sector involvement in policy development.
- 2) Trade Facilitation Improvement– Improvement in cross border administration, establishment of one-stop border posts, standards and procedures reform and infrastructure quality improvement;
- 3) Employment Creation – Job creation through strengthened business development services for SMEs, mentorship programmes, concessional finance and increased linkages between large businesses and small businesses, particularly women owned/ headed SMEs;

- 4) **Infrastructure Development** – Improvement of transport infrastructure and logistics services through public private partnerships, and a special focus on developing feed roads to move agriculture and other products efficiently around the country;
- 5) **Human Resource Development** – Focus on demand driven skills development and training and a focus on entrepreneurship and preventative and curative health care investment and related skills development.

To address the constraints found in each of the six sectors mentioned above, this UNDP Swaziland PSDS proposes that six areas of intervention be implemented in regard to each sector:

1. **Skills Development Programme (Capacity Development)** – supporting technical assistance provision, supporting training/ knowledge event implementation, supporting TVET – business sector dialogue about key skills development
2. **Private Sector Partnership Development Programme (Private Sector Engagement)** – partnering with specific large companies to implement inclusive market development programmes/ initiative; work with business associations to improve SME business environment and mobilize technical assistance and capital resources from government/ donors to support SMEs
3. **Stakeholder Engagement Programme (Sector Development)** – develop and facilitate quarterly roundtables of sector stakeholders to establish sector development goals, discuss solutions to constraints, promote good practice knowledge transfer, support sector “focus on excellence” learning journeys, and sector linkage development efforts with other strategic countries/ regions
4. **Public-Private Dialogue Programme (Advocacy)** – convene an annual all-sector Private Sector Growth Public-Private Dialogue to afford government an opportunity to present/ report back on initiatives undertaken/ policies developed to support private sector/ SME growth and development and afford the private sector to respond, ask questions and share with government areas of intervention where the private sector can contribute and take a leading role
5. **Micro-capital Grants Programme (Funding)** - develop a challenge fund type programme to prove a limited number of micro-capital grants annually to entrepreneurial initiatives in the target sectors; seek to mobilize other development partner and corporate funds to expand this venture-philanthropy program
6. **Supplier Development Programme (Entrepreneurship and Value Chain Development)** - utilize existing¹ (or develop new) supplier development programmes to help expand and improve value chains in the six target sectors.

Again, as the UNDP PSDS is meant to address the economic inclusion challenges of women and youth in Swaziland, at the December 2014 “UNDP PSDS validation workshop” held with government, private sector and civil society stakeholders in Mbabane, Swaziland, a prioritization exercise was held and it arose that a series of sector cross cutting initiatives should be incorporated into the first year of the UNDP PSDS in support of inclusive market development in Swaziland. These “year one” initiatives would involve facilitating extensive public-private dialogue, analysis of existing PSDS activity and available support

¹ An example would be the UNDP AFIM’s Agriculture Supplier Development Programme - http://undp.org.za/content/undp/en/home/librarypage/poverty-reduction/private_sector/african-agribusiness-development-programme-toolkit/

resources, and support data gathering to inform stakeholders and promote evidence based initiative development.

- a. **Help Convene a National Youth Jobs, Skills and Entrepreneurship Public –Private Dialogue** – the focus of the initiative would be afford government an opportunity to share with the private sector the key policy guidelines² that have been promulgated to try and address employment challenges in the country and afford the private sector an opportunity to give a response to these policies and express their views on what else is needed and what the private sector can do to support job creation - including value chain and supplier development;
- b. **Support a Swaziland Skills Alignment Summit with TVET Institutions and the Private Sector** – to discuss labour needs in the country, entrepreneurship opportunities and the available training and skills development programs (and the lack thereof) to address these opportunities;
- c. **Organize a Regional Supplier Development Forum** – working with UNDP offices in South Africa and potentially Mozambique, bring together large companies from South Africa and Mozambique and invite them to a forum to discuss how Swaziland suppliers might improve their capacity to be part of their respective value chains. Target sectors could include agriculture/ agribusiness; ICT; tourism, renewable energy and mining.
- d. **Organize a Youth Opportunity Learning Journey to South Africa** – as a way to promote regional skills transfer, entrepreneurship and foreign direct investment, pursue a collaborative exercise to bring a delegation of Swaziland school leavers to explore franchise³ and other business ideas that could be brought to Swaziland.
- e. **Organize a Youth and Women Finance and Development Resources Access Training Seminar** – leveraging work undertaken by the UNDP Regional Private Sector programme, the African Facility for Inclusive Markets, UNDP Swaziland could organize a training seminar for youth support stakeholders in the country on how to access/ leverage the various programs and funding sources that have been identified in the virtual African Women and Youth Finance digital directory – see <http://www.africa-platform.org/WomenandYouthFinance>.

This PSDS is thus organized under six key sections:

Chapter 2, Introduction, provides an overview on the aim and structure of the document along with its context and rationale;

Chapter 3, Background, provides an overview of the overarching structure of UNDPs’ strategy and principal methodologies I regard to engaging with the private sector;

² Such as The National Technical and Vocational Education and Training and Skill Development Policy and Strategy (TVETSD) (May 2010); The Education Sector Strategic Plan 2010-2022 (November 2010), and the Swaziland Education and Training Sector Policy (April 2011)

³ A possibility could be aligning the learning journey with the International Franchise Expo April 16-18, 2015 (<http://ife.co.za/>) in South Africa to explore franchising opportunities as well as other business opportunities in the six target sectors.

Chapter 4, An Economic Overview of Swaziland, provides an overview of Swaziland and brief overviews of the six target sectors that have been selected as catalytic drivers in this strategy: Agriculture/ Agribusiness; Tourism; ICT; Construction; Health and Energy.

Chapter 5, Sector Constraints, Competitive Advantages, Opportunities and Youth Advancement reviews each sector and provides a brief analysis of critical issues impacting the sector and opportunities presented within the sector;

Chapter 6, UNDP Private Sector Development Strategy and Action Plan, presents a series of suggested initiatives through which UNDP – Swaziland, in collaboration with key stakeholders can help address the various challenges identified in the target sectors;

Chapter 7, Cross Cutting Support for Youth and Women Business Stakeholders, suggests an addition set of activities that UNDP Swaziland may want to include in the Action Plan that would have a designated focus on the provision of support to women and youth.

2. Introduction

a. Purpose of the Document

The purpose of this document is to establish a new private sector development strategy for the UNDP Swaziland country office which creates a platform through which UNDP Swaziland will promote inclusive market development in Swaziland through value chain development and expansion, skills development for women and youth led and owned enterprises, supplier development, and government policy development that promotes private sector growth and development.

Additionally, this document is intended to complement the existing Swaziland Private Sector Development Strategy (PSDS) (2011-2016) developed by the Federation of Swaziland Employers and Chamber of Commerce and supported by the Ministry of Commerce, Industry and Trade.

The Vision of the PSDS is that “by 2016 the private sector will be a vibrant driver of economic growth in partnership with government”. Furthermore, the Swaziland PSDS is intended to be the framework for partnership between the private sector and the government of Swaziland and is aimed at stimulating an improvement in the business environment of the country and the PSDS’ main objectives are to enhance the competitiveness of national enterprises and to foster an increase in their contribution to economic and employment growth in Swaziland.

Additionally, the PSDS was established with the aim that it would increase job opportunities in the country, particularly for youth, and raise tax revenue for the government.

Five “Key Results Areas” were developed within the PSDS:

- 6) Enabling Environment Improvement– cost of doing business reduction, telecommunication and energy cost reduction, deregulation, and decentralization of registration and licensing of companies. Access to finance/ capital improvement; and private sector involvement in policy development.
- 7) Trade Facilitation Improvement– Improvement in cross border administration, establishment of one-stop border posts, standards and procedures reform and infrastructure quality improvement;
- 8) Employment Creation – Job creation through strengthened business development services for SMEs, mentorship programmes, concessional finance and increased linkages between large businesses and small businesses, particularly women owned/ headed SMEs;
- 9) Infrastructure Development – Improvement of transport infrastructure and logistics services through public private partnerships, and a special focus on developing feed roads to move agriculture and other products efficiently around the country;
- 10) Human Resource Development – Focus on demand driven skills development and training and a focus on entrepreneurship and preventative and curative health care investment and related skills development.

Other key government policy and key reference documents that have influenced the development of this document include the following:

- The 6th Draft Report-A Development Strategy for Swaziland towards Vision 2022 and Beyond
- His Majesty’s Government Programme of Action 2013 – 2018

- Ministry of Commerce Industry & Trade Strategic Plan 2014-2018
- World Bank “Institutions, Governance and Growth: Identifying Constraints to Growth in Swaziland”
- The 2014 Swaziland Youth and Women Entrepreneurship Preferences Survey

b. Structure of the Document

This document is structured in a way that is intended to provide the reader with an understanding of how the UNDP traditionally engages with the private sector and supports private sector development, and also provide an understanding of the current economy and identified needs toward development within key sectors of the Swaziland Economy. Lastly, it seeks to present some catalytic activity that can be undertaken by the Swaziland UNDP Country Office in partnership with national stakeholders to help achieve national goals of increased employment, inclusive business expansion, and economic growth that involves women and youth as important actors and beneficiaries.

c. Context and Rationale

The Kingdom of Swaziland’s economy has been adversely impacted over the past few years by a number of fiscal challenges. The nation’s annual growth has averaged about 2.0 percent over the last two decades and this has caused widespread poverty. Although the economic base is fairly diversified, weak regulatory and legal frameworks have dampened investment, particularly from the private sector, and as a result of this and other factors, the country’s development has lagged behind other economies in the region.

Additionally, Swaziland’s ranking in the World Bank’s annual Doing Business survey has been generally lower than in other Southern African Customs Union countries. Thus, the need for interventions at macro and enterprise levels to promote the private sector as an engine for economic growth and development has become necessary.

Conversely, the country has been facing a shrinking donor resource base, which stems in part from the country’s middle income status. In the current context, with donor support on the decline, the actual need for development assistance in the country is growing exponentially and as such, UNDP’s focus on supporting the development of strategic partnerships with private sector and government stakeholders is a fundamental and concrete step toward the realization of the nation’s development agenda.

In light of these trends, the country has acknowledged the need for reform and has developed an Economic Recovery Strategy aimed at easing its fiscal challenges. It has also developed an Investor Road Map to encourage trade and investment. At the same time, Government has been seeking ways to improve the economic climate through policy initiatives that will increase investments through pro-poor Public Private Partnerships (PPP) in order to create jobs and lift the economic well-being of its citizens.

Furthermore, the country recognizes the need to improve its attractiveness as a strategic investment destination for the private sector given its strategic location near South Africa, the region’s largest economy and the continent’s second largest economy. Swaziland also enjoys and seeks to exploit favourable market access to regional blocs such as the Southern African Development Community (SADC), Common Market for Eastern and South Africa (COMESA) and Southern African Customs Union (SACU).

The UNDP Swaziland Country Office (CO) is committed to deepening its strategic partnerships and increasing its support provision to the Government and peoples of Swaziland in their effort to promote trade, attract foreign direct investment, and lay the foundation for sustainable growth and recovery. The CO seeks to help the Government catalyse the rapid scaling up of Private Sector Development (PSD) initiatives including the promotion of entrepreneurship, foreign direct investment, value chain linkages that include SMEs, and inclusive market development approaches to enhance national effort towards achieving inclusive growth, poverty reduction and overall socio-economic transformation.

This outcome is to be achieved through the development of strategic partnerships, advocacy, alliances and capacity building to generate strong stakeholder interest. Building strategic partnership with the private sector is of paramount importance for the promotion of inclusive growth and development in addition to diversifying sources of development fund.

To this effect, the UNDP-Swaziland CO seeks to develop a strategic framework document that will serve as its Private Sector Development Strategy and guide its support of the implementation of the National Swaziland Private Sector Development Policy. A particular aim of the strategy will include the creation of jobs for women and youth and to strengthen and promote entrepreneurship development and vocation and entrepreneurial training and knowledge sharing. S/He will work alongside UNDP CO staff and other stakeholders to come up with a strategy in support of the Government's ongoing efforts to review and update its institutional and legal framework underpinning the country's' private sector.

Thus, the UNDP in collaboration with the private sector, the Government of Swaziland, and other development stakeholders in Swaziland is pursuing the development of a multi-pronged strategy to stimulate inclusive business growth and development in the country and enhance the level of entrepreneurial activity as well, particularly among the youth and women.

