



MINISTRY OF PUBLIC SERVICE



ANNUAL PERFORMANCE REPORT 2024/25

'Creating value through a Culture of Public Service Excellence'



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FOREWORD

MADAM PRESIDENT

MR. SPEAKER

It gives me great pleasure to submit the Financial Year 2024/25 Annual Performance Report for the Ministry of Public Service.

The Ministry of Public Service continues to work tirelessly towards fulfilling its mandate in line with its mission statement, which is to provide an enabling environment that facilitates efficiency and effectiveness in the provision of public services to meet the diverse needs of the people of the Kingdom of Eswatini. This necessitated the realignment of the Ministerial Statement, Vision, Mission Statement, Core Values, and also crafted SMART Objectives to be in line with the expectations of emaSwati, as alluded to at Sibaya last year, the Government of Eswatini's Programme of Action and the National Development Plan.

The Salary Review Exercise for the public service that was launched in July of 2024 is still on track and the Consultant will finalise it within the agreed to timelines. This is the Government's bid to ensure equitable and comparatively fair compensation in terms of improved terms and conditions of service for public servants.

At Sibaya in 2023, emaSwati raised serious concerns about public service delivery that they said was substandard. In its endeavour to address these concerns and improve Service Delivery, the Ministry continues with the implementation of the Performance Management System (PMS) as a means of improving the performance of individual Officers in the public service. The implementation of the PMS has started with the Executive Management Level, and was followed by the Middle Management Level. Once the managerial levels have been completed, the implementation process will then be cascaded down to the rest of the civil service.

BONGANI NZIMA
ACTING MINISTER FOR PUBLIC SERVICE



LIST OF ACRONYMS

AAPAM	–	African Association of Public Administration and Management
CSC	–	Civil Service Commission
EIMPA	–	Eswatini Institute of Management and Public Administration
ESAMI	–	Eastern and Southern African Management Institute
HRD	–	Human Resource Development
HRM	–	Human Resource Management
IDM	–	Institute of Development Management
MSD	–	Management Service Division
PSHACC	–	Public Sector HIV/AIDS Coordinating Committee
PSMP	–	Public Sector Management Programme
PSPF	–	Public Service Pensions Fund
SODV	–	Sexual Offences and Domestic Violence
WDMS	–	Wellness Disease Management Standard

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EXECUTIVE SUMMARY

The 2024/25 Financial Year's Annual Performance Report, as a norm, reflects the Ministry's Ministerial Statement, Vision, Mission, Values, Objectives, Portfolio Responsibilities, and Overall Performance of all Departments and Units for the period from the 1st of April to the 31st of December, 2024 and/or 31st of January, 2025.

The contents and activities covered in this Report are based on effective Legal Frameworks, Policies, Systems, and Structures that are a pre-requisite for an effective Public Service. For easy reading, the layout of the Report outlines the performance of each Department/Unit. The Report is in four (4) categories: *Activities, Achievements, Challenges as well as Future Plans*.

Even though Establishment Circular No. 3 of 2018 was withdrawn and replaced by Establishment Circular No. 3 of 2023 entitled *Hiring and Promotion of Public Servants*, the Ministry continues with efforts to manage the Wage Bill by implementing cost saving initiatives. This has been done by encouraging Ministries and Departments to maximise the use of the available human resource in ensuring uninterrupted service delivery, through implementing the recommendations of the Management Audit Reports.

The Ministry of Public Service was allocated an Annual Budget of **two hundred and thirty-eight million four hundred and thirteen thousand one hundred and eighty-two Emalangen** (E238,413,182.00) for the Financial Year 2024/25 of which **two hundred and thirty-one million eight hundred and fifty-six thousand and ninety Emalangen** (E231,856,090.00) had been released by the end of January 2025, and expenditure accumulation (actual & committed expenditure) was **two hundred and twenty-one million and eighty thousand and two Emalangen** (E221,080,002.00).



1. MINISTERIAL STATEMENT

The Ministry of Public Service is committed to set direction, engage, and facilitate the delivery of results to the people of the Kingdom of Eswatini.

2. VISION

To be a leading agent of transformation that promotes service excellence in the public service.

3. MISSION STATEMENT

To provide an enabling environment that facilitates efficiency and effectiveness in the provision of public services to meet the diverse needs of the people of Eswatini.

4. VALUES

Are founded on the following qualities:

** Accountability*

** Excellence*

** Innovation*

** Integrity*

** Buntfu*

** Patriotism*

** Professionalism*

** Responsiveness*

5. SMART OBJECTIVES

The Ministry has four (4) SMART Objectives whose achievements and challenges are outlined in the Report. The four (4) SMART Objectives are: -

5.1 To create an enabling environment for public service excellence;

5.2 To strengthen the human resource management function;

*5.3 To ensure an effective and efficient public management anchored on service excellence;
and*

5.4 To continuously professionalize, upskill and manage talent in the public service.



6. DEPARTMENTS AND UNITS

To discharge its Vision and Mission, the Ministry is divided into the following Departments and Units:

- Civil Service Commission;
- Eswatini Institute of Management and Public Administration (EIMPA);
- Housing Unit;
- Human Resource Development;
- Management Services Division;
- Public Sector HIV/AIDS Coordinating Committee (PSHACC);
- Staffing Requirement and Complement Control;
- Terms and Conditions of Service;
- Accounts - Financial Report; and
- Public Service Pensions Fund (PSPF).

6.1 THE CIVIL SERVICE COMMISSION

6.1.1 Background and Legal Framework

The Civil Service Commission (CSC) was established and constituted in terms of Part 1, Section 173 and Part 2, Section 186 of Chapter X of the 2005 Constitution of the Kingdom of Eswatini. The two (2) sections provide for the establishment and membership of the Civil Service Commission. Section 172 of Part 1 of Chapter X provides for the general administration of the Public Service through Service Commissions. Sections 174, 175, 176 & 187 talk to the disqualification for membership, tenure of office and removal from office, and functions and powers of the Civil Service Commission.

Sections 177, 178, 179, 180, 181, 182, 183, 184 provide for the protection of Members, independence of the Service Commission, privilege of communication, oath of office, limitations on the delegation of functions, legal representation, setting up of a Secretariat and preparation and submission of Annual Reports. This Report covers the period from 1st of April 2024 to 31st of December 2024 projected to 31st of March 2025, being the Annual Performance Report for the Financial Year 2024/2025. The 1st Quarter in this context covers the period from the 1st of April to the 30th of June 2024, with the 2nd Quarter covering the period from the 1st of July to the 30th of September 2024, the 3rd Quarter covers the period from the 1st of October to 31st of December 2024, and the 4th and last Quarter covers the period from the 1st of January to the 31st of March 2025.



6.1.2 Vision Statement

“To be a Civil Service Commission that is an epitome of excellence in the Public Service of Eswatini”

6.1.3 Mission Statement

“Ensuring Independence, Impartiality, High Standards of Professionalism and Attracting Relevant and High Performing Staff for the Civil Service”

6.1.4 Guiding Values

- ❖ **Professionalism**
- ❖ **Service Excellence**
- ❖ **Integrity**
- ❖ **Innovation**
- ❖ **Inclusivity**
- ❖ **Confidentiality**
- ❖ **Teamwork**

6.1.5 Objectives

The main objective of Civil Service Commission (CSC) is to contribute to the National Development Goals by ensuring that the Civil Service is adequately and appropriately staffed through a transparent and meritorious system that enforces discipline across the entire Public Service. The ultimate aim is to have an ethical Civil Service staffed by the right calibre and fit for purpose professionals with the appropriate skills for the attainment of Public Service Excellence in line with the aforementioned Vision, Mission and Values. This will ensure a Public Service that is a strong pillar for creating a conducive environment for all sectors to flourish for the advancement of the National Development Agenda and attainment of nation building and improved welfare of all eMaSwati.

6.1.6 Functions of the Civil Service Commission

The functions of the Civil Service Commission as stipulated in Sections 186 and 187 of the 2005 Constitution of the Kingdom of Eswatini include Appointments, Acting Appointments, Confirmations, Transfers, Secondments and Desecondments, Promotions, Deployments, Variations, Retirements, Discipline, Suspensions, Reinstatements, Dismissals and Termination of Appointments.

6.1.7 Guiding Principles for the Civil Service Commission

The operations of the Commission are underpinned on professionalism, transparency, merit, efficiency, fairness, mutual engagement, collaboration and respect.



6.1.8 Activities of the Civil Service Commission

On a daily basis, the Civil Service Commission performs the following activities:

- Probationary Appointments;
- Secondments;
- Desecondments;
- Deployments;
- Temporary Appointments;
- New Contracts/Renewals;
- Confirmations;
- Transfers;
- Variations;
- Acting Paid Appointments;
- Suspensions and Reinstatements;
- Discipline;
- Dismissals;
- Different Forms of Retirements; and
- Promotions.

6.1.8.1 Probationary Appointments

Vacant Posts in the Public Service are advertised through newspapers and the Commission has continued to interview candidates jointly with client Ministries and/or Departments in an effort to shorten the process of filling vacant posts. Some Ministries and/or Departments are made to conduct preliminary shortlisting and job-related tests to applicants under close monitoring from the Commission because of the technical nature of the jobs, and this happens prior to the main interview with the Commission. Some posts are advertised internally, that is, within the Ministries and/or Departments where only serving Officers within the Public Service have the privilege to apply. Vacancies are also advertised in the Government website. This is done within the confines of the need for a sustainable Wage Bill and attainment of Excellence in Service Delivery.

There were a total of *two hundred and eight (208) probationary appointments* made during this period under review. Of those, twenty-nine (29) occurred in the First Quarter, forty-five (45) were in the Second Quarter, and one hundred and thirty-four (134) in the Third Quarter.

Tabulation and Disaggregation of the Probationary Appointments according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Natural Resources & Energy	1	3	4	8
Auditor General's Office	-	12	8	20
Royal Eswatini Police Service	1	-	-	1
His Majesty's Correctional Services	1	1	-	2
Justice & Constitutional Affairs	-	8	-	8
Commerce, Industry & Trade	2	-	-	2
Health	-	18	78	96
Home Affairs	1	-	24	25
Finance	2	-	-	2
Education & Training	1	-	1	2
Housing & Urban Development	-	1	7	8
Tinkhundla Administration & Development	-	1	1	2
Deputy Prime Minister's Office	20	1	8	29
Agriculture	-	-	1	1
Information, Communication & Technology	-		2	2
TOTAL	29	45	134	208

Analysis:

- *For the Office of the Auditor General – Fourteen (14) Assistant Auditors and six (6) Auditors;*
- *Ministry of Health – Sixty-six (66) nursing professionals comprising of Staff Nurses, General Nurses and Nursing Assistants and thirty (30) support staff comprising of Orderlies and Laundress among others;*
- *Ministry of Home Affairs – Twenty (20) Assistant Immigration Officers, one (1) Assistant Civil Registration Officer and four (4) Gate Guards; and*
- *Deputy Prime Minister's Office – Twenty-three (23) Social Welfare Officers, one (1) Children Coordination Officer, one (1) Senior Gender Analyst, One (1) Gender Analyst, two (2) Orderlies and one (1) Housemaid.*

6.1.8.2 Secondments

There were a total of *twenty-three (23) secondments* approved during the period under review with eleven (11) in the 1st Quarter, five (5) in the 2nd Quarter and seven (7) in the 3rd Quarter.



Tabulation and Disaggregation of the Secondments according to Ministries and Departments:

Ministry/Department	1 st Quarter	2 nd Quarter	3 rd Quarter	Total
Natural Resources & Energy	-	1	-	1
Health	8	-	3	11
Economic Planning & Development	-	-	2	2
Justice & Constitutional Affairs	1	1	-	2
Treasury Department	1	2	-	3
Housing & Urban Development	1	-	-	1
Education & Training	-	1	1	2
Royal Eswatini Police Service	-	-	1	1
TOTAL	11	5	7	23

Analysis:

- *Ministry of Health – Eight (8) Staff Nurses seconded to the Fresenius Medical Care at the Mbabane Government Hospital and three (3) professionals from NERCHA and ERS respectively seconded to the Central Medical Stores;*

6.1.8.3 Desecondments

There were a total of *nine (9) desecondments* recorded during this period under review, with three (3) during the 1st Quarter, three (3) in the 2nd Quarter and three (3) in 3rd Quarter.

Tabulation and Disaggregation of the Desecondments according to Ministries and Departments:

Ministry/Department	1 st Quarter	2 nd Quarter	3 rd Quarter	Total
Economic Planning & Development	-	1	1	2
Foreign Affairs & International Cooperation	2	1	-	3
Health	-	1	1	2
Housing & Urban Development	1	-	-	1
Treasury Department	-	-	1	1
TOTAL	3	3	3	9

6.1.8.4 Deployments

There were *twenty-two (22) deployments* recorded during this period under review, with five (5) in the 1st Quarter, five (5) in the 2nd Quarter and twelve (12) in the 3rd Quarter.



Tabulation and Disaggregation of the Deployments according to Ministries and Departments:

Ministry/Department	1 st Quarter	2 nd Quarter	3 rd Quarter	Total
Finance	-	5	11	16
Health	1	-	1	2
Education & Training	4	-	-	4
TOTAL	5	5	12	22

Analysis:

- *Ministry of Finance – Officers deployed to the Integrated Financial Management Information System (IFMIS) Project Management Unit.*

6.1.8.5 Temporary Appointments

A total of *five hundred and twenty-two (522) temporary appointments* were approved during the period under review of which two hundred and thirty-five (235) were made in the 1st Quarter, forty-six (46) in the 2nd Quarter, and two hundred and forty-one (241) in the 3rd Quarter.

Tabulation and Disaggregation of Temporary Appointments according to Ministries and Departments:

Ministry/Department	1 st Quarter	2 nd Quarter	3 rd Quarter	Total
Foreign Affairs & International Cooperation	4	1	-	5
Labour & Social Security	132	22	-	154
Education & Training	-	1	-	1
Sports, Culture & Youth Affairs	-	1	-	1
Defence & Security	-	6	-	6
Justice and Constitutional Affairs	5	-	10	15
Natural Resources & Energy	-	3	-	3
Royal Eswatini Police Service	-	12	-	12
Economic Planning & Development	69	-	159	228
Health	21	-	72	93
Home Affairs	2	-	-	2
Prime Minister's Office	2	-	-	2
TOTAL	235	46	241	522



Analysis:

- *Ministry of Labour and Social Security – Extra – Clerical Officers engaged on temporary appointment to assist the Ministry of Labour with the printing and dissemination of the Form 3 aptitude tests and Form 5 self-directed tests for the National Career Expo; and*
- *Ministry of Economic Planning and Development – Extra Clerical field staff for the Eswatini Annual Agricultural Survey and Eswatini Household Income and Expenditure Survey.*

6.1.8.6 Renewal of Contracts

There were a total of *fifteen (15) officers whose contracts were renewed* during the period under review: with the five (5) occurring in the 1st Quarter, two (2) recorded in the 2nd Quarter and eight (8) in the 3rd Quarter.

Tabulation and Disaggregation of the Renewal of Contracts according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Health	3	1	5	9
Deputy Prime Minister's Office	-	1	-	1
Agriculture	1	-	1	2
Royal Eswatini Police Service	1	-	1	2
His Majesty's Correctional Services	-	-	1	1
TOTAL	5	2	8	15

Analysis:

- *Ministry of Health – three (3) Medical Specialist (General Surgeon, Pathologist and Paediatrician), four (4) Medical Officers, one (1) Physiotherapist and one (1) Information Technology Manager.*

6.1.8.7 Confirmations

There were a total of *two hundred and seventy-nine (279) confirmations* recorded during the period under review. There were fourteen (14) in the 1st Quarter, with one hundred and twenty-six (126) in the 2nd Quarter and one hundred and thirty-nine (139) in the 3rd Quarter.

Tabulation and Disaggregation of Confirmations according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Health	4	116	139	259
Judiciary Service Commission	-	10	-	10
Agriculture	2	-	-	2



Tinkhundla Administration & Development	3	-	-	3
Home Affairs	2	-	-	2
Deputy Prime Minister's Office	2	-	-	2
Civil Service Commission	1	-	-	1
TOTAL	14	126	139	279

Analysis:

- *Ministry of Health – ten (10) Medical Officers, two hundred and thirty (230) nursing personnel comprising of Staff Nurses, General Nurses and Nursing Assistants and nineteen (19) support staff.*

6.1.8.8 Transfers

A total of *two hundred and fifty-five (255) transfers* were approved during the period under review: with one hundred and fifty-seven (157) during the 1st Quarter, with thirty-four (34) in the 2nd Quarter and sixty-four (64) in the 3rd Quarter.

Tabulation and Disaggregation of Transfers according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Tinkhundla Administration & Development	7	1	1	9
Health	23	5	10	38
Treasury Department	16	20	35	71
Home Affairs	13	2	4	19
Public Works & Transport	26	1	1	28
Information, Communication & Technology	3	2	2	7
Public Service	6	3	3	12
Auditor General's Office	2		1	3
Justice & Constitutional Affairs	4		-	4
Agriculture	6		1	7
Commerce, Industry & Trade	8		-	8
Labour and Social Security	3		-	3
Foreign Affairs & International Relations	5		2	7
Elections & Boundaries Commission	1		-	1
Education & Training	17		-	17
Housing & Urban Development	3		-	3



Natural Resources & Energy	3		-	3
Defence & National Security	2		-	2
Sports, Culture & Youth Affairs	2			2
Economic Planning & Development	1			1
Tourism & Environmental Affairs	3			3
Deputy Prime Minister's Office	3		4	7
TOTAL	157	34	64	255

6.1.8.9 Variations

A total of *eighteen (18) variations* were approved during the period under review: with three (3) in the 1st Quarter July, eleven (11) in the 2nd Quarter and four (4) in the 3rd Quarter.

Tabulation and Disaggregation of Variations according to Ministries and Departments:

Ministry/Department	1 st Quarter	2 nd Quarter	3 rd Quarter	Total
Royal Eswatini Police Service	-	4	-	4
Justice & Constitutional Affairs		7		7
Auditor General's Office	1			1
Agriculture	1			1
Information, Communication & Technology	1			1
Commerce, Industry & Trade	-		2	2
Education & Training	-		2	2
TOTAL	3	11	4	18

Analysis:

- *Royal Eswatini Police Service – Four (4) Police Officers varied to be Crown Prosecutors after serving articles and passing their Bar Examination with the High Court;*
- *Ministry of Justice and Constitutional Affairs – Nine (9) Crown Prosecutors varied to Crown Counsel.*

6.1.8.10 Acting Paid Appointments

Two hundred and seventy-two (272) requests for Acting Paid Appointments were approved in the 1st Quarter; with one hundred and ninety (190) in the 2nd Quarter; and one hundred and ninety-five (195) in the 3rd Quarter. This resulted in a total number of *six hundred and fifty-seven (657) Acting Paid Appointments* approved during the period under review.



Tabulation and Disaggregation of Acting Paid Appointments according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Auditor General's Office	10	1	10	21
Internal Audit Department	5	3	1	9
Civil Service Commission	9	6	14	29
Treasury Department	3	4	-	7
Justice & Constitutional Affairs	6	1	4	11
Tinkhundla Administration & Development	12	6	3	21
Health	22	9	17	48
Agriculture	5	-	-	5
Commerce, Industry & Trade	6	6	3	15
Home Affairs	2	4	7	13
Public Works & Transport	4	2	1	7
Labour & Social Security	15	17	12	44
Finance	33	27	26	86
Foreign Affairs & International Cooperation	11	10	11	32
Information, Communication & Technology	9	6	11	26
Royal Eswatini Police Service	29	22	19	70
Education & Training	26	21	7	54
Public Service	25	12	10	47
Housing & Urban Development	3	5	3	11
Natural Resources & Energy	11	10	12	33
Sports, Culture & Youth Affairs	1	1	-	2
Economic Planning & Development	12	8	11	31
Prime Minister's Office	7	5	2	14
Deputy Prime Minister's Office	6	4	11	21
TOTAL	272	190	195	657

Analysis and Justifications:

- *Senior officials such as Principal Secretaries, Under Secretaries, Directors and other Heads of Departments among others assigned official duty outside the country triggering consequential acting below them to ensure undisrupted service delivery and operations;*



- *Substantive officers on leave (vocational/annual, sick, compassionate, study among others;*
- *Some positions are acted upon while the recruitment process is on-going because vacant positions have to either be advertised and or filled through internal promotions. All these processes take time for fairness, transparency and quality assurance. For example, an advert must run for at least two weeks; and*
- *During suspension for disciplinary purposes.*

6.1.8.11 Suspensions

There were a total of **fourteen (14) suspensions** recorded during the period under review; with ten (10) in the 1st Quarter, three (3) in the 2nd Quarter and one (1) in the 3rd Quarter.

Tabulation and Disaggregation of Suspensions according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rdQuarter	Total
Housing & Urban Development	-	1	-	1
Home Affairs	3	2	-	5
Natural Resources & Energy	3			3
Finance	3			3
Judiciary	1			1
Tourism & Environmental Affairs	-		1	1
TOTAL	10	3	1	14

Analysis:

- *Ministry of Home Affairs – four (4) Officers for allegations of illicit issuance of Birth Certificates and Identity Documents (IDs);*
- *Ministry of Finance – three (3) Officers for allegations of dishonest act of forgery in contravention of section 49 (g) of the Public Service Act No. 5 of 2018; and*
- *Ministry of Natural Resources & Energy – three (3) Officers for allegations of misconduct in relation to the issuance of clay permit to a certain company.*

Uplifted Suspensions

There were a total of **twenty-four (24) uplifted suspensions** during the period under review. **All these occurred in the First Quarter**; with none occurring in April, twenty-three (23) in May, and only one (1) in June.



Tabulation and Disaggregation of Uplifted Suspensions according to Ministries and Departments:

MINISTRY/DEPARTMENT	APRIL	MAY	JUNE	TOTAL
Health	-	2	-	2
Education & Training	-	3	-	3
Judiciary	-	2	-	2
Agriculture	-	4	-	4
Treasury Department	-	5	1	6
Public Service	-	1	-	1
Labour & Social Security	-	1	-	1
Natural Resources and Energy	-	1	-	1
Tinkhundla Administration & Development	-	1	-	1
Public Works & Transport	-	3	-	3
TOTAL	0	23	1	24

6.1.8.12 Resignations

A total number of *twenty-seven (27) officers resigned* from the Public Service during this reporting period: eleven (11) were in the 1st Quarter, five (5) in the 2nd Quarter and eleven (11) in the 3rd Quarter.

Tabulation and Disaggregation of Resignations according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Health	6	5	6	17
Housing & Urban Development	1	-	-	1
His Majesty's Correctional Services	1	-	-	1
Deputy Prime Ministers Office	1	-	1	2
Natural Resources & Energy	2	-	-	2
Agriculture	-	-	1	1
Prime Minister's Office	-	-	1	1
Economic Planning & Development	-	-	1	1
Sports, Culture and Youth Affairs	-	-	1	1
TOTAL	11	5	11	27



Analysis:

- *Ministry of Health – ten (10) Staff Nurses, one (1) Medical Officer, two (2) General Nurses, one (1) Maintenance Officer and one (1) Psychologist resigned during the period under review.*
- *A worrying observation is the ever increasing numbers of Nurses resigning from the service probably due to greener pastures elsewhere.*

6.1.8.13 Deferred Retirement

There were a total of **eighteen (18) deferred retirements** approved by the Commission during the period under review: with three (3) in the 1st Quarter, eight (8) in the 2nd Quarter, and seven (7) in the 3rd Quarter.

Tabulation and Disaggregation of Deferred Retirements according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Finance	-	1	-	1
Health	1	2	5	8
Royal Eswatini Police Services	1	1	-	2
Public Service	-	1	-	1
Agriculture	-	1	-	1
Tourism & Environmental Affairs	-	1	-	1
Public Works & Transport	-	1	-	1
Labour & Social Security	1	-	-	1
His Majesty's Correctional Services	-	-	1	1
Education & Training	-	-	1	1
TOTAL	3	8	7	18

Analysis:

- *The Ministry of Health had the highest number of deferred retirements at 44% of the total during the period under review.*

6.1.8.14 Early Retirement

There were a total of **twenty (20) early retirements** that were approved during this reporting period: with five (5) in the 1st Quarter, and nine (9) in the 2nd Quarter and six (6) in the 3rd Quarter.



Tabulation and Disaggregation of Early Retirements according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Health	3	2	1	6
Public Works & Transport	-	2	-	2
Education & Training	-	1	2	3
Royal Eswatini Police Service	-	1	-	1
Economic Planning & Development	-	1	-	1
Agriculture	-	1	-	1
Natural Resources & Energy	-	1	1	2
Justice & Constitutional Affairs	1	-	-	1
Treasury Department	1	-	-	1
His Majesty's Correctional Services	-	-	1	1
Foreign Affairs & International Cooperation	-	-	1	1
TOTAL	5	9	6	20

Analysis:

- *Ministry of Health – three (3) Staff Nurses, one (1) Nursing Sister, one (1) Dental Hygienist and one (1) Night-watchman.*

6.1.8.15 Retirement on Medical Grounds

There was only *six (6) Officers who retired on medical grounds* during this reporting period: with one (1) in the 1st Quarter, two (2) in the 2nd Quarter and three (3) in the 3rd Quarter.

Tabulation and Disaggregation of Retirement on Medical Grounds according to Ministries and Departments:

Ministry/Department	1st Quarter	2nd Quarter	3rd Quarter	Total
Justice & Constitutional Affairs	-	1	-	1
Natural Resources & Energy	-	1		1
Health	1		1	2
Agriculture			2	2
TOTAL	1	2	3	6



6.1.8.16 Dismissals

There was only *one (1) dismissal* recorded during the period under review and it occurred during the 2nd Quarter. It was a Messenger from the Eswatini Broadcasting and Information Services in the Ministry of Information, Communication and Technology on a count of misconduct and dishonest.

6.1.8.17 Promotions

There were a total of *three hundred and forty-six (346) promotions* recorded during the period under review: with one hundred and twenty-seven (127) in the 1st Quarter, fifty-four (54) in the 2nd Quarter, and one hundred and sixty-five (165) in the 3rd Quarter.

