

**KINGDOM OF SWAZILAND'S**



**NATIONAL HUMAN RESOURCE DEVELOPMENT POLICY**

**2017-2030**

**Ministry of Labour and Social Security**

## TABLE OF CONTENTS

DEFINITION OF TERMS .....	iii
LIST OF ACRONYMS .....	v
ACKNOWLEDGEMENTS .....	vi
FOREWORD .....	ix
1. INTRODUCTION.....	1
1.1 CONTEXT.....	2
1.2 BENEFIT OF POLICY .....	3
1.3 GUIDING PRINCIPLES AND VALUES.....	3
2 PROBLEM STATEMENT .....	4
2.1 BACKGROUND TO THE PROBLEM.....	4
2.2 CURRENT SITUATION.....	6
2.2.1 EDUCATION SECTOR .....	7
2.2.2 HEALTH SECTOR.....	8
2.2.3 YOUTH SECTOR.....	9
2.2.4 GENDER AND SOCIAL PROTECTION SECTOR .....	10
2.2.5 INFORMATION, COMMUNICATION AND TECHNOLOGY SECTOR .....	11
2.2.6 EMPLOYMENT SECTOR .....	12
3 SCOPE.....	13
4 RATIONALE .....	14
5 VISION, MISSION, GOAL AND OBJECTIVES.....	15
5.1 VISION .....	15
5.2 MISSION.....	15
5.3 OVERALL GOAL AND OBJECTIVES.....	15
5.3.1 POLICY GOAL .....	15

5.3.2	POLICY OBJECTIVES AND OUTPUTS.....	16
6	SUMMARY OF POLICY STATEMENTS .....	19
6.1	POLICY STATEMENTS AND STRATEGIES.....	19
6.1	SUMMARY OF POLICY STATEMENTS.....	20
7.	GUIDELINES FOR IMPLEMENTATION.....	22
7.1.	ACTION PLAN FORMULATION.....	22
7.2.	POLICY RESPONSIBILITIES.....	22
7.3	MONITORING AND EVALUATION.....	23
7.4	LEGISLATION, POLICIES AND STRATEGIES.....	24
7.5	POLICY REVIEW.....	26
8.	REFERENCES.....	27

## DEFINITION OF TERMS

- **Business Market Linkages-** A clear market linkage comprise one or more organizations that facilitate end to end integration of the entire supply chain process. (Infrastructure/ supply/ inputs, providing capacity building, training and buying back the finished product).
- **Child Labour-** Work that deprives children off their childhood, their potential and their dignity, and that is harmful to physical and mental development. This includes all persons under the age of fifteen.
- **Competencies-** It is a cluster of related abilities, commitments, knowledge and skills that enable a person to act effectively in a job or situation.
- **Employment to Population Ratio-** It is a macroeconomic statistic that indicates the ratio of the labor force currently employed to the total working-age population of a country and is calculated by dividing the number of people employed by the total number of people of working age.
- **Formal education:-** the hierarchically structures, chronologically graded education system running from primary school through the university and including, in addition to general academic studies, a variety of specialized programmes and institutions for full-time technical and professional training.
- **Formal Employment-** Encompasses all jobs with normal hours and regular wages, and are recognized as income sources on which income taxes must be paid.
- **Human Capital-** The stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labour (skill) so as to produce economic value.
- **Inclusiveness-** A concept that advances equitable opportunities and allows fair participation by all segments of society in the economic, social and political activities in the country.
- **Informal education:** - Whereby every individual acquires attitudes, values, skills and knowledge from daily experience and the educative influences and resources in his

or her environment – from family and neighbours, from work and play and from the market place, the library, the mass media, etc.

- **Informal Employment-** That part of the economy that is neither taxed nor monitored by any form of government and whose activities are not included in the GDP and GNP of the country.
- **Life-Long Learning-** An ongoing (from birth to post retirement) pursuit of knowledge for either personal or professional reasons which enhances social inclusion, active citizenship, personal development, self-sustainability as well as competitiveness and employability. Lifelong learning comprises of all phases of learning from birth through school to post retirement and covers the whole spectrum of formal, non-formal and informal learning.
- **Vulnerable and disadvantaged Groups-** (of a person) in need of special care, support, or protection because of age, disability, or risk of abuse or neglect. In Swaziland they include: Children, Older Persons and Ex-servicemen (Umsizi), Youth, Persons with disabilities , Persons affected and infected by HIV and AIDS including terminal illnesses, Victims of Disaster, Women, and Widows, persons with disabilities and Ex-Convicts.
- **Value Chain Production-** The full range of activities including design, production, marketing and distribution that businesses go through to bring a product or service from conception to delivery.
- **Responsiveness-** Behavioral change induced following a stimulus leading to adaptation to changes in environmental conditions as a prerequisite for survival thus leading to the satisfaction of national and personal needs.
- **Skills Mismatch-** The challenge of having skills that are either higher or lower than (not matched with) the requirements of the job.
- **Social Protection-** Policies and actions, including legislative measures, which enhance the capacity and opportunities for the poor and vulnerable to improve and sustain their livelihoods and welfare as part of observing human rights laws and conventions.
- **Structures-** The way in which parts of a system or object are arranged or organized.
- **Youth-** Refers to young men and women aged from 15 to 35 years.

