



THE PRIVATE AND CABINET OFFICE

Annual Performance Report

FY 2024/2025



CCM
Eswatini Country
Coordinating
Mechanism

February, 2025

Hospital Hill, Mbabane

LIST OF ACRONYMS

AIDS	-	Acquired Immunodeficiency Syndrome
APM	-	Acting Prime Minister
BSCs	-	Balanced Score Cards
CANGO	-	Coordinating Assembly of Non-Governmental Organizations
CHAI	-	Clinton Health Access Initiative
CDAP	-	Community Data for Action Platform
CTA	-	Central Transport Administration
CDC	-	Chiefdom Development Committees
CCM	-	Country Coordinating Mechanism for Global Fund
DSDs	-	Detailed Source Documents
DPP	-	Directorate of Public Prosecution
DHIS	-	Demographic Health Information System
ESERPAC	-	Eswatini Economic Policy Analysis and Research Centre
EDI	-	Eswatini Development Index
EHRIS	-	Eswatini HIV Recency Infection Surveillance
ENAP	-	Eswatini National AIDs Program
ECSA	-	East Central and Southern Africa
GDP	-	Gross Domestic Product
GNT	-	Government Negotiations Team
GBV	-	Gender Based Violence
GAM	-	Global AIDs Monitoring
GGH	-	Georgetown Global Health

GF	-	Global Fund
HIV	-	Human Immunodeficiency Virus
IBBSS	-	Integrated Biological and Behavioural Surveillance Survey
IOM	-	International Organization for Migration
ICTs	-	Information and Communication Technologies
IDs	-	Identification Documents
IPs	-	Implementing Partners
JNF	-	Joint Negotiation Forum
LSE	-	Life Skills Education
MHUD	-	Ministry of Housing and Urban Development
MoF	-	Ministry of Finance
MoH	-	Ministry of Health
MOSASWA	-	Mozambique, South Africa and Eswatini
MoU	-	Memorandum of Understanding
MTAD	-	Ministry of Tinkhundla Administration and Development
MTR	-	Mid- Term Review
NERCHA	-	National Emergency Response Council on HIV/AIDS
NCU	-	National Curriculum Unit
NSF	-	National Strategic Framework
NMP	-	National Minimum Package
NQSCR	-	National Quarterly Services Coverage Report
OC	-	Oversight Committee
PSA	-	Public Service Associations

PPCU	-	Policy and Programme Coordination Unit
PMES	-	Planning, Monitoring & Evaluation System
PMO	-	Prime Minister's Office
PCO	-	Private and Cabinet Offices
PEP	-	Post Exposure Prophylaxes
PEPFAR	-	President's Emergency Plan for AIDS Relief
PLHIV	-	People Living with HIV
PEU	-	Public Enterprise Unit
PRs	-	Principal Recipients
PTB	-	Pulmonary Tuberculosis
RQSCR	-	Regional Quarterly Services Coverage Report
SCOPE	-	Sub-Committee of Public Enterprises
SADC	-	Southern African Development Community
SHAPMoS	-	Swaziland HIV/AIDS Program Monitoring System
SHIMS	-	Eswatini HIV Incidence Measurement Survey
STTC	-	Eswatini Sustainability and Transition Technical Committee
TIMS	-	TB in the Mining Sector
TRP	-	Technical Review Panel
TB	-	Tuberculosis
TWGs	-	Technical Working Groups
UNAIDS	-	Joint United Nations Programme on HIV/AIDS
UNFPA	-	United Nations Population Fund

- VMMC** - Voluntary Medical Male Circumcision
- VAT** - Value Added Tax
- WAC** - World AIDS Campaign
- WAD** - World AIDS Day

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1.0 INTRODUCTION

This performance report provides an overview of the activities undertaken by the Private and Cabinet Offices in the 2nd Quarter of the Financial Year 2024/2025 (July-September 2024). It is divided into three main parts. Part I sets out the background to the Office, stating portfolio responsibilities, the mission statement, the organizational structure, and key objectives. Part II provides an overview of the main activities undertaken and challenges faced during the period under review. Part III presents an analysis of the budget and expenditure patterns of the Private and Cabinet Office.

Part 1: BACKGROUND

2.0 PORTFOLIO RESPONSIBILITIES

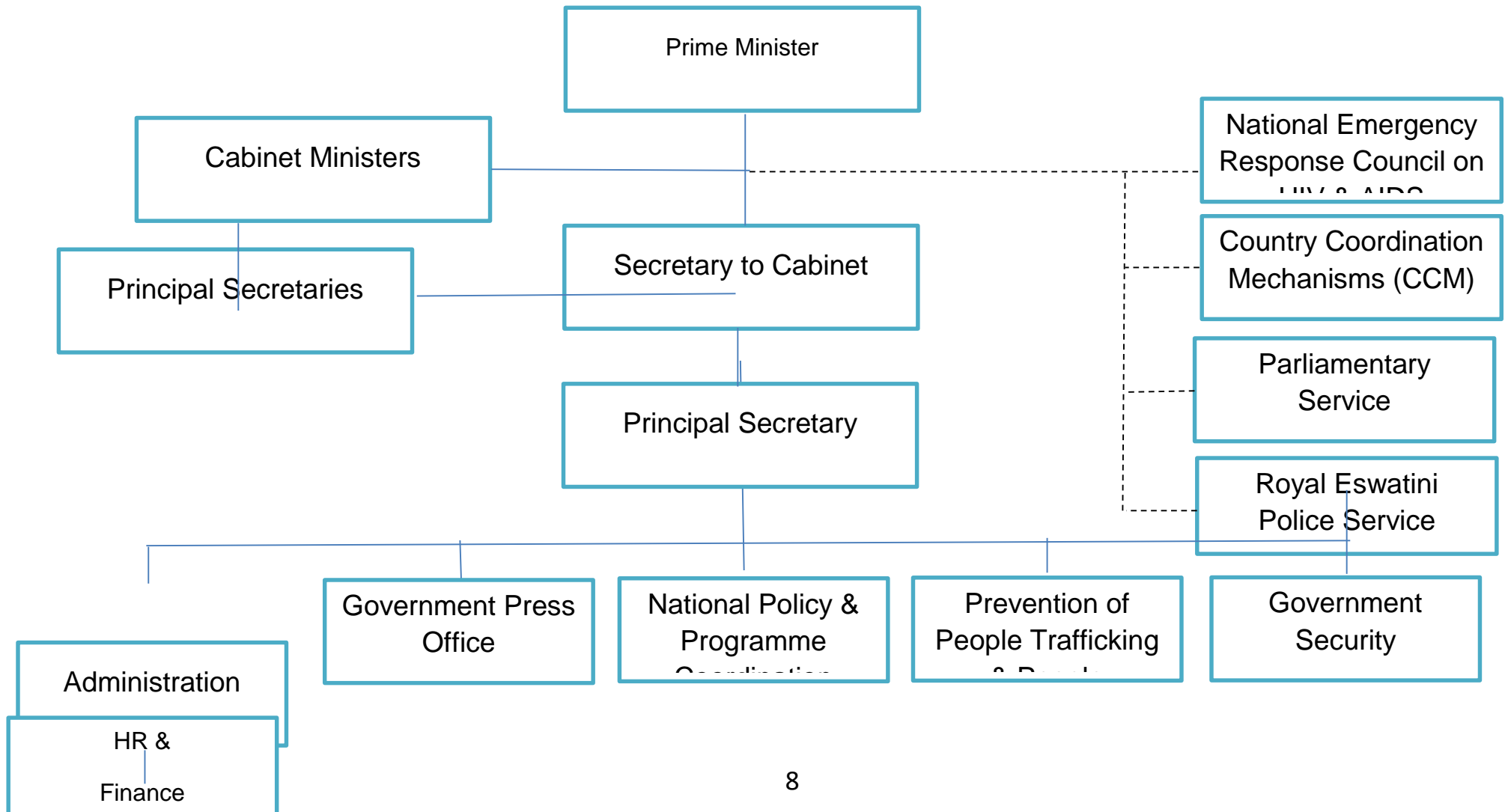
The portfolio responsibilities of the Private and Cabinet Office are as follows: -

- Cabinet Office
- Government Security
- National Policy and Programme Coordination Unit
- Government Press Office
- The Prevention of People Trafficking and People Smuggling Secretariat.
- Parliamentary Affairs
- Royal Eswatini Police Services
- National Emergency Response Council on HIV/AIDS (NERCHA)
- Country Coordinating Mechanism for Global Fund (CCM)

This report focuses on activities of the Private and Cabinet Office as well as the National Emergency Response Council on HIV/AIDS and the Country Coordinating Mechanism for Global Fund (CCM). The Royal Eswatini Police Service and Parliament shall present separate first quarter reports to the Honourable House.

2.1 Organizational Structure

The structure of the Private and Cabinet Office is illustrated below: -



3.0 MISSION STATEMENT

The Mission Statement of the Private and Cabinet Office is as follows:

“To keep the Head of State informed and advised on Government operations in order to provide good governance and sound leadership. This will be achieved through the articulation of the Government vision, the coordination of public policies and government communication, the management of the operations of public service, government security, the maintenance of law and order and the enactment of appropriate legislation. The Private and Cabinet Office is also committed to the improvement and maintenance of high quality of life for the citizens of the Kingdom of Eswatini”

The Mission statement is in line with **Section 69 of the Constitution** of the Kingdom of Eswatini which states that:

69(1) The Cabinet shall keep the King informed about general conduct of the Government of Eswatini and shall furnish the King with such information as the King may require in respect of any particular matter relating to the Government of Eswatini.

69(2) The Cabinet shall be collectively responsible to Parliament for any advice given to the King by or under the general authority of the Cabinet and for all things done by or under the authority of any Minister in the execution of the office of the Minister.

69(3) The Cabinet shall formulate and implement the policy of the Government in line with any national development strategy or plan and perform such other functions as may be conferred by the Constitution or any other law.

4.0 KEY OBJECTIVES

The Private and Cabinet Office is responsible for overseeing the operations of Government and shaping policy development in Government. It also must ensure proper coordination of Government business.

The main functions of the office are as follows: -

- To provide strategic direction to Government Ministries and Departments;
- To ensure the development of effective decision making processes for Cabinet;
- To develop systems and procedures for formulating, monitoring and evaluation of Government programmes and policies.
- To ensure the development of effective strategies for the security of Government assets.
- To ensure the development of robust systems for communicating Government information, policies and programmes.
- To provide political leadership and support in the implementation of programs on Prevention of Human Trafficking.
- To provide political and strategic leadership and support in HIV and AIDS coordination through NERCHA.
- To Coordinate and ensure mobilization of resources from the Global Fund (GF) to fight HIV, Malaria and Tuberculosis through CCM.

Part II: KEY ACTIVITIES UNDERTAKEN BY THE VARIOUS ENTITIES

5.0 OFFICE OF THE PRIME MINISTER

5.1 Introduction

In terms of the Constitution of the Kingdom of Eswatini the Prime Minister is Chairman of Cabinet and Leader of Government Business in Parliament. One of the key responsibilities of Cabinet is to keep His Majesty the King informed about the general conduct of the Government of Eswatini and furnish the King with such information as he may require. In line with this constitutional provision, the Prime Minister carried out the following activities under various responsibilities.

5.2 Chairman of Cabinet

During the review period, the Prime Minister continued to chair the weekly Cabinet meetings to consider and approve policy issues and Bills guiding the operations of Government. These provide an enabling environment for social, economic, and political development programmes to be effectively implemented.