Tabulation and Disaggregation of Promotions according to Ministries and Departments:

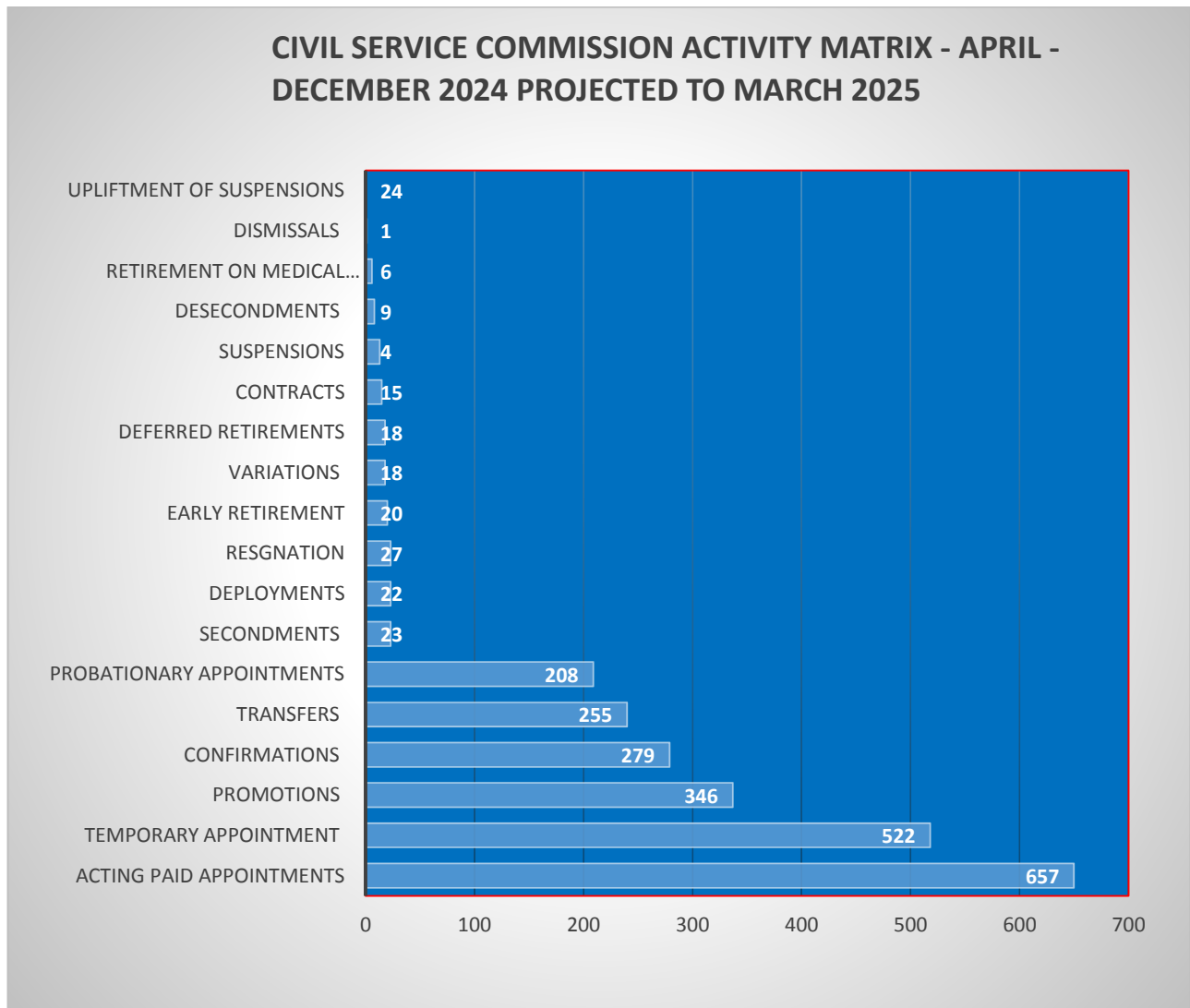
Ministry/Department	1 st Quarter	2 nd Quarter	3 rd Quarter	Total
Auditor General's Office	2	4	-	6
Tinkhundla Administration & Development	5	-	12	17
Internal Audit	2	-	3	5
Justice & Constitutional Affairs	-	7	9	16
Health	14	17	26	57
Agriculture	8	6	1	15
Treasury Department	6	-	-	6
Commerce, Industry & Trade	7	-	-	7
Home Affairs	4	-	-	4
Public Works & Transport	2	-	4	6
Information, Communication & Technology	9	-	8	17
Education & Training	9	1	2	12
Public Service	11	9	-	20
Housing & Urban Development	33	-	100	133
Natural Resources & Energy	2	5	-	7
Finance	1	-	-	1
Economic Planning & Development	3	-	-	3
Tourism & Environmental Affairs	1	-	-	1
Prime Minister's Office	1	2	-	3
Deputy Prime Minister's Office	7	3	-	10
TOTAL	127	54	165	346



Analysis:

- Ministry of Housing and Urban Development – One hundred (100) on accelerated promotion from Trainee Firefighter II to Fire-fighter I after completing the entry training.

6.1.9 Graphic Presentation of Activities Undertaken in the Period under Review



6.2 ESWATINI INSTITUTE OF MANAGEMENT AND PUBLIC ADMINISTRATION (EIMPA)

6.2.1 Introduction

EIMPA’s Mandate is to contribute towards improved performance standards in the delivery of public services. The Institute develops and conducts research-based training programmes and consultancies to respond to identified deficiencies in the public sector, with the aim of improving productivity,

efficiency and effectiveness within the public service. Thus, EIMPA stands ready to advise Government on measures to improve performance through research, training and consultancy.

6.2.2 Vision

To be a leading Management Development Institute (MDI) in the Region, providing relevant performance, management and operational skills for the public sector to enhance efficiency and effectiveness in service delivery, and promote sustainable development.

6.2.3 Mission

To develop individual and institutional capacity of the public service and related organisations to improve public service delivery through performance/skills related training, organisational intervention and research.

6.2.4 Strategic Objectives

The Strategic Objectives are defined in line with EIMPA's core business. The Objectives are:

- To carry out performance related training and development of the Public Service;
- To undertake consulting services and research on Government Policy, Public Administration and Service Delivery;
- To network and partner with other Management Development Institutes and Associations;
- To mobilize resources for EIMPA's programmes and activities; and
- To enable the continuous professional development of EIMPA staff.

6.2.5 Activities

Like all other Management Development Institutes (MDI), the core business of EIMPA revolves around three (3) main activities namely: Training, Research, and Consultancy.

6.2.5.1 Training

The main activities of EIMPA are to provide training and capacity development for Public Servants in-order to ensure a functional Public Service and improved public service delivery.

EIMPA offers the following categories of training: -

- Short-term General Management and Administrative Courses;
- Short-term Accounts and Finance Courses;
- Short-term Occupational Health and Safety Courses;
- Short-term Information and Communication Technology (ICT) Courses; and
- Short-term Tailor-Made (Customer Specific) Courses as requested.



6.2.5.2 Research and Consultancy

Research and Consultancy are undertaken as per the needs of the clients and Government. The Institute establishes formal partnerships with local and international Institutes/Universities to strengthen professional capacity for consultancies, training and other assignments.

6.2.5.3 Summary of Activities undertaken during the Financial Year 2024/25 (1st of April to 31st of December 2024):

ACTIVITIES	ACHIEVEMENTS	CHALLENGES	FUTURE PLANS
A. TRAINING	(No. of Participants)		
1. General Management Department.	328	i) The physical facilities (specifically hostels and refectory) are also constraining factors as they can only accommodate limited numbers at a time;	i) The Institute has embarked on more off-campus training which seems to be paying off in enhancing reach and visibility.
2. Finance and Accounting Department.	715		
3. Information and Communication Technology Department.	733	ii) Much higher numbers could be trained if the Institute's budget allocation for hosting campus trainings could be improved.	ii) The Institute has also embarked on blended learning initiatives.
4. Health, Safety and Ergonomics Department.	105	iii) The computer labs not being fully equipped with current/up-to-date equipment.	
Total	1 881		
B. CONSULTANCY AND RESEARCH	EIMPA Team is working on the following assignments: i) Policy review of the Public Sector HIV & AIDS Coordinating Committee (PSHACC);	i) Lack of partnerships with other institutions and Government Ministries, Departments and Agencies; ii) Attracting and retaining talent; and iii) Inadequate training in the research	To work with more Ministries and/or Departments on Consultancy and Research Assignments.



	ii) Strategic Plan Development for the Ministry of Information, Communication & Technology (Department of Research, Science, Technology and Innovation); iii) The Wellness Committee Policy Review in the Ministry of Public Service; and iv) The Ministry's Strategic Plan.	methodologies and tools.	
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6.2.6 Milestones

- EIMPA received an Award from CISCO Networking Academy for five (5) years of active participation and dedicated service in CISCO Networking Academy; and
- EIMPA has been awarded with a Huawei ICT Academy Partner Programme by Huawei Academy.

6.3 HOUSING UNIT

6.3.1 Function

The responsibility of this Unit is to provide housing and office accommodation for Public Servants and Ministries/Departments, respectively.

6.3.2 Goals

To ensure an effective allocation management system of both houses and offices.

6.3.3 Objectives

To effectively manage the allocation of houses for Public Servants and office accommodation for Ministries and Departments in line with Government Policies.



6.3.4 Houses at the Disposal of the Unit

There are a total of two thousand six hundred and eighty-four (2 684) houses that are at the disposal of the Ministry of Public Service to accommodate Public Servants. That is one thousand one hundred and four (1 104) Government pool houses (excluding Institutional ones) and one thousand five hundred and eighty (1 580) houses that Government has leased from various landlords. The Government is looking at alternative ways of assisting public servants meet their accommodation requirements and/or needs.

6.3.5 Activities of the Unit

ACTIVITIES	ACHIEVEMENTS	CHALLENGES	FUTURE PLANS
A. Providing Residential and Office Accommodation.	The Housing Allocation Committee allocated Government Quarters to sixty-nine (69) Officers from the one thousand seven hundred and one (1 701) requests received.	The Unit continues to receive an increase in the number of requests for houses from various Ministries.	There is a need for Government to look at alternative solutions in the maintenance of Government properties/structures.
B. Swapping Houses and Offices.	The Housing Allocation Committee approved thirty-seven (37) swaps to Officers to meet their various needs from the seventy-one (71) requests received.	There is an increase in the number of Officers seeking alternative accommodation as there is a huge challenge with the maintenance of pool houses.	There is a need for Government to continue to look for alternative solutions with regards to maintenance of pool houses.
C. Lease Agreements Renewals and Processing of Rent Payments.	The Unit has renewed all lease agreements presented to it and payments are up to date.	A total of forty (40) leased houses have been terminated by the Unit for failure of maintenance by the landlords.	The Unit will continue to terminate houses of landlords who fail to maintain their houses.
D. Processing of Housing Allowances for	The Unit processed two hundred and seventy-six (276) Housing Allowance	Ministries delay the submission of the Housing	To ensure that the Claim Forms are correctly filled and submitted on time.



Officers not Occupying Government Quarters.	Claims for all Officers not occupying Government houses.	Allowance Claim Forms which then require time-barred authority.	
E. Issuing of Rental Clearance Certificates for Officers Exiting the Civil Service.	The Unit issued thirty-two (32) Rental Clearance Certificates for Officers who were exiting the Civil Service.	Some Ministries fail to submit personnel files for Rental Clearance for retiring Officers.	To continue to issue Rental Clearance Certificates for all Officers exiting the Civil Service.

6.4 HUMAN RESOURCES DEVELOPMENT DEPARTMENT

6.4.1 Introduction

The Human Resource Development (HRD) Department, also known as the Government In-Service Training Facility, is a Department within the Ministry of Public Service established in 1985 by the Eswatini Government Gazette Legal Notice No. 29 of 1985. Other legal and policy documents that endorse the existence of HRD are the Government General Orders, Government In-Service Training Policy and the Public Service Act No. 5 of 2018.

The Department is mandated to ensure continuous development and availability of relevant skills in the Public Service through In-Service Training and Development. It presupposes that people recruited into the service have the prerequisite skills thus not intended to address weaknesses at recruitment stage but aims to build capacities and close skills gaps created by new operational trends and demands of the public service clientele.

The ultimate aim is to enforce a culture of efficiency, effectiveness and excellence in the delivery of public services while remaining relevant and responsive to the ever-changing needs of the public service clientele. It therefore forms a critical pillar in advancing the Government Strategic frameworks such as the National Developmental Plan and Sustainable Development Goals.

6.4.2 Key Objectives

- To provide continuous professional training and capacity building for public sector employees with the aim of improving performance and achieving national development priorities;



- To develop, review and coordinate the implementation of Government In-Service Training Policy and Guidelines;
- To continuously professionalize, upskill and manage talent in the public service;
- To create awareness on procedures, guidelines, processes and issue authorities on the Government In-Service Training Facility;
- To monitor and evaluate the implementation of the training and development function and its impact thereof; and
- To coordinate and/or publicize Scholarships offers from credible Government Development Partners geared towards enhancing economic development in the country.

6.4.3 Activities

ACTIVITY	ACHIEVEMENTS	CHALLENGES	FUTURE PLANS
1. Review of Government In-Service Training Study Loan Facility with a view to supplement the Budget Allocation for Human Resource Development	<p>i) Desk review of relevant documents and previous reports was conducted on the usage and challenges of the study loan facility.</p> <p>ii) Consultations with relevant Ministries involved in the processing of study loans are on-going to identify gaps and recommendations for improvement.</p>	Increasing demand for long-term training in the public service.	To enable public service employees who are willing to self-sponsor to access study loans towards furthering their studies.
2. Migration from Manual Registry to Electronic Filing System for the Department of Human Resource Development to strengthen information management, planning and decision making.	<p>i) The Ministry of Information, Communication and Technology (ICT) has been formally requested to provide technical assistance for the establishment of an electronic filing system.</p> <p>ii) Consultations have been held with the Ministry of ICT to discuss and agree on modalities of digitalizing the existing manual file registry.</p>	Manual filing compromises ease of access to information, efficiency, safety and confidentiality of training related files and documents.	Scaling up installation of new file classification system to enable digitalization of registry.



<p>3. Analysis of Ministerial Training Plan Proposals outlining training needs and priorities.</p>	<p>i) An analysis of eleven (11) Training Plan proposals submitted by Ministries for Financial Year 2024/25 was carried out.</p> <p>ii) Training Plan proposals received and analysed are from the following Ministries: Finance; Health; Housing & Urban Development; Tinkhundla Administration & Development; Royal Eswatini Police Service; Agriculture; Education & Training; Information, Communication & Technology; Tourism & Environmental Affairs; Justice and Constitutional Affairs; and Parliamentary Service.</p>	<p>Some Ministries have not yet submitted Training Plans for the current Financial Year.</p>	<p>Establish Ministerial Training Committees to strengthen the coordination of the training function at Ministry level.</p>
<p>4. New Enrollments for Long-Term In-Service Training to qualify, professionalize, enable progression and the provision of highly specialized skills for Ministries of Health; Education & Training; Economic Planning & Development; Information, Communication & Technology; Public Service; Finance; Justice & Constitutional Affairs; and the Royal Eswatini Police Service.</p>	<p>A total of sixty-seven (67) Officers have been accepted and authorized to pursue various long-term courses at Masters and Doctoral Degree level in programmes such as MPhil in Development Finance; BSc in Information Technology; MSc in Agriculture & Applied Economics; Master of Arts in Political Economy; Masters Degree in French Language; Master of Business Administration; Post Graduate Diploma in Data Science; MSc in International Cooperation; Master of Arts in Cyber Security; Master of Arts in Police Science; PhD in African Languages; Super Specialization in Paediatric Oncology; Masters in French Language; and MBA in Finance & Accounting</p>	<p>Sharp increase in the demand for Officers who require long-term training.</p>	<p>Research on alternative and cost-effective learning methods that can be utilized to capacitate public service employees.</p>



<p>5. Costing and Scheduling of customized short group trainings to be delivered in current Financial Year.</p>	<p>Various customized group trainings have been scheduled to be delivered in the coming Quarter as informed by Ministerial Training Plans and National Development Plan. They include the following:</p> <ul style="list-style-type: none"> a) Evidence Based Policy Making and Results Based Monitoring; b) Climate Change Mitigation and Adaptation; c) Talent Management & Succession Planning; d) Public Finance Management & Budgeting; e) Electronic Information Management; f) Teaching Skills for Learners with Disabilities; and g) Transport Operations and Management. 		
<p>6. Completed In-Service Long-Term Trainings in the Second Quarter to enable progression, provide highly specialized skills, professionalize and qualify officers for the positions they hold.</p>	<ul style="list-style-type: none"> i) A total of twenty-four (24) public service employees have successfully completed their long-term training in various fields at Bachelors, Masters and Doctoral level. ii) Ministries which undertook training include Health, Education & Training, Economic Planning & Development; His Majesty's Correctional Services; Information, Communication and Technology; and Agriculture. 	<p>Increasing number of officers who commence long term training without the necessary authorization</p>	<p>Increase awareness on training policy and procedures</p>
<p>7. Call for Scholarship Nominations from Development Partners.</p>	<ul style="list-style-type: none"> i) The Government of the Kingdom of Eswatini has been invited to submit nominations of suitable Officers to undertake fifty (50) short and long-term courses through the support of various governments such as Malaysia, Singapore, and Commonwealth. ii) The aim of the scholarships is to complement Government effort in 	<p>Some of the scholarships are received late for relevant Ministries to submit applications by the stipulated deadline</p>	<ul style="list-style-type: none"> i) Upload all scholarships received on annual basis on the Government website. ii) Create quick links and alerts on scholarships which are open



	developing human resource for the achievement of national development objectives and sustainable development goals.		for applications on the Government website.
8. External Travel Facilitation for Short and Long-Term Trainings to enable continuous professional development, build capacity for implementation of specific projects and improve service delivery in line with national development objectives.	A total of two hundred and forty-four (244) requests for external travel towards long and short term training in various fields were processed for nominated public service employees.	Contradictory external travel policies and procedures between Eswatini and development partners which create inefficiencies.	Digitalize training related external travel to streamline and improve work processes.
9. Invitations from the African Association for Public Administration and Management (APAAM) and IMICAD International Training Institute to Attend International Conferences	<p>i) Invitation from IMICAD to attend an international conference for public sector leaders, Finance Managers, Procurement Officers and Human Resource Professionals was disseminated to all Ministries and Departments to nominate suitable officers who will attend attend Conference. The objective of the conference was to address issues affecting public sector institutions and explore startegis for creating value through technology,creating a resilient and agile mindset that embraces change including culture transformation.</p> <p>ii) Invitation from APAAM to the Government of Eswatini to attend the 43rd APAAM Annual Roundtable Conference in Uganda towards contributing to the transformation of Africa. The theme was; Agile and</p>		To host APAAM roundtable annual conference in Eswatini.



6.4.4 Long-Term Training Completions in Second Quarter

Through the support of Development Partners and the Eswatini Government, a total of twenty-four (24) public service employees successfully completed their long-term training programmes with a view to enable progression, professionalize, provide highly specialized skills and qualify them for the positions they hold.

i) Two (2) Officers from the Ministry of Agriculture completed a Doctor of Philosophy in Agriculture – Animal Science, and Master’s Degree in Aquaculture Technology respectively. The Doctoral Degree will assist in conducting research that will provide novel and innovative solutions for alternative protein sources for ruminants, their impact on performance, animal health and human health benefits. The Master’s Degree in Aquaculture Technology served to capacitate Officer on the use of molecular markers in genomics and methods of selecting particular traits in aqua species.

ii) The Bachelor of Design and Technology training equipped the Teacher with comprehensive understanding of both theoretical and practical aspects of design and technology education. Furthermore, acquiring such a degree program will enable the officer to meet the qualifications of the position they hold.

iii) The Master of Science in Child Health Nursing, and Masters in International Health / MPH will enable two (2) Registered Nurses to gain knowledge on childhood conditions and their management which will improve the outcome of disease management in patients. In addition, they will be equipped with a broad range of public health competencies and deepened understanding of evidence-based practices.

iv) Two (2) Statisticians and one (1) Planning Officer from the Ministry of Economic Planning and Development have acquired a Master of Arts Degree in Population Studies (Demography), a Master of Arts Degree in Statistics and a Master of Arts in Economics, respectively. The specialization in Population Studies will equip the Officer with intellectual and practical knowledge to enhance her productivity in her line of duty together with skills and knowledge on how to address diverse needs related to demographic concepts and data management.

Furthermore, the specialization in Statistics will enhance the Officer’s understanding of statistical methodologies and their practical application whilst the Economics major will provide an in-depth



understanding of the functioning of markets in allocating scarce resources, conduct research, think critically using the tools of economic analysis as well knowledge of macro-economics.

v) A Senior News Reporter from the Ministry of Information, Communication and Technology is in possession of a Bachelor's Degree in Media Studies with a view to equip Officer with knowledge on the role and impact of media in society, knowledge on media law, basics of television production, research for public relations and advertising, communication, investigative reporting including drafting compelling and persuasive speeches and advocacy material.

vi) A Sergeant from the Correctional Services is in a possession of a Diploma in General Nursing which capacitated him with skills and expertise relevant in the nursing field on a broader aspect.

vii) An Assistant Accountant 1 from the Ministry of Public Works and Transport has acquired a Master's Degree in Business Administration (Finance and Accounting). This will equip the officer with knowledge on Financial Engineering and Risk Management, database management, Managerial Economics, strategic Management and Business Ethics.

viii) A Nursing Assistant from the Ministry of Health is in possession of a Diploma in General Nursing Science. The Diploma will equip the officer with the necessary experience and competencies in General Nursing, Paediatric Nursing and Health Science Management, High Risk Midwifery, which are basic components in communal and hospital health nursing.

ix) A Staff Nurse from the Ministry of Health has acquired a Master's in Public Health (MPH). This will help in providing the officer with knowledge and skills on necessary frameworks to address the multifaceted challenges by fostering a deeper understanding of global health needs and how to strengthen health systems and services, in order to achieve universal health coverage.

x) An Assistant Extension Officer from the Ministry of Agriculture has obtained a Certificate in Vegetable Production Technology for Livelihood Improvement of Small-Scale Farmers which aimed to help the officer gain significant amount of skills and knowledge that will be beneficial towards improving the livelihood of small-scale farmers in Eswatini.

xi) A Radiographer from the Ministry of Health is in possession of a Master of Diagnostic Ultrasound. It was intended to equip the healthcare provider in a clinic and district hospitals with skills and knowledge on basic sonography training, focusing on obstetric, abdominal and small parts ultrasound to play a vital role in addressing the sonography needs of Eswatini.



xii) A Teacher from the Ministry of Education has obtained a Master of Arts in Special Education Needs. This Masters will provide officer with an overview of international/national issues in special education, particularly those surrounding integration and inclusion. It will also allow her to conduct research and find out policy, theory and practical based perspectives on the role of parents and care givers/ guardians in their children's education and consider the concepts of family and kinship and how these concepts relate to family practices.

xiii) A Sergeant from His Majesty's Correctional Services is in possession of an Advanced Diploma in Information Security and Ethical Hacking. This Diploma will help the officer to be equipped in Defence-in-depth techniques such as mix of physical security and cyber security investment, effective network maintenance, investment in cyber security training for workers and leadership, and the establishment of a long-term cyber security culture.

xiv) Another Sergeant from His Majesty's Correctional Services has obtained a Bachelor in Nursing and Midwifery. This qualification will equip the officer to be competent and multi-skilled graduate who will be able to deliver both theoretical and clinical academic programmes in nursing and midwifery in health training institutions while contributing to the provision of quality, equitable and accessible healthcare services to individuals, families, groups and communities.

xv) Two (2) Staff Nurses from the Ministry of Health are in possession of a Master of Science in Midwifery. This Masters qualification will provide advanced education to enable the officers to deliver quality, equitable and accessible healthcare services to individuals, families and communities in the country. These include among others reproductive health, vital skills for assisting with childbirth and postnatal care, and understand potential complications and manage emergencies. At the programme completion, the graduates are able to take leadership roles in the healthcare profession and influence practice, administration, education and policy.

xvi) A Nursing Assistant obtained a Bachelor of Nursing Science & Midwifery. This qualification will help the officer to acquire sound knowledge of Nursing and Midwifery methods, Nursing and Midwifery skills and healthcare management. Knowledge and skills in handling information technology related to patient/client care, health promotion and continuing professional development will also be acquired.

xvii) One Sergeant has completed a Diploma in General Nursing and has been capacitated with skills and expertise relevant in the nursing field on a broader aspect.



xviii) An Assistant Accountant 1 from the Ministry of Finance has acquired a Master's Degree in Business Administration (Finance and Accounting) and is equipped with knowledge on Financial Engineering and Risk Management, database management, Managerial Economics, strategic Management and Business Ethics.

xix) A Nursing Assistant from the Ministry of Health has successfully completed a Diploma in General Nursing Science and is now equipped with the necessary experience and competencies in general nursing, which include Paediatric nursing and Health Science Management, High Risk Midwifery, which are basic components in communal and hospital health nursing.

xx) A Staff Nurse from the Ministry of Health is in possession of a Master of Public Health (MPH) providing the officer with knowledge and skills on necessary frameworks to address the multifaceted challenges by fostering a deeper understanding of global health needs and how to strengthen health systems and services, in order to achieve universal health coverage.

xxi) One (1) Staff Nurse has acquired a Master of Science in Midwifery and is equipped with advanced education on how midwives can deliver quality, equitable and accessible healthcare services to individuals, families and communities in the country which include among others reproductive health, vital skills for assisting with childbirth and postnatal care including understanding potential complications and manage emergencies. At the programme completion, the graduates are able to take leadership roles in the healthcare profession and influence practice, administration, education and policy.

xxii) A Nursing Assistant is in possession of a Bachelor of Nursing Science & Midwifery and has acquired sound knowledge of nursing and midwifery methods, nursing and midwifery skills and healthcare management. Acquire knowledge and skills in handling information technology related to patient/client care, health promotion and continuing professional development.

xxiii) An Assistant Extension Officer from the Ministry of Agriculture has acquired a Vegetable Production Technology for Livelihood Improvement of Small-Scale Farmers to help the officer gain significant amount of skills and knowledge that will be beneficial towards improving the livelihood of small-scale farmers in Eswatini.

xxiv) A Radiographer from the Ministry of Health has successfully completed a Master of Diagnostic Ultrasound and is equipped with skills and knowledge on basic sonography training, focusing on



obstetric, abdominal and small parts ultrasound to play a vital role in addressing the sonography needs of Eswatini.

xxv) A Teacher in now in possession of a Master of Arts in Special Education Needs with a view to provide students with an overview of international/national issues in special education, particularly those surrounding integration and including research capabilities. Furthermore, the training has provided insights on policy, theory and practical based perspectives on the role of parents and care givers/ guardians in their children’s education.

xxvi) A Sergeant from His Majesty’s Correctional Services has acquired an Advanced Diploma in Information Security and Ethical Hacking to assist officers to be equipped in Defence-in-depth techniques such as mix of physical security and cyber security investment, effective network maintenance, investment in cyber security training for workers and leadership, and the establishment of a long-term cyber security culture.

xxvii) A Sergeant from His Majesty’s Correctional Services has successfully completed a Bachelor’s Degree in Nursing and Midwife who is now a competent and multi-skilled graduate who will be able to deliver both theoretical and clinical academic programmes in nursing and midwifery in health training institutions while contributing to the provision of quality, equitable and accessible healthcare services to individuals, families, groups and communities.

The number and the level of long-term trainings completed in the Financial Year are depicted in the Pie Chart below:



Source: 2024 HRD Database

6.4.5 Call for Scholarship Nominations from Development Partners

The Department of Human Resource Development through the Ministry of Foreign Affairs and International Cooperation invited relevant ministries to submit nominations of suitable officers to apply for various scholarships for short and long term training. The scholarships have been offered through the support of various governments during the Financial Year 2024/2025 with a view to complement Government effort in building capacity towards achieving national development objectives and sustainable development goals. The programmes include the following:

DEVELOPMENT PARTNER	TARGET GROUP	TITLE OF TRAINING	OBJECTIVE
1. Government of the Republic of Malaysia	STEM Educators - Ministry of Education and Training.	Training on course curriculum and textbook development.	To enable professional enhancement of mathematics and science educators.
2. Government of the Republic of Singapore.	Energy Officers - Natural Resources.	Green Financing	To provide knowledge on financial solutions for risk management, climate technological innovation and investment.
3. Government of the Republic of Singapore.	E-Governance - Ministry of ICT.	Transforming the public service with power of artificial intelligence.	To gain an understanding of Artificial Intelligence (AI) and implement new operating methods to better serve the public.
4. Republic of Korea.	Ministry of Commerce, Industry and Trade.	The 2024 introductory course for standard practice on Bio Manufacturing.	To provide knowledge on international standard of quality for vaccine and biomedical product manufacturing.
5. Arab Republic of Egypt.	Royal Eswatini Police Service.	Training course on Countering International Terrorism.	To strengthen systems for ensuring national peace and security.