## LIST OF ACRONYMS

ECCDE	-	Early Childhood Care Development and Education
EPR	-	Employment Population Ratio
GNP	-	Gross National Product
SHEC	-	Swaziland Higher Education Council
HRD	-	Human Resource Development
HRPD	-	Human Resource Planning and Development
ILFS	-	Integrated Labour Force Survey
LMIS	-	Labour Market Information System
NHRDP	-	National Human Resource Development Policy
NQF	-	National Qualifications Framework
PPP	-	Public Private Partnerships
SMME	-	Small Medium and Micro- sized Enterprises
TVET	-	Technical Vocational Education and Training
WAP	-	Working Age Population

## ACKNOWLEDGEMENTS

This policy document is an outcome of a collaborative work carried out by a Task Team through a participatory process which involved multiple stakeholders. The Ministry therefore wishes to acknowledge the following individuals, groups and organisations for their contributions towards the formulation process of the National Human Resource Development Policy:

### **Task Team Members:**

1. Lungile P. Shongwe – Director National Employment Services, Chairperson (Ministry of Labour and Social Security)
2. Phindile Priscilla Dlamini – Chief Quality Systems Administrator, Deputy Chairperson (Ministry of Commerce Industry and Trade)
3. Antony Dumisa Nxumalo – Director, Human Resource (University of Swaziland)
4. Sesikhona Zwane –Economist (Ministry of Economic Planning and Development)
5. Nompumelelo Dlamini – Under Secretary- Administration (Ministry of Education and Training)
6. Mandla Dlamini – Training Officer (Ministry of Health)
7. Nqobile Dlamini – Senior Human Resource Officer (Ministry of Public Service)
9. Makhosami Dlamini – Chief Executive Officer (Swaziland National Youth Council)
10. Senzukuthi Bhembe- Organization Development Specialist (Deputy Prime Minister’s Office)
11. Bongiwe S. Dlamini – Director Human Resource Planning and Development, Secretariat (Ministry of Labour and Social Security)

### **Steering Committee:**

The Ministry further extends its sincerest gratitude to the members of the Steering Committee for their support and advice throughout the policy development process. These are Principal Secretaries from the following Ministries:

1. Ministry of Labour and Social Security
2. Ministry of Education and Training
3. Ministry of Commerce, Industry and Trade
4. Ministry of Public Service
5. Ministry of Economic Planning and Development
6. Ministry of Finance
7. Ministry of Sports, Culture and Youth Affairs
8. Deputy Prime Minister's Office

### **Co-opted Members:**

1. Gcebile Dlamini – Senior HRPD Analyst (Ministry of Labour and Social Security)
2. Moses Gamedze – HRPD Analyst (Ministry of Labour and Social Security)
3. Sicelo Nxumalo – HRPD Analyst (Ministry of Labour and Social Security)
4. Sifisoethu Bhembe – HRPD Analyst (Ministry of Labour and Social Security)
5. Celiwe Nxumalo – HRPD Analyst (Ministry of Labour and Social Security)
6. Xolani Dlamini – Senior Finance Officer (Ministry of Finance)
7. Jabulile Simelane – Human Resource Officer (Ministry of Information Communication and Technology)
8. Mangaliso Simelane – Acting Director Sports (Ministry of Sports, Culture and Youth Affairs)



The Ministry is also indebted to representatives from the Government Ministries and Departments, private sector, Non- Governmental Organizations (NGO's) and Civil Society for their immense participation and contributions to the development of this policy.

## FOREWORD

The Ministry of Labour and Social Security through the National Human Resource Planning and Development Unit is charged with the responsibility to ensure that the Kingdom of Swaziland has adequate and relevant skills and competencies for achievement of its vision of improved economic and human development.

The Government of the Kingdom of Swaziland in its National Development Strategy (2012) has identified Human Resource as one of the primary resources Swaziland has, and for that reason it is considered a key vehicle for attaining Vision 2022 i.e. to improve the standard of living for all Swazis through access to quality services, wealth creation and employment opportunities. This implies that all citizens have access to sufficient economic resources, education, health, and quality infrastructure and Government services (Website of the Kingdom of Swaziland, 2017).

The Kingdom of Swaziland does not have adequate and relevant skills and competencies to meet labour market demands and carry out its development aspirations as enshrined in national development policy documents.

The National Human Resource Development Policy will promote economic and social development by:

- developing a responsive human resource that meets the challenges of global competitiveness and knowledge based society;
- harnessing the efforts of both Public and Private sector to build a nation that becomes an asset rather than a burden to the Government;
- ensuring a coordinated national effort in the production of the relevant and adequate knowledge and skills to meet the demands of the economy and;
- providing a vehicle towards achieving national goals and objectives through availing the right skills and competencies.

The NHRD policy brings out the interconnections among sectoral issues, connected as they are through the ultimate beneficiary which is the people, and provides a holistic perspective of development. It provides a touch stone for setting sectoral priorities so that the human development focus is maintained throughout. It provides a basis for harmonizing policies in different sectors and dealing with apparent or real inconsistencies among sectoral strategies, approaches, and targets. The NHRD policy is not an omnibus basket in which all expectations and aspirations will be collected. Instead it chooses the strategic issues from amongst the primary ones rather than the secondary ones that emanate from the existence of the primary ones. It focuses on the bigger picture, and lays down the broad strategies and targets of achievement which is to ensure that the human being is at the centre at all times.

The NHRD Policy is not meant to serve as a substitute for all sector policies but it is a framework that will guide the review, development and alignment of other HRD sector policies. The National Human Resource Development Policy therefore forms the basis for the development of a good legislative and regulatory framework and will influence the review of laws, regulations and governance structures responsible for human resource development in the country.