Specifically, the strategy shall include initiatives focused on:

- (i) Capacity Building – facilitation of training, coaching, benchmarking and other learning development initiatives aimed at promoting skills development, improvement of business management skills, leadership, and mentoring skills for SMEs, and Swazi youth and women;
- (ii) Entrepreneurship Development - enhancing women's and youth entrepreneurship and market access through the promotion of value chain development with government and larger private sector actors and through the expansion of forward and backward linkages;
- (iii) Advocacy and Knowledge/ Information Sharing– facilitating and supporting advocacy and information sharing initiatives aimed at promoting public-private partnerships, advocacy for business-friendly legislation and policies, and that promote good governance and labour rights in the private sector.

The specific objectives of the UNDP strategy are to:

- i) promote inclusive growth and development through private sector development targeting SMEs and enterprises led by and involving women and youth;
- ii) promote the development of SMEs through capacity building, information sharing and fostering backward and forward industry linkages; and
- iii) strengthen the coordination, harmonization, and partnerships development processes undertaken between the public sector, the private sector, bilateral and multilateral partners, parastatals and civil society through the facilitation of effective dialogue and partnerships.

The target group/ key beneficiaries under the UNDP strategy include:

- a) Small and medium sized enterprises;
- b) Stakeholders of the following sectors: agriculture, tourism, construction, health, ICT, and energy;

- c) Unemployed youth and women-- By targeting unemployed youth and women, this intervention is expected to contribute to an improvement in the ability of the youth and women-headed households to earn a livelihood. The strategy will also seek to stimulate linkages between these vulnerable groups living in rural households and urban markets;
- d) HIV/AIDS impacted households; and
- e) Larger corporates and parastatals with CSR/ CSI/ supplier/ distributor development programmes that are interested in developing inclusive value and supply chains within the businesses.

3. Background

a. UNDP and Private Sector

Since the development of the UNDP Private Sector Strategy in 2007, there have been significant changes in the external and internal environment which require a review of UNDP's approach. The recent economic crisis has raised fundamental questions about the market system and regulations of private sector activities. At the same time many countries have achieved rapid economic growth in recent years, fueled largely by open markets, trade and thriving enterprises. Developing countries increasingly see foreign aid as a short-term solution and as catalytic for the stimulation of trade and development driven by the private sector. It is widely acknowledged that development of the private sector is critical to drive economic growth, create jobs, develop and deliver needed goods and services and to innovate for more sustainable development solutions.

The development community at large is also increasingly focused on the role of the private sector for development, as illustrated in the recent LDC conference, the Busan High-level Conference on Aid Effectiveness, the Rio+20 Conference on Sustainable Development, and the UN Secretary-General's emphasis on strengthening UN – Business partnerships.

The revised 2012 new UNDP private sector strategy aims to reposition and strengthen UNDP's work with the private sector in light of this new environment. Overall, the strategy proposes to align UNDP's private sector work more closely with its overall vision of contributing to "empowered lives, resilient nations" and focusing on how the private sector and markets can contribute to economic, social and environmental dimensions of sustainable human development.

The main objective for the 2012 revision was to accelerate progress by enhancing and focusing private sector engagement and development in support of UNDP's global medium term priorities as per the agenda for organizational change, with a focus on: i) supporting countries to achieve sustainable and inclusive growth (with greater focus on key economic sectors, markets or regions) and ii) accelerating economic recovery with an emphasis on job creation in fragile states and regions.

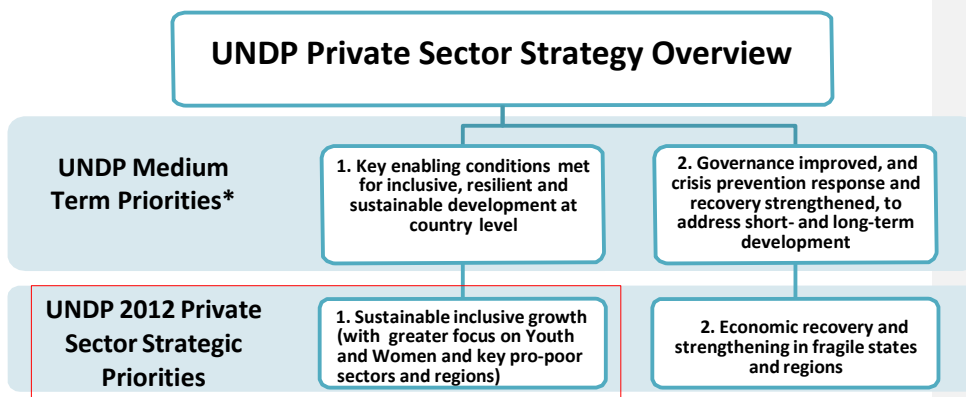
To achieve this UNDP will:

- Enhance its engagement with the private sector by building relationships, partnerships and new alliances and coalitions at country, regional and global levels.
- Advocate with other development actors in support of private sector partnerships for sustainable human development and inclusive market development.
- In close collaboration with other UN organizations and development actors, provide policy advice and capacity development support at country and regional levels for inclusive market development.
- Implement a select number of strategic partnership initiatives (i.e. signature alliances⁴) and programmes at country / regional level.

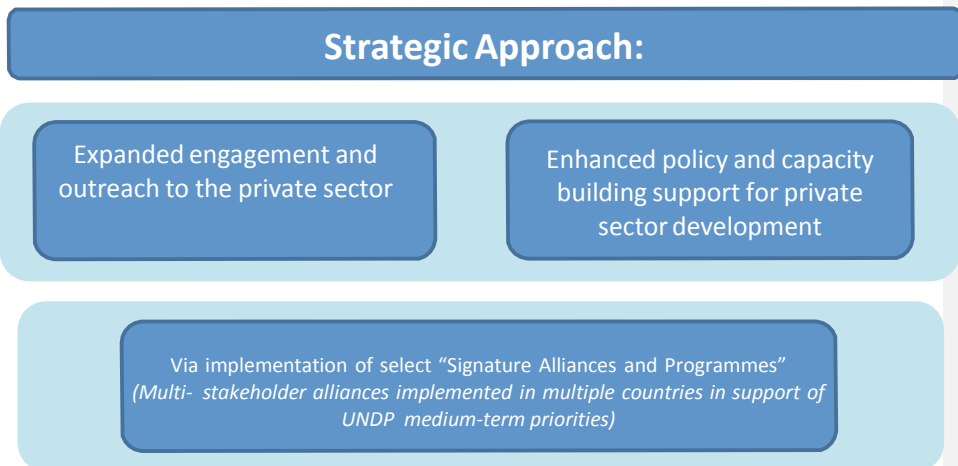
⁴ Significant, "global partnerships" aimed at providing overall framework for country and regional level partnership interventions and advocacy around UNDP's core global priority areas that are relevant to the private sector.

Multiple high level global events have increasingly recognized the importance of public-private partnerships including the role of the private sector in advancing sustainable development and a greener economy as part of Rio+20 discussions. The post-Rio agenda is expected to further emphasize the need for public-private cooperation and solutions while the role of the public-private cooperation in development effectiveness agenda was clearly mandated as part of the 4thHigh-level Forum on Aid Effectiveness in Busan in 2011.

UNDP has taken steps to recognize the need to adapt to these global changes through *The Agenda for Organizational Change* and the *2012 UNDP Annual Business Plan*. These include clear medium-term development priorities for UNDP, many of which require significantly strengthened engagement with the private sector.



* From "Aiming Higher – Strategic Priorities for a Stronger UNDP", 2011



In partnership with specialized UN organizations

In partnership with International Financial Institutions

In partnership with new Development actors

UNDP Swaziland has sought to incorporate these broader institutional strategies into its work in the Kingdom of Swaziland to promote the concept of sustainable, inclusive and equitable economic growth which is needed to achieve broad-based development in the country. In this context, UNDP Swaziland has determined that promoting inclusive market development mechanisms and the role of the private sector is essential to generate economic growth in the country.

Furthermore, UNDP Swaziland believes that in Swaziland, as is the case elsewhere in the world, that the private sector in the country is increasingly recognizing that it has a role, a responsibility and an opportunity to build new markets and contribute to broader sustainable development challenges through financially sensible inclusive value chain development.

b. Status of UNDP's work with the Private Sector

UNDP has worked with the private sector for some two decades with a wide variety of experiences. Over the past seven years when the 2007 strategy was adopted UNDP has also entered into a range of partnerships and engagements with private sector organizations and enterprises to support work in its various focus areas. These include:

- Resource transfer: Partnerships that primarily include a transfer of financial or in-kind resources from a company to UNDP (both at the global and country level with majority of financial and in-kind at the country office level). UNDP has been involved in 100+ such partnerships e.g. with Coca-Cola, Microsoft, IKEA, DHL, Cisco, Siemens etc.
- Technical and financial assistance: Partnerships that primarily include technology transfer and technical and financial assistance to developing country-based enterprises from UNDP. For instance, UNDP, with funds mainly from the Multilateral Fund for the Implementation of the Montreal Protocol (MLF), has delivered over US \$516 million in grant assistance to thousands of small and medium enterprises (SMEs) in over 100 countries in all regions since 1992.
- Facilitating or brokering innovative private investments, value chain linkages or “inclusive business” approaches. Since 2010, the African Facility for Inclusive Markets (AFIM) has provided a multi-stakeholder platform facilitating inclusive market development in Africa.
- Advocacy: Examples include UNDP's role in setting up Global Compact local networks in 40+ countries, the [Growing Inclusive Markets](#) research and advocacy initiative, the [Business Call to Action](#) which challenges companies to undertake inclusive business approaches, and the World Business and Development Awards etc.

c. UNDP Definition of Private Sector

UNDP recognizes that the private sector is not homogenous but composed of varying types of businesses and organizations. UNDP aims to engage with a wide spectrum of these private sector actors and depending on objectives and context, understands that different approaches and instruments are required

for different types of private sector entities. Thus, the term private sector is defined as follows:

The private sector is a basic organizing principle of economic activity in a market-based economy where private ownership is an important factor, where markets and competition drive production and where private initiative and risk taking set activities in motion.

The private sector also includes a wide range of market actors that may operate either in the informal or the formal economy⁵. For the purpose of this strategy, the following actors are considered as part of the private sector or as important market actors and their representatives that UNDP may work with:

- Multinational companies⁶ with global reach and operations (e.g. from the North and the South and with wide presence in multiple countries, including in UNDP programme countries).
- Large domestic companies⁷
- Micro, small and medium enterprises⁸ (MSMEs)
- Business intermediaries and interlocutors such as Chambers of Commerce and Industries, business associations, innovative alliances, business roundtables, stock exchanges and a new generation of cooperatives⁹.
- Social enterprises¹⁰ and other innovative constellations formed to address a specific development issue or cause.
- Mutual organizations (such as Visa, MasterCard, asset management companies, cooperative banks, mutual saving banks, credit unions, mutual insurance/assurance and healthcare companies).
- State Owned Enterprises (SOE)¹¹, i.e. either wholly or partially owned by a government and

⁵ Drawn from the following sources: <http://www.investopedia.com/terms/p/private-sector.asp#ixzz21eHsAAvs>; www.oecd.org/dataoecd/53/21/34055384.pdf; <http://www.acdi-cida.gc.ca/acdi-cida/acdi-cida.nsf/eng/REN-218124828-P9B>

⁶ A **multinational corporation** (MNC) or **multinational enterprise** (MNE)¹¹ is a **corporation** enterprise that manages **production** or delivers **services** in more than one country. It can also be referred to as an **international corporation**. They play an important role in **globalization**.

⁷ This includes both local firms and subsidiaries of foreign corporations that follow and respects the UN Global Compact principles and that are capable of investing in and creating opportunities for multi-stakeholder engagement and collective action for sustainable development.

⁸ The statistical definition of SMEs varies by country, and is usually based on the number of employees or the value of assets. The lower limit for "small-scale" enterprises is usually set at 5 to 10 workers, and the upper limit at 50 to 100 workers. The upper limit for "medium-scale" enterprises is usually set between 100 and 250 employees.

⁹ A cooperative is a legally incorporated business arrangement that provides for the control of the business by its membership. A new generation co-op (NGC) is a type of cooperative that uses a system of delivery rights and obligations to encourage business loyalty and provide a form of vertical integration. NGC's are particularly suitable to ventures involved in value-added agricultural processing and marketing

¹⁰ A **social enterprise** is an **organization** that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders. Social enterprises can be structured as a **for-profit** or **non-profit**, and may take the form of a **co-operative**, **mutual organization**, a **social business**, or a **charity organization**.

¹¹ A legal entity that is created by the government in order to partake in commercial activities on the government's behalf. A

that engage in commercial activities as part of an open market system.