6. Arab Republic of Egypt.	Royal Eswatini Police Service.	Training course on the development of leadership skills.	To build leadership capacity of law enforcement officers involved in leadership development.
7. Arab Republic of Egypt.	Royal Eswatini Police Service.	Police Safety in High Risk Field Environment.	To qualify police officers for duties in peace-making/peace support operations in order to fulfil police aspects of United Nations/African Union mandates.
8. Egyptian Agency of Partnership for Development (EAPD).	Royal Eswatini Police Service.	Training course on Pre-Deployment training for individual police officers (IPOs).	Training police cadres to perform their mandated duties according to principles and policies of the UN peace keeping operations.
9. Government of the Republic of Singapore.	Ministry of ICT.	Invitation to participate in a training course titled robotic process automation for leaders scheduled to be held from 24 – 28 November 2024 in Singapore.	Share Singapore’s experience in implementing RPA in public agencies and equip participants with foundational skills and knowledge for successful RPA implementation.
10. European Union.	Science, Technology, Engineering and Mathematics Programmes for young women in Government.	Call for applications: the IAES Marie Sklodowska - Curie fellowship programme (MSCF) 2024/2025.	Give women equal opportunities to develop and thrive in their careers and improve women’s economic security.
11. Arab Republic of Egypt.	Royal Eswatini Police Service.	Training course on community policing and human rights.	Enrich culture of trainees on the aspects of CP and HR related to law



			enforcement agencies.
12. France Embassy (Mozambique).	French Teachers (Primary Schools).	Teaching Assistance Programme.	To build proficiency in teaching the French Language.
13. Indian High Commission.	Royal Eswatini Police Service.	Invitation to a training course titled integrated cyber security for safer digital worlds.	Equip employees with the knowledge and skills to recognize and respond to common cyber threats, reducing the likelihood of data breaches caused by human error or negligence.
14. Indian High Commission.	Ministry of Tourism and Environmental Affairs.	39 th certificate course in wildlife management.	Provide understanding and knowledge on modern concepts in wildlife management.
15. Government of the Republic of Portugal.	Ministry of ICT.	Invitation to participate in the Un-Portugal Digital Fellowship: Digital Innovation and Transformation.	Build capacity in developing countries with the view to assisting in the driving of innovative solutions to foster digital transformation, economic growth and equity.
16. Government of the Republic of Singapore.	Ministry of Finance.	Public Finance and fiscal policy.	Feature an overview of the Singapore public service and its philosophy towards public administration and financial management.
17. ICDF-Taiwan	Royal Eswatini Police Service.	Masters in Police Science at the Central	Equip Police and other relevant professionals with



		Police University in Taiwan.	critical insights on contemporary security and criminology arenas so that they can effectively and efficiently discharge their duties.
18. Government of the Republic of Singapore.	Ministry of Labour & Social Security.	Course on fostering social cohesion.	Share Singapore's multifaceted approach and efforts towards building an inclusive, cohesive harmonious society.
19. National Taipei University of Technology in Taiwan.	Ministry of Education and Training - ECOT	PhD programme in Electrical Engineering and Computer Science.	To equip on the design, analysis, optimization and implementation of electronic and electric circuits and systems that drive all aspects of all our modern societies.
20. Government of the Republic of Singapore.	Ministry of Natural Resources and Energy.	Invitation to a training course on the introduction of new energy trends from carbon capture to hydrogen economy.	Provide an overview of renewable and low carbon energy technologies, with a focus on the use of hydrogen as a green fuel.
21. Government of the Republic of Singapore.	Royal Eswatini Police Service.	Invitation to participate in a training workshop on integrated nuclear and complementary approaches scheduled to be held virtually, 26 th November to 03 rd December 2024.	To share scientific and technical information on how to promote safe, secure and peaceful use of nuclear energy.
22. Government of the Republic of Singapore.	Ministry of Natural Resources and Energy.	Invitation to a training course titled sustainable integrated water resources management.	Discuss Singapore's approach to integrated water resource management to manage the effects



			of extreme weather conditions brought on by climate change for a sustainable future.
23. Government of the Republic of Singapore	Ministry of Public Service.	Forwarding an invitation to a training course titled public administration and governance.	Share Singapore's experience in public governance and administration in building a future-ready public service.
24. Government of the Turkey.	All Government Ministries.	Offer of a Turkish Language Program for public officials and academicians for the academic year 2024/2025.	Contribute to the creation of communication networks which will serve for further development of the relationships between Turkey and other countries.
25. Government of the Republic of Singapore.	DPMO	Invitation to a training course titled Disaster Risk Reduction and Management.	Share key principles of disaster risk reduction and Singapore's Whole-of-Government approach to crisis response and recovery.
26. Government of the Republic of Singapore.	i) Ministry of Health ii) DPMO	Invitation to a training course titled Responding to Pandemics and Future Preparedness.	Cover Singapore's experience in responding to pandemics and the lessons learnt and explore strategies to better prepare for the next "Disease X"
27. Republic of Korea (South Korea)	Ministry of Home Affairs.	Invitation to participate in a training course on capacity building for state registration system.	To improve efficiency of state registration affairs and the related public affairs
28. The Netherlands	Ministry of Home Affairs.	New call for applicants for scholarships -	To provide knowledge-based



		Migration Management Diploma Programme (MMDP) Maastricht Spring 2025	foundation and framework for understanding, management and governance of migration in the nation and the world
29. Republic of Korea (South Korea)	All Government Ministries	Offer of a multi training programme on capacity building support from the Republic of Korea.	Create an environment of continuous learning and sustainable development for individuals to efficiently advance in their careers.
30. Government of the Republic of Singapore	Ministry of Health	Environmental Public Health Management	Provide insights into Singapore's strategies and action plans on managing the environment management to contain potential public health threats posed by pollution, vectors and contaminated food
31. Arab Republic of Egypt	Royal Eswatini Police Service	Strategic management and human resource development in security institutions.	Enrich the trainees' knowledge concerning the importance of the strategic planning and human resources management for the success of security organizations.
32. Arab Republic of Egypt	Royal Eswatini Police Service	Invitation to participate in a training course countering organized crime	To identify the concept of organized crime and their types.
33. Arab Republic of Egypt	Royal Eswatini Police Service	Explosives ordnance disposal and post-blast investigation	Identify explosives, types and forms



34. Arab Republic of Egypt	Royal Eswatini Police Service	Anti-narcotics and Psychotropic substances	To create awareness of the spread of narcotics and psychotropic substances and its effects on communities.
35. Arab Republic of Egypt	Ministry of Health	Strengthening early diagnosis and follow-up of NCD through improved laboratory function in Africa	To contribute to strengthening essential knowledge and skills of health professionals in African health facilities.
36. Commonwealth Scholarship Commission in the United Kingdom	Eswatini Citizens Private, Public and Non- Profit Sector including Disadvantaged Groups	Commonwealth Masters Scholarships 2025 tenable in the United Kingdom to complement government effort towards achieving national development objectives and sustainable development goals.	To complement government effort in the implementation of national development objectives and sustainable development goals.
37. Government of India	Eswatini Government officials dealing with Accounting	Invitation to a training course titled Sharing Indian Accounting profession story in Hyderabad, India 18 to 29 November 2024	To equip officers on Accounting
38. Government of India	Eswatini Government officials involved in the E-Commerce industry	Invitation to a training course titled taxation on E-Commerce Industry to be held from 14 th October in Nagpur, India	To enhance skills on E-Commerce
39. Government of the Republic of Singapore	Ministry of Education and Training	Invitation to a training course titled Singapore skills transformation 4.0 scheduled to be held from 10 th to 14 th February 2025 in Singapore	To challenge participants to rethink, reform and digitalize their existing Technical and Vocational Education and



			Training (TVET) systems to contribute to economic and social development.
40. Government of the Republic of Singapore	Ministry of Health	Invitation to a training course titled Healthcare Management scheduled to be held from 17 to 21 February 2025, in Singapore	To provide an overview of Singapore's healthcare system, and how it is evolving to meet current and future challenges
41. Government of the Republic of Singapore	Ministry of Tinkhundla Administration and Development	Invitation to a training titled Fostering Social Cohesion scheduled to be held from 04 to 08 November 2024 in Singapore	To share Singapore's multifaceted approach and efforts towards building an inclusive, cohesive and harmonious society.
42. Government of the Republic of Singapore	Ministry of Housing and Urban Development	Invitation to a training course titled sustainable financing of cities scheduled to be held from 10 – 14 February 2025, in Singapore	To equip participants with practical knowledge in the sustainable financing of urban infrastructure initiative.
43. Commonwealth Scholarship Commission in the United Kingdom	Eswatini Citizens Private, Public and Non- Profit Sector including Disadvantaged Groups	Invitation of applications for the Queen Elizabeth Commonwealth 2025/2026 Scholarship	To bring about positive change and find solutions to the shared challenges we face – both in their home countries and those that host them
44. Arab Republic of Egypt	Commissioner of Police – Royal Eswatini Police Service	Invitation to participate in a training course VIP and Vital installation protection, scheduled to be held from 28 November 2024 to 20 February 2025 in Egypt, Cairo	To demonstrate the close relation between state stability and its economic growth and its ability to protect vital



			installations and VIPs.
45. Arab Republic of Egypt	Commissioner of Police – Royal Eswatini Police Service	Invitation to participate in a training course the development of leadership skills, scheduled to be held from 28 December 2024 to 20 February 2025 in Egypt, Cairo	To enrich the trainees’ knowledge concerning the importance of the security leadership for successful security organizations
46. Government of the Republic of Singapore	Ministry of Information, Communication and Technology	Invitation to a training course titled technopreneurship enabling innovation and start-up ecosystem scheduled to be held from 03 to 07 March 2025, in Singapore	To cover the major elements of entrepreneurship activities and the key challenges faced in starting adventure
47. Austria	Ministry of Health	Invitation to the NDC capacity building – introductory training course on radionuclide IMS and IDC products (particulates and noble gas) from 24 March to 04 April 2025 in Vienna Austria	To enhance the understanding and capabilities of the National Data Centres and to equip participants with the knowledge and tools necessary for accessing, using, and analyzing data and IDC products
48. Government of the Republic of Singapore	Ministry of Tourism and Environmental Affairs	Invitation to a training course titled Accounting scheduled to be held from 24 to 28 February 2025 in Singapore	To provide an introduction to carbon accounting and national Greenhouse Gas (GHG) inventories

6.4.6 Facilitation of External Travel for In-Service Short and Long-Term Trainings

A total of two hundred and forty-four (244) requests for external travel to undertake long and short trainings in various disciplines were processed and recommended. The purpose of the trainings is to enable continuous professional development, build capacity for implementation of specific projects and improve service delivery in line with national development objectives. These trainings were



undertaken through the support of several development and the Government of Eswatini. The type of trainings and corresponding objectives are outlined in the table below:

6.4.6.1 Completed In-Service Short Trainings

First Quarter (1st April to 30th of June 2024)

TYPE OF TRAINING	DATE	MINISTRY AND/OR DEPARTMENT	MINISTRY'S NOMINATED OFFICER	SPONSOR	BASIS FOR RECOMMENDING OFFICER
1. Regional training course on the authorization and inspection of radiation safety and nuclear security for industrial practices in Addis Ababa, Ethiopia.	8 th to 19 th April, 2024	Labour & Social Security	Deputy Director, DIVT	International Atomic Energy Agency (IAEA) Occupational Health and Safety Officer	To conform to the International Labour Organizations (ILO) decision to safety and Health as a fundamental principle and right at work
2. Development Leadership Dialogue (DLD) Future Leaders Programme, industrial policy for economic development in an age of ecological crisis in London, UK	8 th to 12 th April, 2024	Commerce, Industry and Trade	Industrial Officer	University of London (SOAS)	To strengthen the capacity of relevant official responsible for industrial policy development to introduce transformations in economic structures through relevant industrial policies.
3. Workshop on El Nino situation , the role of vulnerability	2 nd to 6 th April 2024	Tourism & Environmental Affairs	i) Disaster commodities Manager	SADC Secretariat	To improve decision making in the face of weather and climate related hazards.



assessment and analysis programme on anticipatory action and impact based forecasting in JHB, SA			ii) Agro Meteorologist		
4. Workshop on prevention of radicalization to violent extremism in penitentiary facilities in Maputo, Republic of Mozambique	15 th to 19 th April 2024	His Majesty's Correctional Services	i) Senior Superintendent- Deputy Officer in Charge Mbabane Correctional Centre ii) Senior Superintendent Deputy officer in Charge in Big Bend Correctional Centre	Mozambican Government	To build capacity to deal with radicalization and extremism in order to contribute to national security, social cohesion and effective counterterrorism strategies.
5. Learning and exchange visit to be hosted at the sustainable agriculture Tanzania Centre, Morogoro, Tanzania	7 th to 12 th April 2024	Agriculture	Agriculture Officer	PELUM	To facilitate open exchange of ideas, knowledge and sound practices on sustainable agriculture and also explore opportunities for collaboration and partnership between sustainable agriculture Tanzania and Eswatini in the pursuit and realization of Eswatini's national food and food sovereignty goals.



6. Seminar on knowledge based economy and city competitiveness; Net – Zero and sustainable development in Republic Of China, Taiwan	17 th to 30 th April 2024	Housing and Urban Development	Housing Officer	ICLPST – Republic of China-Taiwan	To gather global perspectives in pursuit of the sustainable development goals (SDGs) particularly Goal 11 which attempts to make cities and human settlements inclusive, safe, resilient and sustainable.
7. IPC-Joint IAEA Centre hands-on training course on diagnostic for Fusarium Oxysporum f.sp.cubense tropical race 4 (TR4) in Vienna, Australia	22 nd to 26 th April 2024	Agriculture	i) Regional Plant Protection Officer ii) Regional plant Protection Officer	IPPC	To strengthen the national surveillance system and surveillance activities to support early pest detection, pest monitoring and pest status determination.
8. PANAFGO Training course on Geo heritage and Geothermal Energy in Lobatse, Botswana	8 th to 13 th April 2024	Natural Resources & Energy	Senior Geologist	PanAfGeo	To understand the concepts of geodiversity geological heritage and geo conservation.
9. SADC Administrative Tribunal training for Judges held in Cape Town, SA	21 st to 27 th April 2024	Justice & Constitutional Affairs	Her Ladyship Justice	SADCAT	To ensure adherence to and proper interpretation of the provisions of the SADC Treaty
10. Regional training on beneficial	15 to 18 th April, 2024	Anti-Corruption Commission	Chief Investigator	United Nations on Drugs and	To bring together practitioners from selected member



ownership held in Pretoria, SA				Crime (UNODC)	countries in the region and provide a platform for dialogue and discussions on identifying the ownership and control of corporate vehicles, provide use cases to illustrate the importance of beneficial ownership transparency as part of investigations including how it can enhance the investigatory process, and introduce and familiarize participants with tools and methods for accessing, verifying and analysing beneficial ownership data.
11. Eastern Southern and Northern Africa (ESNA) regional Maritime Transport Policy validation workshop to be held in Nairobi, Kenya	04 to 05 th April 2024	Public Works and Transport	Principal Secretary	Eswatini Maritime Affairs and Development (EMAD)	To bring together all stakeholders within the regional block to validate the revised Maritime Transport Policy
12. Digital evidence for Judges and Prosecutors course to be	15 th -19 th April, 2024	Justice and Constitutional Affairs	i) Judge of the High Court	Embassy of the United States of America	To provide insight into technology used in criminal cases involving digital evidence



held in Gaborone Botswana			ii) Deputy Registrar of the High Court		from computers mobile phones devices , the cloud and other sources with a view to improve the criminal justice system.
13. Regional workshop for SAIs, ACCs and NPAs to promote collaboration on Anti-Corruption efforts Johannesburg, South Africa	16 th to 18 th April, 2024	Auditor General's Office	i) Principal Auditor ii) Communication Officer	Financial Services Volunteer Corps (FSVC)	Research Dissemination: present expert analysis of emerging corruption trends and recent developments within the anti-corruption policy space Product launch: create a platform for launching innovative tools products and other initiatives that stakeholders may use to enhance their contribution to state efforts to fight corruption
14. Global wildlife program elephant protection initiative technical workshop on human – elephant conflict held in Nairobi, Kenya	8 th to 10 th May	Tourism and Environmental Affairs	Under Secretary	Global Environment Facility led by world bank	To facilitate knowledge exchange on the context and scale of human- elephant conflict in Africa including the challenges around managing human – wildlife conflict
15. Integrated food security phase	11 th to 12 th April 2024	Agriculture	Agricultural Economist	Global Support Unit	Improve participants capacity to perform



classification capacity building workshop in Johannesburg, South Africa					advanced analysis on food security data which informs decision making with a rigorous , evidence based analysis of food security to inform emergency response
16. Workshop on strategies against organized crime and on mainstreaming of gender and human rights in preventing and combating organized crime in Mozambique (Maputo)	24 th to 26 th April 2024	Justice and Constitutional Affairs	Crown Prosecutor	United Nations Office on Drugs and Crime (UNODC)	The workshop will benefit the Kingdom of Eswatini by equipping the attending officer with skills in the above mentioned area of expertise to thereafter implement in the fight against Organized crimes, undertaking the UNODC toolkit as well as understanding Human Rights dimensions in effect to prevent and combat organized crime.
17. Regional workshop for SAIs, ACCs and NPAs to promote collaboration on Anti-Corruption efforts in the Republic of South Africa (Johannesburg Randpark Golf club)	16 th to 18 th April 2024	Justice and Constitutional Affairs	Senior Crown Counsel	Financial services volunteer corps (FSVC)	The workshop will benefit the Kingdom of Eswatini by equipping the attending officers with skills in the above mentioned areas of expertise to thereafter implement in the fight against corruption, investigations and presenting of evidence in the courts of the Kingdom.



18. Workshop for supreme audit institutions (SAIs) Anti-Corruption Commission (ACCs) and National Prosecuting Authorities (NPAs) to promote collaboration on Anti-Corruption efforts to be held in Johannesburg, South Africa	16 th to 18 th April 2024	Anti-Corruption Commission	Director	Financial Services Volunteer Corps (FSVC)	The purpose of the workshop is to present analysis of emerging corruption trends and create an opportunity for the exchange of insights on Anti-Corruption strategies and forge new multi sector partnerships and practical activities to strengthen the fight against corruption in the region by Supreme Audit Institutions Government Anti-Corruption agencies prosecuting authorities and civil society organization's
19. Validation workshop for public procurement umbrella M&E framework and customization process in Windhoek Namibia	9 th to 12 th April 2024	Finance	Principal Finance Officer	SADC Secretariat in collaboration with World Bank	Training – will be finalizing Umbrella M&E Framework the drafting National Procurement M&E Frameworks for Member States roadmap for development of data capturing tools and capacity building and the agreement utilization of E-Systems and its options in public procurement
20. Capacity building programme on Balanced and Inclusive Education in	13 th April to 16 th June 2024	Education and Training	i) Curriculum Designer ii) Inspector Special Education Needs.	Southern Cooperation Institute	Enable participants to understand the theoretical and pedagogical underpinning of Balanced and



Addis Ababa, Ethiopia					Inclusive Education (BIE) Develop capacities of Ministry of Education in curriculum , pedagogy and assessment transformation aligned with the core principle of BIE
21. Sanitary and PhytoSanitary (SPS) workshop to revise the COMESA SPS regulations , SPS strategy and development of work plans for the food safety plant health and animal health technical working groups , Nairobi, Kenya	22 nd -30 th April, 2024	Agriculture	Regional Plant Protection Officer	COMESA with support from the African Union Commission (AUC)	To review and revise the COMESA SPS regulations to address the current SPS challenges and alignment to continental frameworks; develop the SPS Strategy to facilitate the implementation of the SPS regulations by Member States;
22. International training programme for short course on the 157 th regular session on land policy for rural development-net zero and	24 th May to 21 st June 2024	Natural Resources and Energy		Republic of China (Taiwan)	Providing the participants with understanding of the most recent lessons learned in achieving goals for effective rural land administration where policy is dominated by rapid urban growth, world trade agreements



sustainable development through the international centre for land policy studies and training (ICLPST) Taoyuan city, Republic of China (Taiwan)					and completion over natural resources. Introducing the participants to the techniques of information management and institutional development that integrate rural populations into the overall national economic political and social development.
23. Technical and administration training for integrated electronic case management system (IECMS) in Yerevan, Armenia	22 nd April to 3 rd May 2024	Royal Eswatini Police Service Anti-Corruption Commission, HMCS, REPS, RSTP, Justice	Royal Eswatini Police Service Anti-Corruption Commission, HMCS, REPS, RSTP, Justice	Consulted and the Ministry	The training is to capacitate IT Administrators of IECMS stakeholders, enabling them to fully administer and provide technical support for the newly developed solution. This initiative is crucial for the continued sustainability of the system and will empower our technical team to optimize the use of the solution for enhanced service delivery.
24. Regional (AFRA) training course on Laser Spectroscopy for water Isotopes Stellenbosch, South Africa	22 nd to 27 th April 2024	Health	Laboratory Technician	International Atomic Energy Agency (IAEA)	To provide a comprehensive hands on training in the installation, operation and maintenance of laser spectroscopy for analysis of stable isotopes in water samples



					<p>including QA/QC practices and laboratory management systems.</p> <p>The skills acquired in this training will assist in the implementation of the isotope hydrology project embarked by the ministry through the Department of Water Affairs.</p>
25. Cyber Forensic first Responder course to be held in Gaborone, Botswana	22 nd to 26 th April, 2024	Anti-Corruption Commission	Investigators	Commonwealth Africa Anti-Corruption Centre	<p>To provide participants with the skills to explore a broad view of cyber equipment and the methods to collect and seize information from devices on a high level.</p> <p>It will provide the first responder with a broad understanding of the various aspects relating to cyber forensic investigation.</p>
26. National Liaison Officers (NLO), National Liaison Assistants (NLA) and AFRA national coordinators induction workshop in	23 rd to 26 th April 2024	Natural Resources and Energy	Energy Officer	International Atomic Energy Agency (IAEA)	<p>To create awareness and understanding among newly designated National Liaison Officers (NLOs) national liaison assistants (NLAs) and AFRA National Coordinators (AFRA NCs), about the aim and contribution of the</p>



Vienna, Austria					<p>Technical Cooperation Programme (TCP).</p> <p>Workshop is to enhance understanding of the significant roles and responsibilities of NLO and AFRA NCs for the successful delivery of Technical Cooperation Programme (TCP) to improve knowledge on the scope of work of the IAFA and the contribution of the TCP for socio-economic development and to enhance the understanding of Technical Cooperation (TC) strategic focus.</p>
27. SADC Regional Statistics project activities launch and results –based mechanism training for NSDS, Maputo., Mozambique	23 rd to 4 th April, 2024	Economic Planning and Development	<p>i) Principal Statistician and NSDS Coordinator</p> <p>ii) Senior Statistician and Focal Point</p>	SADC Secretariat	To strengthen the institutional capacity of SADC and participating countries to produce disseminate and use quality statistics while increasing regional harmonization and collaboration through enhancing the production dissemination and use of harmonized high quality statistics within the country and region.



28. Training course in national ports of entry security and management to be held in Cairo, Egypt.	4 th May to 27 th June, 2024	Home Affairs	Immigration Officers1	Embassy of the Arab Republic of Egypt (EAPD)	To strengthen security and management of movement of people and goods at national land sea and air ports of entry
29. Workshop on enhancing national climate adaption policies and financing through the broadened water energy food (WEF +) nexus workshop – Pretoria, South Africa	22 nd to 26 th April, 2024	Agriculture	Soil Surveyor	SADC Secretariat – Environment and Climate change unit (GWPSA) and Canadian International Development Agency	Workshop presents opportunities for strengthening partnership's and collaboration on climate adaptation. Facilitate knowledge exchange between member states.
30. ITEC Execute course on Global trends in building infrastructure for development in Madhya Pradesh, India	28 th April to 11 th May, 2024	Economic Planning and Development	i) Chief Economic Planning Officer ii) Principal Planning Officer	Ministry of Foreign Affairs, courtesy of the Ministry of External Affairs, Government of India.	Address the needs of mid- career policy makers and project managers and finance specialists working in developing countries, by grounding them in key geopolitical aspects of infrastructure building. Build and secure critical digital infrastructure such as submarine cables, data centers and national payment switches.



31. International training course on the International Atomic Energy (IAEA) safety standards to be held at the IAEA'S Headquarters in Vienna, Australia	6 th to 10 th May, 2024	Tourism & Environmental Affairs	Chief Environment Coordinator	International Atomic Energy Agency (IAEA)	Training will provide the necessary skills for regulating safety as a national responsibility and the IAEA adopted Codes and Standards for use by national regulators in the radiation safety
32. Study visit to Spar Mopani Rural Hub in Limpopo, South Africa	06 th to 08 th May, 2024	Agriculture	Agriculture Economist	European Union (EU)	Learning and exchange knowledge on GAP and compliance to GAP standards. Learn the roles played by all value chain players for the success Spar Rural Hub Programme that include the role that the Ministry of Agriculture is playing.
33. Capacity building program on climate change in Rabat, Morocco	6 th to 10 th May 2024	Tourism and Environmental Affairs	i) Agro-meteorologist ii) Climatologist	Morocco Agency for International Cooperation (AMCI) and the Thailand International Cooperation Agency (TICA)	Program – is to share experiences and expertise of Morocco and Thailand regarding climate change challenges and adaptation measures settled to tackle this global issue.
34. Capacity building training for public sector lawyers in trade and development	29 th April to 2 nd May, 2024	Justice and Constitutional Affairs	i) Legal Advisor ii) Crown Counsel	Trade and Development Bank	To help the participants to be well- equipped to advise and represent their clients (e.g. Government and their agencies) more



bank (TDB) in Nairobi					effectively in cross border transactions especially in the infrastructure financing sector.
35. Regional workshop to review and validate the draft roadmap to leverage sustainable agricultural mechanization for climate smart agriculture in Johannesburg, South Africa	14 th to 16 th May, 2024	Agriculture	i) Agriculture Officer(Mechanization) ii) Senior Extension Officer(Extension Services)	SADC	Workshop- to present the draft SAM4CSA regional road map and receive critical reviews feedback and inputs from participants to improve and validate the final product To identify entry points for investment by Government development partners and the private sector for resource mobilization
36. Innovations in Governance training course to be held in Singapore City, Singapore	27 th to 31 st May, 2024	Public Service	Principal Management Analyst	Singapore Cooperation Programme	Training – will equip participants with certified training in technological advancements that are required for proper governance in the provision of citizen centred service delivery.
37. Roundtable on integrating financial aspects of organized crime into Judicial Curricula to	25 th to 27 th June, 2024	Judiciary	Four Honourable Judges	South African Judicial Education Institute (SAJE) United Nations Office on Drugs and Crime (UNODC)	Training will provide insights on how to integrate money laundering , illicit financial flows and asset forfeiture into Judicial curricula of Training Institutes



be held in Gauteng, South Africa					in Africa on a sustainable basis
38. World Meteorological Organization on the job training course in Operational Hydrometry at Biskop Dam training centre ,Northwest Province , Republic of South Africa	13 th to 24 th May, 2024	Natural Resources and Energy	Hydrologist in the Department of Water Affairs	Department of Water and Sanitation South Africa	To equip participants with knowledge on the contemporary operation principles of hydrological measuring equipment, installation of hydrometric stations , and mastery of the operation of hydrometric stations.
39. Nursing Leadership Initiative held in Geneva, Switzerland	19 th to 22 nd May, 2024	Health	i) Deputy Chief Nursing Officer ii) Registered Nurse iii) Staff Nurse (General Secretary)	PEPFAR	To elevate the Nursing profession in PEPFAR partner countries to sustain the current gains in HIV/AIDS response To equip the nursing workforce within PEPFAR partner countries with the appropriate leadership and technical skills to enhance their contribution towards ending HIV/AIDS as a public health threat by 2030.
40. Training on Global Cooperation and Resilience in Telecommunications and	28 th to 30 th May, 2024	ICT	Assistant Executive Secretary (e-Government)	Taiwanese Embassy	To establish a platform where experts will discuss issues, challenges and solutions of post – 5G telecommunications



Cybersecurity in Taipei, Taiwan					<p>infrastructure and cybersecurity.</p> <p>The training will be beneficial to the Ministry and by extension the country as we will be able to have a holistic understanding of issues and sharing of best practices in the area of telecommunications and cybersecurity.</p>
41. AFE-DIME Batch Preparation Impact Evaluation workshop to be held at Cape Town, South Africa	20 th to 24 th May, 2024	Education and Training	<p>i) Under Secretary</p> <p>ii) Project Coordinator - Project Implementation Unit (PIU)</p> <p>iii) Project Coordinator of all MoET</p> <p>iv) Senior Planning Officer in the Ministry of Economic Planning and Development</p>	World Bank Group	<p>To support integration of global evidence into project designs</p> <p>To foster cross-country / project learning.</p> <p>To design a learning agenda that will include targeted ``trial-and adopt`` learning approaches to help maximize development impact.</p>
42. Communication orientation seminar on using media for development in Lusaka, Zambia	13 th to 17 th May, 2024	ICT	Communications Officer	AUDA-NEPAD AFR100 Secretariat	Seminar- enhanced storytelling attending the Communication Orientation Seminar on using media for development will allow the country's communications officer to create



					compelling stories raising awareness and support for AFR100 initiatives.
43. Invitation of His Majesty's Correctional services to participate in the integrated mission planning course (IMPC) for peace support operations (PSO) at the SADC RPTC, Harare, Zimbabwe	3 rd to 14 th June, 2024	His Majesty's Correctional Services	i) Superintendent ii) Assistant Superintendent	SADC Regional Peacekeeping Training Centre.	Participants will be exposed to high intensity training on Peacekeeping and Peace Support Operations and such will increase capacity of personnel in Government who are capable of proficiently executing Peacekeeping and Peace Support missions in SADC.
44. Workshop on SME Digital Transformation of Strategies offered by the Taiwan International Cooperation and development fund (Taiwan ICDF) in Republic of China	22 nd May to 25 th June, 2024	Commerce, Industry and Trade	i) Promotional Officer ii) Assistant Promotional Officer in the MSME Unit	Republic of China on Taiwan	To support the expansion of Micro small and medium – sized business (MSMEs) which are essential for economic development and job creation in many economies throughout the world.
45. WTO Advanced course on analysing trade in services to be held in Geneva, Switzerland	4 th to 7 th June, 2024	Commerce, Industry and Trade	Assistant Trade Policy Analyst	World Trade Organization	To strengthen participants knowledge base of trade in services, policy analysis tools, trade in services and digital trade.