Some policy documents approved during the reporting period include but not limited to the following: -

Table 1: Approved Policy Documents

NO.	POLICY ISSUE	STATUS
1.	Request for approval to subscribe to the African-Asian Rural Development Organization (AARDO) through the Ministry of Agriculture (Submitted by the Minister for Agriculture)	Approved
2.	Approval to open a bank account for the Integrated Financial Management and Information System (IFMIS) project office (submitted by the Minister for Finance)	Approved
3.	The Smallholder Agriculture Productivity Enhancement and Marketing Project (SAPEMP) loan – the International Fund for Agricultural Development (IFAD) (Submitted by the Minister for Finance)	Approved
4.	Request for approval of Eswatini Government Digitalization Strategy (Submitted by the Minister for Information, Communication)	Approved
5.	Suspension of fresh road transport passenger transport applications to allow for in-depth study of travel demand in the Kingdom of Eswatini (Submitted by the Minister for Public Works and Transport)	Approved
6.	Request for adoption of 2024 vulnerability assessment and analysis results and recommendations (Submitted by the Deputy Prime Minister)	Approved
7.	Request to host the Policy Dialogue Forum on Integrated Stem Education and Play-Based Pedagogies (Submitted by the Minister for Education and Training)	Approved
8.	Kings Cup Golf Tournament 2024 (20th Edition) (Submitted by the Minister for Sports, Culture and Youth Affairs)	Approved
9.	Request Cabinet to approve the review of the National Decentralisation Policy of 2005 (Submitted by the Minister for Tinkhundla, Administration and Development)	Approved
10.	Annual review of the kingdom of Eswatini's eligibility for the African Growth and Opportunity Act (AGOA) in 2024 (Submitted by the Minister for Commerce, Industry and Trade)	Approved
11.	Request to sign an MOU between government of Eswatini (Ministry of ICT) and the United Arab Emirates	Approved

12.	The Ministry of Health and the Luke Commission funding support (Submitted by the Minister for Health)	Approved
13.	Presentation of the Central Medical Stores project approach (Submitted by the Minister for Health)	Approved
14.	Signing of SADC protocol on statistics by the kingdom of Eswatini (Submitted by the Minister for Economic Planning and Development)	Approved
15.	Submission for candidature for the position of Commissioner Agriculture, Rural Development, Blue Economy and Sustainable Environment (ARBE) at the African Union Commission (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
16.	The project for Strengthening Metabolic Chronic Disease Prevention and Control Systems between the government of the Kingdom of Eswatini and the government of the Republic of China (Taiwan) (Submitted by the Minister for Health)	Approved
17.	The Anti – Money Laundering, Counter Financing of Terrorism and Proliferation Financing (Miscellaneous Amendments) Bill, 2024 (Submitted by the Minister for Finance)	Approved
18.	AML/CFT National Risk Assessment, Policy and Strategy (Submitted by the Minister for Finance)	Approved
19.	Request to launch the Country Programme Framework with the International Atomic Energy Agency (Submitted by the Minister for Natural Resources and Energy)	Approved
20.	Establishment of diplomatic relations with the State of Samoa (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
21.	The establishment of diplomatic relations with the Kyrgyz Republic (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
22.	Approval of Regulations for the establishment of the Mozambique Transmission Company Transit Fee Fund (Submitted by the Minister for Finance)	Approved
23.	Report of the 112th Session of the Annual International Labour Conference (ILC) (Submitted by the Minister for Labour and Social Security)	Approved
24.	Adoption and implementation of the ministry of Agriculture's Strategic Plan and Programmes for the period 2023 -2028 (Submitted by the Minister for Agriculture)	Approved
25.	Request for approval to sign a Memorandum of Understanding between the government of the Republic of China (Taiwan) and the Kingdom of Eswatini on cooperation on countering information manipulation and promoting information integrity (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
26.	Hosting Eswatini International Investment Conference (EIIC) (Submitted by the Minister for Commerce, Industry and Trade)	Approved

27.	Draft Civil Aviation (Rules of the Air and Air Traffic Control) Regulations (Submitted by the Minister for Public Works and Transport)	Approved
28.	Request for approval of Mr. John Henwood as Honorary Consul of Norway to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
29.	Hosting of the 10th Edition of the SADC Ministries of Foreign Affairs Intra Games, Kingdom of Eswatini: 01st to 02nd November 2024 (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
30.	Request for approval of the appointment of Mr. Suleyman Sabri Bora, As Honorary Consul of the Kingdom of Eswatini to the Republic of Turkiyé with residence in the Republic of Turkiyé (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
31.	Request to host the 16th Organisation of African Geological Surveys (OAGS) General Assembly in Eswatini (Submitted by the Minister for Natural Resources and Energy)	Approved
32.	Request for approval of the appointment of Mr. Franciscus A.C.M Paelinck, as Honorary Consul of the Kingdom of Eswatini to the Kingdom of Belgium with residence in the Kingdom of Belgium (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
33.	Request for approval of H.E. Mr Tomas Ulicny as Ambassador Extraordinary and Plenipotentiary of the Czech Republic to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
34.	Request for the appointment of Project Support Advisor to fast-track implementation of the “government-in-your-hand” initiative (Submitted by the Minister for Information, Communication and Technology)	Approved
35.	Request for approval of the fees structure for Eswatini Higher Education Council (ESHEC) (Submitted by the Minister for Education and Training)	Approved
36.	Designation of key national development areas (Submitted by the Minister for Natural Resources and Energy)	Approved
37.	Employment Bill, 2024 (a re-take) (Submitted by the Minister for Labour and Social Security)	Approved
38.	Acceptance of ADF agreement amendments on leveraging ADF equity via market borrowing option (Submitted by the Minister for Finance)	Approved
39.	Eswatini’s path to Environmental and Social Sustainability, August 2024 (Submitted by the Minister for Tourism and Environmental Affairs)	Approved
40.	Request for an agreement for H.E. Ambassador Ms. Jane Wairimu Ndurumo as the next High Commissioner of the Republic of Kenya to the Kingdom of Eswatini, with residence in Pretoria, South Africa (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved

41.	Request for approval to sign a Memorandum of Understanding between the Kingdom of Eswatini and the Republic of Rwanda on cooperation in the field of Correctional Services (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
42.	Request for approval to sign a general cooperation agreement between the government of the Kingdom of Eswatini and the government of the Republic of Uganda on the establishment of a Joint Permanent Commission on cooperation (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
43.	Memorandum of Understanding on Trade and Investment between the government of the Kingdom of Eswatini and The Republic of Uganda (Submitted by the Minister for Commerce, Industry and Trade)	Approved
44.	Approval for Deputy Prime Minister's Office Strategic Plan 2023 – 2028 (Submitted by the Deputy Prime Minister)	Approved
45.	The Land Concessions (Transfer) Bill, 2021 (Submitted by the Minister for Natural Resources and Energy)	Approved
46.	Review of the Draft National Land Policy (Submitted by the Minister for Natural Resources and Energy)	Approved
47.	Ratification of the Intergovernmental Memorandum of Agreement for the establishment of the SADC Centre For Renewable Energy and Energy Efficiency (SACREEE) and Framework Agreement for International Solar Alliance (Submitted by the Minister for Natural Resources and Energy)	Approved
48.	Request for approval to sign a Memorandum of Understanding for the establishment of a Joint Commission for Cooperation between the government of the kingdom of Eswatini and the government of the United Arab Emirates (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
49.	Request to host the Agriculture Investment Conference / Indaba on the 18th -19th September 2024 (Submitted by the Minister for Agriculture)	Approved
50.	Request for Cabinet approval to discuss the implications of the withdrawal of the government of Botswana from the Institute of Development Management (IDM) in accordance with the IDM Statutes (Submitted by the Minister for Public Service)	Approved
51.	Funds request to respond to the 2023/24 El Nino induced impacts and assist vulnerable households affected by the acute food and water shortage for the 2024 lean season (Submitted by the Deputy Prime Minister)	Approved
52.	Request for approval of signing the MOU between the government of the Kingdom of Eswatini and the UN Counter Terrorism Office establishing the API and PNR data system (Submitted by the Minister for Public Works and Transport)	Approved
53.	Request for approval of agreement between the United Arab Emirates and the Kingdom of Eswatini on promotion and	Approved

	reciprocal protection of investments (Submitted by the Minister for Commerce, Industry and Trade)	
54.	Request for additional scholarship awards and supporting budget in current financial year 2024/ 2025 for academic year beginning (Submitted by the Minister for Labour and Social Security)	Approved
55.	Authority to host Fire Day celebration and official opening of the Matsapha Fire Station (Submitted by the Minister for Housing and Urban Durban)	Approved
56.	Approval of rechannelling of roads related government revenues to Roads Authority Account No. 12991636984 at Nedbank Mbabane Branch (Submitted by the Minister for Public Works and Transport)	Approved
57.	Request for approval of draft Civil Aviation (Airworthiness) Regulations (Submitted by the Minister for Public Works and Transport)	
58.	Re-submission for a potential operator for the Five Star Hotel (Submitted by the Minister for Tourism and Environmental Affairs)	Approved
59.	Request for the approval of the Law Reform and Development Bill, 2024 (Submitted by the Minister for Justice and Constitutional Affairs)	Approved
60.	Requests to utilize technical assistance from Royal Eswatini Police Services to aid in reducing backlog of cases under investigation at the ACC (Submitted by the Minister for Justice and Constitutional Affairs)	Approved
61.	Supplementary No. 1 of 2024/25 Financial Year (Submitted by the Minister for Finance)	Approved
62.	Request for approval for the establishment of the Southern African Development Community (SADC) National Committee (Submitted by the Minister for Economic Planning and Development)	Approved
63.	Request for approval of H.E Francisca Ashietey- Odunton as the High Commissioner of the Republic of Ghana to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
64.	Request for approval for Special Economic Zone (SEZ) developer and operator licenses for FZ Capital (Pty) Ltd (Submitted by the Minister for Commerce, Industry and Trade)	Approved
65.	Review of the Komati Water Basin Authority (KOBWA) Treaty of 1992 between the Kingdom of Eswatini and the Republic of South Africa on the full development and utilization of the water resources of the Komati River Basin (Minister for Natural Resources and Energy)	Approved
66.	Memorandum of Understanding between the Kingdom of Eswatini and the Republic of Belarus (Utano Group FZE) (Submitted by the Minister for Health)	Approved
67.	Request for authority to pay subscription fees (Submitted by the Minister for Justice and Constitutional Affairs)	Approved

68.	Request to approve mou between Ministry of ICT and the Republic of Serbia on digital development (Submitted by the Minister for Information, Communication and Technology)	Approved
69.	Request for approval of the Special Economic Zones (Amendment) Draft Bill, 2024 (Submitted by the Minister for Commerce, Industry and Trade)	Approved
70.	Twenty Fourth Summit of the COMESA authority of the heads of state and government (Submitted by the Minister for Commerce, Industry and Trade)	Approved
71.	Cabinet approval to move the Orphaned and Vulnerable Children Education Fund (OVC Education Grant Fund) from the Deputy Prime Minister's Office to the Ministry of Education and Training (Submitted by the Deputy Prime Minister)	Approved
72.	Ratification of the agreement for the establishment of the African Risk Capacity (ARC) Agency (Submitted by the Minister for Commerce, Industry and Trade)	Approved
73.	Request for approval of special envoy to lobby for Moses Vilakati (Submitted by the Minister for Foreign Affairs and International Affairs)	Approved
74.	School Calendar for Year 2025 (Submitted by the Minister for Education and Training)	Approved
75.	Transfer of factory shells to the Eswatini Investment Promotion Authority (Submitted by the Minister for Commerce, Industry and Trade)	Approved
76.	Report of the Task Team appointed to address the Conclusions of the 112th Session of the Annual International Labour Conference (ILC) (Submitted by the Minister for Labour and Social Security)	Approved
77.	Submission of the Kingdom of Eswatini Government Programme of Action 2024/2025 to 2028/2029 (Submitted by the Prime Minister)	Approved
78.	Authority to fund the Post- Graduate Certificate (PGCE) Programme tenable at the University of Eswatini-Scholarship Unit (Submitted by the Minister for Labour and Social Security)	Approved
79.	Progress report on annual review of the Kingdom of Eswatini's Eligibility for the African Growth and Opportunity Act (AGOA) in 2024 (Submitted by the Minister for Commerce, Industry and Trade)	Approved
80.	Memorandum of Understanding for cooperation on trade and investment between the government of the Kingdom of Eswatini and the Republic of Serbia (Submitted by the Minister for Foreign Affairs and Cooperation)	Approved
81.	Submission of MOU in the field of Tourism between the Kingdom of Eswatini and the Republic of Serbia (Submitted by the Minister for Foreign Affairs and Cooperation)	Approved
82.	Request for approval of the establishment of the Eswatini National University of Applied Science and Technology (ENUAST) by the Kingdom of Eswatini (Submitted by the Minister for Education and Training)	Approved