Sporadic, non-commercial income generating activities of individuals are considered as part of the private sector.

d. UNDP Definition of Public Private Partnerships

The UNDP defines public-private partnerships (PPPs) broadly as voluntary and collaborative relationships between public and private actors that agree to work together to achieve a common goal or undertake specific tasks. It usually implies that partners share the risks, responsibilities, resources and benefits.

PPP models vary considerably and may serve various purposes, including: advancing a cause; implementing normative standards or codes of conduct; sharing and coordinating resources and expertise. Increasingly UNDP will seek to engage in “transformational” partnerships with business (i.e. partnerships that are able to address systemic and structural issues that engage the appropriate set of stakeholders and leverage core competencies of the respective partners to achieve scale and lasting impact on poverty).

e. Why UNDP Works with the Private Sector

UNDP believes that the private sector is essential in development for a number of reasons:

- 1) the private sector is a key driver of economic growth, represents the main source of employment creation in most countries and invests in human capital and workforce development;
- 2) the private sector creates and delivers goods and services that can benefit society at all levels, develops and deploys new technologies and innovations, and has the capacity to levy scalable solutions through market-based approaches;
- 3) the private sector also represents the primary source of tax and other public revenues and directs social investment and philanthropic resources toward development; and
- 4) the private sector also has the ability to apply norms and standards in its operations that have impact on important UN areas such as labor rights, environment, human rights and corruption.

At the same time, the private sector sometimes can have a negative impact on a country’s development - in terms of impacting the environment, social conditions, labor rights, supporting corruption and funding conflicts to name a few. Thus, UNDP also work with and seeks to influence private actors to improve their performance and reverse/ mitigate such negative activities or areas of impact.

f. Why the Private Sector works with UNDP

A major barrier to scaling up sustainable private sector activities in developing countries has to do with the risks private investors and enterprises face, real or perceived. These risks include:

- Hostile or risky regulatory environments that discourage investment, policy uncertainty and corruption;

state-owned enterprise (SOE) can be either wholly or partially owned by a government and is typically earmarked to participate in commercial activities.

- Political risks, conflicts;
- Lack of capacity and skills among public and private partners;
- Lack of appropriate solutions and business models that can be tailored to engage local communities and build local partnerships.

UNDP, as a major multilateral development institution, with a key and unique role within the UN development system, has many key attributes to help private sector actors address these challenges.

These attributes include:

- **Impartiality**, which makes UNDP particularly suitable to convene and coordinate public and private actors around specific development topics or economic sectors, in particular at national and regional levels. UNDP's ability to facilitate "public-private platforms" around key economic sectors allows for innovative public-private cooperation to address sustainable development challenges;
- An extensive **capacity development and policy advice mandate combined with technical expertise** in key areas relevant to the private sector and the role of markets, e.g. environment and energy; economic recovery in fragile states; public sector capacity development.
- A strong focus on **gender equality and women's empowerment**, which is mainstreamed across UNDP's work and is at the core of its support to inclusive market development.
- An **integrated approach to sustainable development**. UNDP promotes markets and works with the private sector in ways that address economic growth, social development and environmental sustainability in an integrated way. This is a role few, if any, other multilateral organizations perform.
- In depth understanding and knowledge of working with the poor combined with upstream public and economic governance advisory capacity, gives UNDP a unique ability to support development of bottom of the pyramid markets.
- UNDP's **multi-country focus, global presence and convening role** places UNDP at an advantage to replicate and scale successful solutions in working with the private sector.
- UNDP's focus and **experience in promoting local governance and local development** would provide ample opportunities for including the SME sector in territorial governance mechanisms for the promotion of Local Economic Development (LED).

Leveraging and building on these attributes helps UNDP contribute to risk mitigation for private sector actors and helps reduce the transaction costs that discourage private sector investment and engagement.

Partnering with the private sector on development initiatives makes sense from both parties' perspectives as illustrated below:

UNDP and the Private Sector		
UNDP Interests & Attributes	Common Ground	Private Sector Interests & Attributes
<ul style="list-style-type: none"> • Strong focus on poverty reduction and sustainable development • Promotes inclusive and sustainable market solutions, especially for base of the pyramid markets • Encourages pilots and innovations to find effective sustainable development solutions • Policy advisory functions; close cooperation with governments and donors; convening role • Technical expertise, operational and project delivery capacity, scale (multi-country) 	<ul style="list-style-type: none"> • Joint efforts to address sustainable development challenges • Develop existing and new markets that are inclusive and minimize environmental impact • Innovation to find new products, services, solutions, markets that meet development challenges • Public-private policy dialogue focused on specific themes / economic sectors important for development • Combining resources / partner to address major capacity and institutional constraints 	<ul style="list-style-type: none"> • Growing recognition of business risks from resource scarcity, poverty, instability • Interest and ability to find and develop new markets • Drive to innovate, compete and constantly increase efficiency • Understanding of business and other regulations; require stable operating environment, reduction of regulatory, political risks • Skills, technical expertise, financial resource

In pursuing collaboration, the UNDP principally engages with the private sector in two ways:

- 1) Facilitating private sector development at the country and cross-country levels, notably developing the local indigenous private sector and local markets as important contributors to economic growth and sustainable development, and;
- 2) At the global as well as at country and regional levels, promoting private sector engagement in the sustainable human development agenda, encouraging business practices that respect the principles included in the UN Global Compact, encouraging and facilitating sustainable and inclusive business approaches and leveraging private sector relationships for development cooperation.

Across its work with the private sector, UNDP will follow a set of guiding principles as presented in the following table:

Key Corporate Principles for UNDP's Engagement with the Private Sector	
<ul style="list-style-type: none"> • Sustainable human development, inclusion and equity 	<ul style="list-style-type: none"> • All UNDP's work with the private sector ultimately aims to contribute to the achievement of sustainable human development and more inclusive and sustainable markets, including the following key aspects of human development: <ul style="list-style-type: none"> ○ Social progress ○ Economic empowerment and equity ○ Gender equality ○ Resource efficiency

	<ul style="list-style-type: none"> ○ Participation and freedom
<ul style="list-style-type: none"> • Multi-stakeholder approach and civil society involvement 	<ul style="list-style-type: none"> • UNDP’s engagement with the private sector will be based on a multi-stakeholder approach, engaging government, civil society as well as private sector.
<ul style="list-style-type: none"> • Results and measurability 	<ul style="list-style-type: none"> • The private sector is results focused and UNDP is committed to being a results-based organization. • The organization will follow the standards for results measurement developed by the Donor Committee on Enterprise Development (DCED) and other relevant Results Based Management (RBM) tools.
<ul style="list-style-type: none"> • Specificity and strategic significance 	<ul style="list-style-type: none"> • Achieving measurable results requires focus and specificity. In our work with business we will focus on UNDP’s strategic priority areas where we offer expertise. We will avoid open-ended general engagements. We will take a pro-active and targeted approach in our outreach and will clearly communicate our priorities.
<ul style="list-style-type: none"> • Relevance to core interests of the private sector 	<ul style="list-style-type: none"> • To ensure sustained engagement and in order to maximize development impact, UNDP will prioritize its work with the private sector in areas that are of relevance to the common core interests of both UNDP and the private sector partners.
<ul style="list-style-type: none"> • Value for money 	<ul style="list-style-type: none"> • UNDP will ensure engagement with the private sector is of sufficient scale to deliver impact and value for money. We will seek to consolidate small or ad hoc projects and aim to engage with more strategic private sector coalitions, moving beyond one-on-one partnerships with individual companies that are of limited scope. • Partnerships with potential for multi-country interventions will be encouraged to harness economies of scale and shared risks.
<ul style="list-style-type: none"> • Limit global initiatives which do not closely link to country level results 	<ul style="list-style-type: none"> • Exceptions will be made when initiatives support the corporate agenda for change and/or leverage UNDP’s leadership roles.
<ul style="list-style-type: none"> • Visibility and branding 	<ul style="list-style-type: none"> • We understand the importance to the private sector of visibility and recognition and will give due recognition to our private partners and highlight our work with the private sector, in line with our rules and regulations and in keeping with UNDP’s impartiality.
<ul style="list-style-type: none"> • Risks and due diligence 	<ul style="list-style-type: none"> • UNDP partner companies (particularly large and international companies) must comply with environmental, social and governance standards based on UNDP Guidelines for private sector engagement and the 2009 Guidelines on Cooperation between the United Nations and the Business Sector.

Briefly stated, UNDP’s approach toward achieving its aims in regard to inclusive market development involves the following:

1. Engaging with and supporting the development of the private sector

First, UNDP uses a range of tools and approaches for engaging with, leveraging, and supporting the private sector as it develops and implements initiatives. These tools and instruments are grouped into two categories: 1) Private sector engagement and 2) Policy advice and capacity development for private sector and inclusive business development.

2. Partnerships with UN organizations, IFIs and new development actors

Secondly, UNDP works to extend and deepen its partnerships with specialized UN organizations, centers of excellence, development institutions and new development actors to leverage additional technical capacity and resources and to foster innovation for its private sector engagement and development work.

UNDP also seeks to both engage the private sector as a partner in achieving sustainable human development while also supporting the development of the private sector and inclusive markets.

A range of tools and approaches for engaging with and supporting the private sector can be deployed by UNDP as summarized below:

How UNDP works with Private Sector (tools, instruments and approaches)	
Private Sector Engagement	Private Sector Development
<ul style="list-style-type: none"> Facilitated Public-Private policy dialogues and collaboration platforms 	<ul style="list-style-type: none"> Supporting the policy and institutional infrastructure for enterprise and inclusive market development
<ul style="list-style-type: none"> Establish Partnerships directly between UNDP and companies/alliances/coalitions, including establishing South-South linkages 	<ul style="list-style-type: none"> Facilitating the integration of poor producers and other market actors into key value chains / economic sectors
<ul style="list-style-type: none"> Supporting Advocacy and Awareness Raising initiatives 	<ul style="list-style-type: none"> Brokering private investment in pro-poor goods and services
<ul style="list-style-type: none"> Innovatively using and mobilizing pools of finance and grants 	<ul style="list-style-type: none"> Supporting and stimulating entrepreneurship

Additionally, below are some of the key instruments and support areas which are used by UNDP and which can be deployed flexibly in different combinations.

- Public-private dialogues and collaborative platforms: UNDP can facilitate and broker national, regional and subnational level public-private policy dialogues and cooperation mechanisms. These platforms aim to catalyze and incentivize sustainable private sector solutions and investments and to build sustainable and inclusive markets. The platform approach also contributes to strengthening inter-ministerial coordination and helps governments adopt a “whole government” approach in managing key economic sectors, value chains and development themes;
- Partnerships directly between UNDP and one or more companies/coalitions: Company – UNDP partnerships can be pursued in the context of realizing specific goals with the aim of leveraging corporate expertise and financial resources. Specific partnership instruments currently include:
 - Memoranda of Understanding and Statements of Intent which define areas of collaboration, thought leadership and exploration of innovative approaches;
 - Cost-sharing agreements for resource mobilization;
 - Pro-bono arrangements for in-kind contributions/arrangements.
- Advocacy and awareness raising: UNDP also works to influence and encourage the private sector to take action through more sustainable and responsible approaches and by developing “inclusive business models” toward the inclusion of SMEs and entrepreneurial ventures more actively into national, regional and global value chains and markets. In addition, the [UNDP Istanbul International Center on Private Sector in Development](#), together with other UN agencies, work to develop useful repositories of relevant research, publications and advocacy strategy inputs. Initiatives such as the [Business Call to Action](#) and the [Global Compact Network](#) are also leveraged in this regard.
- Innovative finance and use of grants: UNDP strives to make optimal use of financial instruments such as “challenge funds”, “credit guarantees” and “incentive system audits” that target key pro-poor economic sectors and markets to stimulate more sustainable private investments in pro-poor enterprise development and in creation of resilient economies. This may require a review of UNDP policy and applicable instruments.