In developing the NHRD policy, key stakeholders were consulted and they included: Government Ministries and Departments, Private sector, Non- Government Organizations, and the Civil Society.

It gives the Ministry courage to present the National Human Resource Development Policy of Swaziland which has been formulated to give direction to the development of human resources in a harmonized and coordinated manner.

The Ministry would like to recognise and extend its gratitude to all who contributed to the development and validation of the policy and its implementation framework.

**Hon Winnie K. Magagula (Sen.)**  
**Minister for Labour and Social Security**

## 1. INTRODUCTION

The Government of the Kingdom of Swaziland in its National Development Strategy (NDS) has identified human resource as one of the primary resources Swaziland has and for that reason is a key macro strategy. Human resource can only contribute meaningfully to sustainable economic development if its capabilities and qualities are enhanced. In other words, a human resource with enriched competencies will translate to increased productivity and efficiency resulting in accelerated development and economic growth. Due cognizance is also taken of the volatile and rapidly changing global economic environment which demands competencies that will build resilience, initiative and creativity. Such skills will contribute considerably towards enabling the country to manipulate external threats to its advantage whilst alleviating the dependency syndrome not only on the Swazi Government and or donors but also on other economies.

His Majesty King Mswati III in his speech when officially opening the 3<sup>rd</sup> Session of the 10<sup>th</sup> Parliament of the Kingdom of Swaziland, emphasized on recognizing the importance of relevant education, appropriately trained human resource and skills in the transformation of the economy. His Majesty's words were echoed in the 2016 budget speech where Government also alluded to human capital development as being a major contributor to sustainable economic growth.

The National Human Resource Development Policy, hereinafter referred to as the NHRD Policy, is a declaration of Swaziland's commitment to develop a human resource that ensures that the country has adequate relevant skills and competencies for an improved economic and human development.

The Government of the Kingdom of Swaziland recognizes Human Resource Development (HRD) as one of the important vehicles towards optimum economic development. The Government appreciates the role played by the citizenry in establishing a sustainable economy for the country therefore the emphasized need for the country to develop human resource which is competent to meet the demands of the economy.

## **1.1 CONTEXT**

Human Resource Development is defined as a set of systematic and planned activities designed to increase knowledge, skills and capabilities of all the people in the country to meet the current and future needs of the economy.

The Government Programme of Action 2013- 2018 has identified critical elements for sustainable development which covers appropriate education and training (including a reorientation away from the presently academic orientation to technical and vocational orientation); adequate incentives extended to businesses and households to encourage the full development of human capital; appropriate youth programmes; special attention to members of society living with disability; Information, Communication and Technology (ICT); and all other areas impacting on the quality of human capital (health, water, sanitation, shelter).

Likewise, this policy covers aspects of Youth, Employment, Education, Health, Gender and Social Protection, ICT and Institutional and Legislative arrangements as the foundation for human resource development.

## 1.2 BENEFIT OF THE POLICY

The ultimate benefit of this policy shall be the promotion of national economic and social development. This shall be attainable by:

- a. Developing a responsive human resource that meets the challenges of national and global competitiveness and knowledge based society. Knowledge and skills are the prime drivers of socio-economic development on the one hand and generator of employment and upward social mobility on the other.
- b. Harnessing the efforts of both Public and Private Sector to build a nation that becomes an asset than a burden to the Government.
- c. Supporting labour market needs through a coordinated national effort in the production of the relevant and adequate knowledge and skills to meet the demand of the economy.
- d. Providing a vehicle towards achieving national goals and objectives; the policy shall assist the country to have the relevant skills and competencies to ensure the implementation of the Government Development Agenda.

## 1.3 GUIDING PRINCIPLES AND VALUES

The following are the guiding principles and values for the operationalization of this policy and implementation plan:

- a. **Promoting a lifelong learning approach** –to create an atmosphere where all HRD players are becoming important partners in the learning society. This provides opportunities for continuous learning to the people with the objective to optimize on human capital.
- b. **Responsiveness (i.e. knowledge, attitudes, innovation)** – the policy must be able to respond to the needs or demands of the economy of the country as well as produce the desired results. The knowledge and skills must be aligned

to the economic demands as well as attitude that will address the justified needs. The policy must be able to bring about and/or support the desired innovations that need ideas to be created and be nurtured to businesses or for use in development of the country's economy.

- c. **Inclusiveness**– The policy will cover all levels of the human life cycle from early childhood to elderly. No citizenry of the Kingdom of Swaziland shall be excluded during the implementation of the policy (gender, vulnerable men, women and children, youth, people with special needs).
- d. **Quality** (implementation of initiatives not to lose focus on quality of outcome) – attainment to the global quality requirements is an effort of this policy. In delivering every service or strategy in implementing the policy, quality must be observed. Quality becomes a tool for competing globally thus; the NHRD Policy shall ensure that maximum quality standards are attained at every stage.

## **2 PROBLEM STATEMENT**

The Kingdom of Swaziland is faced with challenges that negatively impact on its human resource development for sustainable economic growth. The country does not have adequate and relevant skills and competencies to meet the needs of the ever changing socio-economic environment and carry out its development aspirations as enshrined in national policy documents.

### **2.1 BACKGROUND TO THE PROBLEM**

Since independence, the Kingdom of Swaziland does not have a National Human Resource Policy that guides and coordinates the development of capacities in order to achieve its national development agenda. This policy provides a

framework for integrating policies and programmes for the different sectors responsible for human resource development.