83.	Request for Cabinet to approve MOU between Ministry of Science Technological Development and Innovation Republic of Serbia and The Ministry of ICT (Submitted by the Minister for Information, Communication and Technology)	Approved
84.	Request to procure Consultant to lead the National Youth Empowerment Program and National Youth Empowerment Policy Programs (Submitted by the Minister for Sports, Culture and Youth Affairs)	Approved
85.	2024 World Bank Group (WBG) and International Monetary Fund (IMF) Annual Meetings (Submitted by the Minister for Finance)	Approved
86.	Commemoration of World Aids Day 2024 (Submitted by the Prime Minister)	Approved
87.	Transfer of Child Headed Household Livelihood Programme (CHH) Funds (Submitted by the Deputy Prime Minister)	Approved
88.	Request for approval of Mr. Gabriele Phillip Annis as Ambassador - Designate of the Italian Republic to The Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Affairs)	Approved
89.	Accession to the World Intellectual Property Organization (WIPO) Copyright Treaty (1996), WIPO Performances and Phonograms Treaty (1996), and the Beijing Treaty on Audio Visual Performances (1996) (Submitted by the Minister for Commerce, Industry and Trade)	Approved
90.	Procurement improvement considerations for the Ministry of Health towards improving the availability of health commodities in the country (Submitted by the Minister for Health)	Approved
91.	Application for agreement of H.E. Mr. Igor G. Bely as Ambassador Extraordinary and Plenipotentiary of the Republic of Belarus to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Affairs)	Approved
92.	National Workplace Wellness Policy for the Kingdom of Eswatini (NWWP -2024) (Submitted by the Minister for Labour and Social Security)	Approved
93.	Request for approval to sign the agreement on the foundations of relations between the Russian Federation and the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
94.	Request for cabinet approval of the Eswatini National Wetlands Policy the Wetlands Strategy and Action Plan For 2020 – 2030 (Submitted by the Minister for Tourism and Environmental Affairs and International Cooperation)	Approved
95.	Swaziland Building Society Conversion (Submitted by the Minister for Finance)	Approved
96.	Proposal on Boarder-to-Boarder Hlobaswatini National Clean-Up Campaign (Submitted by the Minister for Tourism and Environmental Affairs)	Approved
97.	Request for approval to sign a general co-operation agreement between the government of the Kingdom of	Approved

	Eswatini and the government of the Kingdom of Saudi Arabia (Submitted by the Minister for Foreign Affairs and International Cooperation)	
98.	Accession to the World Intellectual Property Organization (WIPO) Marrakesh Treaty to facilitate access to published works for persons who are blind, visually impaired or otherwise print disabled (2013) (Submitted by the Minister for Commerce, Industry and Trade)	Approved
99.	Establishment of a Diplomatic Mission of Eswatini in Saudi Arabia (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
100.	Request for approval for Eswatini to host the 3rd edition of the Kofi Annan Road Safety Awards 2025 (Submitted by the Minister for Public Works and Transport)	Approved
101.	Mandate to engage Public Sector Associations (PSAs) on the one-off payment Cost of Living Adjustment for the financial year 2024/2025 (Submitted by the Minister for Public Service)	Approved
102.	Request for approval of Mr. Bokwon Kang as Ambassador of the Republic of Korea to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
103.	Request for approval of Mr. Vladimir Nikolaevich Tararov as Ambassador of the Russian Federation to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
104.	Request for approval of H.E. Mr. Shah Ahmed Shafi as Non-Resident High Commissioner of Bangladesh to the kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
105.	The completion of e-visa/ e-permit project and the appointment of Nedbank as the official banking partner for epayment services on the evisa/epermit platform (Submitted by the Minister for Home Affairs)	Approved
106.	National Health Sector Strategic Plan 2024/25 - 2027/2028 (Submitted by the Minister for Health)	Approved
107.	The Medium-Term Fiscal Framework and Fiscal Framework Paper (Submitted by the Minister for Finance)	Approved
108.	Request for approval of H.E. Mr. Bakary Coulibaly as Non-Resident Ambassador Designate to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
109.	Upgrading of several roads to paved standard using probase technology, double seal and asphalt (Submitted by the Minister for Public Works and Transport)	Approved
110.	Seeking cabinet approval for the development of the Sports Policy Implementation Plan (Submitted by the Minister for Sports, Culture and Youth Affairs)	Approved
111.	Submission of the Micro, Small and Medium Enterprises (MSME) National Policy 2024 (Submitted by the Minister for Commerce, Industry and Trade)	Approved

112.	Memorandum of understanding between the ministry of ICT and Google Emea Ltd (Submitted by the Minister for Information, Communication and Technology)	Approved
113.	Funds request to respond to the influx of refugees and asylum seekers from Mozambique (Submitted by the Deputy Prime Minister)	Approved
114.	Eswatini nursing council bill, 2024 (Submitted by the Minister for Health)	Approved
115.	Request for approval of Ms. Kezban Nilvana Darama Yildirimgeç as Ambassador of the Republic of Türkiye to the kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
116.	Request for approval of H.E. Mr. Juan Ignacio Livieres as non-resident ambassador extraordinary and plenipotentiary for Paraguay to the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved
117.	Supplementary no. 1 of 2024/2025 financial year (Submitted by the Minister for Finance)	Approved
118.	Request for cabinet approval to pay for the ongoing Orphaned and Vulnerable Children enrolled under the OVC Education Grant pending finalisation of the OVC Fund Regulations (Submitted by the Deputy Prime Minister)	Approved
119.	The kingdom of Eswatini's participation at the Expo 2025, Osaka, Japan to be held 13th April to 13th October 2025, Osaka, Kansai, Japan (Submitted by the Minister for Commerce, Industry and Trade)	Approved
120.	Request for approval of the Leadership Code of Conduct bill 2025 (Submitted by the Minister for Justice and Constitutional Affairs)	Approved
121.	Cabinet Paper on the MVA Fund Bill of 2025 (Submitted by the Minister for Finance)	Approved
122.	Submission of a Cooperation Memorandum of Understanding between the Italian Government and the Kingdom of Eswatini (Submitted by the Minister for Foreign Affairs and International Cooperation)	Approved

5.3 Cabinet Briefing to His Majesty the King

During the reporting period continuous briefings were made to the Head of State.

5.4 Government Policies, Programmes and Projects

The Prime Minister continued to champion Government policies, programmes and projects during this review period. Several consultations and meetings with other important stakeholders in the national development agenda were undertaken. This was done to foster strategic partnerships and deliberate on various developmental

initiatives that are proposed for the betterment of Eswatini. The Prime Minister conducted site inspections on on-going and completed government projects.

6.0 SECRETARY TO CABINET AND HEAD OF THE PUBLIC SERVICE

6.1 Introduction

The Office of the Secretary to Cabinet and Head of the Public Service serves to provide policy advisory, administrative and secretarial support services to His Excellency the Right Honorable Prime Minister and Cabinet. As Head of the Public Service, this Office is also mandated to be the chief advisor of the Prime Minister on management systems, structures, and organization of Government Ministries. These functions are clearly outlined in **Section 74 of the National Constitution** of the Kingdom of Eswatini.

6.2 Major Activities Undertaken

Activities undertaken during the period under review include the following.

6.2.1 Government Executive and Cabinet Business Operational Support Service

During the review period, the Cabinet Office, under the leadership of the Secretary to Cabinet, has played a pivotal role in coordinating various government departments to effectively implement critical policies and reforms for the nation. This coordination is essential for ensuring that initiatives are executed with optimal efficiency. The Cabinet Office is tasked with overseeing the implementation of government initiatives, committed to advancing the key priorities established by the Prime Minister to improve the well-being and prosperity of the citizens of the Kingdom of Eswatini. To fulfill this important mandate, the Secretary to Cabinet has:

- Offered essential strategic guidance, coordination, and operational support to the Office of the Premier and all Ministerial Offices, thereby facilitating the attainment of governmental objectives.
- Improved public sector efficiency by fostering valuable partnerships across the government and aiding partner agencies in reaching their goals. Our strategy combines a comprehensive understanding of both the Prime Minister's and the Government's priorities with the necessary expertise, experience, and proactive measures to ensure successful outcomes, while adhering to the highest standards of professionalism.
- Collaborated with relevant government Ministries and agencies to swiftly address crises and national emergencies.
- Supervised a modernized Cabinet decision-making process by utilizing a digital platform for the dissemination and publication of information related to Cabinet and Cabinet Committee meetings.
- Supported the Prime Minister, who presides over Cabinet meetings and the chairs of Cabinet subcommittees, ensuring that Cabinet matters are handled efficiently and promptly.
- Provided secretarial services for Cabinet meetings and coordinated multiple sessions of the Standing Committee on Public Enterprises (SCOPE).

- Communicated Cabinet resolutions to the appropriate Ministries and maintained comprehensive records.

6.2.2 Joint Negotiations Forum

The Secretary to the Cabinet and Head of Public Service continued to chair the Joint Negotiations Forum (JNF), overseeing constructive discussions between the Government Negotiations Team (GNT) and Public Sector Associations (PSAs) regarding employment terms, conditions, and the shared interests of both employees and employers.

During this reporting period, the GNT and PSAs submitted their position papers, with Public Sector Unions calling for a 7.27% salary increase, while the GNT proposed a 3% adjustment. Despite the differing proposals, both parties ultimately reached an agreement, resulting in a 4% Cost of Living Adjustment (COLA) to be implemented by the employer for the 2024/25 Financial Year, retroactive to April 1, 2024.

6.2.3 Executive Leadership Forum

The Secretary to Cabinet, from the perspective of Executive Leadership Forum, effectively coordinated and facilitated three meetings with Principal Secretaries, acknowledging their difficulties in convening monthly due to other urgent government obligations. These meetings focused on formulating strategies to enhance the performance, efficiency, and effectiveness of Public Servants in providing high-quality services to the public through the execution of Government Strategic Plans.

In the Executive Leadership Forums, the Secretary to Cabinet communicated and presented issues that emerged from Cabinet meetings, which needed the Principal Secretaries' attention. He underscored the significance of these matters and urged that they be prioritized during the forums.

6.2.4 2025 Cabinet Retreat

The Secretary to the Cabinet and Head of the Public Service organized a five-day Cabinet Retreat from January 20 to January 24, 2025. The purpose of this retreat was to assess the key accomplishments of the 2024/26 fiscal year, identify challenges that need to be addressed for enhanced performance in the upcoming year, and navigate the current economic environment while engaging in proactive strategic planning for the 2025/26 financial year.

The retreat brought together Cabinet Ministers, Principal Secretaries, and key government officials to address the urgent financial issues facing the nation and to set strategic priorities for the next fiscal period.

In light of the significant economic challenges confronting Eswatini, the retreat underscored the importance of integrated planning, sound fiscal management, and

innovative approaches to national development. Discussions focused on aligning budgetary decisions with the country's growth objectives, ensuring economic stability, addressing concerns raised by Emaswati during Sibaya, and fostering inclusive development.

At the conclusion of the retreat, several key resolutions were adopted to guide government actions in the upcoming fiscal year. A strong emphasis was placed on the importance of collaboration and shared accountability as the Government seeks to navigate the difficult economic landscape while laying a solid foundation for sustainable growth and prosperity.

To enhance accountability and efficiency in the use of public resources, the Cabinet committed to implement the Programme of Action (POA) across all government sectors. Ministries and agencies will be required to develop and execute budgets that align with the POA, ensuring that expenditures are directly tied to measurable outcomes, thus guaranteeing the effective use of public funds.