Also, UNDP seeks to influence government policy and support public sector capacity development by undertaking the following activities:

- Supporting the policy and institutional infrastructure for enterprise and inclusive market development: UNDP seeks to particularly focus on intervention related to key sectors and national development priorities. In addition, UNDP aims to create stronger synergies and linkages between its work with the private sector on one hand and trade policy advice and capacity building on the other. This will include incorporating social and environmental standards and dimensions in trade and market policies, supporting labour intensive industrial policies to increase local content and increase local economic value addition, promoting labour standards, anti-corruption, human rights and the legal rights of the vulnerable groups, including youth and women. UNDP support in this area also includes:
 - Strengthening Local Authorities’ capacity: Providing technical support and training to help local government officials improve their skills in managing and regulating Local Economic Development programmes;

- Advising governments: Assisting national government ministries to develop policies in support of alternative economic and market based “systems” to consider in the Global economic post-crisis and post “Washington consensus” era. UNDP’s impartiality makes it well positioned to provide such unbiased advice.
- Facilitating the integration of small producers/other market actors in key value chains / economic sectors across geographic regions: Building the capacity of local market actors and SMEs to access new market opportunities through backward and forward linkages in domestic and global supply chains, holds potential to promote economic inclusion and encourage markets to work for the poor. UNDP uses a value chain approach to support strengthened coordination of actors in key economic sectors and helps facilitate increased dialogue and cooperation between value chain actors (including national and local governments) to help identify and address key constraints that impact upon a given value chain.
- Brokering private investments in pro-poor goods and services: UNDP supports research and development that leads to the identification of viable SME inclusive investment opportunities and business models and then works with national and international private actors to realize these. UNDP also works closely with national governments to monitor these partnerships to ensure that they are beneficial for the domestic private sector, local citizens and aligned with the country’s interest.
- Supporting and stimulating entrepreneurship development: Inclusive markets require that vulnerable populations in a society are aided in their effort to take advantage of new opportunities and become catalytic actors in their own economic empowerment initiatives. Job creation is most often driven by SMEs and UNDP works to help support the establishment and growth of more entrepreneurial ventures which can positively impact on the greater involvement of local communities in their economies, particularly women and youth.

g. UNDP Swaziland and the National PSD Strategy

Since the late 2013, UNDP Swaziland has been working to develop the strategy that is outlined in this document and engaging with a wide variety of stakeholders to ensure that a consensus developed strategy could be crafted and that when it was time to implement the strategy it would have adequate buy-in to effect the outcomes desired.

The stakeholder engagement began in earnest with a workshop on December 3, 2013 at the George Hotel in Manzini, Swaziland. Roughly 35 stakeholders involved with issues related to private sector development in the country gathered to engage in dialogue about the current state of implementation in regard to the existing Private Sector Development Strategy, new initiatives underway, identified shortcomings, and Inclusive Growth-Inclusive Markets- Inclusive Business paradigm that UNDP’s African Facility for Inclusive Markets has been developing, and its relevance to the situation in Swaziland.

The participants in the discussion represented the Federation of Swaziland Employers and Chamber of Commerce and its members, the Ministry of Trade, Industry and Commerce, the Central Bank, various parastatal organs, academia, civil society, small holders and SMEs, and UNDP.

The outcomes of this discussion and the areas marked for further study, were meant to feed into the current effort of UNDP Swaziland to develop an Inclusive Growth and Market Development Strategy

to complement the PSDS and guide UNDP's planned implementation activities in support of private sector development, and public-private sector collaboration in Swaziland.

The intent of UNDP Swaziland in convening the meeting was also to gain a sense of the key priorities, bottlenecks, challenges, successes, active public, private and CSO role players and existing programmes underway in support of Swaziland's private and to see if there was consensus on selected sectors that might be catalytic in reducing youth and women unemployment and serve as an economic development catalyst for the country.

During the dialogue it was pointed out by representatives of FSE&CC that progress was being made in their efforts to advocate for legislation that support private sector interests with government and that there was a good working relationship that was being developed with public sector stakeholders. Areas of identified future focus included the agriculture sector, tourism sector, ICT sector and health sector.

Opportunities were also noted in the manufacturing sector, albeit with the caveat that there was a huge need for improved vocational training and an enhancement in the prestige accorded to vocational career paths generally as many young people were focusing their studies in areas that lead to non-existent white collar jobs and yet the country and industry had a strong need for artisans and workers who can work with their hands.

Following the dialogue, the UNDP Swaziland Country Office (CO) commissioned this report as part of its effort to produce a strategic framework document that will serve as its Private Sector Development Strategy and also underpin the CO's focus on supporting youth employment and youth entrepreneurship.

A particular aim of the strategy is to support sectors in the country that have the greatest potential to offer private sector related growth opportunities and the intent is also to strengthen and promote entrepreneurship development and vocational and related training and knowledge sharing.

As an input for further discussion by national stakeholders and as a resource toward development of the ultimate strategic framework document, this preliminary sectoral assessment has been developed in advance of a planned second stakeholder workshop to be convened by the CO to preliminarily further discuss how UNDP might best support the national private sector policy – by focusing on a subset of the sectors profiled in this document.

During the December workshop, the delegates broke into three groups and considered different sectors and initiatives that might be pursued to accelerate private sector growth and development. Participants at that workshop also identified six sectors for potential focus and narrowed the list to a priority group of three (agriculture, the health sector and the construction sector). The delegates believed that these three sectors offered the greatest opportunity for the job creation needed to stimulate the economy:

- i. Agriculture – (agro-processing)
 - Vegetable production
 - Dairy products
 - Maize production
 - Timber
 - Livestock
- ii. Health Sector

iii. Construction

Other key sectors considered included ICT and Tourism; and Technical and Vocational Skills Development.

Following the December 2013 workshop, terms of reference were developed and a study was done of five key sectors in Swaziland – the agriculture, tourism, health, ICT and construction sectors and on October 9, 2014 a further validation/ review workshop was held to review the findings and discuss critical needs and potential strategies that could be undertaken to support each sector. Initially, the focus was on prioritizing and only focusing on two or three sectors, but after consideration, the stakeholders felt that each sector had merit.

In addition to UNDP and the facilitating consulting firm, ABG, a diverse group of 29 stakeholders participated in sector S.W.O.T. analysis exercise and presented thoughts about how best UNDP could assist with the identified challenges within each sector.

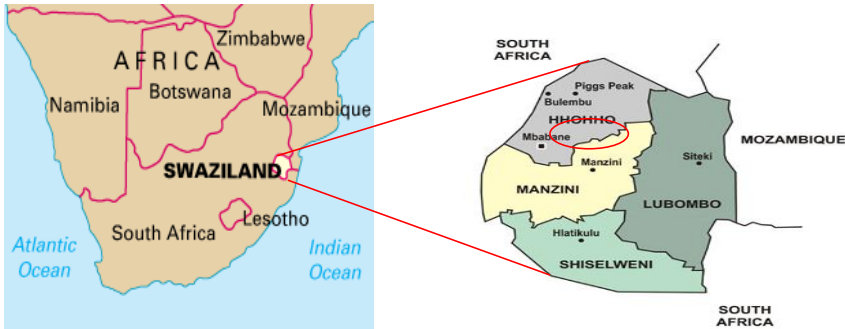
Sector Review and Analysis Workshop Institutional Participants	
<ul style="list-style-type: none"> • Central Bank of Swaziland (CBS) • Ministry of Public Works and Transport • Deputy Prime Ministers Office • National Agricultural Marketing Board • Women Farmers Foundation • Swaziland Farmers' Cooperative Union • Invelo Farmer International (PTY) Ltd • Swaziland Policy and Programme Coordination Unit • Junior Achievement • Federation of Swaziland Employers and Chambers of Commerce • European Union • Swaziland Post and Telecommunications Corporation 	<ul style="list-style-type: none"> • Swaziland Revenue Authority • Institute of Development Management • Philani Clinic • Pick n Pay-Mbabane • Technoserve • First National Bank • Swaziland Business Coalition on Health and AIDS • Ezulwini Town Council • Ministry of Tourism and Environmental Affairs • Ministry of Sports, Culture and Youth Affairs • Swaziland Economic Research Policy Analysis Committee • MOT • Eswatini Kitchen.

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The inputs from the October 9th, 2014 meeting, along with those from the December 3rd, 2013 meeting have helped immensely in the shaping of this UNDP private sector development strategy.

4. An Economic Overview of Swaziland

Swaziland is a landlocked middle-income country in Southern Africa surrounded on three sides by South Africa and bordering Mozambique in the East. The population of the country is 1.42 million inhabitants with 66,000 citizens living in the capital city of Mbabane. Nearly 80 percent (78.8 %) of the country's population live in rural areas.¹²



Swaziland is one of the countries with the highest literacy rates in Africa and overall Swaziland has made good progress with respect to achieving universal primary education, with net primary enrolment having risen from 72% in 2007 to 93% in 2013. Also, in 2009/10, 73.9% of children reached grade 7 without repeating a grade more than twice, compared to 59.8% in 2006/07. The 2013 *Global Human Development Report* classifies Swaziland as a medium human development country with ranking of 141 out of 187 countries

According to the 2014 African Development Bank and UNDP prepared annual African Economic Outlook report on Swaziland¹³, growth in the country is expected to weaken to just over 2% in 2014, down from an estimated 3.5% in 2013 - largely as a result of existing structural constraints, and despite the large inflows from the Southern Africa Customs Union (SACU) revenue pool. Unemployment is estimated at nearly 40 percent and as of 2013 roughly 1/4th of the adult population had been infected with HIV/AIDS. These two factors significantly adversely impact economic development in Swaziland.

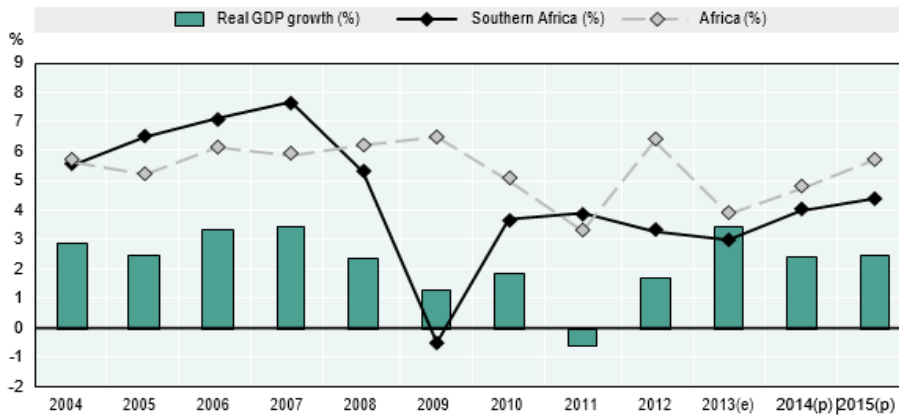
While the business environment in Swaziland is slowly improving, a significant number of reforms are still needed to make it an attractive and conducive place to do business for private sector expansion. In the 2014 World Bank *Doing Business* Index, Swaziland ranked 123rd out of 189 countries. Over the same period, Swaziland ranked 124th out of 148 countries in the World Economic Forum's *2013-14 Global Competitiveness Report*. Swaziland's governance indicators also compare unfavorably with its neighbors. In 2013 the Ibrahim Index of African Governance ranked Swaziland 26th out of 52 countries with a score of 50.8, thus registering a slight rise over the 2012 ranking of 27th. The 2013 Index also ranks Swaziland poorly in participation and human rights, as well as sustainable economic opportunity given weak institutional capacity and a relatively rigid political system. Swaziland's Real Gross Domestic Product growth also trails that of the region and the continent.

¹² CIA Factbook Swaziland - 2014

¹³ African Economic Outlook – Swaziland 2014 -

http://www.africaneconomicoutlook.org/fileadmin/uploads/aeo/2014/PDF/CN_Long_EN/Swaziland_EN.pdf

Figure 1. Real GDP Growth



Source: AfDB, Statistics Department AEO. Estimates (e); projections (p).

With a GDP of roughly US \$6.3 billion, Swaziland's economy is highly dependent on its neighbour South Africa. The country depends heavily on South Africa for 90% of its imports and South Africa is the destination market for 60% of its exports. The Swaziland Lilangeni is pegged 1:1 to the South African rand, which effectively subsumes Swaziland's monetary policy to South Africa's.

The Swaziland government is also heavily dependent on customs duties from the Southern African Customs Union (SACU), and worker remittances from South Africa (up to US\$46 million annually¹⁴) supplement domestically earned income. Subsistence agriculture employs approximately 70% of the population (although overgrazing, soil depletion, drought, and floods are increasingly becoming threats to agricultural livelihoods and the manufacturing sector has diversified significantly since the mid-1980s. Historically, sugar and wood pulp were major foreign exchange earners; however, the wood pulp producer closed in January 2010, and sugar is now the main export earner. Swaziland remains a country with very good agronomic conditions with four agro-ecological zones and potential for irrigation.

While the country has reserves of iron, gold and diamonds but mining has declined in importance in recent years with only coal and quarry stone mines remaining active. Customs revenues have dropped significantly over the past five years due to the global economic crisis and a related drop in South African imports. The resulting decline in revenue has pushed the country into a fiscal crisis. Swaziland is looking to other countries, including South Africa, for assistance, but continues to struggle to meet its monthly payroll and fund government programs.