From the early 1990s the economy of Swaziland has been experiencing sluggish economic growth due to among others (Poverty Reduction Strategy and Action Plan, 2007): low employment rates, poor entrepreneurial culture, low value chain production, incoherent legal framework and policies, and the changing landscapes in the health fraternity due to effects of disease burden, non-communicable and communicable, emerging and re-emerging disease and other chronic diseases affecting productivity levels. These issues have been exacerbated by problems related to distorted training outputs vis-à-vis needs of the industry, the strain on social services demands and climatic change.

The Kingdom of Swaziland has a total population of one million, four thousand, and six hundred and eight (1,004,608) (Integrated Labour Force Survey, 2013/14). The country has a total working age population (WAP) of five hundred and eighty five thousand eight hundred and seventy three (585873). Of the total working age population, two hundred and twelve thousand, one hundred and thirty one (212 131) is employed which makes the Employment to working Population Ratio (EPR) to stand at 36.2%. The Integrated Labour Force Survey 2013/ 2014 (ILFS) revealed that the figure was very low suggesting that a very large number of persons of an age to supply their labour do not have access to jobs or were unemployed.

Another disclosure by the ILFS is that over 20% of the employed population had very high level skills while 21% at the other end had very low or no skills. Furthermore, the ILFS showed that 29.0% of the employed population was under skilled and 18.1% of the employed population was over skilled giving rise to cases of skills mismatch and therefore an undesirable factor for sustainable economic growth.



Following an assessment of human capital skills in the country through the National Skills Survey of 2005, it was identified that the country does not have adequate and appropriate skills and competencies to carry out its development aspirations. Specifically, the survey decried the mismatch of skills in view of the demands of the economy.

Of major national concern are socio- economic issues including amongst others:

- Brain drain experienced by the country;
- Uncoordinated supply and demand of skills needs in the labour market resulting in mismatch and misplacement of skills of country's human resource;
- Relevance and responsiveness of the country's education sector in meeting the current and emerging needs of the economy;
- Effects of disease burden, non- communicable and communicable, emerging and re- emerging disease and other chronic diseases affecting productivity levels, economic growth and human resource development;
- Alignment of national development goals, aspirations and economic needs to all human resources development efforts and;
- Global economic meltdown leading to Government's financial constraints which compromises efforts towards human capital development due to government re-prioritization given the uncoordinated HRD function within government.

## **2.2 CURRENT SITUATION**

This section of the policy document is intended to present the various thematic areas that have been identified to have a direct link to human resource development i.e. Education, Employment, Gender and Social Protection, Health,

Youth and ICT. The thematic areas emanate from the national development policy documents and their relation to human resource development.

### **2.2.1 EDUCATION SECTOR**

Since Independence, the country committed itself to extend educational opportunities to all its citizens with the view to enhance productivity, foster economic growth, and improve the standard of living of its people. Education, training and skills development are key elements in human resource development, in achieving development goals and reduction of poverty levels of any country including Swaziland. Swaziland has established an education system that has the following components:

1. Early Childhood and Development Program
2. Primary Education
3. Secondary/high school level
4. Post-Secondary and Tertiary Education
5. Non-Formal and Adult Education

The Kingdom of Swaziland has made significant progress in improving the education system in the country, marked with progress in expanding Primary Education for all learners including the orphaned and vulnerable as well as children with special education needs; improving access to literacy programmes and eliminating inequalities such as rural- urban and gender disparities in primary and secondary education.

Furthermore, Swaziland has taken significant steps in terms of providing policy and strategic direction in the provision of early childhood development programmes through the development of Early Childhood Care and Development Education (ECCDE) policy and the adoption of early learning and development standards.

The 2007 Population Census established that overall 91% of Swazi women aged 15-49 are literate, with 92% male literacy for same age group. Literacy levels were estimated slightly higher (92%) among young people who are aged 15 – 24 years compared to older generations of the population. Despite the aforementioned achievements, the education system continues to face a number of challenges and inefficiencies. These include, low pupil participation rates at ECCDE and Secondary education levels; no coherent policy framework, issues of quality of standards and accreditation for both public and private institutions; inadequate mainstreaming of ICT, Technical and Vocational Education and Training (TVET), agriculture and entrepreneurship programmes throughout the education system; limited role played by civil society and private sector in supporting education and training and irrelevant and inadequate curriculum to fully equip human resource to meet economy demands. The education system has also been found to be inadequate in providing a lifelong learning environment i.e. early childhood care and education programmes are weak; continuous learning within the employment environment is limited while at post retirement, the opportunities for citizenry are very minimal.

### **2.2.2 HEALTH SECTOR**

The Government of the Kingdom of Swaziland has continued to prioritize health and other health related issues for the country. Swaziland has adopted the Primary Health Care (PHC) strategy for health service delivery whose main objective is to improve the health status of the Swazi nation through the provision of quality, equitable and client focused health service leading to a healthy, productive and prosperous Swazi society.

The Kingdom of Swaziland has achieved significant milestone in the health sector in the context of human resource development. There is political

commitment to develop human resources for health; various health programmes are available; there is existence of Public Private Partnership (PPP) framework that encourages collaboration within the health sector for improved health services. Furthermore, a decentralization policy for health services was adopted and implemented to improve equitable access to health by the nation. However, health service delivery continues to be a challenge. Its success has been hindered by various factors which include the shortage of Human Resources for Health (HRH) and lack of structures to support health and wellness initiatives. The sector faces internal challenges related to human resource such as inadequacy in skills for health workers, misdirected human resource and training policies, weak institutions, and inappropriate structures.