46. Taiwan – ICDF workshop on artificial intelligence (AI) in Agro technology held in Taipei Taiwan	23 rd May to 5 th June, 2024	Agriculture	i) Research Officer ii) Research Officer in Horticulture	Republic of China on Taiwan International Cooperation and Development Fund (ICDF	<p>Training will expose participants to Taiwan’s solutions towards addressing the global consensus on the need for sustainable agriculture for enhancing food security while also preserving the environment through using Artificial Intelligence.</p> <p>Training will also contribute towards solving food shortages which are exacerbated by climate change and geopolitical conflicts through pioneering research into smart agriculture.</p>
47. Electric vehicles batteries and charging stations iteration- 1 at the NTPC school of business, NOIDA Republic of INDIA	20 th to 24 th May, 2024	Public Works and Transport	i) Director Road Transportation ii) Senior Road Transport Inspector	Government of the Republic of India	To equip individuals with the knowledge and skills needed to work with Electric vehicles (EVs) batteries and charging system infrastructure safely and effectively. This is a critical skill required in the regulation of road transportation.
48. Childhood cancer leadership and communicatio	3 rd to 13 th June 2024	Health	Cancer Control Focal Person	St. Jude Children’s Research Hospital	To engage with member countries on ongoing cancer activities and identify new



n workshop in Memphis, USA					opportunities for collaboration in childhood cancers through the St. Jude Global Alliance.
49. 158 th regular session on land taxation and valuation: Net zero and sustainable development training to be held in Taiwan Republic of China	24 th May to 21 st June, 2024	Finance	Principal Finance Officer	Republic of China	To provide training and research opportunities for government officials, professionals and others interested in land and rural development.
50. Skills mobility partnership workshop in Cape Town, SA	4 th to 6 th June 2024	i) Labour and Social Security ii) Home Affairs	i) Senior Labour Officer ii) Chief Immigration Officer	IOM	To discuss the potential benefits and challenges of skills based mobility schemes in Africa considering the evidence and lessons learned within the continent and in other regions.
51. 8 th Socatt Africa professional development seminar to be held in Arusha, Tanzania	21 st to 22 nd May 2024	Parliament	Assistant Clerk at the Table	Partially funded by Commonwealth Parliamentary Association	To capacitate Parliament staff on various to topics inter-alia
52. Workshop for experience sharing and development of strategies for financing investment for irrigation development	24 th to 28 th June, 2024	Agriculture	Acting Head of Department	FAO	To provide a platform for knowledge update and experience sharing on challenges of irrigation and agricultural water



and agricultural water management in Africa Kigali, Rwanda					management projects.
53. Procurement for world bank financed projects: intermediate class in Mombasa - Kenya	3 rd to 14 th June, 2024	Finance	i) Procurement Specialist ii) Procurement Focal Person	World Bank	At the institutional level this course aims at assisting National and Country Government Ministries Departments and Agency (MDAs) and Public Sector Entities to increase their efficiency and cost- effectiveness in conducting monitoring and reporting procurement under World Bank funded projects.
54. International visitors leadership programme (IVLP) workshop on investigation and prosecuting human rights violations that will be held in Washington DC, United States of America	8 th to 28 th June, 2024	Human Rights Commission	Deputy Commissioner	Embassy of the United States of America and the U.S. Government	To explore a variety of sources and emerging strategies for new and traditional media reporting in human rights transgressions and open source intelligence gathering



55. The twenty first international weather and climate forum (IWF) media workshop in Darmstadt Federal Republic of Germany	19 th to 22 nd June, 2024	Tourism and Environmental Affairs	Meteorological Observer and Weather Presenter	International Weather and Climate Forum (IWF)	To bring together weather presenters with the aim of grooming them to be skilled in scientific analysis of weather data.
56. Panafgeo course on Geoheritage and Geothermal Energy in Hoima lake albert , Uganda	24 th to 29 th June, 2024	Natural Resources and Energy	Geologist	PanAfGeo	To enable networking and knowledge sharing with peers who would like to set up or have started initiatives to set up geoparks and those currently involved in technical evaluation of hot springs for the generation of geothermal energy.
57. SADC regional training workshop on poverty compilation and analysis methods that will be held in Lusaka, Zambia	3 rd to 7 th June, 2024	Economic Planning and Development	Economist	SADC	To enhance skills and competence in using specialized software (STATA) for computation analysis and dissemination of poverty statistics. To identify gaps and challenges in computation of poverty statistics
58. Capacity building programme on digital governance and cybersecurity held in Rabat	03 rd to 07 th June, 2024	ICT	i) Director E-Government ii) Communications Engineer 1	Morocco Agency for International Cooperation (AMIC)	To share the experience and expertise of Morocco and Singapore regarding the integration of technology for societal development.



Kingdom of Morocco					The program will help equip the country with the necessary skills to roll out the e-Government programmes planned by the government to integrate technology for social development.
59. Invitation to the United Nations Environment programme regional workshop for ozone officers and energy efficiency policy makers in Maputo, Mozambique	13 th to 14 th June, 2024	Natural Resources and Energy	Assistant Energy Officer	UNEP Ozone-Action	To learn more about the mechanisms which are used to reduce or eliminate the ozone depleting substances as well as phasing out hydrofluorocarbons which will ensure a cleaner and healthier environment
60. Workshop and capacity building workshop on regional assignments on investment developed under the EU-SADC SIBE programme in Mauritius	17 th to 21 st June, 2024	Commerce, Industry and Trade	Assistant Industrial Officer	SADC	To ensure the completeness, accuracy and relevance of consultancy assignments developed under the EU- SADC SIBE programme in alignment with the SADC investment policy framework (IPF)
61. Advanced residency programme for leadership in parliament held in	10 th to 14 th June, 2024	Parliament	i) Clerk to Parliament ii) CPA Committee Clerk	Commonwealth Parliamentary Association	Programme-leadership and strategic thinking Personal and team management skills Communication skills around



Colombo, SRI Lanka					negotiation and mediation
62. SADC regional workshop on gender statistics measurement of financial inclusion, Lusaka, Zambia	17 th to 21 st , June, 2024	Economic Planning	Senior Economist	SADC	To build on optimal methodologies for generation financial inclusion which include international and regional standards and procedure that support the transformation and modernization of financial inclusion statistics focusing on gender empowerment programme
63. United Nations Environment programme regional workshop for ozone officers and energy efficiency policy makers in Maputo, Mozambique	13 th to 14 th June, 2024	Natural Resources and Energy	Assistant Energy Officer	UNEP Ozone-Action	Eswatini will get the opportunity to learn more about the mechanisms which are used to reduce or eliminate the ozone depleting substances as well as phasing out hydrofluorocarbons which will ensure a cleaner and healthier environment
64. Enterprise Risk Management (ERM) benchmarking exercise facilitated by Commonwealth Secretariat hosted by the Government of Botswana in Gaborone	24 th to 28 th June 2024	Internal Audit	i) Director ii) Principal Internal Auditor iii) Senior Internal Auditor	Commonwealth Secretariat	To assist countries to implement ERM with Botswana Government within SADC



65. SADC Regional workshop on Gender Statistics – Measurement of financial inclusion in Lusaka, Zambia	17 th to 21 st June 2024	Economic Planning and Development	Statistician	SADC	To strengthen national capacity on collection, production and generation of Financial inclusion gender statistics.
66. Regional workshop on plant variety Protection for ARIPO Member of States, Accra, Ghana	19 th to 21 st June 2024	Economic Planning and Development	Senior Planner/ Economist	ARIPO	Workshop to provide skills in the efficient running of the operations of the planning department on guiding and optimizing the multiplier effect in the country's creative economy as well as in coordinating the IP policy that is on pipeline for development.
67. Invitation of His Majesty's Correctional Services to attend the "Critical Communications Skills in Officer Citizen Encounters Instructor Training Program to be held in Gaborone, Botswana	14 th to 28 th June 2024	His Majesty's Correctional Services	i) Staff College Instructor ii) Operations and Security Management iii) Chief Officer Staff College Instructor iv) Rapid Response and Combat	International Law Enforcement Academy (ILEA)	To promote the principles of communication in order to avoid, neutralize and defuse conflicts in Officer Citizen Encounter, through lecture and lad exercise.
68. Preparation and reporting	25 th to 27 th June 2024	Tourism and Environmental Affairs	Meteorologists	Eswatini CBIT project and Eswatini	To enhance the skills of the Kingdom of



of results of national GHG inventories under the ETF of the Paris Agreement in Kigali Rwanda				NC4BURI project	Eswatini's experts in the reporting on GHG's inventory.
69. Request for permission to attend international swimming federation (FINA) level 1 course in ADDIS ABABA	20 th to 22 nd June 2024	Education and Training	Curriculum Designer for Health and Physical Education	Eswatini Swimming Association (ESA)	Training to capacitate swimming coaches to align with International governing bodies qualification standards.
70. Training of trainers tourism focused customer service training programme for immigration personnel at border posts, to be held in Pretoria, South Africa	24 th to 28 th June 2024	Home Affairs	i) Senior Immigration Officer ii) Immigration Officers	GIZ	Training to upskill border personnel to optimize travel facilitation and engender discussion on balancing security standards with high quality visitor.
71. Regional workshop for the improvement of plant health emergency preparedness in eastern and Southern Africa	24 th to 27 th June 2024	Agriculture	Regional Plant Protection Officer	FAO	Workshop – to enable countries to self-assess their needs and capability in emergency preparedness for the outbreaks of plant pests and disease using the FAO's PPEP tool.



utilizing the FAO's progressive pathway for emergency preparedness (PPEP) process, to be held in Johannesburg, South Africa					
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Second and Third Quarters (1st of July to 31st of December 2024)

TYPE OF TRAINING	DATE	MINISTRY AND/OR DEPARTMENT	MINISTRY'S NOMINATED OFFICER	SPONSOR	BASIS FOR RECOMMENDING OFFICER
1. Invitation to attend Focus-Africa project Stage2 of the capacity development programme in Cape Town, SA	1 st to 5 th July, 2024	Tourism & Environmental Affairs	Climatologist	WMO	To increase the skill of the Kingdom of Eswatini's Climate data management system and climate forecast as well as introduce new climate forecast indices from the Focus-Africa project that will assist in pre-rainfall season decision making.
2. Workshop on continental validation and launch of the cross-border surveillance and information sharing strategy in Ethiopia.	15 to 18 July 2024	Health	Principal Environmental Health Officer	AU	This training will contribute to supporting African member states to reach consensus on tracing surveillance of public health threats and sharing protocols of information between member states
3. Workshop to the write-up on the	22 to 26 July 2024	Agriculture	Senior Agricultural Officer	SADC and CCARDESA	The workshop aims to research on different species



regional genetic improvement programme (GIP) in Blantyre, Malawi.					that are acceptable in the SADC region which will be supplied to farmers for aquaculture.
4. Fellowship training on mutation breeding in Austria, Vienna.	1 st Aug to 31 st October 2024,	Agriculture	Plant Breeder	Atomic Energy Agency	Sharing ideas with relevant stakeholders in setting up confined field trials, on farm trials and demonstration plots obtained from cowpea genotypes
5. Participation in Bioethanol Pricing Training in Century City, South Africa.	18 th to 19 th July 2024	Natural Resources and Energy	2 Energy Officers	McGregor Blue Investments (Pty) Ltd	Develop comprehensive skills to enable the Ministry to be self-sufficient in the pricing of bioethanol fuel.
6. Participation in a learning visit in the field of tourism organized by the Moroccan agency for International Cooperation in Morocco	22 nd to 31 st July 2024	Commerce, Industry & Trade	Senior Handicraft Officer	Kingdom of Morocco	To contribute towards improving the tourism industry in the country for economic growth and development.
7. Capacity building programme “balanced and inclusive education in Addis Ababa, Ethiopia.	14 th July to 16 th September 2024	Education & Training	Senior Inspector of Geography, Curriculum Designer and Manager of Business Studies	OSC SPONSOR	To strengthen curriculum development, assessment and implementation



8. Request to attend Afrosai E-Training of trainers champions programme in Pretoria, South Africa	16 th to 26 th July 2024	Auditor General	2 Principal Auditors and Auditor	AFROSAI E	To strengthen public audit institutions by providing them with knowledge on international audit standards and methodologies which can be applied in audit to improve quality of audits in the country.
9. Climate scanner regional workshop in Pretoria South Africa	29 th July to 2 nd August 2024	Auditor General	2 Performance Auditors	AFROSAI	To train auditors on the Climate Scanner tool that will be applied in assessing climate change related Government activities
10. Invitation to attend an intensive training course in public management and governance offered by Young African Leaders Initiative (YALI) in South Africa	04 th to 23 rd August 2024	Agriculture	Assistant Livestock Extension Officer	Young African Leaders Initiative (YALI)	To enhance capacity in public service leadership for improved service delivery
11. Invitation to the Regional workshop for the dissemination on the world Health Organisation Hypertension Guidelines in	23 rd to 25 th July 2024	Health	Deputy Director Clinical, Deputy NCD Coordinator, NCD Medical Specialist and Regional NCD	WHO	To strengthen systems and methods for managing hypertension in patients.



Brazzaville, Congo			Program Officer		
12. Invitation to the regional workshop on disaster recovery priorities and preparing a roadmap for recovery preparedness in Southern Africa held in Johannesburg, South Africa	5 to 7 th Aug 2024	DPM's Office	Principal Disaster Officer and Senior Economist	UNDP	To gain information on key elements for successful recovery that can be used for the development of a Regional Recovery Framework for SADC, strengthening effective recovery processes in the country.
13. Indian technical and economic cooperation programmes in India, Delhi	30 th July to 12 th Aug 2024	Education & Training	HRO	Indian embassy	The HR information System is one of the effective methods for ensuring employee participation in performance management
14. Sub-regional workshop on nuclear law for African member states in Cairo, Egypt	22 nd to 25 th July 2024	Tourism & Environmental Affairs and Natural Resources & Energy	2 Legal Advisors	IAEA	Establishing and enhancing national nuclear legal frameworks in member states)
15. Invitation to attend CTBTO training course on access of waveform IMS DATA and IDC products in Nairobi, Kenya	5 th to 16 th August 2024	Natural Resources & Energy	Geological Technician	CTBTO	Comprehension of monitoring techniques on seismic monitoring necessary for National Seismic Network



16. Participation in the ITEC course entitled empowering women through entrepreneurship development in India	1 st to 14 th August 2024	His Majesty's Correctional Services	Chief Officer	Republic of India	Growth of new women entrepreneurship and disperse the knowledge of tools and techniques
17. Invitation to attend the informal rental housing workshop, Bloemfontein South Africa	05 th to 7 th August 2024	Housing & Urban Development	Housing Officer		Adoption of innovative housing policies and strategies
18. Request to attend the validation workshop: development of ethical recruitment guidelines for the Southern Africa Region, Sandton South Africa	6 th to 7 th August 2024	Labour & Social Security	Senior Labour Inspector	IOM	Empower participants with necessary knowledge and tools to implement this guidelines effectively
19. Invitation to participate in a training course on supply chain management sponsored by the Singapore cooperation programme under the Singapore cooperation programme	12 th to 16 th August 2024	Commerce, Industry & Trade	Senior Accountant	Government of Singapore and Government of Eswatini	To strengthen supply chain resilience in a disruptive global environment.



training award to be conducted by civil service college					
20. Addendum for training on Master of Philosophy in Development Finance 12 th to 15 th February 2025, University of Stellenbosch, Cape Town, South Africa	12 th August 2024 to 15 th February 2025	Finance	Principal Finance Officer	Republic of China	Equip the officer with the skill sets to navigate the special problems of finance in developing countries, and in Africa
21. Invitation to attend the Anti-Corruption for judges and prosecutors course which will be in Botswana	26 th to 30 th August 2024	Justice & Constitutional Affairs	3 Judges	ILEA	Know preventative and investigative techniques to combat corruption
22. Invitation to attend a public corruption course in Gaborone, Botswana	23 rd to 27 th September 2024	Anti-Corruption Commission	2 Investigators and Prevention & Education Officer	ILEA	To strengthen polices and systems for combating public corruption
23. Request to attend a course on Anti-corruption for Judges and prosecutors in Botswana, Gaborone	26 to 30 August 2024	Anti-Corruption Commission	Senior Crown Counsel and Crown Counsel	ILEA	To strengthen polices and systems for combating public corruption



24. Invitation to Korea International cooperation agency training course on building capacity of social welfare services in South Eastern African countries	01 to 14 August 2024	DPM's Office	5 Officers	KOICA	To strengthen social welfare systems in the country particularly to address gender-based violence.
25. Invitation to attend a workshop on waste management in Taipei, Taiwan	21 August to 03 September 2024	Commerce, Industry & Trade	Senior Planner	ICDF	To provide knowledge and skills for sustainable waste management
26. Invitation to the regional workshop on National Transfer accounts (NTA) for selected countries in the East and Southern Africa Region	27 to 29 August 2024	Economic Planning & Development	Senior Statistician and Statistician	International Organization for Migration (IOM)	To enable networking and partnership building among stakeholders from NSO's across the region
27. Invitation to the regional conference on migration as a development catalyst through policy development based on evidence,	20 th to 23 rd August 2024	Labour and Social Security	Senior Labour Officer	International Organization for Migration (IOM)	To strengthen dialogue, collaboration and partnerships among stakeholders on migration and development



diaspora involvement and international collaboration, Pretoria, South Africa					
28. Invitation to the regional training workshop on national transfer accounts (NTA) for selected countries in the East and Southern Africa Regional in Johannesburg, South Africa	27 to 29 August, 2024	Economic Planning & Development	Senior Statistician and Statistician	International Organization for Migration (IOM)	To strengthen migration data initiatives in order to produce timely and reliable data that can be utilized to inform decision making on migration matters at the national, regional and global levels in line with the Sustainable Development Goals and the Global Compact on Migration
29. Invitation to attend dialogue on the COMESA free movement of persons programme for draft impact assessment study on the economic and social benefits on free movement of labour and skills mobility in the regional workshop in Kigali, Rwanda	26 th to 29 th August 2024	Home Affairs	Deputy Chief Immigration Officer	Kigali, Rwanda	Training - the skills acquired during training will massively contribute towards improving service delivery and strengthening capacity of building evidence-based policy recommendations and plans.

30. Invitation to the 12 th session of the new Commissioners orientation (NCO) to Lusaka, Zambia	26 th to 30 th August 2024	Elections and Boundaries Commission	Commissioner	ECZ (Electoral Commission of Zambia)	To build proficiency and understanding of the role of Elections and Boundaries Commissioners
31. Invitation to attend SADC regional workshop on labour statistics, Kinshasa, Democratic Republic of Congo	26 to 30 th August 2024	Labour & Social Security	Statistician	SADC Secretariat	It will strengthen national capacity on collection and production, harmonization and improved measurement and skills to produce detailed information on labour market statistics
32. The African Union – Statistics Institute of Africa working session on the system of Health Accounts in the System of National Accounts, Accra, Ghana	19 to 21 September 2024	Economic Planning & Development	2 Senior Statisticians	STATAFRIC	The CSO Office and the Ministry of Health will be capacitated on the compilation of health accounts to provide a clear and systematic display of health expenditure that will also provide indicators for precise questions about the country's health system.
33. Invitation to participate in a learning exchange visit which will take place in Nigeria	26 to 30 th August 2024	Health	Senior statistician and Health Information Officer	USAID	Gaining the first-hand insights into Nigeria's groundbreaking advancements in the digital health landscape
34. Request to attend a public	23 rd to 27 th	Justice & Constitutional Affairs	Principal Crown Counsel and	ILEA	Equipping the attending officers with skills for



corruption course to be held in Botswana, Gaborone	September 2024		Senior Crown Counsel		fighting against corruption in the Kingdom.
35. Invitation to form part of instructors for 9 months benchmarking and exchange programme to be held at The Lucious Sumbwanyambe Mahoto, Namibia	02 nd September 2024 to 30 th May 2025	His Majesty's Correctional Services	Sergeant and Correctional Officer	Namibian Government	Strengthening of bilateral relations between Eswatini and Namibia on correctional services issues.
36. Invitation to attend the 2024 Global cooperation training framework GCTF international workshop on setting an ambitious path towards a net zero future, Taipei, Taiwan	4 to 6 September 2024	Natural Resources & Energy and Tourism & Environmental Affairs	Energy Officer and Instruments Engineer	Taiwan government	To provide insights on policies and practical measures on green economy, renewable energy, climate change adaptation and green financing
37. Invitation to the IPCC workshop on the IPCC inventory software to be facilitated by IPCC task force on National Greenhouse gas inventories in	03 to 06 th September 2024	Natural Resources & Energy	Energy Officer	UNFCCC	Training of experts in the use of the IPCC inventory software to facilitate the estimation by the parties to the Paris Agreement of their Greenhouse Gas (GHG) emissions and removals, which is a vital information to be reported under the Enhanced Transparency



Baku, Azerbaijan					Framework(ETF) of the Paris Agreement
38. Invitation to nominate an officer to participate in a study tour to Rwanda and Tanzania to observe the implementati on of an electronic invoicing system	26 to 30 th August 2024	Finance	Director Fiscal and Monetary Affairs	UNDP	UN member states are working hard to improve economic growth in order to reduce poverty and achieve sustainable development in the region
39. Request for approval for the Kingdom of Eswatini to participate in the Singapore Cooperation programme (SCP) training in Smart City envisioning urban IOT solutions and emerging technologies management	9 th to 13 th Septembe r 2024	ICT	Principal Policy Analyst	Government of Singapore	Training will enable the country to stay ahead of the curve, thus being better positioned to lead projects that leverage new technologies for public benefit.
40. Invitation to attend joint events dialogue on the COMESA free movement agenda and stakeholders validation workshop in Kigali, Rwanda	26 th to 29 th August 2024	Labour & Social Security	Deputy Commission er of Labour	COMESA	To enable facilitation of free movement of individuals and workers to enable regional integration and economic development.



41. Invitation to the retailing of the 4 th CAADP BR results and training/preparation workshop for the 5 th CAADP BR for National CAADP focal points and country experts in Johannesburg, South Africa	1 st to 6 th September 2024	Agriculture and Economic Planning & Development	Economist and Senior Agricultural Officer	SADC	Trained and familiarized with the content of technical documents, guidelines, country reporting template and e - BR system for strengthening SADC member states capacity to report on the Comprehensive Agriculture Development Program(CAADP)
42. Food and Agricultural Organization and the atomic energy agency training course for veterinary diagnostic laboratory network partners on the detection and characterization of pathogens causing major transboundary animal diseases and zoonoses, in Austria	16 th to 27 th September 2024	Agriculture	Senior Veterinary Technologist	IAEA	Implement the new diagnostic techniques using improved tests, methods and equipment for the diagnosis of animal diseases at CVL
43. Institutionalization of antimicrobial use (AM)	03 to 05 September 2024	Agriculture	WOAH focal point and AMR focal point	WOAH	To strengthen the management and control of livestock disease



data collection and reporting, Port Luis Mauritius					
44. Approval for nomination for long term training of Ms Nothando Rose Mamba for a Master of Science in International Cooperation policy development economics in Asia Pacific University	21 st September 24 to 30 th September 2026	Economic Planning & Development	Assistant Planning Officer	JICA	Skills and knowledge to be gained from the training will be applied in policy formulation and analysis to establish if government interventions have an impact in growing the economy
45. Invitation to participate in the international programme for a short course on the 160 th regular session on agricultural development and policy net zero and sustainable development through the international centre for land policy studies and training in the Republic of China	27 th September 2024 to 24 th October 2024	Agriculture	Land Conservation Officer	Republic of China	To provide skills and perspectives in policy making of agricultural economics and industrial policy, agricultural technology, agricultural resources, agricultural market and trade
46. Request for authority	07 th September	Royal Eswatini	Constable 8160	Indian Government	To provide skills and methods to be



to attend Masters in Forensic Science and Cyber Security course with national forensic science University in India	r 2024 to 10 th September 2026	Police Service			applied in the processing of criminal cases
47. Request to travel and facilitate in Afrosai –E performance audit 3 module course in Pretoria, South Africa	01 to 21 September 2024	Office of the Auditor General	Auditor	AFROSAI-E	To build proficiency in undertaking performance auditing.
48. Invitation to participate in the capacity building workshop on import licensing and notifications to be held in Geneva, Switzerland	25 th to 27 th September 2024	Commerce, Industry & Trade	Legal Trade Officer	World Trade Organization	Training seeks to improve WTO Members' understanding of the Agreement on Import Licensing Procedures and notification requirements
49. Regional training seminar for WOA national focal points for animal welfare (Cycle III) English Language	3 rd to 5 th September 2024	Agriculture	Veterinary Officer	WOAH	Gaining of administrative, managerial and technical skills on animal welfare standard setting in the various livestock value chains, domestic animals and wildlife in Eswatini.



Nairobi, Kenya					
50. Invitation to a validation workshop on the operationalisation of SADC pooled procurement services (SPPS): business plan Johannesburg, South Africa	26 to 28 August 2024	Health	Acting Principal Procurement Specialist and Acting Deputy Director Pharmacy	SADC Secretariat	To strengthen procurement systems and processes in the Ministry of Health
51. Request to attend a public corruption course to be delivered in Botswana, Gaborone	23 to 27 September 2024	Justice & Constitutional Affairs	Principal Crown Counsel and Senior Crown Council	ILEA	Equipping the attending officers with skills and expertise to thereafter implement in the fight against corruption in the Kingdom
52. Invitation to the COMESA sanitary and phytosanitary (SPS) workshop.	2 to 6 September 2024	Agriculture	Regional Plant Protection Officer and Principal Environmental Health Officer	COMESA Secretariat	To build capacity to finalize the (Sanitary and Phyto Sanitary) regulations, strategy and development of implementation plans for the food safety, plant and animal health technical working groups
53. Invitation to attend a SADC CGIAR Regional PGR capacity building workshop for heads of	30 September to 04 October 2024	Agriculture	Agricultural Officer	CGIR	To capacitate curators, who are gene bank managers from SADC Member States, in using modern technologies and innovations in the conservation,



national gene banks in Lusaka, Zambia					collection and handling of plant genetic resources to boost agricultural production.
54. Request for approval for the kingdom of Eswatini to participate in the Singapore cooperation programme training course: transforming public service with the power of artificial intelligence	23 to 27 September 2024	ICT	Assistant Executive Secretary	Singapore Programme	To gain an understanding of Artificial Intelligence (AI) and implement new operating methods to better serve the public.
55. International prosperity through cooperation in India National Institute of Cooperative Management	8 th to 17 th September 2024	Commerce, Industry & Trade	Cooperative Officer	African-Asian Rural Development Organization (AARDO)	To equip the participants with knowledge on income generating activities through cooperatives
56. Invitation to the regional workshop on enhancing equal access to legal aid in criminal justice systems in Windhoek, Namibia	24 th to 26 th September 2024	Justice & Constitutional Affairs	Principal Secretary, Director Legal Aid and Senior Legal Aid Officer	UNODC	Learning from other SADC countries experiences in providing legal aid services.