6.3 Achievements

During the reporting period, the Office of the Secretary to Cabinet and Head of the Public Service achieved several significant milestones, as outlined below:

- The management and coordination of all procedural, operational, and logistical services essential to Cabinet operations were executed effectively, adhering to the directives established by the honored Prime Minister.
- The Cabinet Business Office has maintained a robust dedication to delivering transparent, unbiased, precise, high-quality, and thorough advice.
- The Cabinet Business Office has reliably fulfilled all targets, ethical benchmarks, and objectives in line with the expectations set forth by the Prime Minister.
- The Secretary to Cabinet and Head of the Public Service provided support, coordination, and oversight for 34 Cabinet meetings, 23 SCOPE meetings, three Executive Leadership Forums, and 19 Joint Negotiations Forums.
- On July 3, 2024, a collective agreement was reached among the relevant parties regarding the implementation of a 4% Cost of Living Adjustment.
- There has been a marked enhancement in the process for submitting proposals directly to either Cabinet or the Sub Committee of Public Enterprises (SCOPE), leading to improved operational efficiency.
- On November 27, 2024, a collective agreement was signed by the Government Negotiations Team and the Public Sector Associations concerning a one-time payment equivalent to 1% of annual salaries for all civil servants.
- A productive five-day Cabinet retreat was held, during which more than 30 resolutions were adopted by Cabinet.

6.4 Challenges

Table 2:

Challenge	Comments	Mitigation
The current E-Cabinet Digital Solution is having technical issues and lacks critical functions to improve customer satisfaction.	This issue occasionally has an impact on the cabinet business processes. As a result, it is critical to hasten the creation of a cutting-edge system capable of efficiently supporting remote work and collaboration, while also streamlining governmental decision-making procedures.	The Ministry of ICT is currently engaged in managing issues as they arise until the new E-Cabinet system is created.
Insufficient personnel	The Cabinet Business Unit is currently experiencing a shortage of staff, operating with just one overwhelmed supporting officer who must effectively manage the considerable workload and diversified tasks in this office.	Despite the thorough examination of the situation by the Ministry of Public Service, which emphatically advocated for establishing the Cabinet Business Secretary role, budget constraints have regrettably hindered the realization of this initiative in the 2024/25 fiscal year. We remain optimistic that the current review of civil servants' salaries will provide a resolution to this matter.
Lack of an electronic system to monitor the execution of Cabinet decisions	The Office created a manual tool to monitor the execution of Cabinet decisions, which proves to be laborious and time-intensive, particularly in light of the understaffing issues faced by the Cabinet Business Unit.	A manual tool is presently employed to monitor the execution of Cabinet decisions.

7.0 GOVERNMENT PRESS OFFICE

7.1 Introduction

The Government Press Office is responsible for coordinating Government communication and ensuring that Government speaks in one voice. The office works with Communication Officers placed in all Government Ministries to effectively execute this mandate.

7.2 Major Activities Undertaken

Major activities undertaken by the office during the current quarter include the following:

7.2.1 Local and international media links and interviews

The Government Press Office continued to interact with both local and international media on a daily basis, through interviews, responding to questionnaires, dissemination of press statements, coordination of press conferences as well as other media related activities. During the year under review, the Press Office worked with the Editors Forum to arrange breakfast meetings with the Prime Minister. At least three out of the quarterly meetings were held. There were several instances where the Press Office had to defend Government and the country in both local and international media platforms as well as debunked misinformation perpetuated mostly through social media platforms.

7.2.2 Media monitoring

The Press Office continued with its mandate to monitor public sentiments about the country and Government across the globe. Driving positive sentiments about the country was His Majesty and Government's visibility in communities in line with the Sibaya 'Nkwe' mandate as well as the Prime Minister's updates about Government activities as well as the launch of the Programme of Action and delivery of the Policy statement. Also driving positive sentiments was the country's successful cultural events such as the Buganu, the Umhlanga/Red Dance and the Incwala ceremony. Driving negative perceptions was the prevalent misinformation, disinformation and malinformation particularly on digital media platforms.

7.2.3 Government Social media footprint

Government social media platforms continued to be a credible source of Government news throughout the year with increased public engagement noted. Government's Facebook followers grew by 21.25% over the year, from 63 000 to approximately 80 000 currently, a 17 000 growth. Twitter (X), meanwhile, grew from 47 600 to 56 300, a growth of 15%. Instagram followership increased to 19 300 from 14 000 last year, an increase of 27% while LinkedIn increased by a staggering 50%, from 4 000 to 8 000 followers.

The Prime Minister's platforms, likewise, experience a surge in the number of followers. Facebook followers increased from 8 200 in 2024 to 25 500 currently, whereas Instagram grew from 2 700 followers to 5 000. X followers, on the other hand, increased from 1 450 in the past year to 3 280 in the year under review. His Excellency's social media pages were also verified during the period under review.

During the year under review, 12 Government ministries opened social media accounts. These bring the total number of Government ministries on social media to 19 out of 20. The one ministry that has no social media page currently has a vacant position of a Ministerial Communication Officer. Digital media presence has helped expand Government's social media footprint, ensuring our messages reach the entire globe.

Government continued to use social media platforms to make major announcements and updates, and live updates made available. Government social media activity has helped to allay many falsehoods and publicise Government's activities and interventions, while receiving feedback from the public. The use of social media platforms became the most effective tool of telling the Eswatini story and debunking falsehoods.

7.2.4 Government website

The content of the Government website, <https://www.gov.sz>, was regularly updated during the year. During the period under review, the website's Content Management System was upgraded from version 3.5 to Joomla Content Management System version 5.0 to align with current global website standards. The website had an average of 1 234 000 monthly local and international visitors in the year under review.

The majority of international visitors to the website were from Sri Lanka, India, United Kingdom, Canada, Taiwan, Rwanda, Netherlands, Taiwan, China, Senegal, South Africa and the United States of America. The web pages of the Ministries of Home Affairs, Health and Foreign Affairs were the most visited ministerial pages with 735 434 and 453 635 visits respectively.

The most downloaded document was the Constitution with over 234, 822 downloads

7.2.5 Challenges and Mitigation Strategies

Table 3: Press Office Challenges and Mitigation Strategies

Challenge	Comments	Mitigation
Character assassination of the country's leaders	This affected the positive strides made to promote Government activities, policies and programmes	The Office intensified its efforts to keep the Nation updated and informed. The Office also responded to questionnaires from local on international media.
Misinformation, disinformation and malinformation	It affected the way people perceived the country, including the international community	The Office continued to flood the digital media space with good news stories about the country and its political leaders.
Lack of an efficient media monitoring tool	Limits the scope of monitoring as Press Office has to rely on analytics only available on Government digital media platforms and local mainstream media (limited scope)	The Office used the available analytics as an indicative attitude of the masses towards the country
Fake accounts	Some of these accounts continue to be used to scam the public	Accounts were reported to the Eswatini Communications Commission and REPS. Fake alerts were also posted on social media.

8.0 NATIONAL POLICY AND PROGRAMME COORDINATION UNIT

8.1 Introduction

The National Policy and Programme Coordination Unit (PPCU) is responsible for coordinating, reviewing and analyzing public policies thus ensuring among other things, up to date, relevant and consistent public policy and programmes in line with national development priorities. This includes assisting Government Ministries in policy development and monitoring the implementation of policies and programmes within government. As part of the monitoring and evaluation of the implementation of government policies and programmes, the PPCU also coordinates the development and implementation of Government-wide performance targets mainly focusing on the implementation of the Government Programme of Action (2024/25-2028/29).

Another key function of the PPCU is to review requests for external travel by Government entities and act as Secretariat for the Cabinet Sub Committee on External Travel, as well as provision of technical advice in support of Cabinet Business.

8.2 Planned Activities

- Review all external travel requests from Ministries and Departments and make recommendations to the Prime Minister,
- Review policies to ensure their effectiveness, efficiency, equity, relevance, compliance etc,
- Provide technical backstopping to Ministries and Departments in the development and review of policies,
- Issue clearance certificates for policies that are ready to be submitted to Cabinet for approval,
- Supervise and monitor the development of the Digitalized Policy Tracker,
- Coordinate, facilitate and take part in the process of developing the Programme of Action 2024/25-2028/29 with the technical assistance of the Consultant,
- Work closely with the HIV Response Sustainability Consultants, lead and guide the process of developing the roadmap,
- Review the policy development manual and processes,
- Assess Ministries and Departments' plans based on the PoA, as and when submitted to PPCU,

- Provide feedback to Ministries and Departments on the assessment results of their plans,
- Provide technical backstopping to Ministries and Departments in fine-tuning their plans,
- Provide assistance to Ministries and Departments in appreciation and application of the PMEAL automated system,
- Provide assistance to Ministries and Departments in uploading data into the PMEAL system,
- Produce, assess and analyze reports on PoA performance by Ministries and Departments from the PMEAL system,
- Produce and submit performance monitoring, assessment and analysis report to PMO Principals,
- Act on PMO Principals decision on Ministries' and Departments' Performance reports
- Produce and submit performance monitoring, assessment and analysis report to Cabinet.

- Held several meetings with UNDP on the development of a digital policy tracker for the PPCU, to be funded by UNDP and the following processes have been undertaken;
 - a request letter with specifications and features of the policy tracker submitted to UNDP,
 - Policy development process flow submitted to UNDP,
 - UNECA shared with PPCU different systems that could be adopted by PPCU.
- Mapping and documenting of operational process flows for PPCU has been completed.
- Provided technical advice on the development and finalization of eleven (11) Public policies in various Ministries and Departments,
- Reviewed and cleared for Cabinet approval two Final Draft policies (National Human Resources Development and the National Decentralization Policies),
- Programme of Action 2024/25 – 2028/29 and Prime Minister's Policy Statement drafted and submitted to the Office of the PM for His consideration,

- Facilitated the Ministries' and Departments' extensive indulgence in the Programme of Action planning workshop,
- Successfully participated and supported the development of the Planning, Monitoring, Evaluation, Accountability and Learning (PMEAL) system,
- Successfully uploaded the ministries' and departments' PoA plans into the PMEAL system,
- The PPCU Technical Team attended seven (7) outside meetings through the invitation of the Ministries for technical support.

8.3 Technical Provision in Support of Cabinet Business

- The Unit reviewed 574 external travel requests for authority to participate in international fora (meetings, conferences, workshops, seminars and training courses) that contribute to the achievement of the national vision, which amounted SZL 36, 166,920.92. This included requests for Honorable Ministers amounting to SZL 6,931,405.92 and requests for officials amounting to SZL E29, 235,515. Savings of E1, 801,476 were realised from the review of the external travel requests.

8.4 Challenges and Mitigation Strategies

Table 4: PPCU Challenges and Mitigation Strategies

Challenge	Comments	Mitigation
<ul style="list-style-type: none"> • Lack of adequate resources (i.e. government network, communication gadgets and equipment). 	<p>MoPS was engaged and authority to procure communication gadgets was issued. However, the outstanding payments to Supplier for gadgets stifle procurement process for same.</p>	<p>MICT engaged to install the government network at PPCU building.</p>
<ul style="list-style-type: none"> • Lack of access to e-Cabinet System. 	<p>No government network at PPCU building.</p>	<p>MICT engaged.</p>

<ul style="list-style-type: none"> • Staff shortage. 	<p>The post of Principal Policy Analyst has been vacant since November, 2020.</p>	<p>Post was declared to Ministry of Public Service and authority obtained.</p>
<ul style="list-style-type: none"> • Non-compliance to external travel guidelines by Government entities 	<p>Non-compliant external travel requests taking most of PPCU time at the expense of other PPCU core functions.</p>	<p>Continuous reminders for adherence to external travel guidelines by MDAs.</p>

9.0 THE PREVENTION OF PEOPLE TRAFFICKING AND PEOPLE SMUGGLING SECRETARIAT

9.1 Introduction

The Secretariat is responsible for among others, coordinating, evaluating and monitoring at national level the implementation of the anti-people trafficking and smuggling programmes, ensuring victim protection and assistance and prosecution of offenders as per The People Trafficking and People Smuggling (Prohibition) Act, 2009. The Secretariat is further mandated to spearhead the fight against people trafficking and smuggling under the prevention, prosecution, national co-ordination, and international co-operation pillars. This is further achieved through a multi-sectorial body known as the Task Force. The government has reiterated its commitment to take decisive action against people trafficking and people smuggling in the country. The Prime Minister's stance is resolute in respect of the prevention, detection and prosecution of human traffickers and smugglers.

9.2 Planned Activities

- To conduct three awareness raising programs.
- To conduct four Task force meeting.
- To continue with victim identification and protection.
- To negotiate with the relevant stakeholders on possible collaborations.
- To follow-up with relevant stakeholders on the prosecution of offenders of people trafficking and people smuggling.