The production of health workers has not kept pace with the demand, especially with the ever increasing burden of disease.

### **2.2.3 YOUTH SECTOR**

The Kingdom of Swaziland has an overwhelmingly young population of 39% between the ages of 15-34 and 79% under the age of 35 years (Status of the Youth Report, 2015). In recent years, Swaziland has made significant progress in developing national policies, laws and strategies as well as the development of programmes of relevance to the youth. The country adopted its first National Youth Policy 2009, ratified the African Youth Charter in 2013 and has developed public policies in a range of areas such as education and training, gender, disability, and sexual reproductive health. However, despite these commitments, the majority of young people in Swaziland face significant challenges related to human resource development. An increasing number of the youth population faces challenges of limited access to education due to inadequate funds, infrastructure unavailability for secondary schools and tertiary institutions, high levels of unemployment and poverty.

Youth who manage to find employment are significantly more likely to hold indecent jobs, without a contract or protection against the increased risks associated with age such as inadequate access to appropriate sexual and reproductive health information and services.

#### **2.2.4 GENDER AND SOCIAL PROTECTION SECTOR**

The Kingdom of Swaziland is a signatory to various international and regional treaties which call for the observation and preservation of human rights, which include amongst others the UN Convention on the Rights of the Child of 1989, UN Convention on the Rights of Persons with Disabilities of 2006, and UN Convention on the Elimination of All Forms of Discrimination against Women of 1979.

The country has made significant progress in relation to establishing an enabling legal and or policy and institutional environment for ensuring the support of all vulnerable groups. This includes ensuring that they gain access to basic social services such as health care and education, social assistance grants whilst making certain that their rights are upheld in all aspects more especially children. Nonetheless, in the face of all the efforts that have been put in place by the country, deficiencies still exist in the issues of gender and social protection among vulnerable groups. It has been noted in human resource development that the aforementioned population groups have not been adequately catered for in terms of participation and access to resources such as financial, infrastructure, and learning facilities.

Notably, 72% of Swazi female headed households including dependents are the most affected by unemployment and poverty. Approximately 25% of the disabled population does not have access to formal education which largely contributes to

their acute state of poverty and unemployment. Swaziland reflects low employment numbers for women, where only 32% of women are employed compared to 56% of men. As a result of the HIV /AIDS pandemic and other related diseases, the number of Orphaned and Vulnerable Children (OVC) has increased drastically, significantly straining the limited resources at national level resulting in increased demand for social security services.

### **2.2.5 INFORMATION, COMMUNICATION AND TECHNOLOGY SECTOR**

Information, Communication, Technology and Innovation is an emerging sector supported by the country's transition to being an efficiency-driven economy. The Kingdom of Swaziland deems ICT as a vital role player in the country's development.

Swaziland has embarked on a number of initiatives to spur the growth of this key sector such as e-government, Royal Science and Technology Park, etc. The Kingdom has a fixed network which is fully digital and supported by a countrywide optical fiber network with self-healing capabilities via national rings; increasing ICT skills pool through the introduction of ICT programmes in secondary and tertiary institutions; and a relatively well developed fiber optic backbone network.

Despite these achievements, access to ICT for education, social and business opportunities is still limited due to inadequate ICT infrastructure and the high cost of accessing the service. Computer literacy and appropriate technical skills have been insufficient and/or inappropriate, and a series of difficulties in pursuing independent business endeavors.

## 2.2.6 EMPLOYMENT SECTOR

The Kingdom of Swaziland is characterized by high unemployment standing at 28% (ILFS, 2013/14), the most affected being women and the youth. The characteristics of unemployment in the country are such that 25.7% men, 31.2% women and, 71% (ILFS, 2013/14) youth are engaged in seasonal, unpaid and unsafe work in the different sectors of the economy and job losses due to impact of economic crises and declining Foreign Direct Investment (FDI). There is a shortage of key skills compounded by a mismatched education for the world of work.

Some of the key socio-economic challenges that Swaziland is grappling with include widespread poverty, disease burden, a radically slowing economic growth, food insecurity and inadequate social safety nets. The prevalence of child labour is at 1% of children between the ages of 5 and 14 years, engaged in paid work (with varying degrees of prevalence of the worst forms of child labour).

The sectoral characterization of employment is such that manufacturing has the largest share at 42%, followed by wholesale and retail at 15.4% followed by agriculture, forestry and fishing at 9% (ILFS 2013/14). Before 1990, the country recorded encouraging economic growth rates, and FDI averaged 7.1% of the GDP between 1985 and 1993 (Poverty Reduction Strategy and Action Plan, 2007). Thereafter the GDP began to fall owing to the changing political landscape in the Republic of South Africa (RSA) which then became the preferred destination for FDI. In Swaziland over 70% of the population derives their livelihood from agriculture. Furthermore, the agricultural sector has been underperforming compromising its ability to create jobs and absorb the country's burgeoning labor force thereby putting strain on women and children as they are the ones engaged mainly in subsistence farming.

Formal employment in Swaziland accounts for a small percentage of the eligible working population while the informal sector accounted for about 17.7 % of employed workers.

Some of the factors fuelling unemployment in Swaziland particularly youth unemployment are lack of resources especially finance to enable them to engage in self-employment activities, high rural urban migration of the youth in the face of limited job opportunities in urban areas, inappropriate education and training which limits their meaningful participation in the labor market. Increasing competition in the global market and declining prices of Swaziland's export products have resulted in the closure of companies.