57. Nuclear law training nuclear institute in Vienna, Austria	29 th September to 11 th October 2024	Tourism & Environmental Affairs	Legal Advisor	IAEA	To build capacity in maintaining and further developing, through international co-operation, the scientific, technological and legal bases required for a safe, environmentally sound and economical use of nuclear energy for peaceful purposes.
58. Invitation to the COMESA sanitary and phytosanitary (SPS) workshop.	2 to 6 September 2024	Agriculture	Regional Plant Protection Officer and Principal Environmental Health Officer	COMESA Secretariat	To build capacity to finalize the (Sanitary and Phyto Sanitary) regulations, strategy and development of implementation plans for the food safety, plant and animal health technical working groups
59. Request for approval for the Kingdom of Eswatini to participate in the Singapore cooperation programme training course: transforming public service with the power of artificial intelligence	23 to 27 September 2024	ICT	Assistant Executive Secretary	Singapore Programme	To gain an understanding of Artificial Intelligence (AI) and implement new operating methods to better serve the public.



60. International prosperity through cooperation in India National Institute of Cooperative Management	8 th to 17 th September 2024	Commerce, Industry & Trade	Cooperative Officer	African-Asian Rural Development Organization (AARDO)	To equip the participants with knowledge on income generating activities through cooperatives
61. Invitation to the regional workshop on enhancing equal access to legal aid in criminal justice systems in Windhoek, Namibia	24 th to 26 th September 2024	Justice & Constitutional Affairs	Permanent Secretary, Director legal aid and Senior Legal Aid Officer	UNODC	Learning from other SADC countries experiences in providing legal aid services.
62. Invitation to a validation workshop on the operationalisation of SADC pooled procurement services (SPPS): business plan Johannesburg, South Africa	26 to 28 August 2024	Health	Acting Principal Procurement Specialist and Acting deputy Director Pharmacy	SADC Secretariat	To strengthen procurement systems and processes in the Ministry of Health
63. Request to attend a public corruption course to be delivered in Botswana, Gaborone	23 to 27 September 2024	Justice & Constitutional Affairs	Principal crown counsel and senior crown council	ILEA	Equipping the attending officers with skills and expertise to thereafter implement in the fight against corruption in the Kingdom



64. Request for approval for the Kingdom of Eswatini to participate in the Singapore cooperation programme training course: transforming public service with the power of artificial intelligence	23 to 27 September 2024	ICT	Assistant Executive Secretary	Singapore Programme	To gain an understanding of Artificial Intelligence (AI) and implement new operating methods to better serve the public.
65. Invitation to a validation workshop for the COMESA regional policy framework and reform strategy for fisheries and aquaculture to be held in Kampala, Uganda	24 th to 25 th September 2024	Agriculture	Fisheries Biologist	AU-IBAR	Near conclusion and operationalization of the appropriate policy and institutional mechanisms as well as business enabling-environment that can drive sustainable management and modernisation of the fisheries and aquaculture subsectors.
66. Invitation to attend the regional training course for trainers of radiation protection – Gaborone, Botswana	23 rd to 27 th September 2024	Labour & Social Security	Chief Occupational Safety and Health Inspector	IAEA	She is expected to become a trainer or radiation protection officer at medical and industrial facilities in this country
67. Invitation to attend the Taiwan ICDF	25 th September 2024 to	Agriculture	Veterinary Epidemiologist and	Taiwan ICDF	This initiative will enhance border security and public



workshop on animal and plant health inspection and Quarantine in Taipei, Taiwan	8 th October 2024		Regional Plant Protection Officer		awareness, ensuring effective quarantine measures are in place to safeguard the country's agricultural resources and prevent the spread of diseases.
68. Workshop on Empowering Digital Transformation: Building National and Local Capacities in Southern and East Africa Regions	30 th September to 02 nd October 2024	ICT	Principal Policy Analyst	UN	A strive to leapfrog other countries in the e-Government index
69. Request for the release of Mrs Thobile Santu Fakudze, TSC No. 27529 to attend the JICA Course on inclusive education systems for children with disabilities for learning and living together in Tokyo, Japan	23 rd September to 26 th October 2024	Education & Training	Head teacher	JICA	Skills and knowledge to improving access and quality education for children with disabilities.
70. Invitation for a consultative workshop for the development of a regional AFTCTA	30 th September to 2 October 2024	Commerce, Industry & Trade	Trade Policy Analyst	SADC Secretariat	Develop a SADC AFCFTA implementation Strategy and to position the SADC region to effectively implement from



implementati on Strategy					African continental free trade area.
71. Invitation to participate in a training course on creating a business friendly regulatory environment for economic growth	21 st to 25 th October 2024	Commerce	Chief Commercial Officer	Government of Singapore	Attracting foreign investment, encourage entrepreneurship and foster a competitive environment that will bring back an economic balance
72. Government Finance statistics Workshop, Ebene Mauritius	7 th to 18 th October 2024	Finance	Senior Finance Officer and Finance Officer	IMF Afritac South	Participate in the analysis, monitoring and evaluation of budget performance and identification of policy options to improve budget performance
73. Invitation to participate in the training course OCHA Emergency response section (ERS) United Nations Disaster Assessment and Coordination (UNDAC), in Kenya	27 th October to 8 th Novembe r 2024	DPM	Principal Disaster Officer	Korea and UNDAC (partially)	Understanding the humanitarian and disaster management context
74. Invitation to attend the third regional common market for Eastern and Southern Africa (COMESA	1-2 October 2024	Justice (Anti- corruption)	judge	COMESA	Safeguard completion in the common market as a means to enhancing intra-regional trade, protecting consumer welfare and ensuring efficient allocation of



judges workshop in Mauritius					resources in the common Market
75. Invitation to attend a training course on capacity building for state registration system in Seoul, South Korea	14 th to 25 th October 2024	Commerce, Home Affairs and Justice	3 officers	KOICA	Expanding the management capacity and explore the measures aimed at achieving advancement in registration systems that suit recipient country's situation by introducing efficient information technologies and providing appropriate trainings and managerial skills to Government Officials
76. Capacity building to establish and operate the Eswatini National Health Insurance system in South Korea	10 th to 23 rd October 2024	Health	10 Officers	KOICA	Strengthening the country's healthcare infrastructure as well as promoting the long-term social and economic stability
77. Invitation to the integrated food security phase classification level 2 training scheduled in Johannesburg, South Africa	7 th October to 11 th October 2024	DPM	Principal Disaster Officer	Global Support Unit	Advanced analysis of the food security situation in the country, for informed and aligned program design
78. Request to attend training	14 th to 17 th	Justice	Principal Crown Counsel	Government of Singapore	State party is expected to eliminate the root



course titled Singapore's drug control in Singapore	October 2024				courses of drug trafficking, money laundering and diversion of precursor chemicals
79. Invitation from the world intellectual property organisation (WIPO) training workshop on cloud-native IPAS 4.0, Zanzibar, Republic of Tanzania	11 to 15 November 2024	Commerce	IP Officer	WIPO	To introduce participants to the cloud native IPAS 4 and its new features, functions, and services.
80. Invitation to nominate two (2) officers to attend fraud and corruption in public procurement course in Botswana, Gaborone	21 st to 25 th October 2024	Justice	Investigator and Assistant Accountant	Commonwealth Africa Anti-Corruption	The course will avail an opportunity to gather more knowledge for exploring malpractices in public procurement and ways to uncover and mitigate such malpractices.
81. Invitation to a project definition workshop titled strengthening food control phytosanitary capacities and governance in Italy, Rome	7 to 11 th October 2024	Agriculture	Project Coordinator	IPPC	Develop and implement a training program for Phytosanitary Capacity Evaluation process and tool, ensuring quality control and appropriate use of the methodology
82. Regional training course on	14 th to 25 th	Agriculture	Veterinary Technologist and	IAEA	Train participants in the maintenance, calibration, and



maintenance and calibration of veterinary lab equipment in Asmara Eritrea	October 2024		Laboratory Technician		repairs of laboratory equipment
83. Invitation to attend the integrated food security phase classification level 2 training in South Africa, Johannesburg	7 th to 11 th October 2024	Agriculture	Ranch Manager	REOSA	Equipping participants with a comprehensive understanding of the IPC methodology, training participants in collecting, analysing and interpreting for security data.
84. TC training – regional training course on generic standard operating procedure verification in Sebeta, Ethiopia	14 to 25 October 2024	Agriculture	Veterinary Technologist	IAEA	To enhance national and regional surveillance, detection and control of emerging or re-emerging zoonotic diseases.
85. Invitation to the SADC model national emergency and early warning for all awareness workshop in Lilongwe, Malawi	9 to 11 October 2024	ICT	Communications Engineer 1	Organisers of the workshop	The workshop will help equip the officials from the kingdom in fully operationalizing its national emergency telecommunications plan
86. Invitation to session for users of the SADC National	16 to 17 October 2024	Planning	Economist	UN	The session will provide an opportunity for the participants to upload relevant



Planning entities online portal in Johannesburg, South Africa					content from their respective Planning Entities.
87. Invitation to a training on census: preparation and conduction in Tunis, Tunisia	15 th to 17 th October 2024	Planning	Statisticians (2)	European Union	It will demonstrate the commitment of the country to conduct the population and housing census in a timely and very effective manner, in order to collect data.
88. Invitation to attend a workshop on the 9 th session of the statistical commission for Africa in Addis Ababa	28 th October to 01 st November 2024	Planning	Director	United Nations	To challenge traditional approaches to statistical development by using disruptive innovation to bridge the statistical literacy divide in Africa
89. Invitation of fisheries monitoring control and surveillance officers to participate in SADC fish force academy regional MCS training programme; prevention of corruption in the fisheries sector in Botswana, Gaborone	21 to 25 th October 2024	Agriculture	4 officers: fisheries officer Aquaculture Officer and 2 Assistant Extension Officers	Fish FORCE Academy	It will help combat corruption and limit corrupt actions, or policies that are shaped by corruption, which may facilitate IUU fishing.



90. Invitation to accelerated action for the Health adolescents and youth ministerial commitment on education, health and wellbeing of young people workshop in Johannesburg, South Africa	14 to 18 th October 2024	Health	Acting Sexual Reproductive Health Programme Manager	WHO	This workshop will provide a platform for governments and partners to align and leverage complementary regional and national initiatives towards accelerated action for adolescent health and wellbeing of adolescents including identifying national and sub-national priorities as well as implementation strategies and partners
91. Invitation to participate in multi-sectoral regional consultative workshop to be held in Cape Town, South Africa	4 to 6 th November 2024	Health	Under Secretary Admin	African Union	It will develop a comprehensive Health Workforce compact which aims to enhance health workforce investment and training across the continent.
92. Invitation to attend and for participation in a study tour on sustainable finance	18 th to 23 rd October 2024	Commerce	Promotional Officer and Economist	Fully sponsored CFI	This workshop aims to support the transformation of MSMEs into key players in the greener economy, a shift that is widely recognized as essential for global economic development and job creation.
93. Request to attend the	26 th October	Education	Teacher	JICA	Equip teachers with skills to master the



2024 knowledge co-creation programme on quality improvement of primary science education in Japan	to 10 th December 2024				methods of developing lesson plans in order to improve their ability to teach primary science.
94. Invitation to HIV Response sustainability roadmaps peer-learning workshop in Johannesburg, South Africa	28 th to 31 st October 2024	Health	Deputy Director of Clinical Services and Finance Officer	UNAIDS	To provide a forum of discussion between countries around key topics related to HIV Response sustainability.
95. Training course in strengthening early diagnosis and follow-up of non-communicable diseases through improved laboratory function in Africa to be held in Egypt, Cairo	13 th October to 07 th November 2024	Health	Specialist Physician and Principal Laboratory Technologist	JICA	Implementing early diagnostic and follow-up strategies in primary and secondary healthcare facilities.
96. Invitation to attend the National Intelligence Agency Benchmark Executive Program in the Republic of China, Taiwan	4 th to 8 th November 2024	Home Affairs	Senior Immigration Officer and immigration Officer 1	Taiwan	Providing a focused overview of mainstreaming immigration operations to better suit its ever-evolving dynamics and further complement international standards



97. Invitation to attend the regional training course on occupational radiation protection optimization in industrial and medical applications in Abuja, Nigeria	4 th to 8 th November 2024	Labour	Factories Inspector	IAEA	Conforming to the International Labour Organization's decision to include Safety and Health as a fundamental principle and right at work.
98. Nuclear law training – faculty of law University of Belgrade, Serbia	28 th October to 08 th November 2024	Natural Resources	Legal Advisor	IAEA	It will enhance the country in its alignment with the principles of peaceful uses of nuclear technology.
99. WTO Workshop on the information technology agreement and its role in an era of digital transformation in English in Geneva, Switzerland	28 th October to 01 st November 2024	Commerce	Senior Trade Policy Analyst	World Trade Organization	Laying the foundation on developing the strategies around E-commerce.
100. Gender Inequality and Macroeconomics Workshop, Ebene in Mauritius	04 th to 08 th November 2024	Finance	Finance Officer	IMF Afritac South	Understand gender equality and macroeconomics, including in terms of growth, inclusiveness, diversification and sustainability
101. Japan oil, gas and metals national	19 th to 28 th November 2024	Geologist and Geological Technician	Natural Resources	JOGMEC and SADC	Training on satellite image analysis and field data



corporation Southern African Development community remote sensing, competition, workshop and seminar to be held in Gaborone, Botswana					integration using QGIS.
102. Invitation to attend validation workshop of draft policies and regulations to enhance private sector participation in ICT Infrastructure development in Livingstone, Zambia	28 th to 30 th October 2024	Senior Communicati ons Engineer	ICT	COMESA	Aiming at supporting the effective review development of various regional policy and regulatory frameworks in a harmonised manner.
103. Invitation of His Majesty's Correctional Services to attend a regional awareness workshop on child recruitment and exploitation by terrorists and violent extremist groups in	28 th October to 01 st November 2024	Senior Superintende nt	Correctional	SADC	To raise awareness for children's recruitment and exploitation by terrorists and violent extremist groups in SADC region.



Johannesburg, South Africa					
104. Request to attend senior leadership development programme postgraduate diploma in management practice in Johannesburg, South Africa	29 th to 31 st October 2024	Assistant auditor General	Auditor General	AFROSAI - E	Strengthened public audit institution that has a strong leadership that is competent in critical areas of their work to influence and inspire individuals to ensure high quality audit services and overall performance of the SAI.
105. Request to attend the employment injury schemes and the prevention of occupational accident and diseases	4 th to 15 th November 2024	US, PS and Legal Advisor	Labour	International Training Centre of the ILO	Strengthen the capacity of employment injury institutions for the management of the occupational accidents and diseases and the promotion of the prevention approach on occupational safety and health based on ILO standards and best practices
106. Invitation to participate in the WTO Thematic course on Services Aspects of Electronic Commerce to be held in Geneva, Switzerland	12 th to 15 th November 2024	Trade Policy Analyst	Commerce	World Trade Organization	Assist in developing the necessary expertise of the officer to enable her to be well positioned in giving accurate technical guidance during the negotiation and drafting of regional and International trade in services agreements.



107. Invitation to the capacity building training for the organisation of the African, Caribbean and Pacific states in the field of creative economy to be held in Bali, Indonesia	4 th to 8 th November 2024	2 Trade Policy Analysts	Commerce	OACPS	An avenue for sharing know-how lessons learned best practices and experiences as well as enhancing collaboration in the field of creative economy.
108. Invitation to a training course on Public Administration and Governance in Singapore	25 th to 29 th November 2024	US Training	Public Service	Government	The training will offer in depth understanding and proficiency in financial and human resource management including capability development in the public service
109. Invitation to attend regional training on the introduction of nuclear sciences in secondary schools to be held at Argonne National Laboratory and Praire View University	4 th to 20 th November 2024	2 teachers	Education	IAEA	Capacitate secondary school teachers to effectively convey nuclear science and technology knowledge by strengthening and empowering them with engaging educational approaches



110. Request to attend the African Academy on fundamental principles and rights at work, Kigali Rwanda	18 th to 22 nd November 2024	Principal Labour Officer	Labour	ILO	Increase capacity of member countries to enhance enforcement and compliance initiatives
111. Regional training course on the DRLs process for patient dose optimization in diagnostic and international radiology in Vienna, Austria	11 th to 15 th November 2024	Chief Radiographer	Health	IAEA	To learn about the International standards and recommendations for DRLs.
112. Request for authorization to attend a road safety and traffic enforcement course in India	6 th to 19 th November 2024	Road Safety Officer	Works	Government of the Republic of India	Important to learn about the challenges of road safety traffic management and how to tackle it on existing and technologies
113. Invitation to a dialogue workshop for the SADC just transition diagnostic study in Pretoria, South Africa	14 to 15 November 2024	Principal Energy Officer	Natural Resources	SADC through UNECA	To exchange information and know-how about ongoing developments, trends and outlook on energy transition across the world and Africa
114. Invitation to the regional course on	11 to 15 November 2024	Research Officer Food Technology	Agriculture	IAEA	Receive support to build capacity required to generate reliable scientific



GLP for animal disposition studies – large terrestrial food animals, Rabat, Morocco					data that will be used for setting maximum residue limits ad maximum limits for a range of chemical hazards including veterinary and pesticide residues, mycotoxins and toxic metals for a broad scope of foodstuffs
115. Invitation to attend a training on market-oriented agriculture promotion (planning and management) in Japan	3 rd November to 16 th November 2024	Assistant Extension Officer	Agriculture	Government of Japan	Building the capacity of the participants and particularly Eswatini with regards to imparting knowledge to farmers to be able to make informed decision of what to produce for specific markets.
116. Invitation to attend South to South Learning network key populations workshop in Accra Ghana	28 th to 30 th October 2024	Key populations program Officer	Health	SSLN	To establish purposeful connections and build social capital to overcome challenges and barriers in scaling up key population programmes, including all populations
117. Invitation to the World Trade Organization Southern African Customs Union Trade Policy	12 th to 15 th November 2024	Trade Policy Analyst	Commerce	WTO Secretariat	To review WTO notification obligations highlighted by the last trade policy review of the SACU member states issued by the WTO in 2023



Review Regional workshop on notifications in Windhoek, Namibia					
118. Training course and practical attachment is a peer - peer training focusing upscaling diabetic foot prevention and treatment protocols in Dar E Salam, Tanzania	1 November to 16 th December 2024	Podiatrist	Health	World diabetes fund	To equip health care workers with latest evidence based treatment protocols for Diabetic foot disease
119. Invitation to nominate officers to attend the Swedish Chemicals Agency (KEMI) workshop on Pesticides legislation Pretoria, SA	12 th to 14 th November 2024	a) Director of Agriculture Extension; b) Legal Advisor; c) Principal Plant Protection Officer; d) Research Officer Entomology	Agriculture	Swedish Chemicals Agency	Workshop – to develop the capacities of the participating countries and improve the understanding of the participants on the key aspects of pesticides legislation
120. Request to attend the WMO VCP and ICAO APAC workshop on Aviation Meteorological Science and Service Development in Hong Kong, China	3 rd to 6 th December 2024	Aeronautical Meteorologist	Tourism	Hong Kong Observatory	Workshop – capacitate the department in the implementation of recent developments in aeronautical meteorology and aviation weather services.



121. Invitation of His Majesty's Correctional Services to attend a Regional Awareness workshop for the Corrections/Prisons/Penitentiary Services on Terrorism and Violent Extremism in RSA	11 th to 15 th November, 2024	Chief Assistant Commissioner	Correctional	SADC	Workshop – to Identify risk factors and have strategies on terrorism and violent extremist
122. Invitation to attend the first face workshop of the effective renewable energy tendering in Africa Program in Cape town, SA	11 th to 15 th November, 2024	a) Principal Energy Officer; b) Energy Officer; c) Senior Finance Officer-Finance.	Natural	GET. Transform	Workshop-the insights from regional and global experts on the best practices that need to be followed in order to ensure that the ongoing procurement, as well as subsequent procurement rounds for renewable energy are concluded quicker and efficiently
123. Request to attend capacity building workshop towards combating irregular immigration especially trafficking in persons and smuggling of migrants, to be held in	13 th to 14 th November 2024	Deputy Commissioner of Labour	Labour	Continental Operational Center (COC)	Workshop – to sensitize the Member States, RECS, and relevant stakeholders on the new policies on the prevention of TIP and SOM in Africa including its draft Plan Actions and also provide an opportunity for Member of States and RECs to share their experience and



Dar-Es Salaam, Tanzania					initiatives to identify areas of future collaboration and interventions.
124. Request to attend Capacity Building training for Labour Inspectors and Labour Administrators on Protection of the Rights of Migrant workers in the formal and Informal Economy in Harare, Zimbabwe	11 th to 15 th November 2024	Principal Labour Officer	Labour	ARLAC	Recommend solutions to major challenges faced by labour administrators and labour inspectors performance and promote exchange of information and good practices among them.
125. Request for authority to attend B.SC in Bio Technology program with MATS India	6 th November 2024 to 11 th November 2027	Ncobile Pholisile Dlamini – Sgt.6931	Police	Indian Government	Training
126. Request to participation of Govt Officials in a Benchmarking visit on the implementation of the State Business Relations exercise in Botswana	18 th to 21 st November 2024	Under Secretary Legal Advisor Legal Advisor Investor Roadmap Dept.	Commerce	International Trade Center	Benchmark to learn and enhance understanding of State Business Relations (SBR) and will help the members of the legal thematic working group to bring back valuable insights and recommendations that can be applied to our own context in Eswatini.



127. Request to attend the capacity building workshop on the SADC training of trainers handbook for prosecutors to be held in Johannesburg SA	19 th to 21 November 2024	Principal Crown Counsel Senior Crown Counsel	Justice		Workshop – to enhance the capacity of prosecutors in SADC Member of States to manage GBV cases through the application of the SADC Training of Trainers Handbook for Prosecutors
128. Invitation to attend a consultative meeting in Kenya School of TVET	18 th to 22 nd November 2024	Principal of NHTC 2x Vocational Instructors Planning Officer	Commerce	Eswatini Govt.	Benchmarking – to explore and analyse best practices in TVET Institutions in Kenya a country that has made significant strides in this field.
129. Invitation to the in-person CBJ-AFI Member training on inclusive instant payment systems to drive financial inclusion to be held in AMMAN, Jordan	25 th to 28 th November 2024	Finance Officer, Policy and Planning Department	Finance	Alliance for Financial Inclusion	Training – ensuring financial inclusion of vulnerable segments in society is crucial towards achieving financial development.
130. Request for the release of Asmine Malaza TSC No20568 to attend Capacity Building MA Programme in	28 th October 2024 to 30 th September 2025	Senior Inspector Early Childhood Education	Education	University of Haifa, Israel	Training – to equip early childhood professionals with practical skills and theoretical knowledge designed to positively promote children’s well-being in the



Education and Development in Early Childhood at the University of Haifa, Israel					fields of education and development
131. Invitation to attend the Regional training course Multidisciplinary Approach on Diagnosis and treatment of Prostate Cancer (ENGLISH), Lunor, Egypt	9 th to 13 th December 2024	Medical Physicist	Health	IAEA	Training – to improve the capacity and skills of radiation Health Professionals (Radiation Oncologist, Medical Physicists, Nuclear Medicine Specialists, Radiologist and Radio pharmacists) and centres in Africa to enable them to contribute to quality care for the most common cancers on the continent from timely diagnosis to treatment.
132. Invitation to attend the first global workshop for 2025 voluntary national reviews (VNRs) that will be held in Incheon Republic of Korea	3 rd to 05 th December, 2024	Statistician Economist	Planning	United Nations Department of Economic and Social Affairs	Workshop – to demonstrate commitment of the country to monitoring implementation of National Development Frameworks, SDGs and to take transformative actions for a sustainable and resilient recovery from shocks.
133. Training on Standardizati	20 th November 2024 to	Assistant Tourism Officer	Tourism	Indian Government	Training – Skills and tools that training will benefit



on and Conformity Assessment , India, Noida	3 rd Decembe r 2024				the country in ensuring that there is an improvement in standards, conformity and compliance to the nation minimum standards as prescribed in the registration of accommodation establishment regulations, 2008.
134. Participation in the ITEC training entitled Introduction to the 2030 agenda for sustainable development – women only”, in The Environment Protection Training and Research Institute (EPTRI) Hyderabad, Telangana, India	27 th Novembe r 2024 to 10 th Decembe r 2024	Assistant Chief officer (Human Resource Officer)	Correctional	Government of the Republic of India through ITEC	Training – the Department and Government will be able to understand the importance of monitoring and Evaluation for implementation of the SDGs
135. Invitation for SADC Regional training workshop on food balance sheet statistics, Lusaka, Zambia	25 th to 29 th Novembe r 2024	Agriculture Statistician Economist	Planning	United nations	



136. Joint external Evaluation (JEE) workshop International Health Regulations (IHR) Mission for Malawi	2 nd to 6 th December 2024	Legal Officer	Health	WHO	Workshop – will benefit the Ministry of health in discussions as it is responsible for the general public health and the early and sound understanding and implementation of the IHR capacities would really be beneficial to the country.
137. Invitation to the AFI member workshop for Policy Makers on making climate risk disclosures work for MSMES, to be held in ABIDJAN, Cote D’LVoire	2-5 December 2024	Senior Finance Officer	Finance	Alliance for Financial Inclusion	Training –will enhance its climate policy framework, improve access to climate finance and take concrete steps towards achieving its climate goals and SDGs.
138. Invitation to attend the capacity building workshop on implementation research in Nairobi Kenya	24 to 28 th November 2024	National Health Research Officer and Research Officer	Health	UNICEF	The workshop will build capacity on advancing evidence based practises in the country
139. Invitation to attend the regional training course on	8 th to 12 th December 2024	Medical Physicist	Health	IAEA	Improve its medical imaging services and cancer care services by adding radiography, nuclear medicine to the



multidisciplinary approach on diagnosis and treatment of prostate cancer in Lunor, Egypt					already existing chemotherapy and surgery services.
140. Invitation to attend joint workshop for healthcare waste management planning and roadmap development in Dubai	3 rd to 5 th December 2024	Principal Environmental Health Officer and Senior Environmental Health Officer	Health	UNICEF	To coordinate a knowledge sharing opportunity for countries to plan healthcare waste management actions and budget requirements.
141. Invitation to a continental workshop to validate public health intelligence data and report with AU MS in Nairobi	27 to 29 November 2024	Principal Environmental Health Officer	Health	UNICEF	To look at challenges and improve opportunities in surveillance data quality.
142. Invitation to attend a training on strategic approaches for health technology assessment at the Indian Institute of Public Health, Gandhinagar in India	02 nd to 5 th December 2024	Paramedic	Health	Indian Government	Strengthening the Government of Eswatini (Ministry of health) on strategic approach for Health technology systems



143. Invitation to the regional workshop on the calculation of indicator number 6.1.i of the 5 th comprehensive African agricultural development Biennial Review in Harare Zimbabwe	16 to 20 December 2024	Agriculture Economist	Agriculture	FAO	Bringing together CAADP focal points and biennial review experts from all participating countries along with relevant datasets to receive support from RIMA experts.
144. Invitation to attend a regional meeting on cross-border enhanced surveillance, coordination and collaboration for mpox and other public health emergencies for the Southern Africa member states in Lusaka, Zambia	10 to 13 December 2024	3 Officers	Health	Africa CDC	To align regional activities with the strategic continental framework for strengthening cross-border surveillance in Africa
145. Invitation to the SADC validation workshop of the draft non-tariff barriers annex in	10 to 12 December 2024	Trade Policy Analyst and Legal Trade Officer	Commerce	Government	Consider and validate the draft NTB Annex which is a specialized activity to look into the provisions of the Draft Annex.



Johannesburg, South Africa					
146. Workshop on strengthening medium term fiscal frameworks in Johannesburg, South Africa	16 to 20 December 2024	Principal Finance Officer Budget, Senior Finance Officer Debt and Senior Finance Officer	Finance	International Monetary Fund	To equip participants with the knowledge and skills to produce robust MTFs, prepare credible budgets and provide specialized support for fiscal policy decisions.
147. Invitation to participate in the WTO advanced trade policy course to be held in Geneva, Switzerland	20 th January to 14 th March 2025	Trade Policy Analyst	Commerce	World Trade Organization	Assist in developing the necessary expertise of the officer to enable her to be well positioned in giving accurate technical and legal advice.
148. Admission of officer mid-career training program for mid-level civil servants of multi countries of African Region at the National Center for good governance, Missoorie in India	06 th January to 17 th January 2025	Senior Paramedic	Health	National Center of Good Governance	To equip the officer with skills and knowledge that will contribute to the improvement of the quality of health care services in Eswatini.