9.3 Activities Undertaken

9.3.1 Prevention

Public Awareness Raising: The Secretariat in collaboration with the International Organization for Migration (IOM) carried out a crowd sensitization during the MTN 2024 Bush fire festival. The activity is part of the country's commitment to the United Nations Sustainable Development Goals (SDGs) Prevention

The Secretariat in collaboration with civil society organizations, carried out some awareness raising programs. The activities carried out by the secretariat are as follows:

- In Collaboration with the Roman Catholic Church, a sensitization programme at the Saint Florence Mission, targeting the youth and adults was implemented. Since this is an annual activity, parties agreed to carry it out every year.
- Carried out a crowd sensitization during the MTN 2024 Bush fire festival. International Organization for Migration (IOM). The activity is part of the country's commitment to the United Nations Sustainable Development Goals (SDGs) Prevention
- Training of social workers on victim identification, national referral mechanism and what human trafficking is, among other topics was conducted during this reporting period. The training was conducted in collaboration with a Non-Government Shelter
- Imbali Regiment was sensitized on the prevention of people trafficking and people smuggling during the National Umhlanga Ceremony. This activity was carried out in collaboration with a traditional sector organisation; Khulisa Unmtfwana
- Non-Governmental Organisations under the Coordination Assembly of Non-Governmental Organisations (CANGO) were sensitized on human trafficking and smuggling, civil society role and national operational tools.

9.3.2 Investigation - Human Trafficking and People Smuggling

9.3.2.1 New cases

- There are three (3) new cases pending investigations:
 - Siteki – A ten-year-old boy of Cameroon was received into the country through KMIII International Airport. The matter raised suspicion and the case is under Police investigation.
 - Manzini- a total number of 46 boys were intercepted as a result of a police roadblock. The case is under investigation.
 - Lobamba- a total number of 36 Kenyans mixed genders and all above 18 years was identified during a labour inspection. The case is under investigation.

9.3.2.2 Pending cases

- There are three (6) cases pending trial:

- One Mozambican case - a 2024 case involving a Mozambican adult alleged to be engaged in labour exploitation. The case is under investigations with Mutual Legal Assistance sought from Mozambique for statement recording purposes.
- One Manzini case part heard – this is a 2020 case involving a fifteen (15) year old female of Mozambican origin subjected to labour exploitation.
- One Pigg’s Peak case part heard – this case involves three (3) Emaswati children who were subjected to commercial sexual exploitation, they were rescued from a brothel.
- One High Court case - this case involves a female minor of Mozambican origin who was subjected to commercial sexual exploitation.
- One Nhlangano part heard case- the case involves six Mozambican nationals who were subjected to labour exploitation.
- One case involving a government official who married a minor. The case was paused due to the non-availability of the complainant (victim). The victim has resurfaced and the matter has resumed prosecution. The matter includes labour exploitation.

9.3.3 Victim Protection

- **Victim Identification and Care:** there is currently one (1) victim under State care. The victim is an adult female of Mozambican origin. Victim care, support and protection is provided in collaboration with different stakeholders under the Emergency Response Team (ERT).
- **Caring for Victims:** includes provision of shelter, meals, clothing, medication and psychosocial support.

9.3.4 National Coordination

- **The Inter Agency Task Force:** The Inter Agency Task Force for the Prevention of People Trafficking met once during this quarter. The Task Force coordinates national efforts to combat people trafficking and people smuggling including setting up of committees within the Task Force to ensure implementation of The National Strategic Framework and Action Plan 2019-2025. Different committees were formed; each committee was allocated one secretariat staff member to work with.

- **The National Strategic Framework and Action Plan (NSFAP)** - following a reflective meeting held in the previous quarter in collaboration with the US Embassy team, the NSFAP was extended through Cabinet from the 31st December 2023 to 31st December 2025.
- **State Shelter** – There is one victim under State care.

9.3.5 International Cooperation

- **Tier ranking in Trafficking in Persons Report 2024**- the country, is ranked as a tier 2 watch list.
- **The African Union (AU)** – The AU programme on regional co-operation for countries to identify common routes and trends with appropriate interventions has been developed.
- **International Organisation for Migration (IOM)** - collaboration continues

9.4 Challenges and Mitigation Strategies

Table 5: Human Trafficking Challenges and Mitigation Strategies

Challenge	Comment	Mitigation
Non finalization of court cases	Cases have been pending finalization for years	Director of Public Prosecution engaged
Lack of effective implementation of roles and responsibilities by supporting Government stakeholders	Ministries do not have budget allocation	Principal Secretaries sensitized on the importance of people trafficking and people smuggling
Staff shortages and vacant positions in Key Secretariat portfolios (including shelter staff, Prevention and Protection)	The shortage of staff in the Secretariat causes a lot of problems in that the current staff work under pressure and in some instances they cannot carry out the functions/ duties effectively.	The Private and Cabinet Office was granted authority by the MOPS to fill in the vacant positions. The recruitment process has began.

<p>Procurement requirements for victim needs such as clothing, medication and dignitary packs.</p>	<p>Procurement requirements do not accommodate provision for victims clothing, dignitary packs and other needs which should be provided for at the State Shelter</p>	<p>Amendment of legislation required.</p>
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10.0 GOVERNMENT SECURITY OFFICE

10.1 Introduction

The Government Security Office was established with three main objectives; these are to protect official information from being compromised whether through espionage, leaks or injudicious publication; to protect the government of Eswatini and machinery of its administration from subversive activities; and to improve and coordinate the Security service throughout Government Ministries and Departments by conducting relevant training courses, convening workshops and talks on security requirements. The office also provides advice to Cabinet Ministers on the requisite security measures in their residences and cooperate with the Royal Eswatini Police Services on all security issues.

10.2 Planned Activities

- This office had planned to undertake the following activities in this reporting period;
 - Procurement of Prime Minister's Office Bullet Proofs Panels Sliding door.
 - Procurement of Security Service provider to service and maintain Access Control System.
 - Conduct Security Risk Assessment at the Inter – Ministerial Offices and at Eswatini National Fire and Emergency Services (ENFE) in Mbabane.
 - Monitor Construction Activities for Wall Fencing and Guard House at the Prime Minister's residence.
 - Provided Security Technical support to Eswatini Civil Aviation Authority (ESWACAA) in readiness of the International Civil Aviation Organization (ICAO) Audit that took place in January 2025.

10.3 Activities Undertaken

- Successfully conducted Security Risk Assessments both at the Inter-ministerial offices and Eswatini National Fire and Emergency Services.
- Provided Security Technical Support at ESWACAA Audit in January 2025.

- Procurement of Security Service provider to service and maintain Access Control System has started the process.

10.4 Challenges and Mitigation strategies

Table 6: Government Security Office Challenges and Mitigation Strategies

Challenge	Comment	Mitigation
Continuous leak of information from the Private and Cabinet Office is a great concern	This is a serious threat to National Security and hasty action is very important. Constant security scanning and sweeps of offices.	Awareness Creation on the maintenance of confidentiality on information and records management is being implemented. Need to secure advanced technical anti-bugging equipment.
Delayed issuance of Authority to Commit by the Ministry of Finance for the Procurement of Bullet Proofs Panel Door and the Access Control System.	Tendering process on progress.	Negotiation with MOF is ongoing.
High threat level directed to the Prime Minister's residence posed a security threat.	Construction under progress	Intensifying of protective security and construction of guard house and Wall Fence at the Prime Minister's residence on progress.

11.0 THE NATIONAL EMERGENCY RESPONSE COUNCIL ON HIV AND AIDS (NERCHA)

11.1 Introduction

NERCHA is a multisectoral body established to provide leadership in the coordination of the national multi-sectoral response to HIV and AIDS in Eswatini. NERCHA works in partnership with all actors in the national HIV response to review, adopt, and support HIV-related policies and strategies most appropriate for the country. NERCHA developed its corporate strategy to guide its operations to the year 2025, and this strategy was approved by the NERCHA Council in March 2021

11.2 Planned Activities

NERCHA focussed on the following activities, which are listed under key strategic priorities as per NERCHA corporate strategy:

a) Provide leadership for the delivery of the National Multisectoral HIV and AIDS Strategic Framework (NSF)

- i. Convene 4 Regional HIV and AIDS Stakeholder's Meetings
- ii. Convene 59 Tinkhundla HIV and AIDS Stakeholders' Meetings
- iii. Mentor all PLHIV Livelihood Support Programs
- iv. Finalise and launch the National Multisectoral HIV Coordination Framework

b) Strengthen HIV Prevention Campaign

- i. Conduct 1 HIV Prevention Partner's Meeting
- ii. Conduct social behaviour change sessions in 8 tertiary institutions
- iii. Conduct HIV prevention Educational Session at the Reed Dance
- iv. Participate in 2 Regional HIV Prevention Network Meetings

c) Strengthen advocacy, communication and partnership management for the HIV response.

- i. Conduct quarterly media engagement session
- ii. Publish 12 weekly information on the HIV and AIDS response
- iii. Broadcast 2 radio programmes per week
- iv. Disseminate key information through NERCHA website & social media

d) Strengthen Information for evidence-based programming.

- i. Develop NSF regional targets
- ii. Map of availability of data from different sectors
- iii. Disseminate two key Strategic Information Documents

11.3 Achievements

In the implementation of the national HIV and AIDS Coordination framework, NERCHA conducted the following activities:

Four (4) Regional HIV and AIDS Stakeholder's Meetings were convened

NERCHA convened all 4 planned regional HIV stakeholder's meetings to discuss progress in implementing the HIV response. A total of 98 regional HIV implementation participated. Through these NERCHA managed to:

Disseminate the NSF to regional partners.

Develop a regional World AIDS Day commemoration plan.

Fifty-nine (59) Tinkhundla HIV and AIDS Stakeholders' Meetings were planned

NERCHA convened 53 out of the 59 planned Tinkhundla council and implementing partner's meetings to discuss the implementation of HIV response activities at Inkhundla level.

Mentor all (100%) PLHIV Livelihood Support Program

NERCHA aimed to mentor all 59 PLHIV in the livelihood support program during the period under review. However, mentorship coverage of 90% was achieved for all regions except for Lubombo region, there is a vacant position and is yet to be filled.

One key finding from the mentorship visits was that most of the agricultural projects are heavily affected by the prolonged dry period (winter) leaving them without water to aid production.

Development of the National Multisectoral HIV Coordination Framework

NERCHA with support from UNAIDS developed a National Multisectoral HIV and AIDS Coordination Framework. The framework was validated and launched by key stakeholders.

Strengthen HIV Prevention Campaign

Convene 1 HIV Prevention Partner's Meeting

NERCHA convened a two-day meeting aimed at assessing and identifying key programmatic gaps and priorities for Eswatini's HIV prevention response. This was a collaboration between NERCHA and the South-to-South Learning Network (SSLN). The meeting co-facilitated by NERCHA, MoH and SSLN was attended by thirty-five out of the forty-two invited multisectoral partners.

Through this meeting, Eswatini managed to review the HIV Prevention Self-Assessment Tool (PSAT Lite) for the following programs: VMMC, AGYW, Condoms, ARV based Prevention, Men and Key Population. The PSAT outlines the components of a comprehensive programme in terms of management, implementation, packages, outcomes, and sustainability. In this meeting, NERCHA through the PSAT, documented gaps which must be bridged at a multisectoral level. The different stakeholders will continue to work these gaps and will report on progress made quarterly.

i. Conduct Social Behaviour Change Sessions in 10 Tertiary Institutions

The University of Eswatini (UNESWA), Good Shepherd Nursing College, Ngwane Teachers Training College, William Pitcher Teacher Training College, Eswatini College of Technology (ECOT) and Gwamile VOCTIM, first year students were oriented on positive social behaviour, change messages on HIV and TB information. The objective was to empower the students to navigate tertiary life with ease and armed with the right information to protect themselves from HIV.

ii. Conduct HIV prevention Educational Session at Reed Dance

NERCHA in collaboration with Khulisa Umntfwana educated and empowered adolescent girls and young women (AGYW) at the umhlanga reed dance ceremony. Khulisa Umntfwana trained one hundred peer educators, twenty-five from each region who were selected through Tindvuna within imiphakatsi.