### **3 SCOPE**

Human resource development is a multi-dimensional concept whose central concern is all round development of Swazi people, therefore, the NHRD Policy shall provide a framework for integrating policies and programmes in different sectors.

The NHRD Policy does not supplant sectoral policies, which must exist alongside and go into sectoral issues in greater detail. Instead the NHRD Policy serves to reinforce and emphasize key sectoral policies that directly contribute to the broader HRD concept. The NHRD Policy is a national policy, not confined to any particular sector, group, region or agency. It is not a policy just for the government, or public sector, or private sector, or NGOs; it is a national policy that covers all people in Swaziland and guides all agencies and/or institutions which play a role in the country's development.



The NHRD Policy is thus an umbrella framework supported by sectoral policies as spokes, and in turn, providing a super-structure for coordinated functioning aimed at a common goal.

The agenda of national human resource development effort would be to contribute to development of human capital for the Swaziland economy on the one hand, and human development of Swazi people in all its dimensions on the other encompassing amongst others; the country's economic growth through ensuring adequate availability of diversified skills needed by the Swaziland economy for its current and future growth, better quality-of-life for all, employment (with reasonable incomes), and reducing unemployment, poverty eradication/alleviation, equity and access, empowerment of the weaker groups, access to education, training and development, and access to health.

In view of the above the NHRD Policy shall focus on the following key sectors for socio-economic development as covered in the national development agenda (Government programme of action 2013- 2018):

- Education
- Health
- Youth
- Gender and Social Protection
- Employment
- Information, Communication and Technology (ICT)

#### **4 RATIONALE**

This policy document is aimed at guiding and managing human resource development initiatives at national level to ensure that there is adequate and relevant skills and competencies to foster sustainable economic growth.

## **5 VISION, MISSION, GOAL AND OBJECTIVES**

### **5.1 VISION**

By 2030 the Kingdom of Swaziland will have an all-inclusive, knowledge based and responsive society of high; employability, innovation, productivity, and principles and values that foster sustainable economic growth.

### **5.2 MISSION**

To contribute to the development and enhancement of human capital through the establishment and strengthening of appropriate human resource development policies, legislations and institutions to help the country achieve its strategic goals, ensure adequate availability of diversified skills, increase employability and productivity for the current and future growth of the Swazi economy.

### **5.3 OVERALL GOAL AND OBJECTIVES**

#### **5.3.1 POLICY GOAL**

The overall goal of the policy is to ensure that the Kingdom of Swaziland has relevant skills and competencies to meet the current and future human resources need for an improved economy by 2030.

### 5.3.2 POLICY OBJECTIVES AND OUTPUTS

Policy Objective	Outputs
1. To establish, and strengthen HRD mechanisms and structures for a conducive and enabling environment.	New/ reviewed/ strengthened: <ul style="list-style-type: none"><li>• Policies.</li><li>• Legislations.</li><li>• HRD Institutions.</li><li>• Regulatory, professional and occupational bodies).</li></ul>
2. To facilitate planning and development of required human resources through the study of labour markets and make comparisons and projections of current and future scenarios.	Comprehensive: <ul style="list-style-type: none"><li>• Labour market reports produced.</li><li>• Tracer studies reports produced.</li></ul>

<p>3. To develop, strengthen and recognize all forms of continuous learning and inculcate an innovative culture.</p>	<ul style="list-style-type: none"> <li>• Lifelong learning framework developed.</li> <li>• Mechanisms for streamlining/ mainstreaming/ integrating all forms of continuous learning strengthened and established.</li> </ul>
<p>4. To promote full participation of disadvantaged and vulnerable groups in the development of their livelihoods and growth of the economy.</p>	<ul style="list-style-type: none"> <li>• Comprehensive programme framework developed for inclusion of all disadvantaged and vulnerable groups.</li> <li>• Improved access to all necessary resources for HRD.</li> </ul>

<p>5. Strengthening and establishing adequate funding mechanisms for national HRD priorities and needs.</p>	<ul style="list-style-type: none"> <li>• National HRD Fund legal framework formulated.</li> <li>• NHRD Fund established and operational.</li> <li>• PPP linkages strengthened and established.</li> </ul>
<p>6. To build a Human Resources capacity that will withstand the ever changing economic demands and or needs.</p>	<ul style="list-style-type: none"> <li>• Appropriate and up to date curricula in place.</li> <li>• Increase introduction and uptake TVET, ICT, tourism, agriculture and entrepreneurship programmes at all levels.</li> <li>• Increase in promotional programmes (TVET, ICT, agriculture and entrepreneurship)</li> <li>• Up-to-date national Labour Market Information System (LMIS).</li> </ul>
<p>7. To coordinate all HRD initiatives in the country in line with national and global market demands and/or needs.</p>	<ul style="list-style-type: none"> <li>• Coordinate/ organize national HRD initiatives.</li> </ul>
<p>8. To facilitate the provision of and strengthen support structures for health and safety, wellness and nutrition at all levels.</p>	<ul style="list-style-type: none"> <li>• Existence of operational health and safety, wellness and nutrition structures.</li> <li>• Increase in the number of health and safety, wellness and nutrition programmes at all levels.</li> </ul>

## 6 SUMMARY OF POLICY STATEMENTS

1. The Government of the Kingdom of Swaziland is committed to reorganize, develop and review legal and institutional frameworks that will support optimum Human Resources Development in the country.
2. The Government of Kingdom of Swaziland will develop a Human Resource that will meet the demands of the economy.
3. The Government of the Kingdom of Swaziland is committed to ensure a continuous learning and innovative culture among Swazis and recognition of all forms of learning.
4. The Government of the Kingdom of Swaziland is committed to promoting full participation of disadvantaged and vulnerable groups for their development and growth of the economy.
5. The Government of the Kingdom of Swaziland is committed to ensuring that mechanisms for HRD financing are put in place.
6. The Kingdom of Swaziland is committed to building a versatile Human Resource that meets the demands of the economy.