Other Activities Undertaken

1. Participation in the 5th Ordinary Session of the Specialized Technical Committee of the African Union on Public Service, Local Governments, Urban Development and Decentralization

- The Ministry of Public Service together with the Ministries of Tinkhundla Administration & Development, and Housing & Urban Development had the opportunity to participate in the above stated meeting to amongst other key issues deliberate on the 2024-2026 work plans for the specialized technical Committee Number 8 wherein the Ministries of Public Service, Tinkhundla Administration & Development, and Housing & Urban Development are members.
- The other key issues discussed include the review of the African Peer Review Mechanism (APRM) which is to institutionalize the generation of National Governance Reports (NGR) in African Union Member states as well as the ratification of the African Charters on Values and Principles of Public Service and Administration, African Charter of Values and Principles of Decentralization, Local Governance and Local Development.

2. Identification of Capacity Needs for Implementation of the African Continental Free Trade Area (AfCFTA) by Eastern and Southern African Management Institute (ESAMI) member states in conjunction with other African countries

- ESAMI member states wherein Eswatini is also member have put in place AfCFTA Implementation strategies and there is need to build capacities required under the respective strategies already developed. To this end, ESAMI is coordinating the identification of comprehensive capacity needs of ESAMI member states including Eswatini to build the necessary skills for effective implementation of the AfCFTA strategies.
- The Ministry of Public Service facilitated the submission of a consolidated capacity needs report for Eswatini through the Ministry of Commerce Industry and Trade for onward transmission to ESAMI. Eswatini launched its National AfCFTA Implementation Strategy and Plan for 2024-2028 with a view to drive economic growth, industrialization and integration into regional and continental value chains.
- The capacity needs reports will be utilized for resource mobilization and for delivering specialized training through ESAMI's Trade Policy Training Centre in Africa (ESAMI-trapca).



- ESAMI is an Intergovernmental Regional Management Centre established in 1980 with the primary objective of improving performance and management effectiveness of public, private, civic and international organizations in Africa. The institution has its headquarters in Arusha, Tanzania and is currently owned by 10-member states namely Eswatini, Kenya, Malawi, Mozambique, Namibia, Tanzania, Seychelles, Uganda, Zambia and Zimbabwe.

3. Hosting of the 18th Joint Institute of Development Management (IDM) Graduation Ceremony and 50th Jubilee Celebration

- The Kingdom of Eswatini hosted the 18th IDM Joint Graduation Ceremony for the class of 2024 which included IDM Botswana and Lesotho. The year 2024 also marked the celebration of the Institution's 50th Jubilee. The ceremony was held on the 29th November, 2024 at Mavuso Trade and Exhibition Centre.
- The Institute of Development Management (IDM) was established in 1974 with a strong local and regional presence in Botswana, Lesotho and Eswatini (BLE). The institute plays a relevant and significant role in the education and training industry and as such, it has made a significant contribution in the socio-economic transformation of the SADC region through its research and consultancy service offering.

4. Benchmarking Exercise in collaboration with ESAMI to Determine Suitable Human Resource Development Approaches that will complement the Performance Management System (PMS)

- Following the implementation of the Performance Management System (PMS) in the Public Service of Eswatini, the Department of Human Resource Development (HRD) has since embarked on a drive to review its current mandate and approach to human resource development with a view to reposition and synchronize the function with the introduced PMS. To this end, HRD has initiated a benchmarking exercise in collaboration with ESAMI to determine the most suitable human resource development approaches that will enable effective implementation of the PMS.
- Based on ESAMI's experience with working and collaborating with African governments and collaborations with global institutions, ESAMI has recommended the following countries for benchmarking purposes:

- i. Kenya
- ii. Rwanda



- iii. Zambia
- iv. Singapore
- v. Canada

5. Coaching and Mentoring of Officers Responsible for Training in Ministries and Departments

- The Department of Human Resource Development has been engaged in ongoing coaching and mentoring for officers responsible for training in across various ministries and department in relation to the Government In- Service Training Policy and Procedures. This is for purposes of strengthening coordination and management of the training function at ministry level.

6. Customized Group Trainings for Ministries and Departments

Ministries and Departments were exposed to various customized group trainings to address capacity gaps outlined in ministerial training plans for 2024/25 with a view to improve productivity and performance as well achieve national development priorities. The short trainings are depicted in the table below:

CUSTOMIZED GROUP TRAININGS FOR MINISTRIES AND DEPARTMENTS



TRAINING DESCRIPTION	INSTITUTION	OBJECTIVE	TARGET GROUP	SPONSOR
1. Climate Change Mitigation and Adaptation	ESAMI	To enhance awareness of the impacts of Climate Change on Eswatini's economy and environment including the appropriate mitigation strategies such as renewable energy and sustainable land use	Ministry of Information Communication and Technology (ICT), Deputy Prime Minister's Office (DPMO), Agriculture and Public Works and Transport	Eswatini Government
2. Evidenced Based Policy Making & Results Based Monitoring	ESAMI	To provide insight on the interface between policy implementation and economic development. To examine economic transformation models of Singapore, Malaysia, South Korea and the Emerging African Economic Development Model	Ministry of Tinkhundla Administration and Development Commerce, Industry and Trade Home Affairs Private and Cabinet, Health Foreign Affairs, Labour, ICT	Eswatini Government
3. Human Resource Metrics & Analytics	ESAMI	To equip officers with analytical techniques that will enable data driven HR decision making	Management Service Division, Ministry of Public Service,	ICDF Taiwan
4. Talent Management and Succession Planning	ESAMI	To provide clarity and understanding on the concept of Talent Management and provide the necessary skill to	All Departments/ Sections Ministry of Public Service	Eswatini Government



		design and manage an effectively manage a talent management system		
5. Electronic Information Management	IDM	To build proficiency for digitalizing documents and records in the public service	All Ministries	Eswatini Government
6. Transport Operations & Management	IDM	To build capacity for effective management of government vehicles to enable efficiency in the delivery of public services.	All Ministries	Eswatini Government
7. Teaching Skills for Learners with Disabilities	IDM	To provide practical skills for teaching learners with special needs and disabilities	Ministry of Education & Training	Eswatini Government
8. Mind Education	International Youth Fellowship (IYF)	To create healthy and strong mindsets that will support the implementation of the Performance Management System (PMS)	All Ministries	Eswatini Government
9. Policy Development for Public Sector Wellness Programme	ESAMI	To build proficiency for the review and redesign of the Public Sector Wellness Policy of Eswatini	Inter-ministerial Policy Review Task Team	Eswatini Government
10. Collective Bargaining & Negotiations	CMAC	To capacitate the Joint Negotiations in Collection Bargaining and Negotiations	Members of the Joint Negotiations Forum(JNF)	Eswatini Government



6.5 MANAGEMENT SERVICES DIVISION (MSD)

6.5.1 Introduction

The Management Services Division (MSD) was formed in 1971 as an internal consultancy department for Government Ministries/ Departments and parastatals. MSD's mandate is to assist in finding solutions to problems encountered by Principal Secretaries of Ministries and Heads of Department in terms of productivity, lack of motivation, organization, staffing numbers, quality of staff, job grading, and systems and procedures. MSD also has the mandate to formulate relevant contemporary policies and further provide technical support to Ministries and Departments in the implementation of those policies. In carrying out this mandate, MSD is guided by Government's policy of having a right sized and efficient public service. The Department is divided into three (3) Sections, namely the Consultancy, Research & Development as well as Public Sector Reforms. The Consultancy section is responsible for improving work processes and aligning the organisational structures of Ministries and Departments to ensure that they have the requisite skills to discharge their mandate at their disposal.

The Research and Development Section is responsible for conducting research to inform the development and implementation of relevant policies on terms and conditions of service across the public service. They also coordinate relations between the Government as an employer and the Public Sector Associations in order to maintain a healthy industrial climate across the service. The Public Sector Reforms spearheads reforms in the public sector towards the utmost utilisation of resources for optimal output.

The Management Services Division is a member of the Institute of Management Services, a British professional body of knowledge established to improve productivity.

6.5.2 Vision

To be the leading catalyst in enhancing public service excellence through innovative management solutions, strategic change initiatives, and streamlined administrative processes.

6.5.3 Mission

To provide comprehensive and effective management services to the Ministry of Public Service by delivering expert consultancy, driving administrative reforms, fostering research and development, and developing strategic policies.



6.5.4 Aim

To enhance operational effectiveness, optimize manpower utilization, and ensure continuous improvement in government service delivery for the benefit of all citizens.

6.5.4 Objectives

- To provide comprehensive Management Services including Consultancy, Administrative Reforms, and Research and Development;
- To develop Change Management strategies to strengthen the operational effectiveness of Government programmes and projects;
- To develop relevant Manpower Utilization Policies;
- To offer relevant Management Consulting Services;
- To perform staff inspections and provide relevant recommendations;
- To streamline administrative processes for improved operational efficiency and service delivery; and
- To continuously improve Government Service Delivery.



Below is a summary of the contemporary body of knowledge for MSD, highlighting the main techniques and application areas used by the Department in executing its portfolio mandate:



In support of MSD’s mandate and consistent with Eswatini Strategic Roadmap, for the period under review, MSD has undertaken organizational development assessments for Ministries and Departments to ensure that they perform effectively and efficiently and contribute towards the achievement of Service Excellence in Government.

MSD continued to monitor the Wage Bill through scrutinizing requests for the filling of vacant positions and the payment of overtime allowances, amongst other things.

Management Audits have been concluded for Ministries/Departments and recommendations and quick wins are implemented.

The roll-out of the PMS is ongoing and the System was officially launched with the four (4) pilot Ministries going live thereafter, with all Principal Secretaries, Heads of Departments (HoDs), Senior and Middle Managers to form part of the first cohort of the roll-out. Trainings of HoD’s, Super Users & Champions was successfully completed.

The development of performance-based job descriptions has been undertaken for various Government Departments with some Departments being assisted in also reviewing their Schemes of Service (SoS).

6.5.5 Main Activities

During the period under review, the Department undertook the following activities:

ACTIVITIES	ACHIEVEMENTS	CHALLENGES	FUTURE PLANS
A. Provision of Secretariat Services to the Joint Negotiations Forum (JNF).	<p>The JNF parties managed to agree on the Agenda Items for the Financial Year 2024/25. These include:</p> <p>The Cost of Living Adjustment for 2024/25:</p> <ul style="list-style-type: none"> ➤ Parties managed to exchange Position Papers on CoLA and resumed negotiations on same. ➤ On the 4th July 2024, the JNF parties signed a collective agreement 	<p>i) Parties are not yet in agreement with certain Agenda Items if they should be considered as consultative or negotiable in nature.</p> <p>ii) Government’s fiscal position makes it difficult to adequately cushion employees from the effects of inflation and it also makes it difficult for Government to engage in meaningful Collective Bargaining especially for those Agenda Items that</p>	<p>i) The Ministry will continue to facilitate engagements on all set Agenda Items with a view to complete them before the end of the Financial Year.</p> <p>ii) MoPS will continue working closely with the Consultant to provide the necessary information and support in order for the exercise to be completed within the specified timelines.</p>



	<p>awarding a CoLA adjustment of 4% of monthly salary across the board.</p> <ul style="list-style-type: none"> ➤ On the 27th November 2024, parties signed a collective agreement awarding a one off payment of 1% of annual salary across the board as part of CoLA for the 2024/25 Financial Year. <p>Salary Review:</p> <ul style="list-style-type: none"> ➤ Government commissioned a Salary Review Exercise in the current financial year. The Exercise commenced in July 2024 and will be completed within a period of 12 months. ➤ An inception report has been presented and Job Profiling has been undertaken and completed in Ministries and Departments ➤ GNT is providing regular updates to PSAs on the progress of this exercise. <p>Negotiations Framework</p> <ul style="list-style-type: none"> ➤ The parties have formulated a Draft Negotiations Framework, and discussions to finalise it are ongoing. ➤ The parties also presented the following additional Agenda Items for the current financial year: 	<p>have a financial implication for Government.</p> <p>iii) Differences between the parties regarding compliance to the composition of the JNF derailed the resumption of the negotiations for the current Financial Year. Subsequently, PSAs reported this impasse to the Commissioner of Labour, who resumed conciliatory meetings with the parties. The impasse was due to the participation of the SNAT President who has a pending legal case regarding his employment status with Government. This has resulted in the parties resuming the JNF late in the Financial Year (12th June 2024).</p> <p>iv) There was a challenge in procuring the SR Consultant due to vendors not showing interest. This caused a delay in the commencement of the exercise and will have an impact on the completion of the exercise and the implementation of the report recommendations.</p> <p>v) The non-availability of Officers in Ministries and the need to reschedule appointments may affect the timelines for the completion of the exercise.</p>	<p>iii) Will continue liaising with Ministries and Departments to ensure that completed job profiles are validated and signed off by Heads of Department to enable the Consultant to undertake the next stage which is job evaluation and benchmarking.</p> <p>iv) To continue engagements on the Negotiations Framework with the aim of reaching an agreement on all sections so that it can be operationalised</p> <p>v) GNT to facilitate training on collective bargaining and negotiation skills for JNF members to equip them with skills to be able to work cooperatively and for effective negotiations.</p>
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	<ul style="list-style-type: none"> i) Agency Shop; ii) Performance Management System; iii) Allowances iv) Public Service Act Regulations; v) Negotiating for CoLA before budgeting; vi) Bonuses; vii) JNF Consultation Framework. 	<ul style="list-style-type: none"> vi) The pressure to meet the timelines for the exercise whilst also ensuring that other projects of equal importance are not affected. vii) There are sections in the Framework that parties are yet to agree on which may cause delays in finalising the Framework. 	
<p>B. Provision of Secretariat Services to Facilitate Bilateral Meetings with Individual Public Sector Associations (PSAs).</p>	<ul style="list-style-type: none"> i) Facilitated negotiations between GNT and the Eswatini Principals Association (EPA) to set the Agenda Items for the 2024/25 Financial Year. ii) Facilitated negotiations between GNT and the Swaziland Nurses Association (SNA). The parties continued with outstanding Agenda Items which included Infectious Disease Allowance, Clinic Allowance and filling of vacant positions. iii) GNT commenced bilateral meetings with NAPSAWU to discuss issues pertaining to overtime payments for Border Immigration Personnel and Eswatini National Fire, Rescue and Emergency Services. Discussions are still ongoing. iv) GNT resumed bilateral meetings with 	<p>Meeting individual PSAs is proving to be difficult for GNT to honour all meetings due to other equally demanding duties and responsibilities. This has led to parties not exhausting all Agenda Items and carrying them forward to the following year.</p>	<p>To continue providing Secretariat Services and facilitating amicable Bilateral meetings with PSAs.</p>



	<p>NAPSAWU regarding the transformation of operations for the Central Transport Administration Department (CTA). The parties agreed on the engagement of a Consultant to conduct an assessment into the operations of CTA.</p> <p>v) Convened meeting with SNAGAP to discuss their schemes of service among other issues.</p>		
C. Monitoring of the Government Wage Bill.	<p>Scrutinised requests for the payment of overtime and other requests which have a financial implication for Government by exploring other remuneration options that are cost effective for Government.</p>	<p>i) The persistent influx of overtime requests despite advice and constant reminders to Ministries to plan their work and manage their time well to avoid working overtime.</p> <p>ii) Failure by most Ministries to adhere to the Circular Memorandum dated 15th September, 2015 on the standard procedure for application to work and pay overtime.</p>	<p>To continue scrutinising requests, identifying and eliminating unwarranted elements of the wage-bill in an effort to contain it to sustainable levels.</p>
D. Schemes of Service (SoS) Development.	<p>i) Produced a final draft of the Emergency Preparedness and Response (EPR).</p> <p>ii) Produced Zero drafts of the following Schemes of Service:</p> <ul style="list-style-type: none"> ➤ Attorney General's Office; ➤ Surveyor General's Office; ➤ Director of Public Prosecutions (DPP); ➤ Eswatini National Archives; and ➤ Environmental Health. 	<p>i) Project is massive since it cuts across Government and time consuming yet there are other equally important projects that are running concurrently.</p> <p>ii) There's high demand and influx of requests to develop, review and finalise Cadres Schemes of Service with a view to align themselves with the ongoing Salary Review.</p>	<p>i) Facilitate the endorsement and approval of the listed Zero Draft Schemes of Service.</p> <p>ii) Further engage the Departments that still need to review the reporting lines.</p> <p>iii) More consultative meetings with EBIS still need to review their reporting lines.</p>



	<p>iii) Reviewed EBIS scheme of service</p> <p>iv) Assisted Ministry of Foreign Affairs to draft a Progression Document /Staff profiles.</p>	<p>iii) The Ministries have not returned for the second consultative meetings thus a delay in the crafting of the final document.</p> <p>iv) Some of these Departments still need to review their reporting lines.</p>	<p>iv) Consultative meetings scheduled in March 2025</p>
<p>E. Review and develop Key Performance Area based Job Descriptions to be in sync with the Performance Management System</p>	<p>i) Reviewed and developed KPA oriented Job Descriptions of Middle Management positions for the following Ministries, Departments, Sections/Units and/or Cadres:</p> <ul style="list-style-type: none"> ➤ Ministry of Public Service - Management Services Division; ➤ Ministry of Justice & Constitutional Affairs; ➤ Judiciary; ➤ Ministry of Housing & Urban Development; ➤ Eswatini National Fire, Rescue & Emergency Services; ➤ Ministry of Labour & Social Security; ➤ Surveyor General's Office; ➤ Ministry of Natural Resources & Energy; ➤ Ministry of Commerce, Industry & Trade; ➤ Auditor General's Office; ➤ Internal Audit Office; ➤ Treasury Department; ➤ Ministry of Finance; 	<p>Project is massive since it cuts across Government and time consuming yet there are other equally important projects that are running concurrently.</p>	<p>i) Finalise the review and development of KPA oriented job descriptions in the public service.</p> <p>ii) Assist the Royal Eswatini Police Service (REPS) to align its job descriptions to the requirements of the PMS.</p> <p>iii) Ensure that all Job Descriptions are aligned to the revised structures and configured positions</p>



	<ul style="list-style-type: none"> ➤ Ministry of ICT; ➤ Auditors General’s Office New Structure (Institutional Development Section); ➤ Ministry of Education & Training; ➤ Ministry of Agriculture; ➤ Ministry of Health; ➤ Ministry of Economic Planning & Development. <p>ii) Reviewed Supply Chain Management Department JDs</p> <p>iii) Reviewed Ministry of Education and Training:</p> <ul style="list-style-type: none"> ➤ Director Education ➤ Chief Tertiary Department ➤ Chief ECCDE Depart, 		
<p>F. Management Audits</p>	<p>i) Management Audits for the Ministries of Education & Training (MoET) and Health are ongoing with more cooperation from the Ministries Executives. The Early Childhood Care and Development Education (ECCDE) is already completed and recommendations are under implementation in collaboration with the MoET.</p> <p>ii) Tasked by Cabinet to recapitulate the Audit Findings and recommendations to the present Cabinet Ministers for them to appreciate the</p>	<p>i) MoET and Health Audit requires adequate resources as transport and laptops is a challenge due to inadequate funding as the audit project did not have funding.</p> <p>ii) The assignment is faced with challenges due to shortage of staff as five (5) other interventions are ongoing at the same time thus competing with human resources as the same officers are expected to carry out the projects thus officers are stretched.</p>	<p>i) Continue with assisting Ministries with the implementations of the audit recommendations and provide the necessary guidance.</p> <p>ii) Request the MoET and MoH to help organize transport for the MoPS Audit staff as it ventures to faraway places like schools, clinics and TVETs in the rural areas.</p> <p>iii) To request for Cabinet authority on the appropriate route and decision on the Redundant but filled posts as money is</p>



	<p>intervention. Thus a schedule was issued for all and distributed to all Ministries.</p> <p>iii) Conducted and lead Management Audit presentations to all Ministries as tasked by Cabinet.</p> <p>iv) Out of 21 Ministries: DPM's Office; Housing & Urban Development; Public Service; Tinkhundla Administration & Development; Sports, Culture & Youth Affairs; Economic Planning & Development; Information, Communication & Technology; Commerce, Industry & Trade; Natural Resources & Energy; and Labour & Social Security, are the only Ministries that have honoured the directive.</p> <p>v) Re-audited and re-organised some of the ICT Departmental organisation structures after meeting the Minister for ICT and a zero draft has been produced for review.</p> <p>vi) Coordinated the implementation of Audit Recommendations by advising Ministries on the methodologies and best approaches. These included:</p> <ul style="list-style-type: none"> ➤ Redeployments 	<p>iii) The slow response by some Ministries to honour the set dates for the Honourable Minister to be updated on the audit findings and recommendations.</p> <p>iv) Occupied redundant posts are a challenge to abolish, the Honourable Cabinet to pronounce itself on them as huge sums are being paid for posts which are no longer adding value to Government.</p> <p>v) The Audit had no funding and no funding was allocated for the filling of vacancies as the audit was being implemented. Thus challenging and some Ministries are thin on the ground without staff. Eg. Ministries of Natural Resources & Energy; Agriculture; Public Service: Labour & Social Security; Education & Training; Tinkhundla Administration & Development; and Home Affairs.</p> <p>vi) The audit of colleges, TVETS and REC's will require funding to accomplish findings for Headcount. Have requested for a budget.</p> <p>vii) Some schools were headed by Senior Teachers thus difficult to get data needed. Shortage</p>	<p>currently being spent on posts that are no longer required.</p> <p>iv) To request for Cabinet Authority and Extra Budget for the filling of vacancies recommended for filling.</p>
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	<p>➤ Trade-ins and abolishment.</p> <p>vii) Requests for redeployments were sent to CSC to be effected.</p> <p>viii) Provided oversight, guidance and advice on the implementation of the Service Centre Audit and Treasury Audit.</p> <p>ix) Management Audits for the Ministry of Education and Training are well collaborated with both Ministries are cooperating in undertaking the audit of secondary Schools in the entire from the Ministries executives.</p> <p>x) Conducted the Audit of Secondary schools, validated data and visualised it.</p> <p>xi) The Early Childhood Care and Development Education (ECCDE) Inspectorate has been approved for establishment as per recommendation of audit and MoET to undertake recruitment.</p> <p>xii) Conducted and lead management Audit presentations to all Ministries as tasked by cabinet.</p> <p>xiii) Out of 21 Ministries the ones remaining were Private and Cabinet; Ministries of Justice & Constitutional Affairs;</p>	<p>of petrol delayed the departure of teams to the regions thus officers returned late at night. The App used for the audit required huge amounts of data which was not accommodated for at the beginning of the audit. The App used started was not backed up with a server thus all the captured was under threat of disappearing.</p> <p>viii) Need funding for the filling in of vacant posts and newly created pots authority to redeploy officers and it has not been budgeted for.</p>	
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	<p>Home Affairs; Health; and Finance.</p> <p>xiv) Reviewed Department of Research structure after consultations and presentations with Minister.</p> <p>xv) Conducted inception and consultative meeting for Mlalatini Development Centre, Chief Tertiary Colleges, TVETS and REC'S, Chief Secondary, REOS, Director Education, EMIS,</p> <p>xvi) Coordinated the implementation of Audit Recommendations by advising Ministries on the methodologies and best approaches. These included:</p> <ul style="list-style-type: none"> ➤ Redeployment requests drafted to CSC for the MOA Research, National Disaster Management Agency, Ministry of Public Works and Transport, Ministry of Home Affairs, Tinkhundla and Development, Ministry of Tourism and Environment and Home Affairs. <p>xvii) Trade-ins and abolishment form the system.</p> <p>xviii) Conducted the audit of Secondary Schools/Rightsizing exercise , thereafter conducted the Data</p>		
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	capturing , cleaning visualisation and analysis.		
G. PMS Data (Objectives Mapping) Workshops	The Team has conducted workshops with Ministries where they were assisting them to translate their strategies into departmental work plans, thus informing the individual’s performance plan for each year.	<p>i) Elapsed strategies that delay the process.</p> <p>ii) Incoherent strategic objectives which do not capture the mandates of the Ministries.</p>	To continue with the mapping activities for the ministries, while ensuring that strategies are appropriately crafted and in alignment with the National Development Plan.
H. PMS Planning for Executive Management in the Ministries	<p>i) The Team assisted Principal Secretaries from 11 Ministries and Departments to plan for their executive and middle management:</p> <ul style="list-style-type: none"> ➤ 11 Ministries/ Departments to complete (100%) of their planning and approve their executive management (Parliament, Judiciary, MoICT, Attorney General’s Office, MoLSS, DPMO, MoCIT, MoPED, MoPS, EBC and Cabinet) ➤ 6 Ministries (80%) to complete their planning and approve for their executive management (MoNRE, MoHUD, MoA, MoTAD, MoSCYA and MoHA. <p>ii) The Team has further assisted the HODs in to attain 100% their planning and approved middle management (DPMO, MoEPD, MoLSS, MoA and the Attorney</p>	Some Ministries are still at the departmental data mapping stage, such that only the PS were able to plan.	The Team shall continue with both the Executive and the Middle Management planning exercise.