These trained peer educators conducted one on one and small group educational sessions on HIV prevention, Gender Based Violence (GBV), menstrual health and hygiene, Sexual Transmitted Infections (STI's), relationships and decision making. HIV prevention messages were also conveyed through edutainment rendered by Siphila

Nje Drama Society, Kwasa Lokungali Drama Group and Khanini Child to Child as well as through comedy by Gedlembane.

iii. Participation in two (2) Regional HIV Prevention Network Meetings

NERCHA participated in two (2) HIV Prevention Forums organized by SADC and UNAIDS through the South-to-South Learning Network in the Southern African region. In these meetings which were held in Botswana and South Africa, Eswatini contributed towards the development of:

- SADC's regional key population strategy for HIV prevention,
- SADC's regional HIV priorities for the next round of SADC funding

iv. World AIDS Day (WAD) Commemoration

NERCHA conducted four regional health management team (RHMT) engagements; one in each region. The purpose of these engagements was to present and discuss the 2024 World AIDS Day concept note, plan for regional World AIDS Commemoration (WAC) events, and identify critical areas to be addressed during the WAC commemorations.

NERCHA played an instrumental role in supporting various stakeholders who hosted World AIDS Day commemoration and candle lighting ceremonies respectively. The 2024 Global World AIDS Day theme was: **"Take the Rights Path"** was localised to **"NKWE! Eswatini Taking the Rights Path to End AIDS"** translated to Siswati as **"NKWE! Asihloniphe Emalungelo Sincobe i-AIDS Eswatini"**.

Advocacy, communication, and partnership management for the HIV Response

Efforts to improve internal communication with staff and external communication with stakeholders continued during the reporting period as follows.

Conduct Quarterly Media Engagement Session

NERCHA conducted quarterly media engagement session with the Editors Forum to formally introduce and familiarise Editors with the new National Executive Director, Dr. Nondumiso B.Q. Ncube. The forum also provided an opportunity to present the NSF to editors and hold in-depth deliberations on the NSF strategy.

Publish 12 Weekly Information on the HIV and AIDS Response

NERCHA published twelve weekly newspaper articles which covered the following topics: the release of the new HIV terminology guidelines, MPOX as a public health

emergency report on prioritizing HIV and Gender Based Violence, among others. The objectives of these articles are to ensure that HIV and AIDS issues are widely disseminated.

Broadcast 2 Radio Programmes

All planned two NERCHA radio programmes (Noma kunje lisekhona litsemba and Sihlwitsa likusasa) were broadcasted. These were used to address multiple social and structural drivers that contribute to new HIV infections among AGYW. The issues discussed in these programmes included gender-based violence (GBV), multiple sexual partners, limited sexual and reproductive health (SRH) knowledge, early sexual debut, teenage pregnancy, school dropout, and low condom usage.

The key challenge encountered in the media space relates to the negative reporting by some of the media houses. In this quarter, the Times of Eswatini reported that the military is unaware of their HIV status which is not true. NERCHA will engage the different media houses on responsible reporting in the next quarterly media forum.

11.4 Disseminate Key Information Through NERCHA Website & Social Media

The NERCHA social media pages are continually being used to update the nation on current issues in the HIV response. Other strategies are being set up to maximize use through massive content creation.

Strengthen Information for evidence-based programming.

In this reporting period, NERCHA's strategic information unit conducted the following activities:

Develop NSF regional targets.

In facilitating granular reporting, NERCHA planned to set regional targets for all the NSF indicators. However, the Ministry of Health which is responsible for most of the regional targets was sensitized on this exercise.

Map data availability within key sectors!

NERCHA planned to map available data within the following sectors: decentralised sector, private sector, civil society, traditional, religious and health sectors. However,

only the decentralised sector represented by Ministry of Tinkhundla and Administration was sensitized.

Disseminate two key Strategic Information Documents

NERCHA finalized, validated and disseminated the two key documents; CDAP evaluation report and the national multisectoral HIV and AIDS research agenda.

Table 7: NERCHA Challenges and Mitigation Strategies

Challenges	Mitigation plan
Low SHAPMoS reporting rate by Implementing partners	<ul style="list-style-type: none"> • Intensify mentorships to sectors • Build capacity of sectors to be able to report to SHAPMoS
Limited HIV response regional targets for clinical NSF indicators	Involve the MoH officers at all levels to be able to craft regional targets
Unavailability of sector level NSF data	<ul style="list-style-type: none"> • Disseminate NSF and NSF indicators to sectors for understanding of their role in the HIV response • Assessment of sector data system’s capacity to collect and respond to NSF data requirements

11.5 Financial Performance

11.5.1 Introduction

NERCHA is funded by the Eswatini Government and by grants from the Global Fund to fight AIDS, Tuberculosis and Malaria (Global Fund), bi-lateral and multi-lateral donors and others. The grants received from the Global Fund come already designated for specific activities negotiated between the Eswatini Country Coordinating Mechanism and the Global Fund. NERCHA does not have any discretion on the use of these funds except to comply with the approved budget lines and coordinate the timely implementation of activities. NERCHA only have discretion on the budget

allocation from Eswatini Government but within the confines of the NERCHA mandate and budget approved by the NERCHA Council and submitted to PEU.

11.5.2 Overall Financial Performance

The overall expenditure for the period amounted to E218.8m against a budget of E362.5m. This is mainly due to the delayed delivery of goods and construction of the oxygen and waste treatment infrastructure funded through Global Fund grants. Table 1 below summarizes financial performance for the quarter and cumulatively. Below are highlights on grant income received during the quarter:

- a. Grant income received during this period amount to E262m against expected grants of E394m and E202m of these was from the Global Fund to fight AIDS, Tuberculosis and Malaria.
- b. NERCHA's Operations costs, which are predominantly for coordinating the response and managing grants received from the Global Fund, were 18% lower than budget at the end of the period. Global Fund allocates the necessary funds for managing grants such that these do not burden the NERCHA subvention from Government.
- c. Program expenses trail budget by 43% largely due to the pending implementation of the Oxygen Plants at Central Medical Stores, Liquid Oxygen Tank at Mbabane Government Hospital and Medical and Health Waste Treatment Plant for treating medical waste generated in health facilities as alluded to above.

Table 8: Overall Financial Performance at 31st December 2024

Expenditure	Cumulative April 2024 - December 2024 (Emalangen)		
	Actual	Budget	Variance %
Income:			
Cash Balance B/F	178,380,470	178,380,470	
Grant Income Received	262,252,726	393,879,673	-33%
Interest Received	9,205,660	-	100%
Other Income	837,681	-	100%
Foreign Exchange Gain/(loss)	493,818	-	100%

Total Income	451,170,355	572,260,143	-21%
Admin Expenses:			
Staff Expenses	23,819,130	25,239,417	6%
Other Op. Costs	10,323,098	10,467,350	1%
Total NERCHA Office Expenses	34,142,228	35,706,767	4%
Project Expenses:			
HIV and AIDS	118,006,404	51,034,290	-131%
COVID-19	25,785,257	234,944,393	89%
Health Systems	1,543,358	2,413,197	36%
Malaria	6,801,293	13,292,159	49%
Tuberculosis	32,611,298	25,163,386	-30%
Total Project Expenses	184,747,611	326,847,426	43%
Total Absorbed	218,889,839	362,554,193	40%
Deferred to next period	232,280,516	209,705,950	

11.5.3 Grant Income

Grant income received during this period trailed budget by 33% mainly due to delayed delivery of goods and implementation of infrastructure to strengthen oxygen availability and treatment of medical waste. As shown on table 2 below NERCHA receives most of its grant income from the Global Fund, and as explained earlier this income comes already designated for specific activities. Below is a brief on the income received during the quarter:

- The disbursement of E24m received from Government of Eswatini includes against the E29m expected hence the 24% negative variance.
- Grant income received from the Global Fund, amounted to E202.5m against expected income of E329.7m. As alluded to above, this was a result of the delayed implementation of the Oxygen and waste management infrastructure.

Table 9: *Grant Income*

Donor	Cumulative April 2024 - December 2024 (Emalangen)		
	Actual	Budget	Variance %
Eswatini Government	22,406,250	29,531,250	-24%
The Global Fund:			
Malaria GC7	8,205,846	15,767,196	-48%
TB/HIV	156,402,742	285,939,098	-45%
TB/HIV GC7	37,957,762	28,012,511	36%

Total Global Fund	202,566,350	329,718,805	-39%
Other Small Grants:			
ICAP	8,049,772	8,049,772	0%
George Town	13,559,940	13,559,940	0%
SADC	2,832,378	181,871	1457%
EGPAF – Aspire	12,838,036	12,838,036	0%
Total Other Small Grants	37,280,125	34,629,618	8%
Total Grants	262,252,726	393,879,673	-33%

11.5.4 NERCHA Administration Expenses

Overall, NERCHA Administration Expenses for the period closed the period 18% better than budget as shown on table 3 below.

Table 10: Administration Expenses

	Cumulative April 2024 - December 2024 (Emalangen)		
Expenditure	Actual	Budget	Var.%
Staff Costs	23,819,130	29,877,792	20%
Premises Costs	1,413,599	1,495,732	5%
Equipment Costs	619,405	734,552	16%
Professional Fees	2,540,900	3,656,443	31%
Council Fees	583,993	744,137	22%
Other Operational Costs	4,983,759	4,793,714	-4%
Coordination	201,513	487,500	59%
Total Grants	34,162,299	41,789,870	18%

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i. Staff Costs

20% variance resulted from delays in recruiting critical management positions. The pause was necessary due to the deployment of NERCHA's executive management to the Ministry of Health. Note that, the National Executive Director position remained vacant until July 2025, along with two director roles and the HIV Prevention Manager position.

ii. Equipment Costs

The 16% variance compared to the budget is attributed to delays in finalizing a maintenance agreement for air conditioners.

iii. Professional Fees

This budget line encompassed tender expenses for Global Fund grant-related procurements. Spending was affected by sourcing from the Global Fund's pooled procurement mechanism (WAMBO). Additionally there were fewer internal audit reviews were conducted than initially anticipated in the budget.

iv. Council Expenses

There were fewer governance meetings and a few Council members than budgeted hence spending was 22% below budget.

v. Coordination

Coordination activities planned in the budget were disturbed by the deployment of executive management to the Ministry of Health hence the underspending.

11.5.5 Programmatic Financial Performance

Program expenses were affected by delays in implementing oxygen and waste management treatment infrastructure projects funded by the Global Fund. As detailed in Table 4 below, these initiatives fall under the COVID-19 budget line, which the Global Fund has approved for extension to epidemic preparedness. At time of this report's preparation, these projects were ongoing.

In addition to these two projects, there were delays in the delivery of health equipment, ambulances, waste management trucks, delivery trucks for Central

Medical Stores, and program vehicles. These ds were caused by extended clearing requirements from local regulators.

Table 11: Programmatic Expenses

Expenditure	Cumulative April 2024 - December 2024 (Emalangeni)		
	Actual	Budget	Variance %
Prevention	35,465,014	15,809,784	-124%
Treatment and Support	60,222,137	10,126,464	-495%
Sector Administration	1,037,539	2,400,000	57%
Monitoring and Evaluation	5,626,579	4,194,564	-34%
Regional Coordination	793,577	1,065,230	26%
Information Centre	429,505	243,753	-76%
Communication & Advocacy	28,850	75,000	62%
Supply Chain- RSSH	8,724,767	11,075,858	21%
Medicines Regulatory	108,067	112,076	4%
CMIS/HMIS	13,043	446,891	97%
Young Heroes	1,424,861	1,125,000	0%
Total HIV/AIDS Expenses	113,873,939	46,674,621	-144%
COVID-19	25,785,257	234,944,393	89%
Health System Strengthening	1,543,358	2,413,197	36%
Malaria	6,801,293	13,292,159	49%
Tuberculosis	35,348,216	25,163,386	-40%
Total Non-HIV/AIDS Expenses	69,478,124	275,813,136	75%
Total Program Expenses	183,352,064	322,487,756	43%

11.5.6 Capital Expenditure

The utilization of the capital budget is within budget at the end of the quarter.