¹⁴ FinMark Trust, "South Africa – SACU Remittance Channel", February 2012 - http://cenfri.org/documents/Remittances/2012/The%20South%20Africa-SADC%20remittance%20channel_Report.pdf

Figure 2: GDP by Sector (Percentage)

	2008	2012
Agriculture, hunting, forestry, fishing	7.9	7.2
of which fishing		
Mining	0.3	0.3
of which oil		
Manufacturing	42.2	42.2
Electricity, gas and water	0.9	1.2
Construction	3.0	2.2
Wholesale and retail trade, hotels and restaurants	10.9	9.6
of which hotels and restaurants	2.1	1.8
Transport, storage and communication	7.4	7.2
Finance, real estate and business services	7.6	7.6
Public administration, education, health and social work, community, social and personal services	15.6	17.9
Other services	4.2	4.6
Gross domestic product at basic prices / factor cost	100.0	100.0

Source: Data from domestic authorities.

Commented [f2]: Can we get more recent data ---2013, 2014??

Also, despite a decline in the country's FDI inflows (USD 136 million in 2010 to USD 90 million in 2012), the overall stock of foreign direct investment has remained significant at almost a billion US dollars. In 2011 and 2012, the share of FDI in gross fixed capital formation was more than 24%. Foreign direct investment is spread across many sectors of the economy, including natural resources, manufacturing and services.

The *World Investment Report 2013* noted that value-added trade contributes nearly 30% to Swaziland's GDP on average and given its strong connection to the South African economy, foreign firms in Swaziland are key drivers of important linkages to global value chains (GVCs). Swaziland's participation in these GVC, although small in terms of the global value, is quite significant at the domestic level. The exports from Swaziland include sugar and sugar products, forestry products, processed fruit products, textiles, soft drink concentrates, refrigerators and, more recently, pneumatic drills.

Value addition in Swaziland within specific sectors, however, varies widely across product lines. An example in agriculture, can be seen in the cases of winter grain, tobacco and canned fruit exports – which include less than 20% in domestic value. Imports from South Africa and the rest of the world form most of the value in the final products. Such imports include the packaging materials, marketing and transport services and the final products themselves. For canned fruit, the main producing firm is South African and sells its product to the rest of the world and the home country. Opportunities for increasing local value are very limited in this operation due to the limited stages of production that are required to produce the final product, unless Swaziland can attract a can producing firm.

For the livestock and poultry sector, local value could be increased if Swaziland were to be able to increase the grain output that is required in feed production. Significant increases in productivity would be required to replace grain imports from South Africa. Furthermore, in the extractive sector, the greatest domestic value is generated from forestry, coal, lignite and peat, while other mining activities generate less than 40% in domestic value. Once again, there is limited upscale beneficiation of these products. The small size of the Swazi economy and of most economic operations would suggest limited scope to extract greater value out of such activities.

In manufacturing, sugar and textiles related activities are dominant in the Swaziland economy. However, the erosion of trade preferences for sugar and textiles pose a challenge for Swaziland. While textiles in Swaziland are an important product by value, they contain large components of fabric imports. Nonetheless, given Swaziland's low labour costs and the difficult labour relations environment in South Africa, improving the productivity of labour could attract investment from South Africa and even farther afield.

With regards to sugar, critical issues relate to diversifying sugar products. Coca-Cola Swaziland (Conco Ltd) produces soft drink concentrates that are exported to 20 countries in Africa. Conco imports dairy products and sources most sugar materials locally. Additional sugar and sugar-related products that could be produced in Swaziland include chewing gum, solid sugar and alcoholic solutions, as these are goods that can potential be produced locally and which have demonstrable competitive advantages.

Key challenges impacting negatively on Swaziland's ability to benefit from global value chains are the existing constraints to domestic production. Export-oriented firms have been hamstrung by an unfavorable investment environment, regulatory restrictions, government distortion and the high cost of trade. The service sector, which is one of the fastest growing sectors, especially telecommunications, has yet to fully emerge from a legislative bind that has impacted investments. Also, limited export market diversification has cast a shadow of uncertainty regarding trade preferences in key products. Limited access to finance by local small and medium-sized enterprises in the face of declining FDI affects the extent that the country can exploit existing links into global value chains.

The banking sector in Swaziland is stable and sound, with the non-bank financial sector now fully under control following the operationalization of the Financial Services Regulatory Authority. However, despite the improved macroeconomic environment and lower risk for bad loans, the financial sector has remained cautious in advancing credit to a broader clientele. The result has been increased concentration of credit, which continues to be dominated by the sugar industry.

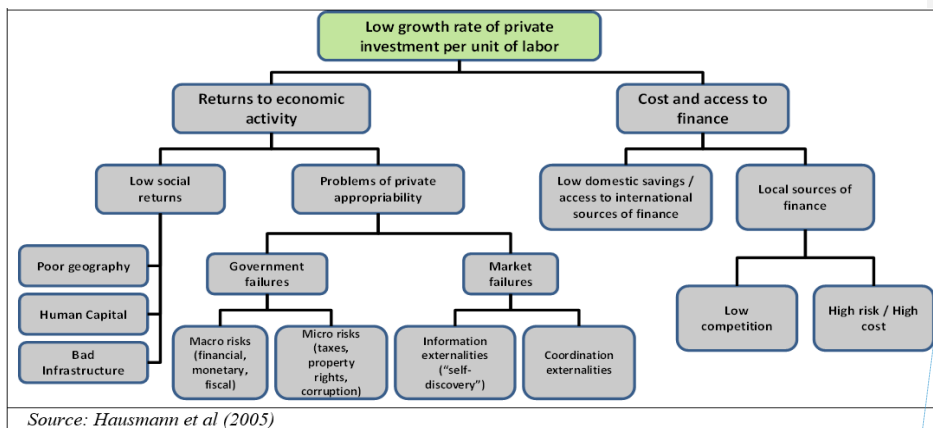
Thus, overall, access to finance is a challenge in Swaziland. Of the four banks operating in Swaziland, three are subsidiaries of South African banks. Their credit policies are determined by senior management at head offices, who also approve loan applications. There is a perception that this process ignores or by-passes the knowledge of local loan officers, who may have useful information regarding their clients. As a result the sector has remained shallow and undiversified. Given the limited local market size, other financial institutions, such as pension and insurance firms, channel the locally mobilized resources to the South African market for investment purposes.

The Swaziland government has taken the useful step of implementing minimum local investment requirements to encourage investments in the local economy. There are more than 200 savings and credit co-operatives, but the focus of these institutions is on small credit-amounts that are largely of a consumptive nature.

Financial sector development remains a critical area in support of small- to-medium enterprises (SMEs) in Swaziland, as access to credit facilities is limited to only 53% of businesses and 37.5% of the population continues to be excluded from any form of financial services. The rural population and the youth are the most affected – with 44% of the rural population and about 78% of 18-19 year-olds having no access to any form of financial services. The existence of a Private Credit Registry, although having improved the availability of information regarding borrowers, appears to have had little impact on access to credit for the majority of the population.

In a recent World Bank publication of the Africa Poverty Reduction and Economic Management Group entitled "Institutions, Governance and Growth: Identifying Constraints to Growth in Swaziland"¹⁵ selected key constraints to private investment growth in Swaziland were identified to include:

- a. Human capital weakness, including the relatively high incidence of HIV/ AIDs within the overall population;
- b. A weak institutional framework at both micro (regulatory uncertainty, weak contract enforcement and corruption) and macro levels (over dependence on SACU transfers and high public expenditures);
- c. Direct intervention by the state in economic sectors creates conflicts of interest, heightened competition, and questions about the evenness of the economic playing field;
- d. Land governance and management (there is a need to finalize the 2013 Draft Land Bill and adopt the 2009 Draft Land Policy).



Commented [f3]: This table is very relevant but needs to be discussed. Some of its features like bad infrastructure may not be relevant to Swaziland or may need to be contextualised.

¹⁵ Report No: 81031-SZ (Note: This document has a restricted distribution and may be used by recipients only in the performance of their official duties. Its contents may not otherwise be disclosed without World Bank authorization.)

5. Sector Constraints, Competitive Advantages, Opportunities and Youth Advancement

a. Agriculture/ Agribusiness Sector Constraints and Opportunities Overview



Selected Sector Constraints: In the abovementioned World Bank Report “Institutions Governance and Growth: Identifying Constraints to Growth in Swaziland”, selected key constraints/ challenges that were identified include:

1. Declining export performance related to declining competitiveness, as well as low skills levels to develop more competitive products (in the food processing sector, a lack of engineers and technicians with experience was cited as was a lack of specialized maintenance technicians);
2. The land management system - SNL land is not well irrigated and over grazed and there are discrepancies in the published policy about when commercial land can be allocated; Relatedly access to land and land tenure is a challenge
3. Border constraints which make logistics expensive and sometimes less expedient and add to export costs.
4. Existing agriculture infrastructure needs rehabilitation
5. Need for more and better trained extension workers
6. Need for better alignment and cooperation among development partners, often duplicative
7. Need to promote local food brands over imports

Opportunities

- Development of sugar based value added products for the South African export market
- Establishment of a canning factory
- Establishment of a transportation/ shipping company
- Establishment of a packaging company
- Relocation of South African processor(s) to the new industrial park
- Establishment of cooperatives/ farmer producer groups to produce food for local markets

Competitive Advantages

- Lower cost labour
- Greater labour stability
- Comparatively better educated labour pool
- Proximity to large market – South Africa
- Proximity to two ports – Durban and Maputo

Potential Youth Skills, Job Creation and Entrepreneurship Support

- Facilitation of Private Sector – TVET institution skills development alignment, curricula support, internship programme development;

- Coordination of donor youth programs around ILO Youth Mentorship Network work plan¹⁶ and work with existing initiatives such as Junior Achievement and Technoserve
- Explore linkages development with 4H Club South Africa to pilot a similar programme in Swaziland (see <http://www.africa-platform.org/finance-women-and-youth/4-h-clubs>)

b. ICT Sector Overview



Selected Sector Constraints: In the abovementioned World Bank Report “Institutions Governance and Growth: Identifying Constraints to Growth in Swaziland”, selected key constraints/ challenges that were identified include:

1. A lack of competition and resultant lack of many actors in the sectors, which results in high unit prices, service quality issues at times;
2. A lack of computing professionals with the ability to install and maintain networks as well as shortages of electronic/ electrical engineers and information technology technicians in areas such as database administration and management information systems;
3. Perception of cumbersome regulative environment, excessive bureaucracy, red tape, corruption are also identified impediments.

Opportunities

- Business Process Outsourcing
- Component/ accessory manufacturing
- Network development
- Server Farm Development
- Internet Services (web hosting, web development)

Competitive Advantages

- Lower cost labour
- Greater labour stability
- Comparatively better educated labour pool
- Proximity to large market – South Africa
- Strong fibre optic network
- ICT interested labour force

Potential Youth Skills, Job Creation and Entrepreneurship Support

- Facilitation of Private Sector – TVET institution skills development alignment, curricula support, internship programme development;
- Coordination of donor youth programs

¹⁶ See Decent Work Country Programme for Swaziland 2012-2014 - <http://www.ilo.org/public/english/bureau/program/dwcp/download/swaziland.pdf>

- Develop micro-capital grant program for youth entrepreneurs in field
- Explore establishment of a national Innovative Business Incubation programme with support from the World Bank's INFODEV African Incubator Network – see <http://africanincubatornetwork.org/infodev/>

c. Tourism Sector Overview



Selected Sector Constraints: In another recent economic analysis publication on Swaziland, entitled: His Majesty's Government Programme of Action 2013 – 2018 and produced under the auspices of the Office of the Prime Minister, selected sectoral constraints and challenges were identified as follows:

1. Poor tourism product development to meet present-day tourist regional as well as international demands;
2. Implementation using time bound metrics of the recently produced Tourism Development Strategy (including a review of visa regulations and processes);
3. Limited linkages to significant regional tourism destinations in South Africa and Mozambique.

Opportunities

- Cultural Tourism Destination Management
- Conferencing Development
- Eco-Tourism Development
- Adventure Tourism Development

Competitive Advantages

- New International Airport
- Plans to Develop Convention Centre
- Lower cost labour
- Comparatively better educated labour pool
- Proximity to large tourism markets– South Africa and Mozambique

Potential Youth Skills, Job Creation and Entrepreneurship Support

- Facilitation of Private Sector – TVET institution skills development alignment, curricula support, internship programme development;
- Coordination of donor youth (and women) programs
- Develop micro-capital grant program for youth entrepreneurs in field

d. Health Sector Overview



Selected Sector Constraints: In the World Health Organization Swaziland Country Cooperation Strategy 2008-2013, the following health sector constraints and challenges were noted:

1. Persistent challenges such as low budget, depleted infrastructure and inadequate supplies to respond to the heavy burden of disease;
2. Centralized health management systems (including financial management and budgeting) that are unresponsive to the new health development challenges at different levels of service delivery;
3. Increasing patient loads, long queues, shortened consultation times by health care providers combined with added complexity of cases associated with HIV and AID –all of which mitigate against the quality of health care provided; and
4. A need for improvement and strengthening in the national capacity to manage information, undertake research and manage knowledge and a need for improved coordination and ability to share information across existing national health information systems (to address the existent scenario of health information being outdated and/or unavailable in national, regional and international databases).