	General's Office whilst the MoTAD is at 64%.		
I. Undertaking of organisational study and work reviews to determine the need for requested recruitment of Human Resources.	<p>i) Work measurement studies were completed for the following Ministries:</p> <ul style="list-style-type: none"> ➤ Education & Training (64 posts namely Head teachers); ➤ Health (161 posts); ➤ Labour & Social Security (18 posts); ➤ Natural Resources & Energy (6 posts); ➤ Housing & Urban Development (3 posts); ➤ Eswatini National Fire, Rescue & Emergency Services (55 posts); ➤ Economic Planning & Development (9 posts); and ➤ Tourism & Environmental Affairs (1 post). <p>ii) Post of Medical Specialists were created for the Ministry of Health.</p> <p>iii) Eight (8) Posts of Anaesthetics Technician were created to operationalise the new wing at Mbabane Government Hospital.</p> <p>iv) Reviewed and granted authority to recruit against strategic posts in the Ministry of Education and Training.</p> <p>v) Reviewed and granted to convert a permanent Curriculum Designer</p>	Approved organisational studies and work reviews to determine the need for requested recruitment of human resources are stalled by unavailability of funds due to the Fiscal challenges facing the country.	<p>i) To continue streamlining the need for need for human resources recruitment with the Fiscal challenges facing the country until the economic situation of the country improves.</p> <p>ii) To finalise consultations are on-going with the stakeholder and they are scheduled to be completed by end of March.</p> <p>iii) Line Ministries have been requested to priorities the vacancies and this process is expected to be completed by end of March 2025.</p> <p>iv) To engage with client should there be need for further extension or engagement of permanent personnel</p> <p>v) To conclude further consultations with the Treasury and Stores Department by end of February 2025</p>



	<p>position at National Curriculum Centre to temporal</p> <p>vi) Issued authority to fill in permanent vacant teacher posts</p> <p>vii) Concluded the request for the update of code EDN049 to EDN069</p> <p>viii) Allocated temporal posts for temporal teacher recruitment.</p> <p>ix) Concluded request for a renewal of temporal engagement of a Ceramic Vocational Instructor at National Handcraft Training Centre</p> <p>x) Finalised the request for post movement to correct centres in the Ministry Commerce, Industry and Trade.</p> <p>xi) Concluded request for creation and recruitment against 127 permanent Fire Fighter posts</p> <p>xii) Finalised the request for downgrading of 100 newly created Firefighter posts to trainee Firefighter posts</p> <p>xiii) Authority issued for the request seeking authority to fill vacant priority positions in the Ministry of Housing and Urban Development.</p> <p>xiv) Issued authority to engage two (2)</p>		
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	<p>Temporary/ Extra Clerical officers as Refugees Status Determinants Officers.</p> <p>xv) Authority issued for the request to fill 23 vacant positions Ministry of Home Affairs.</p> <p>xvi) Authority issued for the request to fill (8) Regional Officers Position in the Ministry of Tinkhundla Admiration and Development.</p> <p>xvii) Finalised the request for temporary employment (Communication Officer).</p> <p>xviii) the Request for additional support staff positions for Mankayane Elderly Home and Facility for persons with disabilities.</p> <p>xix) Concluded the request for authority to fill vacancies within the Private and Cabinet</p> <p>xx) Authority issued for the request for the payment of On calls for Medical Interns</p> <p>xxi) Authority issued for the payment of on calls for medical practitioners.</p> <p>xxii) Concluded the request for the renewal of contracts for 14 Warehouse Assistants.</p>		
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	<p>xxiii) Concluded the request for assistance in the plenary for the Eswatini preparedness and response flagship.</p> <p>xxiv) Concluded the request for the renewal of authority to engage 7 Warehouse Assistants.</p> <p>xxv) Request for authority to fill vacancies of support staff within the Ministry of Health was not concluded.</p> <p>xxvi) Successfully concluded the request for filling of vacancies within the AG's Office</p> <p>xxvii) Concluded the request for authority to fill vacancies in the DPP's Office</p> <p>xxviii) Concluded the request for the renewal of contracts for extra clerical officers working on the Electronic case management system in the Ministry of Justice and Constitutional Affairs</p> <p>xxix) Request for authority to fill administrative 13 posts under various schools concluded concluded.</p> <p>xxx) Concluded the upgrade of 100 trainee Firefighter (C1) posts to Firefighter (C2) posts.</p>		
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	<p>xxxii) Request for authority to fill six (6) strategic post under MoFAIC issued.</p> <p>xxxiii) Request for authority to create four (4) posts in the new Mission in Saudi Arabia and India not concluded.</p> <p>xxxiiii) Request Authority to fill thirty-nine (39) vacant position under the Ministry of Home Affairs (MoHA) not concluded</p> <p>xxxv) Request Authority to fill three (3) vacant position under the Driver License Examination Unit stationed under Ministry of Public Works and Transport (MoPWT) is not concluded.</p> <p>xxxvi) Request Authority to fill nineteen (19) vacant position under the Community Development Department and Tinkhundla Centres is not concluded</p> <p>xxxvii) Request Authority to fill twenty-seven (27) vacant Accountancy and Stores vacant posts. Authority to fill 15 vacant posts was issued, but the overall assignment is not concluded.</p> <p>xxxviii) Request to fill forty (40) vacant posts under the Ministry of Information,</p>		
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	<p>Communication and Technology (MoICT)</p> <p>xxxviii) Authority to extend engagement duration for fourteen (14) Extra Clerical Officers-Central Statistical Office (CSO) issued.</p> <p>xxxix) Creation and authority to recruit against one (1) Personal Secretary and one (1) Chauffer for Ministry of Economic Planning and Development (MoEP) issued.</p> <p>xl) Authority to fill five (5) Assistant Planner posts for MoEPD issued.</p> <p>xli) Issued authority to engage 137 Field Staff-Central Statistical Office.</p> <p>xlii) Authority to fill nine (9) vacant posts issued.</p> <p>xliii) Issued authority to fill thirteen (13) Animal Health Inspector, ten (10) Veterinary Assistants and thirty (30) Cordon Guards under the Ministry of Agriculture (MoA)</p> <p>xliv) Authority to the post of Director Budget and Economic Affairs issued.</p> <p>xlv) Issued authority to engage 15 Extra Clerical Officers -Treasury Department granted.</p>		
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	xlvi) Authority to fill Registrar of Deeds (F3) vacant Post granted issued.		
J. Conducting of Organisational Design Studies to ensure the alignment of organisational structure to mandates and strategic intent	<p>i) Structural review studies were conducted for the under-listed Ministries:</p> <ul style="list-style-type: none"> ➤ Economic Planning & Development; ➤ Finance; ➤ Deputy Prime Ministers Office. <p>ii) Request for Authority to fill the Strategic Positions was concluded.</p>	Budgetary constraints has stalled the full implementation of the new organisational designs	Continued engagement with the Planning and Budget Committee (PBC) for budget support
J. Undertaking of ministerial projects review to determine the need for the engagement of temporal or part-time human resources	<p>i) Concluded the request for an authority to engage and remunerate 119 part-time lecturers at ECOT.</p> <p>ii) Concluded the request an authority to engage and pay 27 Lecturers for upskilling courses at Gwamile Voctim.</p> <p>iii) Requested for an authority to engage and pay 50 Examination Moderators for Gwamile Voctim was concluded.</p> <p>iv) Re-engagement of 30 Extra Clerical Officers for the Ministry of Labour & Social Security was concluded.</p>	None	Assignments completed



6.5.6 Wage Bill Trend and Analysis for the Financial Year 2024/25 (April to December Actuals)

6.5.6.1 Introduction

Pursuant the 1% of annual basic salaries once-off payment across all government employees during the December 2024 salary run, an initiative that emanated from the July 2024 Collective Agreement between Government Negotiation Team and Public Sector Unions at the Joint Negotiation Forum and resulted on the implementation of 4% Cost of Living Adjustment; the wage bill for the government of Eswatini as predicted on the medium term fiscal framework, shows an upward growth trend at a rate of 6.9% from April to December during the Financial Year 2024/25 in comparison with the outturns on same months during FY2023/24. This is much against a projected upward trend of about 7.3% demonstrated on the MTFE between the FY2024/25 projections and the actuals for the FY2023/24 during the same months under scrutiny. The tracking and analysis of spending patterns on the wage bill expenses has helped in Projections for the wage bill over the years such that a model for predictions has been invented for the forecasts. The third quarter of FY2024/25 as shown below depicts an increase of about 6.9% in overall wages and salaries when compared to the previous financial year, translating to E420 million growth over the nine (9) month period to December 2024. Projecting same to the end of the financial year in March 2025 results in about 7.04% growth and a total of E564 million in wages and salaries.

Month to Month Wage Bill Distribution for the Financial Year 2024/25					
Month	2023/24 (Actuals)	2024/25 (Projection)	2024/25 (Out Turns/ Actuals)	Variance Proj vs Actual (FY24/25)	Variance FY23/24 vs FY24/25
April	624,831,628	670,512,195	699,451,145	28,938,950	74,619,517
May	620,987,208	666,386,715	673,355,137	6,968,422	52,367,929
June	692,489,607	743,116,554	669,692,864	(73,423,690)	(22,796,743)
July	655,691,531	703,628,223	775,358,012	71,729,790	119,666,481
August	637,576,683	684,189,024	696,833,917	12,644,893	59,257,234
September	766,447,270	822,481,158	689,968,802	(132,512,356)	(76,478,467)
October	657,728,209	705,813,799	694,849,322	(10,964,476)	37,121,114
November	648,227,371	695,618,368	691,326,663	(4,291,705)	43,099,292
December	739,555,256	793,623,107	872,662,869	79,039,762	133,107,613
January	652,398,877	700,094,847	700,094,847	-	47,695,970
February	657,797,562	705,888,223	705,888,223	-	48,090,660
March	660,734,692	709,040,082	709,040,082	-	48,305,390
Grand Totals	8,014,465,894	8,600,392,294	8,578,521,883	(21,870,411)	564,055,989
9 Months Totals	6,043,534,762	6,485,369,142	6,463,498,731	(21,870,411)	419,963,969
9 Month Averages	671,503,862	720,596,571	718,166,526	(2,430,046)	46,662,663
	5.9%	7.3%	6.9%		6.9%

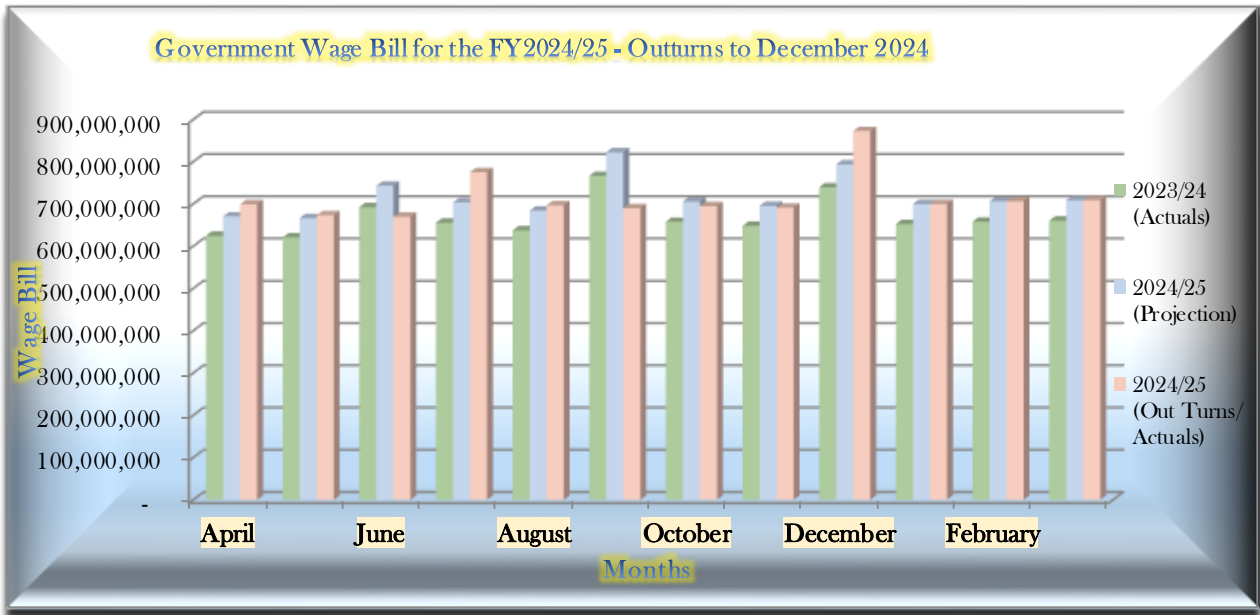


6.5.6.2 FY2024/25 Wage Bill Overview and Key Points

The Wage Bill has continued to be maintained at containable levels; despite automatic notching of 1% realized during April 2024 and the continued hiring of both permanent and contract teachers respectively. The combination of the implementation of the Cost of Living Adjustment (CoLA) to a tune of 4% during year 2024/25 through Circular No. 2 of 2024 and the 1% of annual basic salaries once-off payment in December salary run, filling of various critical positions plays a vital role on the growth trend. The December salaries were packed with TSC bonuses amounting to E22.5 million, Doctors & Nurses On Call Allowances reaching E85.2 million and the once-off payment translating to E74.1 million. The difference of about E79 million between outturns for FY2024/25 and projections on same during the December month emanates from the 1% of annual basic salaries once-off payment as highlighted. And as such, it is expected that the wage bill excluding the Pension Contribution will grow to reach E8,578 billion, rising by E564 million from the FY2023/24 E8,014 billion and translating to 7.04% growth by the end of the financial year. This is much against the projected FY2024/25 E8,600 billion resulting on a 7.3% increase as per the Medium Term Fiscal Framework and depicts savings of about E22 million despite the unbudgeted for 1% CoLA sweetener during December 2024.

The projection versus actuals show that Government will realize savings of about E22 million in the expected Wage Bill after the consideration of all the highlighted variables above and shows that the budget projection model mastered over the years can be relied upon and is effective. The nine months to December 2024 depicts an average monthly Wage Bill amounting to E718.2 million and totalling E6,464 billion as opposed to FY2023/24 average monthly average of E671.5 million and totalling E6,043 billion in the 1st nine months of the financial years under scrutiny. Projections on the wage bill for the 1st nine months depicts a total of E6,495 billion much against a lower outturn of about E6,495 and depicting a saving of about E22 million after the implementation of 1% CoLA one-off payment. The bar chart below reflects the same situation in that, the outturns for FY2024/25 cuts just above FY2023/24 bars as opposed to FY2024/25 projections rising slightly above FY2024/25 outturns. This shows a positive outturn and will result in Government realizing remarkable savings as far as budgeting and projections are concerned.





6.5.6.3 Wage Bill Overview Schedule; Outturn vs Projection for FY2023/24 and FY2024/25 Projections

FY2024/25 below shows a total wage bill projection of **8,600 billion** representing an increase of about **586 million** and reflecting a growth trend of about 7.3% from the previous Financial Year 2023/24 out-turns.

FY2024/25 Actuals or outturns on the other hand depicts a wage bill of **6,463 billion** over the nine month period under scrutiny as opposed to **6,043 billion** for same period under FY2023/24

FY2024/25 projections vs outturns show a positive outcome, reflecting a drastic drop in outturns of about **22 million**, reflecting a downward trend of -0.3% and translating to same **22 million** in savings by end of March FY2024/25.

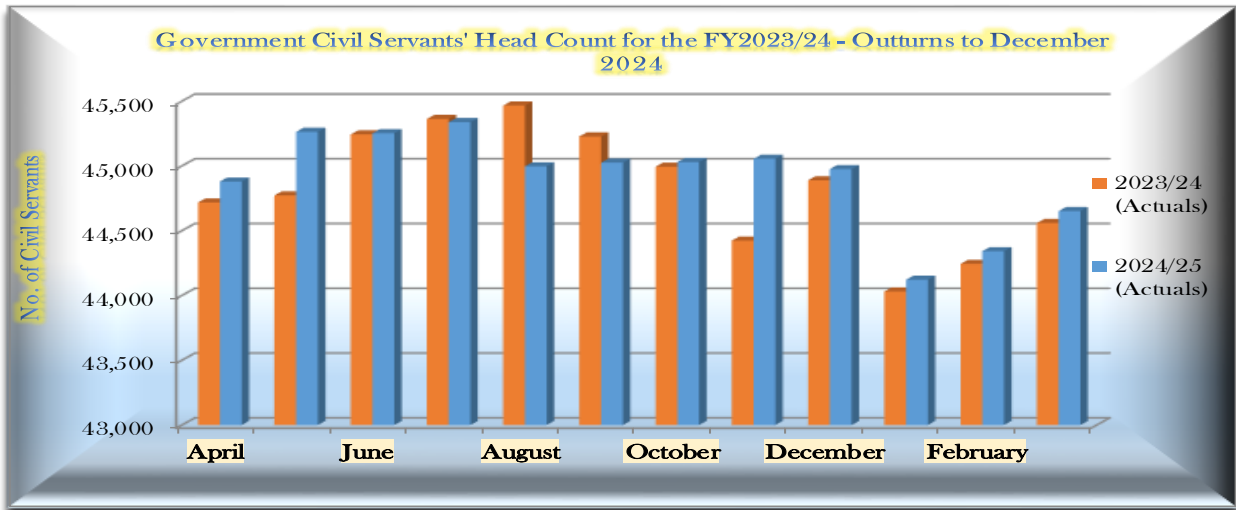
Month to Month Wage Bill Distribution for the Financial Year 2024/25				
Month	2023/24 (Actuals)	2024/25 (Projection)	2024/25 (Out Turns/ Actuals)	Variance
<i>Projected % increase or decrease----></i>		7.3%		
April	624,831,628	670,512,195	699,451,145	28,938,950
May	620,987,208	666,386,715	673,355,137	6,968,422
June	692,489,607	743,116,554	669,692,864	(73,423,690)
July	655,691,531	703,628,223	775,358,012	71,729,790
August	637,576,683	684,189,024	696,833,917	12,644,893
September	766,447,270	822,481,158	689,968,802	(132,512,356)
October	657,728,209	705,813,799	-	-
November	648,227,371	695,618,368	-	-
December	739,555,256	793,623,107	-	-
January	652,398,877	700,094,847	-	-
February	657,797,562	705,888,223	-	-
March	660,734,692	709,040,082	-	-
Grand Totals	8,014,465,894	8,600,392,294	4,204,659,877	(85,653,991)
Six Months Totals	3,998,023,926	4,290,313,868	4,204,659,877	
Six Month Averages	666,337,321	715,052,311	700,776,646	(7,137,838)
	5.9%		-2.0%	

6.5.6.4 The Government of Eswatini Civil Servants Head Count (April to December Actuals for FY2023/24 and FY2024/25)

Civil Servants Head Count				
Month	2023/24 (Actuals)	2024/25 (Actuals)	Variance	% Variance
April	44,719	44,880	161	0.4%
May	44,773	45,264	491	1.1%
June	45,244	45,253	9	0.0%
July	45,364	45,339	-25	-0.1%
August	45,467	44,997	-470	-1.0%
September	45,228	45,026	-202	-0.4%
October	44,995	45,031	36	0.1%
November	44,424	45,056	632	1.4%
December	44,889	44,976	87	0.2%
January	44,031	44,121	90	0.2%
February	44,244	44,342	98	0.2%
March	44,560	44,652	92	0.2%
Averages	44,828	44,911	83	0.2%
% Variance	-2.5%	0.2%	0.2%	

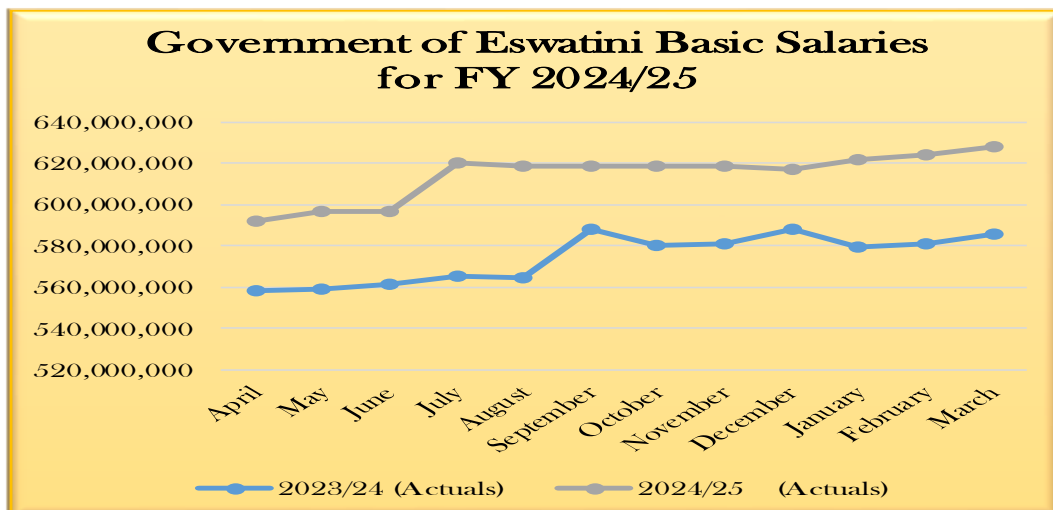
FY2024/25 nine (9) months period under scrutiny has been remarkably stable where recruitment was mostly under the Ministry of Education and Ministry of Economic Planning on the hiring of contract teachers and temporal posts for survey exercises respectively. The three (3) forces namely; Umbutfo Eswatini Defense Force (UEDF), Royal Eswatini Police Service (RESP) and His Majesty's Correctional Services (HMCS) have not had recruitments under the period and as such, the numbers show an overall downward trend across all ministries. The continued hiring freeze policy has been pivotal in just increasing numbers by only 83 officers to reach an average of 44,911 staff for FY2024/25 as opposed to 44,828 during FY2023/24 and reflecting just a 0.2% rise in the actual civil servants numbers.





Government have continued to hire temporal teachers under the Ministry of Education and Training and partaking through the Teaching Service Commission (TSC), where by end of December 2024, there were about 2,434 contract teachers and 13,367 permanent teachers under the Government payroll with some temporal posts still earmarked for conversion to permanent positions as per the Cabinet directive. The bar chart continues to show FY2024/25 bars cutting slightly below FY2023/24 for most months owing to Circular No. 3 of 2018 with some months on the contrary. A downward trend is anticipated and will continue to do so until the management audit exercise is finalized and implemented to attain an optimum fully fledged and right sized civil service.

The Line Chart for Basic Salaries – FY2024/25



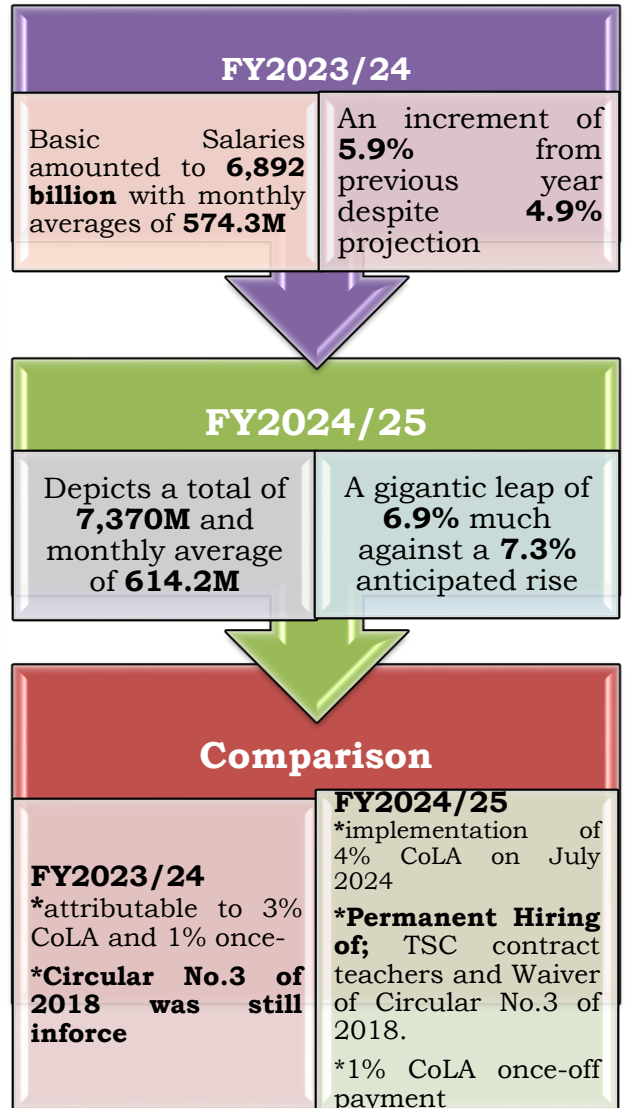
The basic salaries for FY2024/25 depicts an upward trend when compared to the previous year, a 6.9% increase translating to at least 477.7 million emalangeni over the nine (9) months under scrutiny. The 1% automatic notching has always contributed to the annual increases in basic salaries,



2% of Wage Bill continued budget in the filling of critical positions and the implementation of 4% Cost of Living Adjustments (CoLA). For this reason, the Bar Chart shows same information wherein FY2024/25 bars cuts continuously and glaringly above FY2023/24 actual budget line.

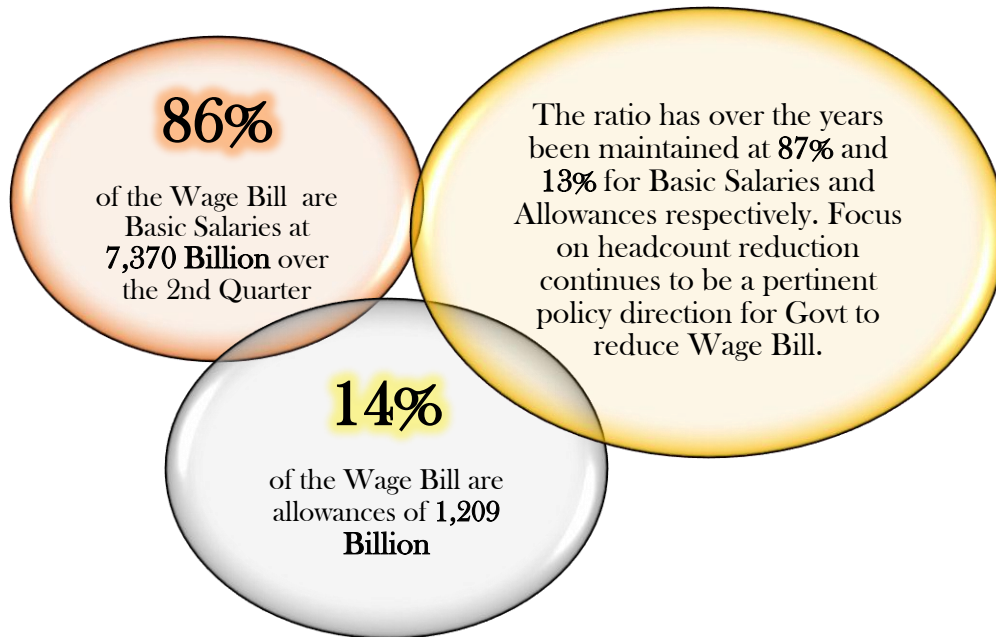
6.5.6.5 FY2024/25 Basic Salaries Trend (April to December Actuals)

Government of Eswatini Basic Salaries for FY2024/25				
Month	2023/24 (Actuals)	2024/25 (Actuals)	Variance	% Variance
April	558,273,934	592,040,651	33,766,718	6.0%
May	559,046,851	596,411,010	37,364,160	6.7%
June	561,282,913	596,343,679	35,060,766	6.2%
July	565,592,360	620,257,729	54,665,369	9.7%
August	564,353,610	618,504,671	54,151,061	9.6%
September	588,231,861	618,371,737	30,139,876	5.1%
October	579,977,601	618,535,746	38,558,144	6.6%
November	581,196,760	618,477,921	37,281,162	6.4%
December	588,123,107	617,174,327	29,051,220	4.9%
January	579,207,653	621,553,524	42,345,871	7.3%
February	581,363,400	623,866,878	42,503,478	7.3%
March	585,485,890	628,290,764	42,804,873	7.3%
Totals	6,892,135,938	7,369,828,637	477,692,698	6.9%
Averages	574,344,662	614,152,386	39,807,725	
Nine Month	5,146,078,996	5,496,117,472	350,038,475	6.8%
% Variance		6.9%	6.9%	



6.5.6.7

Wage Bill Distribution: Basic Salaries and Allowances (April to September Actuals)



6.7 PUBLIC SECTOR HIV/AIDS COORDINATING COMMITTEE (PSHACC)

6.7.1 Introduction

The Public Sector HIV/AIDS Coordinating Committee (PSHACC) Department was established in February 2004 by the Ministry of Public Service given that the scourge of HIV/AIDS and its direct and indirect effects on the Public Sector workforce was high. The key mandate of PSHACC then was to put in place measures on the prevention, mitigation and control of HIV/AIDS infection amongst Public Sector employees. Focus was also on facilitating the access to treatment and increasing productivity. With the establishment of PSHACC several benefits were realised including the coordination of access to treatment, care and support for public servants, increased awareness of HIV/AIDS, reduction of stigma in the workplace, and establishment of support groups, amongst other key milestones achieved.

PSHACC has been able to widen the range of services offered to her clients. The services rendered no longer just focus on HIV/AIDS issues alone but also on screening and testing of other medical conditions including TB, diabetes, hypertension, treatment of minor ailments, and psychological counselling. Furthermore, there are sessions on stress management, team building, and financial well-being which are run on a frequent basis (once or twice a week). Some of the partners refer clients to



PSHACC for psychological counselling and at the same time PSHACC refers her clients to other organisations (e.g. Alcoholic Anonymous) or to the next level of care i.e. hospital.

Since 2011, PSHACC has put in place programmes meant to comprehensively address the aforementioned dimensions through the following strategic pillars: information and education; counselling and support; screening and testing; and treatment and referral. The main mode of delivery of these pillars is on sensitising public servants on different health and wellness topical issues as well as topics on financial management; stress management; self-care; conflict management; and team building. It has been through these information and educational sessions that the gradual increase in demand for counselling, screening and testing services was witnessed over the years resulting in the Wellness Programme being a good practise.

PSHACC provides Public Sector employees with diverse opportunities that foster joy, work-life balance and well-being. Specifically, the PSHACC Secretariat interacts with Public Sector employees to promote positive lifestyle changes. Our interactions focus on self-care importance; emotional hygiene; financial wellness; screening and testing; nutrition; fitness; psychological and psychosocial aspects; counselling; and general health education and information. In completing its years in existence, the PSHACC Wellness Programme continues to have a positive influence on health behaviours of the Public Sector employees.

The PSHACC Wellness Programme furthermore provides employees with information, tools, skills, and services to help create and maintain a healthy lifestyle. Its mission is to create an environment that supports and celebrates each individual's lifelong journey towards optimal physical, social, intellectual, emotional and financial well-being by providing awareness, education, motivation and behaviour change programmes.

6.7.2 Vision

To have a healthy, productive, motivated and efficient workforce that is free from preventable illnesses, injuries and trauma, and effectively delivers public services in an enabling environment.

6.7.3 Mission Statement

To prevent, mitigate, monitor and manage communicable and non-communicable diseases amongst workers for increased productivity and excellent service delivery through an effective coordination mechanism of the Wellness Programmes.