Table 13: Capital Expenses as of 31st December 2024

Asset Category	Actual Expenditure	Budget (Emalangen i)	Variance (Emalangen i)
Land and Buildings @ cost	167,481	3,035,817	2,868,336
Motor Vehicle	-	500,000	500,000
Computer Equipment	177,890	400,000	222,110
Office equipment	41,622	-	-41,622
Furniture and Fittings	-	100,000	100,000
Digital Document Management System	-	750,000	750,000
Total Fixed Assets	386,992	4,785,817	4,398,825

11.5.6.7 Challenges and Mitigation plan

Apart from issues around low staff morale there were no major challenges during the quarter.

11.5.6.8 Conclusion

NERCHA made significant strides in achieving objectives and delivering planned activities of 2024/2025. Continued efforts and strategic planning are essential to sustaining progress and achieving long-term goals in the fight against HIV and AIDS. NERCHA's priorities for the next quarter have been highlighted. Through continued dedication and collaborative efforts, NERCHA aims to accelerate the national response to HIV and AIDS and move closer to achieving our long-term goals of an AIDS-free Eswatini by 2030.

12.0 COUNTRY COORDINATING MECHANISM

12.1 Introduction

Eswatini Global Fund Country Coordinating Mechanism (CCM) is a multi-sectoral governance body responsible for mobilization of resources from the Global Fund (GF) to fight HIV, Malaria and Tuberculosis.

12.2 CCM Planned Activities

12.2.1 CCM Rebranding

Following guidance from the Global Fund and CCM All to rebrand the organization, a team of Consultants were engaged to rebrand CCM. The result was a new logo and brand book for CCM. The new brand was unveiled during the CCM all meeting. The office has since invested in designing new promotional material with the new logo. A rebranding of the CCM Secretariat office was also undertaken.

12.2.2 Media Orientation

As part of its visibility strategy for the year, the CCM organized a media orientation session to enhance understanding of its objectives, composition, and the funding the country has received. The session provided insights on projects funded by the Global Fund and the oversight processes that ensure compliance and effective utilization of funds. The aim was to promote transparency, accountability, and improved engagement of stakeholders. Nine media houses attended the session, which included a question-and-answer session providing a deeper understanding of the work of the CCM and the collaborative efforts of all relevant stakeholders in-country during grant implementation.

12.2.3 Corporate Governance Training

The CCM organised and conducted a corporate governance training for all CCM committees (ExCom, Oversight, and Ethics & Governance Committee). The workshop introduced all CCM members to corporate governance principles and good practices, drawing from different models and experiences. Governance challenges and how to deal with them were outlined, giving strong collective footing for the CCM.

12.2.4 Development of the CCM Board Charter

After the CCM External Audit conducted by Kobla Quashie and Associates in 2023/2024, it was found that there was no board charter for the CCM. As a result, a local consultant was hired to facilitate the development of the CCM board charter. CCM committees were engaged in the development of the CCM board charter. The board charter was validated by all CCM committees.

12.2.5 Grant Coordination

The CCM developed and presented a Position Paper advocating for grant coordination within the Ministry of Health, highlighting inefficiencies caused by duplication of efforts and lack of coordination of resources in the health sector. A grant coordination planning meeting was held on the 14th November 2024, attended by The MoH PS, MoPS PS, Partners including USAID/PEPFAR, World Bank, UN, EU, CHAI, GU, ICAP, etc. The meeting agreed that donor coordination is a core responsibility of the government, but some partners felt the CCM should be assigned this role by the MoH. The PS MoH announced an order from Cabinet to improve grant coordination, and the MoH requested monthly grant coordination meetings with partners, which will then be held quarterly once the structure stabilizes.

12.2.6 CCM End of Year Meeting

The CCM held its end of year meeting on the 4th – 6th December 2024 at Peak Piggs Hotel. During the 3-day meeting, CCM members underwent training from Global Fund iLearn. The CCM membership reviewed grant performance for the year, where the PRs presented their final reports for GC6 and plans for GC7 implementation. Members also reviewed and endorsed the CCM Secretariat annual report for year 2 and budget for year 3.

12.2.7 Global Fund Grant Implementation

The Office of the Inspector General (OIG) conducted an audit of Eswatini's Global Fund grants, to establish their adequacy and effectiveness, assessing governance, risk management, and controls. The CCM Secretariat assisted the team by facilitating all meetings with relevant stakeholders, including the Principal Recipients, civil society organizations, sub-recipients, and high-level government officials. The report highlighted the Country's strengths, and also identified a few gaps that needed to be addressed.

12.2.8 Oversight Site Visits

The CCM has an Oversight Committee responsible for overseeing the implementation of Global Fund grants in Eswatini. The committee conducted site visits to observe investments funded by the Global Fund. These visits aimed to assess the operational status of Global Fund-funded initiatives, track progress towards achieving their objectives, and identify potential obstacles to their performance and sustainability.

12.2.9 The Mbabane Government Laboratory, Malaria Insectary, and Lubombo Referral Visit

The Oversight Committee conducted visits to three laboratory facilities in Eswatini. The committee visited the Mbabane Government Hospital, where they inspected the Hospital's main laboratory. They proceeded to the National Malaria Programme Insectary at Siphofaneni, and finally the Lubombo Referral Hospital Laboratory in Siteki. These visits were crucial in assessing the effectiveness and efficiency of these Laboratories, identifying and resolving bottlenecks that hinder their functionality. A report was issued on the visit, and recommendations were provided.

12.2.7.1 Life Skills Education Site Visit

The Oversight Committee (OC) conducted a quarterly site visit to assess the implementation of Life Skills Education in schools, a collaboration between CANGO and the Ministry of Education and Training (MoET). The visit aimed to assess the program's national reach, best practices, areas for improvement, challenges, and sustainability. The OC met with MoET management and St. Marks High School. A site visit report with recommendations was issued by the OC.

12.2.7.2 The Health Management Information Systems (HMIS) Program Visit)

The CCM Oversight Committee conducted a site visit to familiarize themselves with the Health Management Information Systems (HMIS) Department in the Ministry of Health. The visit aimed to identify areas for assistance and understand the holistic mechanisms of the Health Information Systems landscape in the country.

12.3 Reprogramming Requests

The CCM and PRs initiated a reprogramming request for GC6 savings, after having an amount of \$18 million in unutilized funds at the end of year 2 of grant implementation. The reprogramming request included over 50 activities, but only 32 were approved, resulting in a \$12 million variance. PR NERCHA reported \$2 million commitments, leaving \$10 million unutilized at conclusion of the reprogramming.

12.3.1 PR and CSO Engagement

A meeting between Principal Recipient (PR) CANGO and civil society organizations (CSOs) in response to the discontentment among civil society organizations following CANGO's decision to automatically transition from GC6 to GC7 with the same sub-recipients (SRs). During the meeting, CANGO explained its decision, stating that it was based on the Global Fund's approach to program continuation. The CCM also clarified the implications of program continuation. Additionally, CANGO expressed their intention to seek local CSOs to implement for them at the local level through Activity Based Contracting (ABC) in GC7. CSOs were given the draft framework to review and provide input before the recruitment process began.

The meeting served as a platform for dialogue and transparency between PR CANGO and CSOs, allowing for a better understanding of the decision-making process and the plans for engaging local CSOs in the implementation of the GC7 grant.

12.3.2 Oversight Dashboard

The CCM has developed Terms of Reference (TORs) for a consultant to design and develop an Oversight dashboard. This dashboard will enable easier and more comprehensive reporting of grant performance, tracking programmatic and financial performance quarterly, and monitoring risks, co-financing commitments, health product management, TRP issues, management actions, and meeting action points. An advert was run on local media for a Consultant to develop the dashboard. A total of 25 applications had been received by the 15th November 2024 deadline. The CCM is currently setting up a task team to recruit and supervise the Consultant, whose work is expected to be complete by March 2025.

12.3 CCM Constituency Engagement – Pre & Post Meetings

CCM constituencies held pre-engagement and post-engagement meetings during the reporting period. The pre-engagement meetings provided an opportunity for constituencies to contribute towards grant implementation and oversight, whilst post-engagement meetings provide feedback to constituencies on CCM activities. People Living with or Affected by the Diseases and Key Affected Populations successfully held all required meetings.

All planned statutory meetings, including the Oversight Committee, Executive Committee, and CCM All meetings, were successfully held during the reporting period. These meetings gather inputs, contributions, and insights on grant performance, community leadership, and validated CCM's performance. The minutes are uploaded to the Global Fund Portal for the Integrated Performance Framework.

Calendar for CCM Meetings 2024/25

GRANTS PROGRESS UPDATES

Description of Quarter	PR's Submission to CCM Secretariat	Oversight Committee (OC) Meeting	Executive Committee (ExCom) Meeting	CCM Approval Meeting
Ending 31/12/23	Feb 08, 2024	15 Feb 2024 09:00-11:00am	22 Feb 2024 09:00-12:30	29 Feb 2024 09:00-13:00
Ending 31/03/24	May 02, 2024	09 May 2024 09:00-11:00am	16 May 2024 09:00-12:30	22 May 2024 09:00-13:00
Ending 30/06/24	Aug 01, 2024	08 Aug 2024 09:00-11:00am	15 Aug 2024 09:00-12:30	22 Aug 2024 09:00-13:00
Ending 30/09/24	Nov 07 2024	14 Nov 2024 09:00-11:00am	21 Nov 2024 09:00-12:30	28 Nov 2024 09:00-13:00
Ending 31/12/24	Feb 06, 2025	13 Feb 2025 09:00-11:00am	20 Feb 2025 09:00-12:30	27 Feb 2025 09:00-13:00

12.4 The Evolution Project

The Global Fund supported CCM Eswatini by providing consultancy support on two pillars; Engagement and Positioning, to ensure the proper functioning of the organization. It was observed that there was poor engagement among the CCM constituencies, and the positioning of the CCM needed improvement for effective functioning. The consultants completed their assignments, which significantly improved the CCM functioning. The consultants submitted their reports to the CCM and the reports were also shared with CCM HUB and the Global Fund.

12.5 Engagement Activities

12.6.1 Training of Constituency Members

The CCM organized a refresher course for civil society members in CCM constituencies. This was done in response to the consultant's recommendations to train constituency members and enhance their skills in using reporting tools for recording minutes during their pre- and post-meetings. The tools include the meeting minutes template, the constituency work plan template, and the issues log tool. Additionally, they received training on creating work plans, leading to constituencies having appropriate work plans.

12.6.2 Engagement tools

After the training, the consultant developed the standard operating procedures for the constituencies. These procedures act as guidelines for elections and for managing pre- and post-meetings for the constituencies. The guidelines have been shared with all groups, and training from CCM has been provided to everyone.

12.8 COVID-19 Response Mechanism Activities

The Global Fund had availed a budget under the COVID-19 Response Mechanism to support two engagement activities within the CCM. The first one was to foster meaningful engagement and participation of CSOs in the CCM. The goal was to enhance the capacity of CSOs in grant management post-COVID19 through three interconnected activities: financial literacy training, laptop procurement, and CCM orientation training for CCM membership/CSOs on the Global Fund iLearn platform. Ten (10) laptops were procured and handed over to all CCM CSO constituencies, to enable ease of conducting CCM business. Furthermore, All CCM members underwent the iLearn training course. The financial literacy training will be conducted in the next reporting period.

The second activity is strengthening Community Based Monitoring/ Community Led Monitoring across the grant. This activity will also be conducted in the next reporting period. The deadline for C19RM activities is December 2025.

12.9 Launch of The Global Fund Grant Cycle 7 (GC7)- 2024-2027

The Government of the Kingdom of Eswatini in collaboration with the Global Fund and CCM launched the Global Fund Grant Cycle 7 (GC7) at a high-level launch event held on the 26th of September at Royal Swazi Spa Convention Centre, Ezulwini. The Launch was graced by the Acting Prime Minister, Deputy Prime Minister, Honourable Thuli Dladla, Hon. Minister of Health Mduduzi Matsebula, Hon Acting Minister of Economic Planning Manqoba Khumalo (Commerce Minister), Excellencies Ambassadors, Global Fund Head of Grants Mr Mark Eddington and the GF Country Team, partners, stakeholders and CCM members. This event marked the implementation of the Grant Cycle 7 in the country.