Opportunities

- Health Care related PPPs
- Health care paraphernalia supply and distribution
- Generic pharmaceutical plant establishment
- Health care services (home health care, health care education, health care advertising)

Competitive Advantages

- New PPP Policy
- Active base of development partners supporting sector
- High health care services demand
- Educated labour pool
- Well organized healthcare sector

Potential Youth Skills, Job Creation and Entrepreneurship Support

- Facilitation of Private Sector – TVET institution skills development alignment, curricula support, internship programme development;
- Coordination of donor youth (and women) programs
- Develop micro-capital grant program for youth entrepreneurs in field

e. Construction Sector Overview



Selected Sector Constraints: Selected challenges and constraints in the Swaziland construction sector include the following:

1. Public procurement processes that are not always fair and transparent with corruption often cited as a significant impediment for industry actors;
2. Strong external competition bringing better skill sets to the local market. New policies do not necessarily promote skills transfer so two tiered (technical managing foreign partner – labour focused local partner) system may emerge that does not necessarily improve the local capacity;
3. Emerging PPP policy structure without significant institutional capacity to manage and facilitate PPPs.

Opportunities

- Public works (water and sewage) infrastructure development
- Low income residential property development
- Road and Rail infrastructure projects

Competitive Advantages

- New mandatory domestic partnership policy
- Gradual improvement in macro-economic climate
- Educated labour pool
- Well managed building sector

Potential Youth Skills, Job Creation and Entrepreneurship Support

- Facilitation of Private Sector – TVET institution skills development alignment, curricula support, internship programme development;
- Coordination of donor youth (and women) programs around ILO Youth Mentorship Network work plan
- Develop micro-capital grant program for youth entrepreneurs in field

f. Energy Sector Overview



Selected Sector Constraints: Selected challenges and constraints in the Swaziland energy sector include the following:

1. Difficulty of mobilising funding for investment, which leads to severe delays in project implementation
2. Small size of the local energy market
3. Diminishing power capacity in the Southern African region, and over dependence on electricity imports (particularly from South Africa which supplies roughly 80% of Swaziland's electricity)
4. Limited grid, overall electrification roughly 27%, 40% in cities, 25 in rural areas (80% of population live in rural areas)
5. Deforestation because of growing population and heavy reliance on biofuel

Opportunities

- Mini – micro hydropower electricity schemes - 35 sites already identified
- Bagasse expansion
- Energy efficiency
- Solar and wind potential – but needs further exploration

Competitive Advantages

- Gross theoretical hydropower potential of 3800 GWh/ year
- New (2007) Electricity Act and Swaziland Electricity Company Act allow for Independent Power Production
- New regulator – Swaziland Energy Regulatory Authority
- Strong demand side management programmes in existence

Potential Youth Skills, Job Creation and Entrepreneurship Support

- Facilitation of Private Sector – TVET institution skills development alignment, curricula support, internship programme development;
- Coordination of donor youth (and women) programs
- Develop micro-capital grant program for youth entrepreneurs in field

6. UNDP Private Sector Development Strategy and Action Plan

Based upon extensive stakeholder consultation and given the traditional areas of intervention that the UNDP has engaged in to work with and help develop the private sector, a six-pronged approach has been proposed through which UNDP Swaziland can work with stakeholders to help spur sector growth and development in regard to the six sectors chosen by stakeholders as key ones to focus on. The six areas of intervention include the following:

Six-pronged Sector Development Strategy

1. **Skills Development Programme (Capacity Development)** – supporting technical assistance provision, supporting training/ knowledge event implementation, supporting TVET – business sector dialogue about key skills development
2. **Private Sector Partnership Development Programme (Private Sector Engagement)** – partnering with specific large companies to implement inclusive market development programmes/ initiative; work with business associations to improve SME business environment and mobilize technical assistance and capital resources from government/ donors to support SMEs
3. **Stakeholder Engagement Programme (Sector Development)** – develop and facilitate quarterly roundtables of sector stakeholders to establish sector development goals, discuss solutions to constraints, promote good practice knowledge transfer, support sector “focus on excellence” learning journeys, and sector linkage development efforts with other strategic countries/ regions
4. **Public-Private Dialogue Programme (Advocacy)** – convene an annual all-sector Private Sector Growth Public-Private Dialogue to afford government an opportunity to present/ report back on initiatives undertaken/ policies developed to support private sector/ SME growth and development and afford the private sector to respond, ask questions and share with government areas of intervention where the private sector can contribute and take a leading role
5. **Micro-capital Grants Programme (Funding)** - develop a challenge fund type programme to prove a limited number of micro-capital grants annually to entrepreneurial initiatives in the target sectors; seek to mobilize other development partner and corporate funds to expand this venture-philanthropy program
6. **Supplier Development Programme (Entrepreneurship and Value Chain Development)** - utilize existing¹⁷ (or develop new) supplier development programmes to help expand and improve value chains in the six target sectors.

¹⁷ An example would be the UNDP AFIM's Agriculture Supplier Development Programme - http://undp.org.za/content/undp/en/home/librarypage/poverty-reduction/private_sector/african-agribusiness-development-programme-toolkit/

Summary: Four year programme with an initial year of research, stakeholder facilitation, knowledge gathering, stock taking and role and responsibility allocation and six components (1. Skills Development, 2. Public-Private Dialogue facilitation, 3. Stakeholder Engagement, 4. Public- Private Sector Partnership facilitation, 5. Supplier Development support, and 6. Micro-capital grant dissemination) and a focus on six sectors (1. Agribusiness, 2. Tourism, 3. ICT, 4. Health, 5. Construction, and 6. Energy)

Project Component	Year 1				Year 2				Year 3				Year 4			
	1 Qtr	2 Qtr	3 Qtr	4 Qtr	5 Qtr	6 Qtr	7 Qtr	8 Qtr	9 Qtr	10 Qtr	11 Qtr	12 Qtr	13 Qtr	14 Qtr	15 Qtr	16 Qtr
Mobilization																
Stock Taking Summits/ Learning Journeys																
1. Skills Development																
2. Public-Private Dialogue																
3. Stakeholder Engagement																
4. Public- Private Sector Partnership																
5. Supplier Development																
6. Micro-Capital Grants																

PSDS Project Summary Budget *	
Stock Taking Summits and Learning Journeys	\$ 175,000
1. Skills Development	\$ 480,000
2. Public-Private Dialogue	\$ 240,000
3. Stakeholder Engagement	\$ 138,000
4. Public- Private Sector Partnership	\$ 708,000
5. Supplier Development	\$ 236,000
6. Micro-Capital Grants	\$1,755,000
Total	\$3,732,000

* It is not anticipated that UNDP would fund this entire budget, but rather development partners, government and corporate stakeholders would also contribute to covering these cost

Commented [f4]: This section should be more Facilitation of private sector development. PPP can then fall under this section. This section is the essence of the strategy but it is not well developed.

Commented [f5]: Points 2, 3 and 4 seem to be referring to stakeholder dialogues. Can they be merged and scale down a bit. The budget is not attainable.

Stock Taking Summits and Learning Journeys

Project Term: Year 2 - 10 month programme (February – November Year 2);											
Sectors: All											
Components	MONTHS										Aim/ Objective
	1 – February	2- March	3- April	4- May	5- June	6- July	7- August	8- Sept.	9- Oct.	10- Nov.	
a. National Youth Jobs, Skills and Entrepreneurship Public –Private Dialogue											- Convene PPD to provide public and private sector stakeholders and youth an opportunity to engage on what is being done, what needs to be done, resources available, challenges/impediments to job creation/ entrepreneurship
b. Swaziland Skills Alignment Summit											- Convene national summit to discuss industry skills needs, current TVET and Educational sector support, development partner support available and an action plan to align everyone towards a more appropriately skilled workforce to meet labour demand
c. Regional Supplier Development Forum											- Convene a RSDF to invite regional lead companies to explore investment opportunities in Swaziland toward expanding their value chains to include production/ service supply from Swaziland. The goal is job creation, SME market development
d. Youth Opportunity Learning Journey											- Coordinate a trip/ set of trips for Swaziland youth/ those working with youth to visit South Africa and see examples of program. Provide model and benchmark for development of Swaziland initiatives.
e. Youth and Women Finance and Development Resources Access Training											- Expose youth development practitioners to various funding and technical assistance resources and advise on how to access/ mobilize these resources for programmes in Swaziland. Training seminar.

Stock Taking Summits and Learning Journeys

Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget
National Youth Jobs, Skills and Entrepreneurship Public-Private Dialogue	<ul style="list-style-type: none"> Develop concept note Identify and invite key stakeholders and participants Convene PPD Draft declaration Compile report of proceedings 	<ul style="list-style-type: none"> Declaration Final PPD Report 	UN – engage consultant(s) / oversee task implementation PS – participate KS – participate DP – participate CSO - participate	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Venue Signage Telephone 	\$30,000
Swaziland Skills Alignment Summit	<ul style="list-style-type: none"> Develop concept note Identify and invite key stakeholders and participants Convene Summit Compile report of findings, resources and action plan 	<ul style="list-style-type: none"> Concept Note Summit Report 	UN – engage consultant(s) / oversee task implementation ES – participate PS – participate KS – participate DP – participate CSO - participate	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Venue Signage Telephone 	\$50,000
Regional Supplier Development Forum	<ul style="list-style-type: none"> Identify potential corporate participants – per sector/ per link country (South Africa, Mozambique) Identify relevant sector associations Identify CSOs providing technical assistance to sector Develop concept note Convene Forum Compile report of findings, resources and action plan 	<ul style="list-style-type: none"> Concept note(s) Forum report 	UN – engage consultant(s)/ oversee task implementation PS – participate DP – participate	Yes	<ul style="list-style-type: none"> Internet Computer Ground Transport Venue Signage Telephone 	\$50,000
Youth Opportunity Learning Journey (ies)	<ul style="list-style-type: none"> Develop concept note – with delegate selection criteria Identify target destinations in South Africa (business process outsourcing, tourism, franchising, renewable energy) Select delegates and arrange visits If new structure - Develop governance structure, award criteria, institutional arrangement structure Establish bursary fund/ mobilize contributions 	<ul style="list-style-type: none"> Concept Note Trip report (s) 	UN – engage consultant(s)/ oversee task implementation Youth Organizations – encourage youth delegates to apply	Yes	<ul style="list-style-type: none"> Internet Computer Telephone Ground Transport 	\$30,000
Youth and Women Finance and Development Resources Access Training	<ul style="list-style-type: none"> Develop concept note Develop training material Conduct Workshop 	<ul style="list-style-type: none"> Concept Note Workshop training material 	UN – engage consultant(s)/ oversee task implementation Youth Organizations – encourage leadership to participate KS - participate CSO- participate	No	<ul style="list-style-type: none"> Internet Computer Telephone Venue 	\$15,000
Budget Total						\$175,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

1. Skills Development Programme Timeline

Project Term: Year 1 and 2 - 12 month programme (April Year 1 – March/ April Year 2);

Sectors: All

Components	MONTHS												Aim/ Objective	
	1 – April	2- May	3- June	4- July	5- August	6- Sept.	7- Oct.	8- Nov.	9- Dec.	10- Jan.	11- Feb.	12- March		
1. Critical Skills Assessment														- Create capacity to make evidenced based decisions and plans about where TVET institutions and those in education sector should focus efforts to support job creation and entrepreneurship development in the key target sectors
2. TVET Programme Assessment														- Have a clear sense of what TVET curriculum is available and where gaps are in terms of labour demand in the country
3. Corporate Roundtable Discussion														- Afford TVET institutions and opportunity (by sector) to engage with leading industry stakeholders so that curriculum can be aligned with demand
4. Training Bursary Fund Establishment														- Develop a pool of funds to help bright students to pursue further education in TVET programs/ higher education – related to the key target sectors
5. Capacity Development Programme Establishment														- Mobilize resources and provide technical assistance to TVET institutions and CSOs to improve their ability to educate and train Swazi youth and women