## 6. 1 SUMMARY OF POLICY STATEMENTS

Policy Statement	Strategies
<p>1. The Government of the Kingdom of Swaziland is committed to reorganize, develop and review legal and institutional framework that will support optimum human resource development in the country.</p>	<ul style="list-style-type: none"> <li>• Periodically reviewing and developing policies.</li> <li>• Periodically reviewing and developing HRD legislation.</li> <li>• Strengthening existing HRD institutions.</li> <li>• Establishing new HRD institutions Strengthen the National Qualifications Framework and Swaziland Higher Education Council</li> </ul>
<p>2. The Government of Kingdom of Swaziland will develop a Human Resource that will meet the demands of the economy.</p>	<ul style="list-style-type: none"> <li>• Regularly conduct labour market surveys.</li> <li>• Periodically conduct tracer studies of trained human resources.</li> <li>• Develop operational health and safety, wellness and nutrition structures.</li> </ul>
<p>3. The Government of the Kingdom of Swaziland is committed to ensure a continuous learning and innovative culture among Swazis and recognition of all forms of learning.</p>	<ul style="list-style-type: none"> <li>• Establish a national lifelong learning framework.</li> <li>• Strengthen and establish mechanisms that encourage continuous learning.</li> <li>• Develop an accreditation tool that will recognize all forms of learning.</li> </ul>

<p>4. The Government of the Kingdom of Swaziland is committed to promoting full participation of vulnerable and disadvantaged groups for their development and growth of the economy.</p>	<ul style="list-style-type: none"> <li>• Ensure access to all necessary resources (human, financial, facilities, learning).</li> </ul>
<p>5. The Government of the Kingdom of Swaziland is committed to ensuring that mechanisms for HRD financing are put in place.</p>	<ul style="list-style-type: none"> <li>• Establish and strengthen Public Private Partnerships (PPP's) linkages.</li> <li>• Map available sources of funding for National Human Resources Development.</li> <li>• Develop NHRD Legal framework.</li> </ul>
<p>6. The Government of the Kingdom of Swaziland is committed to building a versatile Human resource that meets the demands of the economy.</p>	<ul style="list-style-type: none"> <li>• Development and review of curricula</li> <li>• Integrate, promote and mainstream TVET, ICT and Innovative culture, agriculture and entrepreneurship at all levels of HRD.</li> <li>• Develop a Labour Market Information System (LMIS).</li> </ul>



## **7. GUIDELINES FOR IMPLEMENTATION**

### **7.1. ACTION PLAN FORMULATION**

The Swaziland Government, through the Ministry responsible for Human Resource Planning and Development, shall set up an Inter-Ministerial Steering Committee that shall oversee the implementation of the Policy.

The Committee shall include members from key stakeholders such as: Ministry of Labour and Social Security, Ministry of Sports, Culture and Youth Affairs, Ministry of Education and Training, Ministry of Finance, Ministry of Justice and Constitutional Affairs, Ministry of Health, Ministry of Commerce, Industry and Trade, Ministry of Economic Planning and Development, Deputy Prime Minister's Office, Ministry of Public Service, private sector, NGO's, Institutions of higher learning and Civil Society.

### **7.2. POLICY RESPONSIBILITIES**

The Ministry responsible for Human Resource Planning and Development will be responsible for providing oversight and coordination of the policy implementation whilst the other key stakeholders will be responsible for the effective implementation of the policy.

The Ministry responsible for Human Resource Planning and Development with the assistance of the Steering Committee, will establish a multi-stakeholder technical working group to facilitate the implementation of the policy. The Multi-Stakeholder Steering Committee will provide guidance and leadership in the implementation of the policy.

### **7.3 MONITORING AND EVALUATION**

The Ministry responsible for Human Resource Planning and Development will have the overall function to oversee and monitor the implementation of the NHRD Policy. The Ministry will then make the necessary recommendations to the Swaziland Government for improvements.

The Action Plan shall include monitoring and evaluation mechanisms outlining the institutions responsible for the monitoring of the policy and establish a baseline. These institutions shall develop suitable monitoring and evaluation tools to give feedback to the action plan improvements, suitable adjustments and contributions for policy reviews.

## 7.4 LEGISLATION, POLICIES AND STRATEGIES

Below are policies, legislations and strategies identified that may require to be developed and others reviewed to facilitate the proper establishment and operation of the HRD Policy.