The Global Fund supports Eswatini through three grants for a total allocation of US\$45.36 million in GC7 and an additional US\$ 1.4 million in Matching Funds (HIV prevention for AGYW and sexual partners):

- HIV/TB – IP from 1 October 2024 to 30 September 2027
- SWZ-C-NERCHA: US\$ 33,764,780.00
- SWZ-C-CANGO: US\$ 10,362,657.00
- Malaria – IP from 1 January 2024 to 31 December 2026
- SWZ-M-NERCHA: US\$ 2,632,098

The Grant implementation started on 1 Jan 2024 for the malaria grant while the HIV/TB grants will commence on 1 October 2024. Eswatini has also received a C19RM total award of US\$ 25,459,421 integrated into all three GC6 grants. C19RM funding integrated into the SWZ-C-NERCHA grant has an IP end date of 31 December 2025, while the C19RM funding for SWZ-C-CANGO has a use-by date of 31 December 2024.

12.10 Human Resources

The CCM Secretariat recruited two new staff members in May 2024 in accordance with the Organization structure; Communications Officer and Admin Officer. This brought the number of CCM Secretariat staff to 5 (including Executive Secretary, Finance Officer, and Oversight Officer). The office further engaged Admin Interns at three months' intervals throughout the reporting period.

Three staff members underwent training during the reporting period. The Oversight Officer attended a two-week training course on Financial Management of Donor-

funded projects at the Africa Training Institute (ATI) in Pretoria, South Africa. The training program was aimed at building the Officer’s skills in financial monitoring and reporting in order to enhance his work as an Oversight Officer. The Finance Officer attended a one-week training on PaySpace – the CCM HR/payroll platform in Pretoria, South Africa. The training was hosted by PaySpace and it sought to apprise users on new components of the application. The Executive Secretary underwent a one-week training on Logistics and Supply Chain Management at Imsimbi Training Institute in Johannesburg. The training aimed to enhance the ES’s knowledge and skills on supply chain to cover a gap noted by the external Auditors. The Management Letter identified skills gaps related to procurement, and the short course bridged this gap. The Executive Secretary resigned from the CCM in December, 2024, he cited greener pasture as the reason, currently, there’s an acting Executive Secretary and the recruitment process is underway.

12.11 Challenges and Recommendations

Table 14: CCM Challenges and Mitigation Strategies

Challenge/ bottleneck	Recommendations
<p>Escalating frequency and costs of ad-hoc meetings: CCM Committees and the CCM ALL have been having more meetings than initially planned. This is partly due to GFCT visits (which have increased in frequency, and require debrief meetings), and requirements by the local Positioning and Engagement Consultants to meet CCM members. This has led to over-expenditure on ad-hoc meetings. In 2024 alone, the CCM has met 8 times, as opposed to the budgeted 4 meetings; the CCM Executive Committee has met over 12 times, despite having only 6 meetings being budgeted for in the same period (4 statutory and 2 ad-hoc)</p>	<p>The CCM can limit GF debrief meetings, ExCom meetings, and other ad-hoc meetings to virtual platforms (Zoom), which are less costly than physical meetings.</p>

<p>Some constituencies not honouring pre-post engagement meetings: The Government constituency, Academia and private sector are not engaging their constituencies optimally to contribute to successful grant implementation and oversight. This means most CCM resolutions that have to be executed by these constituencies lag behind, particularly for Government.</p>	<p>The CCM ExCom needs to be encouraged to promote and instill a culture of engagement within and amongst CCM constituencies.</p>
<p>Weak Co-financing tracking mechanisms: The CCM still struggles to track and report on Government co-financing commitments to the GF. Even though a co-financing task team was set up, it has not yet yielded results as per its ToRs.</p>	<p>There must be renewed commitment from within the high-level structures at MoH to activate the task team, and the CCM Secretariat can be allocated a budget to organize and fund these meetings. The task team currently has no budget.</p>
<p>Lack of Government commitment in grant coordination: A number of bottlenecks identified in grant implementation emanate from poor coordination of grant funding in Eswatini. Despite incessant lobbying by the CCM and partners for improved grant coordination within the Ministry of Health, there has been minimal action taken by the MoH.</p>	<p>The MoH should fast-track the development of a grant coordination platform within the health financing landscape in the country.</p>
<p>Budgetary constraints: The CCM Office budget allocation from the Prime Minister's Office has been stagnant for the past 6 years, despite the growing mandate of the Office. This renders the budget insufficient to run CCM business. Furthermore, the CCM Office rental costs which were supposed to</p>	<p>The PMO is requested to consider increasing the budget allocation for the CCM by 15% to cater for additional operational costs.</p>

<p>be financed by MoH, are now being paid through the CCM budget, though they were not budgeted for.</p>	
<p>Insufficient Office space: The CCM Office has expanded, with the recent addition of two staff members and an Intern. Furthermore, the office’s current location is not conducive for parking and for holding quiet meetings as it is located in a busy retail center.</p>	<p>The CCM should be supported with a budget to relocate its offices to a more conducive location.</p>

12.13 CCM Funding

12.12.1 Introduction

CCM Secretariat receives funding from Global Fund and Eswatini Government.

- a) CCM Secretariat Financial year is 01 April to 31 March.
- b) Eswatini Government Financial year is 01 April to 31 March.
- c) Global Fund grant year is 01 December to 30 November.

12.14 Global Fund CCM Funding Details

a) **GF CCM Funding Total Budget for SWZ-CFUND-2207 year 2 is \$178,088 (Dec 2023 to Nov 2024).** This is inclusive of \$30,800 VAT refund received from Eswatini Revenue Services.

- Budget for **mainstream annual work plan total \$156,800.** This consists of Human Resources (\$98,000) which now includes Oversight Officer who was previously under Evolution; Meetings related expenses (\$55,200); and Office Administration Costs (\$3,600). **\$148,076 has been received** which is about 94% of the total budget. Only \$8,724 has not been received due to opening balances differences.
- Budget for CCM **Evolution work plan total \$8,000.** This is the balance for Evolution Local Consultancy Fees. The budget for Consultancy fees was received in previous financial year (August 2023).

- Budget allocated for **C19RM work plan total (\$13,288)** is mainly for training KP constituencies on Community Based Monitoring (CBM) data tools and analysis. This budget was received in prior year but has not yet been utilized.

b) GF Expenditure Report (Dec 2023 to Nov 2024)

As at 30 November 2024, expenditure was reported at 95% absorption. This is mainly due to C19RM funds which were not fully utilized.

Table 15: Budget

BUDGET ACTIVITY	BUDGET AMOUNT (\$)	EXPENDITURE (\$)	ABSORPTION RATE	REASONS FOR VARIANCE
Meetings and members' reimbursements	55,200	54,101	98%	This is within budget due to VAT refund received which was used for this budget line.
Professional Services - Evolution	8,000	8,420	105%	The 5% over expenditure is within acceptable level.
Office Admin Costs	3,600	4,033	112%	The 12% over expenditure is due to legal fees which were not budgeted for.
Human Resources	98,000	99,245	101%	This is within acceptable level.
C19RM	13,288	4,859	36%	CSO training will be conducted next FY. Only laptops for CSOs were procured this FY.
TOTAL	178,088	170,658	95%	Overall expenditure is within acceptable level.

**Expenditure report for the new Global Fund financial year starting 01
December 2024 to 31 December 2024, spending is as follows:**

Table 16: Expenditure Report

DETAILS	ANNUAL BUDGET	DEC'24 BUDGET	DEC'24 EXPENSES	ABSORPTION RATE	REASONS FOR VARIANCE
Meetings and members' reimbursements	33,801	2,817	10,302	365%	Expenses include Q4 CCM All retreat and ExCom meetings.
Office Admin Costs	3,600	300	518	172%	All communication costs were charged under GF this month.
Human Resources	123,494	10,291	9,784	95%	This is within acceptable level.
C19RM	8,429	702	-	0%	CSOs training will be conducted next quarter.
TOTAL	169,324	14,110	20,604	146%	Spending will be monitored to avoid over spending in following months.

NOTE:

The year 3 budget for Secretariat Office has not yet been approved by GF. Expenditure verification for year 2 is yet to be conducted by LFA.

12.15 Government CCM Funding Details

- a) Approved budget for year 2024/2025 is **E6,603,640**. We received the full disbursement from government for the period up to 31 December 2024.
- b) Expenditure as at 31 December 2024 is reported at 103%. Refer to breakdown in the expenditure report below.
- c) Expenditures are reported on cash basis.
- d) The financial statements for FY 2024 were audited and the entity received an unqualified audit opinion.
- e) CCM submitted budget request of **E6,603,640** for FY2025/2026.

Expenditure Report – Government Funding (APR-DEC 2024)

Table 17: Expenditure Budget Report

BUDGET ACTIVITY	ANNUAL BUDGET (E)	YEAR TO DATE EXPENDITURE	YEAR TO DATE ABSORPTION RATE	REASONS FOR VARIANCE
Meetings and members' reimbursements	2,000,640	1,636,759	82%	This is within acceptable level
Office Admin Costs	846,740	1,142,843	135%	Expenditure includes office rent which was not budgeted for as it was under co-financing from MOH.
Capital Expenditure	220,000	220,913	100%	There is no variance
Motor Vehicle Expenses	200,360	197,602	99%	This is within acceptable level
Professional Services	215,000	210,194	98%	This is within acceptable level
Human Resources	2,305,900	2,144,304	93%	This is within acceptable level
Staff Training/Team Building	315,000	312,364	99%	This is within acceptable level
Other Travels	500,000	493,864	99%	This is within acceptable level
TOTAL	6,603,640	6,358,843	96%	Overall spending is within budget

13.0 RECURRENT BUDGET FOR THE PRIVATE AND CABINET OFFICE FOR THE PERIOD UNDER REVIEW (OCTOBER - DECEMBER 2024)

The Ministry's recurrent budget for the financial year 2024/2025 is E 89,644,681.90 and E 71,978,695.00 has been released to date.

Item	Annual budget	Released Budget + Reallocations	Actual Expenditure	Commitments	Variance	%
00 CTA Charges	2,931,208.80	2,523,193.00	1,723,927.46	105,000.00	694,265.54	27.52
01 Personnel Costs	15,460,046.10	11,906,774.00	14,509,046.45	-	(2,602,272.45)	-21.86
02 Travel & Communications	3,624,296.00	4,859,691.00	2,408,074.93	1,869,974.86	581,641.21	11.97
04 Professional Services	3,660,431.00	7,434,768.00	1,231,045.32	5,341,042.57	862,680.11	11.60
06 Consumables	12,140,060.00	4,920,289.00	3,864,671.91	411,127.88	644,489.21	13.10
07 Durables	5,850,000.00	5,850,000.00	348,496.95	4,957,103.83	544,399.22	9.31
10 Internal Grants	45,978,640.00	34,483,980.00	34,483,980.00	-	-	0.00
Total	89,644,681.90	71,978,695.00	58,569,243.02	12,684,249.14	725,202.84	

13.1 EXPLANATORY NOTES FOR THE 3RDQUARTER REPORT FOR - 2024/25

ITEM 00 CTA VEHICLE CHARGES

The under expenditure of 27.52% is caused by the delay of Ministry of Public Works and Transport to process adjustment vouchers for maintenance of vehicles and that CTA Charges are two months behind.

ITEM 01 PERSONNEL COSTS

Projection shows an over expenditure of 21.86 %. The over expenditure was caused by the implementation of circular no. 2 of 2025/2025 (4% Cost of Living Adjustment). A supplementary budget request has been made.

ITEM 02 TRAVEL AND COMMUNICATION

There is a 11.97 % under expenditure in this item. Payments are still being processed.

ITEM 04 PROFESSIONAL SERVICES

There is an under expenditure of 11.60% in this item. Funds are still going to be used for payment of Cabinet retreat and Programme of Action hospitality.

ITEM 06 CONSUMABLES

The projection shows an under expenditure of 13.10 %. Payments are still being processed.

ITEM 07 DURABLES

Procurement is in process.