1. Skills Development Programme - Component Tasks, Roles and Responsibilities, and Resources

Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget
Critical Skills Assessment (CSA)	<ul style="list-style-type: none"> Research of existing literature/ studies per sector Develop questionnaire Conduct survey of industry Review of global good practice Compile report of findings 	<ul style="list-style-type: none"> Completed surveys Final CSA Report 	UN – engage consultant(s) / oversee task implementation PS – respond to questionnaire DP – provide past studies/ insight on current activity	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone 	\$10,000 x 6 = \$60,000
TVET Programme Assessment (TPA)	<ul style="list-style-type: none"> Research of existing literature/ studies Develop questionnaire – what courses offered to support six target sectors Conduct survey of TVET industry Engage government about existing national sector education qualifications standards/ plans Compile report of findings 	<ul style="list-style-type: none"> Completed surveys Government meeting(s) report Final TPA Report 	UN – engage consultant(s) / oversee task implementation ES – respond to questionnaire KS – meet with consultants, provide update on education qualifications dev. activity DP – provide past studies/ insight on current activity	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone 	\$10,000 x 6 = \$60,000
TVET and Corporate Sector Roundtable Discussion	<ul style="list-style-type: none"> Identify potential corporate participants – per sector Identify TVET institutions that feed students to respective sector(s) Identify relevant sector associations Identify CSOs providing technical assistance to sector Develop concept note for sector roundtable(s) – can be one “conference” with breakaway sector meetings, or series of sector only roundtables Organize sector roundtables Prepare report of roundtable meetings 	<ul style="list-style-type: none"> Final sector skills delegate database Sector roundtable concept note(s) Final sector roundtable meeting reports 	UN – engage consultant(s)/ oversee task implementation ES – participate in roundtable(s) PS – participate in roundtable (s) DP – participate in roundtable(s)	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone 	\$5,000 x 6 = \$30,000
Training Bursary Fund Establishment	<ul style="list-style-type: none"> Conduct research to identify potential corporate funders, development partner contributors, sources of KS government contribution Prepare feasibility study to design fund – award management to existing institution or develop new structure If new structure - Develop governance structure, award criteria, institutional arrangement structure Establish bursary fund/ mobilize contributions 	<ul style="list-style-type: none"> Feasibility study Fund Establishment documents (new structure) or Fund management plan (contract with existing institution) 	UN – engage consultant(s)/ oversee task implementation PS – contribute CSR/CSI funding to bursary fund KS – contribute to bursary fund DP – contribute to bursary fund	TBD	<ul style="list-style-type: none"> Internet Computer Telephone 	\$30,000
Capacity Development Programme Development	<ul style="list-style-type: none"> Conduct gap analysis to identify areas where UNDP can provide catalytic support toward skills development/ TVET development/ CSO development to support capacity development in target sectors Design intervention(s) programme 	<ul style="list-style-type: none"> Gap analysis study Capacity development strategy Progress report(s) 	UN – engage consultant(s)/ oversee task implementation PS – support programme CSO – support programme KS – support programme ES – support programme	No	<ul style="list-style-type: none"> Internet Computer Telephone 	\$50,000 x 6 = \$300,000
Budget Total						\$480,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

2. Public-Private Dialogue Facilitation Timeline

2. Public-Private Dialogue Facilitation Timeline																
Project Term: Years 2, 3, 4- 15 month programme (five months each year) (July - November of Years 2, 3 and 4)																
Sectors: All																
Components	MONTHS															Aim/ Objective
	1- July	2- Aug.	3- Sept.	4- Oct.	5- Nov.	6- July	7- Aug.	8- Sept.	9- Oct.	10- Nov.	11- July	12- Aug.	13- Sept.	14- Oct.	15- Nov.	
a. Prepare State of the Sector Report																- Develop report that serves as industry development analytical tool and annual monitoring and evaluation tool for each of the key sectors
b. Support convening of an annual public-private dialogue																- Utilize PPD structure to create annual forum to facilitate public-private communication, and report back opportunity on new programmes and policy to support inclusive growth in the key sectors

Commented [f6]: We can use the outcome of the December workshop to expand this section.

2. Public-Private Dialogue Facilitation - Component Tasks, Roles and Responsibilities, and Resources

Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget Breakdown
Prepare State of the Sector Report (SSR)	<ul style="list-style-type: none"> Develop questionnaire/ survey for industry stakeholders Conduct independent research – local analysis/ global trends Conduct survey of industry Compile report of findings 	<ul style="list-style-type: none"> Completed surveys Final SSR Report 	UN – engage consultant(s) / oversee task implementation PS – respond to questionnaire KS – respond to questionnaire DP – provide any assessments undertaken	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone 	\$30,000 x 6 = \$180,000
Support Convening of an Annual Public-Private Dialogue	<ul style="list-style-type: none"> Identify delegates Develop programme agenda and concept note Secure venue, send invitations Convene PPD Compile report of PPD findings 	<ul style="list-style-type: none"> Concept note Final PPD program Final PPD Outcomes Report 	UN – engage consultant(s) / oversee task implementation PS – provide input to programme design/ attend and participate in PPD KS – provide input to programme design/ attend and participate in PPD DP – attend PPD CSO – attend PPD ES – attend PPD	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone Hotel and Conference venue 	\$10,000 x 6 = \$60,000
Budget Total						\$240,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

Commented [f7]: I do not think we will be doing this

3. Stakeholder Engagement

Commented [f8]: Is this for stakeholder Engagement (SE) or Public-Private Dialogue? What budget table for SE?

Project Term: Years 2, 3, 4 - 16 month programme (Every other Month, April Year 2– November Year 4);

Sectors: All

Components	MONTHS																	Aim/ Objectives	
	1- April	2- June	3- Aug.	4- Oct.	5- Dec.	6- Feb.	7- April	8- June	9- Aug.	10- Oct.	11- Nov.	12- Jan.	13- Mar.	14- May	16- July	17- Sept.	18- Nov.		
a. Support/ Help develop sector association to convene bi-monthly meetings related to sector capacity improvement																			- Strong sector organizations will be needed to ensure consistent communication and knowledge sharing within the industry and between public and private stakeholders

Commented [f9]: Please lets be consistent in the presentation of the programmes. Quarterly for 5 years.

3. Stakeholder Engagement - Component Tasks, Roles and Responsibilities, and Resources

Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget
a. Support/ Help develop sector association to convene bi-monthly meetings related to sector capacity improvement	<ul style="list-style-type: none"> Conduct research to identify leading sector association(s) and report on their current capacity levels to support member/ sector development Support effort to develop sector apex body if there is more than one association in a given sector Support effort to establish sector association if one does not exist Provide funding/ technical support to have a bi-monthly sector meeting convened 	<ul style="list-style-type: none"> Study of sector associations established Bi-monthly meeting minutes 	UN – engage consultant(s) / oversee task implementation PS – respond to call to action to convene bi-monthly meetings DP – provide financial/ technical support toward convening of bi-monthly meeting programme	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone Meeting venue(s) 	\$7000 x 6 = \$42,000 (sector association studies) \$1000 x 6 x 16 = \$96,000 (meetings support)
Budget Total						\$138,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

4. Public-Private Sector Partnership Development Timeline

Project Term: Year 2 and 3 - 12 month programme (April Year 2 – March/ April Year 3); Sectors: All															
Components	MONTHS												Aim/ Objectives	Commented [f10]: How are we going to achieve these? Impact?	
	1- April	2- May	3- June	4- July	5- Aug.	6- Sept.	7- Oct.	8- Nov.	9- Dec.	10- Jan.	11- Feb.	12- Mar.			
Agriculture															
a. Launch "Buy Swaziland" Campaign	█	█	█												- Promote consumption of domestic food goods
b. Convene Food Buyers Roundtable		█	█												- Identify local food value chain supply opportunities
c. Develop CSR/ CSI Supported Infrastructure Rehabilitation Programme			█	█	█	█									- Strengthen domestic value addition capacity
Tourism															
d. Support East 3 Route Programme		█	█	█	█										- Promote domestic tourism businesses
e. Develop/ Support MICE Industry Development Strategy and Action Plan						█	█	█				█	█		- Accelerate development of MICE industry
ICT															
f. Design Business Processing Outsourcing Swaziland		█	█	█	█										- Create program to support BPO in the country
g. Engage World Bank's INFODEV to support Swaziland Innovation Centre/ Business Incubator							█	█	█						- Incubation programme development support
Health															
h. Convene Stakeholder Roundtable re Health Sector PPPs				█	█	█									- Identify clear health sector opportunities for PPPs
Construction															
i. Support Design of a Partnership Negotiation Support/ Knowledge/ Skills Transfer Programme				█	█	█	█	█	█						- Improve capacity to forge beneficial business partnerships
Energy															
j. Support Development of an IPP/ Energy Efficiency Partnership Programme					█	█	█	█				█	█		- Promote IPP and EE development

4. Public Private Sector Partnership Development - Component Tasks, Roles and Responsibilities, and Resources						
Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget
Agriculture						
Launch "Buy Swaziland" Campaign	<ul style="list-style-type: none"> Develop concept note/ project design strategy Solicit media and stakeholder support Convene stakeholder validation strategy Launch Campaign 	<ul style="list-style-type: none"> Final Project Strategy Report Stakeholder Validation Workshop Report 	UN – engage consultant(s) / oversee task implementation PS, CSO – participate in validation workshop DP – Support campaign	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone Meeting venue 	\$20,000
Convene Food Buyers Roundtable (FBR)	<ul style="list-style-type: none"> Identify potential "Roundtable" participants Identify potential "food" suppliers Identify other stakeholders interested in "Roundtable" outcomes – CSOs, DPs, KS Develop concept note for FBR Convene FBR 	<ul style="list-style-type: none"> Delegates list FBR Outcome Report – Goal, Purchasing Commitments 	UN – engage consultant(s) / oversee task implementation PS, KS – attend FBR CSO, DP – attend FBR, support suppliers/ buyers	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone Meeting venue 	\$25,000
Develop CSR/ CSI Supported Infrastructure Rehabilitation Programme	<ul style="list-style-type: none"> Undertake needs analysis study in regard to agriculture infrastructure rehabilitation Organize stakeholder validation meeting to review findings and recommendations Develop project briefs – needs/ benefits/ costs Convene follow-up Forum with corporates with CSI/ CSR programmes to solicit support 	<ul style="list-style-type: none"> Needs Analysis Report Validation Meeting Report Project Briefs CSI/CSR Forum Report 	UN – engage consultant(s) / oversee task implementation PS, CSO, KS, DP – participate in validation meeting PS – participate in Forum, pledge support DP – participate in Forum, pledge support	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone Meeting venue 	\$75,000
Tourism						
Support East 3 Route Programme	<ul style="list-style-type: none"> Review current participants, develop list of potential participants Prepare needs analysis, with recommendation of how to support participants/ potential participants Convene sector validation meeting 	<ul style="list-style-type: none"> Needs Analysis study Validation Meeting Report 	UN – engage consultant(s) / oversee task implementation PS, KS, DP, CSOs – provide input for study, attend validation meeting	TBD	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue 	\$50,000
Develop/ Support MICE Industry Development Strategy and Action Plan	<ul style="list-style-type: none"> Conduct MICE sector assessment - S.W.O.T. analysis Develop sector expansion strategy Convene sector validation meeting Facilitate "learning journey" (LJ) to "Meetings Africa" in South Africa in 2016 	<ul style="list-style-type: none"> Sector assessment Sector Expansion Strategy Report Learning Journey Trip Report 	UN – engage consultant(s) / oversee task implementation PS – supply information for assessment, attend validation meeting, participate in LJ KS, CSOs – participate in validation meeting	Yes	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue Airline/ Bus Tickets 	\$100,000
ICT						
Design Business Processing Outsourcing Swaziland	<ul style="list-style-type: none"> Develop strategy/ feasibility study to develop BPO Swaziland using regional good practice (KZN, Cape Town, Gauteng others) Convene sector validation meeting Facilitate "learning journey" (LJ) to see models in South Africa Commence resource support campaign for BPO Swaziland launch 	<ul style="list-style-type: none"> Strategy/ Feasibility Study Validation Meeting report Learning Journey Trip Report Resource Mobilization Progress Report(s) 	UN – engage consultant(s) / oversee task implementation PS, KS, CSOs, KS – participate in validation meeting PS, KS - participate in learning journey DP – support resource mobilization effort	Yes	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue Airline/ Bus Tickets 	\$90,000

Commented [f11]: What are the expected outcomes. Please add another column for this