<b>Legislation</b>	<b>Responsible Government Department</b>	<b>Requirement</b>
<b>Current Legislation/policies/strategies to be reviewed</b>		
National Forestry Policy 2002	Ministry of Tourism and Environmental Affairs	To be reviewed
Swaziland National Disability Policy of 2013	Deputy Prime Minister's Office	To be reviewed
National Children's Policy 2009	Deputy Prime Minister's Office	To be reviewed
E-Government Strategy for Swaziland of 2013 - 2017	E-Government Unit-Prime Minister's Office	To be reviewed
National Development Strategy 2007	Ministry of Economic Planning and Development	To be reviewed
In-service Training Policy 2000	Ministry of Public Service	To be reviewed
National Gender Policy 2010	Deputy Prime Minister's Office	To be reviewed
Government of Swaziland General Orders	Ministry of Public Service	To be reviewed
King's Order in Council of 1977- Education	Ministry of Education and Training	To be reviewed
Child Protection and Welfare Act 2012	Deputy Prime Minister's Office	To be reviewed
Technical Vocational Education	Ministry of Education	To be reviewed

Training and Skills Development (TVETSD) Policy 2010	and Training	
Swaziland National Youth Policy 2007	Swaziland National Youth Council	To be reviewed
Swaziland National Sports Policy (2012)	Ministry of Sports, Culture and Youth Affairs	To be reviewed
Social Development Policy 2010	Deputy Prime Minister's Office	To be reviewed
Swaziland National Arts and Culture Policy 2010	Ministry of Sports, Culture and Youth Affairs	To be reviewed
Industrial Vocational and Training Act of 1982	Ministry of Labour and Social Security	To be reviewed
Industrial Policy (2016)	Ministry of Commerce, Industry and Trade	To be reviewed
Human Resource for Health Policy and Strategic Plan (2012-2017)	Ministry of Health	To be reviewed
Staffing Norms (2013-2018)	Ministry of Health	To be reviewed
Medical and Dental Practitioner's Act (1970)	Ministry of Health	To be reviewed
Swaziland Education and Training Sector Policy 2011	Ministry of Education and Training	To be reviewed
<b>Small Medium Micro Enterprises Policy</b>	Ministry of Commerce, Industry and Trade	To be reviewed
National Tourism Policy 2010	Ministry of Tourism and Environmental Affairs	To be reviewed
National Tourism Strategy and Action Plan 2012- 2016	Ministry of Tourism and Environmental Affairs	To be reviewed
<b>Proposed policies and legislation to be enacted</b>		
Swaziland Citizens Empowerment Act	Ministry of Commerce, Industry and Trade	To be enacted
Pre-Tertiary Education and Training Loan Act	Ministry of Labour and Social Security	To be enacted
Disability Act	Deputy Prime Minister's	To be enacted

	Office	
National Human Resource Development Act	Ministry of Labour and Social Security	To be enacted
Technical Vocational Education Training Act	Ministry of Education and Training	To be enacted

## 7.5 POLICY REVIEW

The Ministry responsible for Human Resource Planning and Development will be responsible for reviewing this policy whenever it is necessary or every seven years. All relevant stakeholders will be consulted and may be required to contribute to the policy review. All policy review, whether scheduled or initiated due to need, will take into consideration the following:

1. The challenges encountered in the implementation of the policy.
2. The dynamics of the labour market and the Swaziland and global economy.
3. Review of other policies and Laws that may have a direct effect on this policy or other HRD related policies.
4. The impact of the policy and outcomes of its evaluations.
5. New legislation that may impact on the policy.

## 8. REFERENCES

Central Statistical Office, (2007). Preliminary 2007 Population and Housing Census Report, Mbabane: Government of Swaziland.

Deputy Prime Minister's Office, (2013). The Swaziland National Disability Policy 2013, Mbabane: Government of Swaziland.

National Gender Policy 2010

Government of Swaziland, (2010). Speech from the throne, the 3<sup>rd</sup> Session of the 10<sup>th</sup> Parliament of the Kingdom of Swaziland, Retrieved from <http://www.business-swaziland.co.sz/wp-content/uploads/2016/02/speech-from-the-throne.pdf>. Accessed on 03.03.2016.

Kangoye, T., and Brixiova, Z. (2012). Swaziland Labour Market: The Challenge of Youth Unemployment, United Nations Development Programme.

Ministry of Economic Planning and Development, (2012). National Development Strategy, Vision 2022, Mbabane: Government of Swaziland, Retrieved from <http://www.tralac.org/files/2012/12/The-National-Development-Strategy.pdf>. Accessed on 15.06.2016

Ministry of Finance, (2016). Swaziland: Budget speech 2015/16, Retrieved from <https://www.tralac.org/news/article/7090-swaziland-budget-speech-2015-16.html>. Accessed on 25.06.2016.

Ministry of Public Service, (2005). Skills Survey Report, Mbabane: Government of Swaziland.

Ministry of Labour and Social Security, (2014). Swaziland Integrated Labour Force Survey. Mbabane: Government of Swaziland.

Ministry of Labour and Social Security, (2010). Decent Work Country Programme for Swaziland 2010- 2014, Mbabane: Government of Swaziland.

Ministry of Sports, Culture and Youth Affairs, (2015). Status of the Youth In Swaziland Report 2015, Mbabane: Government of Swaziland.

Ministry of Sports, Culture and Youth Affairs, (2009). Swaziland National Youth Policy 2007, Mbabane: Government of Swaziland.

Ministry of Economic Planning and Development, (2007). Poverty Reduction Strategy and Action Plan, Mbabane: Government of Swaziland.

Ministry of Health. (2013), Swaziland National Human Resource for Health Policy, Mbabane: Government of Swaziland.

Swaziland Ministry of Education and Training, (2011). *Swaziland Education and Training Sector Policy*. Mbabane: Government of Swaziland. <http://planipolis.iiep.unesco.org/upload/Swaziland/SwazilandEducationSectorPolicy2011.pdf>. Accessed: 05/05/2016.

Werner, J. M., & DeSimone, R. L. (2011). *Human resource development*. Cengage Learning.

[www.thekingofswaziland.com/his-majestt-vision/](http://www.thekingofswaziland.com/his-majestt-vision/)

Accessed 04.07.2017