Engage World Bank's INFODEV to support Swaziland Innovation Centre/ Business Incubator	<ul style="list-style-type: none"> Conduct study on institutional support and arrangements for innovation in Swaziland – key stakeholders, industry resource centres Research requirements for INFODEV funding Convene stakeholders validation meeting to review findings/ recommendations/ agree on home for Innovation Centre/ Business Incubator Submit INFODEV proposal 	<ul style="list-style-type: none"> Innovation Resources Study Validation Meeting Report INFODEV Proposal 	UN – engage consultant(s)/ oversee task implementation PS, KS, CSOs, ES – participate in validation meeting PS, KS - participate in learning journey DP – support resource mobilization effort	TBD	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue 	\$60,000
HEALTH						
Convene Stakeholder Roundtable re Health Sector PPPs	<ul style="list-style-type: none"> Develop concept note for Roundtable Identify stakeholders/ potential delegates Invite prospective delegates Convene Roundtable 	<ul style="list-style-type: none"> Concept Note Roundtable Report 	UN – engage consultant(s)/ oversee task implementation PS, KS, CSOs, ES, DP – participate in Roundtable	TBD	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue 	\$8,000
CONSTRUCTION						
Support Design of a Partnership Negotiation Support/ Knowledge/ Skills Transfer Programme	<ul style="list-style-type: none"> Review current domestic company – foreign partner construction sector environment and develop “Good Practices” recommendations report Convene sector validation meeting Assess local/ regional negotiation skills training resource providers – selected pool of resources Support development of negotiation support/ knowledge/ skills transfer programme 	<ul style="list-style-type: none"> Good Practices in Partnership Report Qualified Training Provider Short List Sector Validation Report Negotiation Support/ Knowledge/ Skills Transfer Programme Design 	UN – engage consultant(s)/ oversee task implementation PS, KS, CSOs, ES – participate in sector validation meeting DP – support programme	TBD	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue 	\$160,000
ENERGY						
Support Development of an IPP/ Energy Efficiency Partnership Programme	<ul style="list-style-type: none"> Review current domestic company – foreign partner energy IPP/ EE collaboration and develop “Good Practices” recommendations report Convene sector validation meeting Assess Kingdom of Swaziland energy sector JV incentive framework Facilitate “learning journey” (L) to see models/ meet potential partners in South Africa Development Partnership/ Investment Opportunity Brief 	<ul style="list-style-type: none"> Good Practices in Partnership Report Sector Validation Report Learning Journey Trip Report Partnership/ IOB 	UN – engage consultant(s)/ oversee task implementation PS, KS, CSOs, ES – participate in sector validation meeting DP – support brief development and potential programme	Yes	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue Airline/ Bus Tickets 	\$120,000
Budget Total						\$708,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

5. Supplier Development Programme Timeline

Project Term: Years 2, 3, 4 - 15 month programme (five months each year) (July - November of Years 2, 3 and 4)

Sectors: All

Components	MONTHS															Aim/ Objective
	1- July	2- Aug.	3- Sept.	4- Oct.	5- Nov.	6- July	7- Aug.	8- Sept.	9- Oct.	10- Nov.	11- July	12- Aug.	13- Sept.	14- Oct.	15- Nov.	
a. Organize Supplier Development Training Programme																- Support value chain development in the target sectors
c. Convene "Lead Firm" CEOs Roundtables																- Facilitate sharing of good practice and knowledge among leading companies/ CEOs in regard to local value chain development

5. Supplier Development Programme - Component Tasks, Roles and Responsibilities, and Resources

Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget
Organize Supplier Development Training Programme	<ul style="list-style-type: none"> Develop questionnaire/ survey for industry stakeholders Conduct independent research – local analysis/ global trends Conduct survey of industry Compile report of findings Conduct supplier development training workshop(s) 	<ul style="list-style-type: none"> Completed surveys Final SSR Report 	UN – engage consultant(s) / oversee task implementation PS – respond to questionnaire KS – respond to questionnaire DP – provide any assessments undertaken	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone 	\$170,000
Convene "Lead Firm" CEOs Roundtables	<ul style="list-style-type: none"> Identify sector lead firms in Swaziland Develop programme agenda and concept note Convene Lead Firm CEOs Roundtable – seek/ secure commitments to participate in supplier development initiatives Compile report of Roundtable Meeting(s) – can be individual meetings, or one meeting with sector breakaway discussions 	<ul style="list-style-type: none"> Concept note Final Roundtable program Final Roundtable Outcomes Report 	UN – engage consultant(s) / oversee task implementation PS – attend and participate in Roundtable DP, KS, CSO – attend Roundtable DP, CSOs – support CEO supplier development initiatives	TBD	<ul style="list-style-type: none"> Internet Computer Ground Transport Telephone Meeting venue 	\$66,000
Budget Total						\$236,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

6. Micro-Capital Grants Programme Timeline

Project Term: Years 2, 3, 4 - 17 month programme (October-November Year 1, March – December Year 2, January – May, Year 3)																		
Sectors: All																		
Components	MONTHS																	Aim/ Objective
	1- Oct.	2- Nov.	3- Mar.	4- April	5- May	6- June	7- July	8- Aug.	9- Sept.	10- Oct.	11- Nov.	12- Dec.	13- Jan.	14- Feb.	15- Mar.	16- April	17- May	
a. Organize one Micro-Capital Grants Programme Challenge Competition																		- Provide equity capital to support cooperatives/ supplier groups in their efforts to link to target sector value chains
b. Organize “Partnership Platform” Forum to Mobilize Additional Financial/ Technical Resources																		- Use UNDP convening power to mobilize additional financial support for micro-capital grant projects

6. Micro-Capital Grants Programme - Component Tasks, Roles and Responsibilities, and Resources

Components	Sub-Tasks	Means of Verification	Roles and Responsibilities	Travel	Resources	Budget
Organize one Micro-Capital Grants Programme Challenge Competition	<ul style="list-style-type: none"> During months one - three develop concept note for MC grant programme and grading criteria for six sectors During month four issue call for proposals During month five select 1- 2 awardees per sector (depending on available resources- disburse funds Over balance 12 months, month 6-17, monitor grants 	<ul style="list-style-type: none"> Concept note for Programme – including call for proposals and grading criteria note Award documents 	UN – engage consultant(s) / oversee task implementation PS/ CSOs – respond to call for proposals	TBD	<ul style="list-style-type: none"> Internet Computer Telephone 	\$30,000 (concept note development) 6 x 2 x \$150,000 (MC grants) = \$1,700,000
Organize “Partnership Platform” Forum to Mobilize Additional Financial/ Technical Resources	<ul style="list-style-type: none"> Identify potential additional financial supporters for programme - DPs Develop Platform concept note Extend invitations Convene platform – seek to secure commitments 	<ul style="list-style-type: none"> Concept note Final Platform Program Final Platform Outcomes Report 	UN – engage consultant(s) / oversee task implementation DPs–attend and participate in Platform KS – attend as observer and support Platform	TBD	<ul style="list-style-type: none"> Internet Computer Telephone Meeting venue 	\$25,000
Sub-Total						
Budget Total						\$1,755,000
Legend	UN - UNDP, KS – Kingdom of Swaziland, PS – Private Sector, ES – Education Sector, CSO – Civil Society, DP – Development Partners					

In addition to the institutions mentioned above, there are a number of other stakeholders that based on their participation in the earlier UNDP stakeholder workshops would be likely to have interest in participating in the activities above – but potentially in multiple sectors given their respective institution’s broad remit(s). These include:

Stakeholders with Cross Cutting Multi-Sector Development/ Support Remits	
<ul style="list-style-type: none"> • University of Swaziland • UN Women • Swaziland Economic Policy Analysis and Research Centre • Ministry of Commerce, Industry and Trade • Swaziland Enterprise Development Company • Institute of Development Management • Central Bank of Swaziland • The Youth Council 	<ul style="list-style-type: none"> • Deputy Prime Minister’s Office • Swaziland Policy and Programme Coordination Unit • Junior Achievement • European Union • Swaziland Revenue Authority • First National Bank • Federation of Swaziland Employers and Chambers of Commerce¹⁸ • Youth Enterprise Fund

¹⁸ At the time of the preparation of this PSDS the government of Swaziland had banned FSE & CC and other unions, although efforts were underway to have the decision reversed.

7. Conclusion

With the adoption of this strategy by UNDP=Swaziland and the dissemination of its content to key sector and government stakeholders, the intent is for the programme(s) suggested within this document to commence in 2015.

However, the implementation of the “PSDS” will require the continued convening of various private sector stakeholders and, as was initially discussed in early terms of reference for the initiative, the development of pamphlets and brochures and other knowledge products and advocacy materials on key private sector development pillar areas – access to credit and finance, labour rights and obligations, career development and internships, value chain development, supplier development, business planning, legal agreement development etc. – throughout the programme.

Lastly, this Strategy should be viewed as a “living document” and one which must deftly adjust to any and all changes in the political and economic environment in Swaziland so that it can hope to achieve its overarching goal(s).

This remains a very challenging and delicate time for relations between the Kingdom of Swaziland, the private sector, and the development partner/ donor community, so this Strategy must be implemented with heightened sensitivities to the issues of relevance that may be brought to the fore and important to one stakeholder or another.

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9. APPENDIX

Swaziland Stakeholder Participants in UNDP PSDS Development Processes

- Phindile Dlamini – Secretary, Swaziland Fuel Retailers Association (SFRA)
- Benedict Bennett – Resort Marketing Manager, Sun International
- Jean Mwenda – Junior Achievement Swaziland
- Tish Foster – Director, The Fridge Factory & Foster PicknPay Supermarkets
- Dumsile Dlamini – Economist, Economics Department, UNISWA
- Mduduzi Lokotfwako – Federation of Swaziland Employers and Chambers of Commerce
- Celani Dlamini – Federation of Swaziland Employers and Chambers of Commerce
- Makhosini Mndawe – General Manager, Inyatsi Construction;
- Mfanabili M Nkambule – Vice Chairperson, Nyonikayiphumuli Savings and Cooperative
- Thobile Dube – UN Women Apex Body (Women in Informal Cross Border Trade)
- Bethusile Dlamini – UN Women Apex Body (Women in Informal Cross Border Trade)
- Patience Penteado – Pharmacy Technician, Philani Clinic
- Sarah Ndzinisa – Secretary, Nyonikayiphumuli Savings and Cooperative
- Abner Dlamini – Senior Research Fellow, Swaziland Economic Policy Analysis and Research Centre
- Shadrack Tsabedze – Poverty and Gender Analyst, UNDP
- Zamanyambose Mtetwa – Industrial Officer, Ministry of Commerce, Industry & Trade
- Phefeni Vilakati – Agricultural Marketing Extension Officer, National Agricultural Marketing Board
- Mzwandile Dlamini – Human Resources Officer, Swaziland National Housing Board
- Dumisani Sithole - Senior Research Fellow, Swaziland Economic Policy Analysis and Research Centre
- Dorrington Matiwane – Chief Executive Officer, Swaziland Enterprise Development Company
- Felix Matsebula – Senior Consultant, Institute of Development Management
- Sive Kunene - Research Fellow, Swaziland Economic Policy Analysis and Research Centre
- Sabelo Masuku – Environment & Public Health Manager, Matsapha Town Board
- Zanele Fakudze – Secretary General, Swaziland Farmers’ Cooperative Union
- Welcome Nxumalo – Economist, Central Bank of Swaziland (CBS)
- Cynthia Dlamini – Ministry of Public Works and Transport
- Victoria Khumalo, Deputy Prime Ministers Office
- Takhona Dlamini - National Agricultural Marketing Board
- Mbali Qwabe - Women Farmers Foundation
- Lindani Mavimbela – Swaziland Farmers Cooperative Union
- Nokunceda Bujela-Manser- Invelo Farmer International (PTY) Ltd
- Ndabenhle Zwane – National Agricultural Marketing Board
- Joshua Chipman – Swaziland Policy and Programme Coordination Unit
- Stanley Mkhwanazi - Junior Achievement
- Celani Dlamini - Federation of Swaziland Employers and Chambers of Commerce
- Nontobeko Mabuza - European Union
- Musa M Simelane – Swaziland Post and Telecommunications Corporation
- Donald Ndwandwe – Swaziland Revenue Authority;
- Clement N Dlamini – Institute of Development Management
- Phetsile K Dlamini - Philani Clinic
- Sanelsiwe Nhlabatsi - Pick n Pay-Mbabane
- Samkelo Sukati – Technoserve
- Nonhlanhla Nxumalo – First National Bank
- Wandile Dlamini – Swaziland Business Coalition on Health and AIDS

- Tive Nxumalo - Ezulwini Town Council
- Gcinaphi Mdlovu – Ministry of Tourism and Environmental Affairs
- Batfobile Dlamini – Institute of Development Management
- Phinda Nkosi- Ministry of Sports, Culture and Youth Affairs
- Gugulethu Mgabhi – Swaziland Economic Research Policy Analysis Committee
- Sanelisiwe Mamba –MOT
- Vusie Nkambule - Eswatini Kitchen.