6.7.4 Goals

- To foster a culture of health and wellness that will keep our employees healthy, reduce risk factors among our at-risk members, and improve the health of those who already have chronic conditions;
- To encourage and empower our employees to make healthy lifestyle choices; and
- To strengthen and embrace a healthy working environment that promotes excellent service delivery.

6.7.5 Activities Undertaken During the FY 2024/25

The Department, given a mandate to strengthen and upscale wellness interventions in the Public Sector, has ensured and enforced coordination for implementation of various activities. This Report presents information on all activities coordinated for implementation by Ministries which is presented according to thematic focus areas, activities, achievements, challenges, future plans, and recommendations.

Following below is a brief explanation and main objectives for the Thematic Areas stated.

6.7.5.1 Employee Assistance Programme (EAP) Thematic Area

This Thematic Area ensures that psychological and psychosocial issues are handled whereby provision of counselling is conducted. It further assists employees through engagements towards resolving personal problems, work related and other reported issues that may be adversely affecting the employee's performance. Financial Counselling remains a challenge for most employees as at times some employees end up being referred for further assistance in sorting their financial crisis.

6.7.5.2 Disease Management Thematic Area

This Thematic Area focuses on the disease management which is conducted in various Government Ministries and Departments to detect illness and promote health and wellbeing, thus keeping employees healthy and productive and being able to take care of their lives accordingly. Activities conducted under this thematic area include screening & testing, treatment of illness, and referrals due to illness and complications.

6.7.5.3 Wellness Management Thematic Area

This Thematic Area focuses on the wellness of employees whereby the Department continues to encourage a healthier lifestyle for all Public Sector employees. This ensures and creates an enabling environment which promotes healthy habits within the workplace and is explored through various



pillars that include physical wellness, social wellness, mental wellness, emotional wellness, financial wellness, intellectual wellness, environmental wellness, spiritual wellness, sexual wellness, and medical wellness.

6.7.5.4 Objectives for above stated Thematic Areas

- To engage the Public Service workforce through information & educational sessions on health and wellness initiatives and foster healthy seeking behaviours;
- To increase the number of employees who know their health status for early diagnosis, treatment and management to prevent complications;
- To motivate, counsel, develop a sense of responsibility, build employer – employee relationship and give proper training for Public Servants; and
- To engage Ministerial Management and increase awareness of the PSHACC function, solicit buy in and support and also assist management incorporate wellness activities in their budget and work plans.

6.7.5.5 Activities

ACTIVITIES	ACHIEVEMENTS	FUTURE PLANS
<p>A. Employee Assistance Programme (EAP) Thematic Area</p> <p>1. Psychosocial Counselling.</p>	<p>This Department conducted counselling sessions in different Government Ministries wherein topics like psychosocial, financial, marital, grief and loss, substance abuse, depression, suicidal ideation, low self-esteem, were covered. A total of seventy-nine (79) employees were offered psychological services this reporting period. Employees covered were from the Ministries of Education & Training; Tinkhundla Administration & Development; Defence and the Royal Eswatini Police Service.</p> <p>Worth noting is that a total of thirty-eight (38) employees or clients attended to were walk-ins, which is an indication that people are afflicted and are in desperate need of our services.</p>	<p>Looking ahead, the office aims to expand treatment modalities, enhance client support systems, and develop targeted programmes that address specific clients’ needs, particularly in relation to workplace mental health.</p>



<p>2. Team Building</p> <p>3. Gender Distribution</p>	<p>Further mental health presentations were conducted to raise awareness, promote wellbeing, reduce absenteeism and to promote a supportive workplace culture. It has been observed that a significant number of clients are struggling with depression that are a result of among other things, financial burdens and instability</p> <p>The Department conducted team building activities for employees in the Ministry of Education & Training the Deputy Prime Minister’s Office. The total number of employees who participated were one thousand two hundred and seven (1 207).</p> <p>Objectives</p> <ul style="list-style-type: none"> ➤ To improve working relations ➤ To create a conducive working atmosphere ➤ To address interpersonal issues <p>It has been observed this 2024 that more women reported different cases throughout the year as compared to men. The consistent representation of women highlights the need for targeted outreach and support strategies to engage male clients more effectively. Addressing the unique challenges and stigma that men may face regarding mental health might improve male participation in therapeutic services in the future.</p>	<p>Team Building Activities still to continue in the Financial Year 2025/2026</p>
<p>B. Disease Management Thematic Area</p> <p>1. Non-Communicable Diseases Campaign</p>	<p>Objective</p> <p>To conduct screening and testing for non-communicable diseases for early detection and management of diseases.</p> <p>The Department conducted non-communicable diseases campaign for employees which included educational and screening sessions for employees. Employees reached were from the following Ministries and Departments:</p> <p>The Ministries of Public Service; Economic Planning & Development; Finance; Tinkhundla Administration & Development; Commerce Industry & Trade; Labour & Social Security; Housing & Urban Development; Natural Resources & Energy; Public Works & Transport; and the Private & Cabinet. The number of employees who participated were five hundred and forty-four (544).</p>	<p>Such campaign to continue and reach employees in the Regions.</p>

<p>2. World AIDS Day Commemorations</p>	<p>i) The Department conducted World AIDS day build up sessions and candlelight activities in the Deputy Prime Minister Office, Ministry of Public Service, Information, Communication and Technology, Finance, Economic Planning, Agriculture, Labour and Social Security, Tinkhundla, Housing, Natural Resource, Justice, Commerce. His Majesty’s Correctional Services, Internal Audit, and Elections and Boundaries Commission. These activities were a build- up leading to the World Aids Day which is commemorated world-wide every year on December 01st which we also form part of that celebration as a programme.</p> <p>ii) The Department has successfully completed the non-communicable diseases campaign that was conducted in different Ministries.</p> <p>iii) The Department conducted team building sessions in the Ministries and in a number of schools. The schools as feedback, reported improved performance, work relations and general health and wellbeing following the sessions.</p> <p>iv) The Department had successfully completed Phase 2 of the Men Engage Campaign.</p> <p>Ministries have revived their wellness structures and programmes.</p>	
<p>C. Wellness Management Thematic Area</p> <p>1. Induction Sessions</p> <p>2. Educational Sessions.</p>	<p>The Department conducted induction for Wellness Committee Members of the Ministry of Housing & Urban Development and the Deputy Prime Minister’s Office Wellness Committee Members and employees in the Regions were trained at EIMPA. The total number of public servants covered were one hundred and fifty-two (152).</p> <p>The PSHACC Department has continued to coordinate and ensure implementation in the various Government Ministries. Educational and/or awareness with team building (aimed at among other things; improving communication, increasing morale and engagement, to share problem solving skills, to emphasise the importance to build stronger relationships) sessions to ensure the existence of healthier habits amongst</p>	<p>Elections & Capacity building for Ministerial Wellness Committees to continue to be conducted.</p>



<p>3. Public Sector Men Engage Campaign</p>	<p>employees were conducted under listed Government Ministries and Departments:</p> <p>Private and Cabinet; Ministries of Commerce, Industry & Trade; Labour & Social Security; Tinkhundla Administration & Development; Home Affairs; Education & Training (Mcengeni Primary, Masundwini High, St Marks High, Ezulwini Catholic Primary, Ecinisweni Primary, Msunduza Primary, St Marks High, Ebenezer High, Sikhunyane High, Siteki Nazarene High, Mliba High, New Hebron Primary, Makwane Primary, Bahai High and Sigombeni cluster (Esibuyeni Primary, Ntunja Primary, Vusweni Primary, Lomangeletjana Primary, Mvubula Primary, Sankolweni Primary, Kasiko Primary and Sigombeni Primary), and Mpolonjeni Siteki cluster of eight (8) Schools) ; Royal Eswatini Police Service (Manzini RHQ and Police Academy); His Majesty’s Correctional Services SADAC Meeting delegates and the Royal Eswatini Police Service Sergeants, Ecinisweni Primary and Elangeni Primary. The number of public servants covered were three thousand and fifty-nine (3 059).</p> <p>Men Engage Campaign Phase 2</p> <p>The Department conducted men engage dialogues for employees in His Majesty’s Correctional Services. The number of employees who participated were two hundreds and ninety (290).</p> <p>Objectives</p> <ul style="list-style-type: none"> ➤ Increase percentage of men who choose less risky sexual behaviours; ➤ Increase percentage of men who adopt positive social norms which advance gender equality and improve the general health of men; ➤ Increase percentage of men who access and receive HIV services mainly VMMC, condoms, PrEP, HTS and ART; ➤ Improve men’s access to HIV prevention services like HTS, PrEP, VMMC and Condoms; ➤ Improve ART adherence among men to enhance treatment as prevention; ➤ Generate insight on how to best target men with HIV services ➤ To produce the Eswatini Men and HIV and AIDS Strategy 	
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<p>4. Development of Ministries Wellness Policies</p>	<p>Objectives</p> <ul style="list-style-type: none"> ➤ To provide guidance in the implementation of wellness programmes; ➤ To customise the national policy to address specific issues of the Deputy Prime Ministers office; ➤ To explore effective comprehensive wellness strategies for the office. <p>The Department is in the process of developing the Deputy Prime Minister’s office Wellness policy. The document is currently at the zero-draft stage.</p>	
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6.7.6 Challenges

- The Department still receive back employees for counselling who have been referred for counselling to the Ministry of Health – Psychologist Department;
- PSHACC services (offices) not decentralised to regions;
- Counselling session cancellation rates have been noted and common reasons being personal issues and work commitments; and
- Confidential concerns have also been experienced this Quarter, clients expressed concerns about the confidentiality due to the shared building with other Government Ministries offices, they don’t feel totally safe with their personal issues as they are worried that when they attend their counselling sessions their colleagues might see them.

6.7.7 Recommendations

- Reintroduction of sports for team building and stress management with budget allocation;
- Allocation of Ministerial budgets for PSHACC initiatives;
- Embrace fully and strengthen the SHERQ Initiative for all Ministries;
- Finalisation and Implementation of the proposed PSHACC organisational structure review report;
- Group counselling/debriefing - conduct face to face and group counselling sessions for Security Forces Officers to reduce the on-going trends on suicidal rates;
- Access to on-line counselling - establish an on-line counselling for suicidal clients that will also do risk assessment and the development of suicide safety plans is also required; and
- Regular follow-ups on existing clients.



6.7.8 Conclusion for Financial Year 2024/2025

This Financial Year 2024/2025 has illustrated the resilience and progress of both clients and the office. Continued commitment to client-centred care, ongoing evaluation of service effectiveness, and adaptation to emerging challenges will be vital as we strive to foster a healthy and productive worker in the coming years.

6.8 STAFFING REQUIREMENT AND COMPLEMENT CONTROL

6.8.1 Mission

The purpose of this Unit is to provide quality services that are efficient and of excellent standard to all Ministries, Departments and individual employees by formulating and implementing Human Resource Policies that enhance professional growth and improve the welfare of Government employees. This is done through ensuring the proper implementation of Human Resource Management Policies, Systems and Procedures.

6.8.2 Objectives

- To ensure that the approved Establishment Staff complement is not exceeded in the public service;
- To ensure adherence to regulating Policies, Regulations and Procedures;
- To initiate, develop and review Human Resource Management Policies;
- To develop mechanisms and systems to ensure optimum utilization of Human Resources in cadres under the Ministry;
- To provide guidance to the Promotion Boards on policies and procedures pertaining to proper placement and deployment of competent and capable employees; and
- To create and maintain a database on Human Resource Information.

6.8.3 In meeting the Objectives, the Unit has undertaken the following Activities:

ACTIVITIES	ACHIEVEMENTS	CHALLENGES	FUTURE PLANS
A. Attending and Providing Advice Ministerial Promotions Boards.	Attended and Advised twenty-four (24) Internal Promotions Board meetings from various Ministries and/or Departments.	i) Declaration of vacancies by Line Ministries and Departments is not done on time.	i) Print vacant positions for Line Ministries to compare with the number of vacancies filled and continue to encourage



		<p>ii) Ministries still fail to meet the standard requirements when filling Performance Appraisal Reports</p> <p>iii) Ministries still struggle with following and concluding disciplinary processes resulting in subjectivity and biasness when promotions are conducted.</p>	<p>HR Officers on the importance of declaring vacancies.</p> <p>ii) Regularly coordinate and facilitate HRM Cadre refresher courses.</p>
<p>B. Coordinate and Facilitate Appointments, Training, Planning, and Performance Management in the Secretarial and Human Resources Management (HRM) Cadres across Government.</p>	<p>i) Provided advice to Officers in the Secretarial and HRM Cadres who had grievances regarding advancement within the Cadre.</p> <p>ii) Coordinated the training of HR Officers in line with the Schemes of Service, and qualification requirements in order for them to be considered for career advancement/promotion.</p>	<p>i) Developing skills in the Secretarial Cadre is moving at a slow pace.</p> <p>ii) There is a delay in the filling of vacancies in the HRM Cadre.</p>	<p>Finalize and implement the Secretarial Cadre Schemes of Service.</p>
<p>C. Implementation of the Human Resource Management Information System (HRMIS).</p>	<p>i) Checked and authorized all submissions and all other inputs from Line Ministries.</p> <p>ii) Continued to liaise with RSTP in strengthening controls in the HRMIS by incorporating PINs in one of the functions used by the Unit.</p> <p>iii) Successfully downloaded and</p>	<p>i) Officers continue to accept and submit documents which are not aligned in terms of names.</p> <p>ii) Discrepancies between HRMIS and ID data.</p> <p>iii) Users of the System not adhering to the stipulated processes resulting in inconsistencies in the HRMIS.</p>	<p>i) Continue to sensitize HR Officers to follow laid down procedures to avoid delays.</p> <p>ii) Employees with challenges regarding PINs in the Home Affairs Population Register and the HRMIS to come forward so that correct data is maintained.</p> <p>iii) Continuously do</p>



	<p>still updating PINs for all Government employees engaged on temporary, contract and on permanent basis to all affected Line Ministries. The aim of this exercise is to have accurate data in the System.</p> <p>iv) Continued doing due diligence in the verification of authentic documents submitted for new appointments.</p> <p>v) Received eighty-eight (88) files for correction of Date of Birth (DoB) and responded to eighty-four (84) files.</p>	<p>iv) Ministries and Departments continue to accept questionable qualifications.</p> <p>v) Poor filing at various Departments and Ministries as well as Institutions.</p>	<p>HRMIS Audits and conduct a refresher course to train users of the System on HRMIS processes.</p> <p>iv) Introduce electronic personal data files.</p>
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6.8.4 Summary of Vacancies for the Human Resources Cadre

HR Cadre Level	Number of Vacancies	Grade
Senior Human Resources Officer	10	D4
Human Resources Officer	11	D3
Assistant Human Resources Officer	13	C3
Total	34	

6.8.5 Challenges Faced by Ministries as a Result of not Filling Vacancies in the HRM Cadre

Challenges caused by not filling vacancies in the HR Cadre are as follows:

- In Ministries with high numbers in staff compliment such as Agriculture; Health; and Education & Training (TSC), HR issues are attended to at a snail pace because HR Officers are thin on the ground which causes a rise in labour disputes. Some HR matters are not being given proper attention at the right time such as confirmations, as well as payments of housing and acting paid allowances are delayed;
- There is a rising expectation of being appointed or variated to the HR Cadre by Officers in other cadres such as the Records Management Cadre who are sometimes assigned HR matters



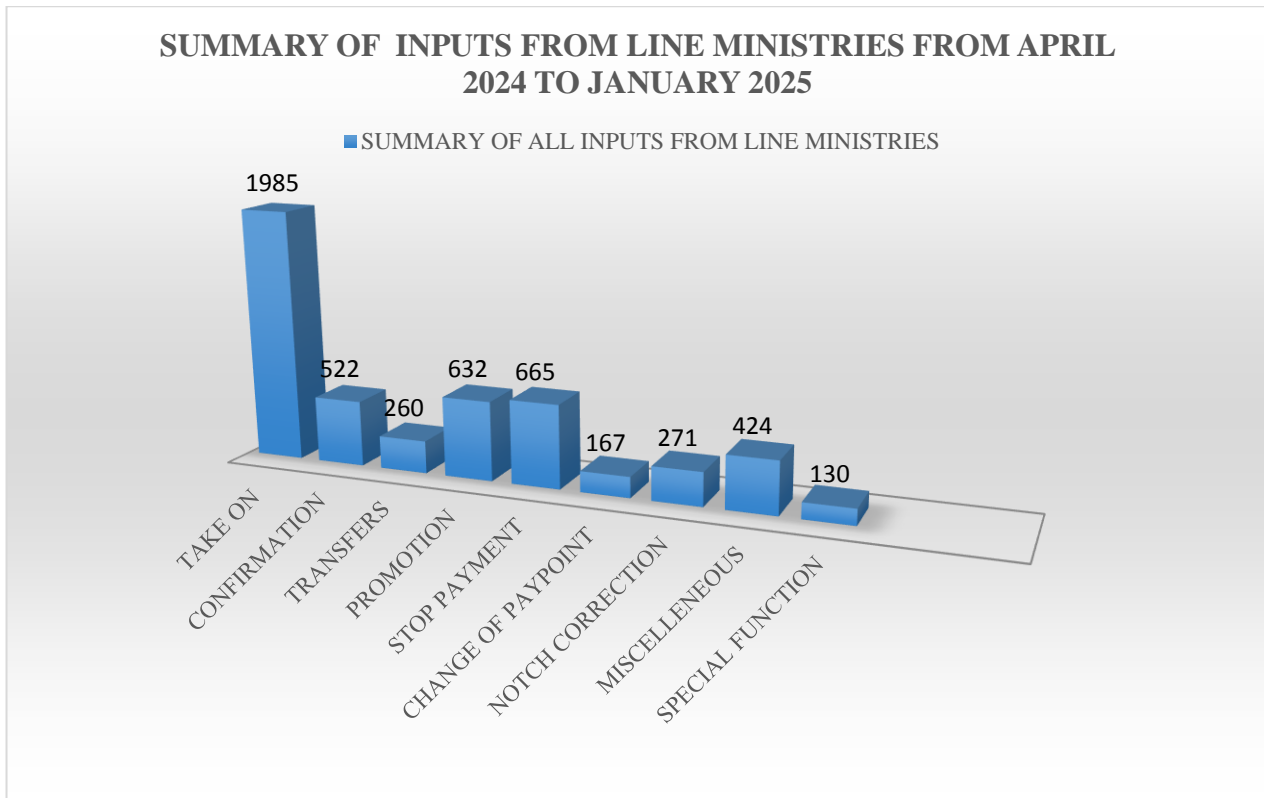
to action because of the shortage of HR Officers in Ministries leading to dissatisfaction and low morale; and

- Compliance Risks: Ministries are required to adhere to various regulations and policies regarding employment practices. The vacancy of the HR positions increases the risk of non-compliance with labour laws and regulations due to insufficient oversight and management of human resources.

6.8.6 Summary of Vacancies for the Secretarial Cadre

Secretarial Cadre Level	Number of Vacancies	Grade
Senior Personal Secretary	3	C3
Personal Secretary	12	B5
Shorthand Typist	18	B4
Typist 1	110	B3
Total	143	

6.8.7 Summary of all inputs from Line Ministries



The above inputs are from all Government Appointing Authorities. New Appointments were inflated by the hiring of Teachers on temporary basis, hiring of Extra Clerical Officers by the Ministries of Labour & Social Security, Economic Planning & Development, and that of Agriculture, and the hiring of Spray Painters on a temporal basis by the Ministry of Health.

Promotions were also inflated by the promotion of Officers in the Ministry of Justice & Constitutional Affairs and in the Security Forces (Umbutfo Eswatini Defence Force, Royal Eswatini Police Service and His Majesty's Correctional Services) and the Ministry of Education & Training.

Notch correction increased due to Officers who did not notch in April who were mostly Officers from the Security Forces.

Special Function has been inflated by the non-payment of salaries of Extra Clerical Officers from the Ministry of Economic Planning & Development who had not been paid their salaries for the month of August.

Miscellaneous includes the following: Secondment, variations, contract renewal, correction of grade, updating of PIN numbers, desecndments, correction of employee category, suspensions, reinstatements and link to post, effecting of stop payment.

Stop Payment has been influenced by the different forms of exit from the Civil Service such as compulsory and early retirement, and resignation for greener pastures.

6.8.8 Other Activities

In the period under review, the Unit undertook other activities which include the following:

- The Unit as a member of the Public Accounts Standing Committee has been attending all PAC sittings;
- The Unit was able to assist different Ministries in disciplinary issues through being members of the Line Ministries Preliminary Investigation Committees; and
- The Unit has also played its advisory role to Line Ministries in Human Resources Management matters requiring the advice and attention of the Ministry.



6.9 TERMS AND CONDITIONS OF SERVICE

6.9.1 Mission

To ensure fair and just labour practices in the public service through the formulation and maintenance of appropriate human resources policies, regulations, procedures, and terms and conditions of service.

6.9.2 Objectives

The functions of the Terms and Conditions of Service Unit are to help in the formulation and the implementation of Government Employment Policies and is responsible for the following:

- Communicating approved employment policies and procedures to various Heads of Departments;
- Interpretations of rules and regulations governing the public service;
- Provide advice and guidance to individual Officers as well as Line Ministries about the public service terms and conditions of service;
- Conduct induction courses for Officers who have just been appointed into the Service about their employment;
- Conduct workshops and/or refresher courses to serving Officers when asked to do so by respective Heads of Departments;
- Research and review human resource rules and regulations and finally make appropriate recommendations; and
- Develop appropriate systems and procedures that will ensure that there is a common understanding and application of terms and conditions of service.

6.9.3 Policies

The Unit is regulated by the following Policy Documents: -

- Public Service Act No. 5 of 2018;
- The National Labour Laws including ILO Conventions;
- Civil Service Board General Regulations of 1963;
- The Government General Orders as amended from time to time;
- Recognition Agreements between Government and Public Sector Associations (PSAs);
- Court Judgments relating to labour issues;
- Cabinet Directives; and
- Establishment Circulars.



6.9.4 Activities of the Unit

ACTIVITIES	ACHIEVEMENTS	CHALLENGES	FUTURE PLANS
<p>A. Industrial Harmony.</p>	<p>i) The Department was able to make use of a Civil Service Commission structure of dispute resolution wherein a Committee was set up to address disputes referred to it by the Commission. Its effectiveness is evidenced by the reduction of CMAC cases by almost half.</p> <p>ii) Managing through Conciliation, thirty-two (32) CMAC cases were conciliated during the year. This is a huge decrease from fifty-four (54) cases that were reported last year. This is attributable to the establishment of the Grievance Committee, an internal forum for the resolution of grievances. This Committee attends to grievances that have not been resolved by Ministries and/or Departments. The recommendations from the Committee are forwarded to the Civil Service Commission for its decision.</p> <p>iii) Managing through authorization of late payment requests, a total of for eighty-four (84) requests were</p>	<p>i) The Grievance Committee is relatively new thus its function is not widely known and embraced, resulting in some Officers still referring matters to CMAC before the Committee could deal with their cases.</p> <p>ii) Most Ministries and/or Departments cite the lack of adequate budgets for late payment requests.</p>	<p>To continue advocating for this Internal Grievance Resolution Forum</p>



	<p>received within the year. These were assessed for compliance to Government policy and authorized. They ranged from late payment of housing allowances as well as salaries.</p> <p>iv) Managing vacant posts through waiving and authorising Acting Paid Appointments. A total of forty (40) vacant posts were allowed to be filled on an acting basis.</p> <p>v) Managing through paying Officers for unutilized leave. Only four (4) Officers were paid during the year.</p>		
B. Public Service Act of 2018 and its accompanying Regulations.	<p>The Ministry has finalized the Draft Public Service Regulations of 2024. They were presented and discussed with the Civil Service Commission.</p>		To encourage all parties to speed up the process.
C. Review of General Orders.	<p>A draft document of the General Orders is in place. The review of Chapter E, a document that deals with Officers in the Foreign Service, shall continue pending submission of crucial information necessary for the continuation of the exercise.</p>	<p>The Ministry of Foreign Affairs & International Cooperation has not been forthcoming with what would assist in the review process despite reminders.</p>	To make further follow ups.
D. Workplace Safety Issues.	<p>The Unit authorised the procurement of Personal Protective</p>		



	Equipment for Road Transport Inspectors, Vehicle Examiners, Road Traffic Officers and Driver Examiners.		
E. Preliminary Departmental Investigations.	The Unit received requests for Officers to be part of Preliminary Departmental Investigations into alleged misconduct of Officers. Seven (7) cases were investigated during this reporting period.	There is lack of adequate training to handle this activity especially those leading the process. This makes the process drag for a longer time.	To influence the capacitation of Officers.

7. FINANCIAL REPORT

7.1 Expenditure

By the end of the Second Quarter of Financial Year **2024/25**, funds had been utilized well within the Ministry's allocated Control Items.

A Detailed Summary of Estimated Budget versus Expenditure is as Follows: reallocations

CONTROL ITEM DETAILS	ESTIMATED BUDGET (E)	RELEASED BUDGET (E)	REALLOCATIONS (E)	REVISED RELEASED (E)	EXPENDITURE (E)	COMMITMENTS (E)	EXPENDITURE & COMMITMENT (E)	VARIANCE (E)	% VARIANCE
00 - CTA-CHARGES	1,550,816	1,575,363	62,717	1,638,080	826,909	194,342	1,021,251	616,829	38%
01 - PERSONNEL COSTS	47,462,547	43,316,214	-3,145,705	40,170,509	39,897,806	0	39,897,806	272,703	1%
02 - TRAVEL & COMMUNICATION	1,762,396	5,202,162	-119,435	5,082,727	3,993,399	705,218	4,698,616	384,111	8%
03 - DRUGS	21,791	434	-12,533	-12,099	0	0	0	0	0%
04 - PROFESSIONAL SERVICES	17,945,439	11,649,025	-3,000,174	8,648,851	8,968,188	265,362	9,233,550	-584,699	-7%
05 - RENTAL CHARGES	157,844,301	157,763,801	0	157,763,801	148,790,225	0	148,790,225	8,973,576	6%
06 - OFFICE SUPPLIES & CONSUMABLES	565,837	5,091,162	0	5,091,162	2,750,816	2,318,914	5,069,730	21,432	0%



07 – DURABLES	0	1,159,162	75,773	1,235,549	947,093	161,678	1,108,770	126,779	10%
11 – EXTERNAL GRANTS, TRANSFERS & SUBSIDIES)	11,260,054	11,883,548	353,962	12,237,510	11,260,054	0	11,260,054	977,456	8%
TOTAL	238,413,182	237,641,485	-5,785,395	231,856,090	217,434,489	3,645,513	221,080,002	10,788,187	5%

7.2 Summary on Recurrent Expenditure

The Ministry of Public Service was allocated an Annual Budget of **E238,413,182.00** for the Financial Year **2024/25** of which **E231,856,090.00** had been released by the end of the January 2025, and expenditure accumulation (**actual & committed expenditure**) was **E221,080,002.00** at the time of Report compilation. This shows an under expenditure of 5% which is within the acceptable range for under or over expenditure of 10%.

Below is a Summary of Expenditure per Control Item:

00 - C.T.A. Charges:

This Item reflects an under expenditure of 38% due to the fact that some of the Ministry's cars were not functioning during the period and the billing of CTA charges is behind schedule for all the months. It is hoped that the Budget will be fully utilised by the end of the Financial Year, because there are cars that need overhauling and new ones have been added to the fleet, with three (3) still to be added this Quarter.

01 - Personnel Charges:

This Reporting Item Covers Personnel Costs. There is an under expenditure of 1% and this balance is for salaries for the coming months.

02 – Travel & Communication:

This Reporting Item covers funds for External and Internal Travel, and Communications. There is an 8% under expenditure on this Item, with the remainder of the budget to be utilized in the coming months.



03 - Drugs:

This Reporting Item caters for drugs mainly for our Public Sector HIV/AIDS Coordinating Committee (**PSHACC**) Department. There was no under or over expenditure under this reporting item.

04 - Professional Services:

This Reporting Item emanates from funds for Professional Services such as training institutions under the In-service Training Department. Funds for the Salary Review was allocated under this Item. The salary review exercise is ongoing at the moment. There is a 7% over expenditure. The budgeted amount was not sufficient for the Ministry.

05 – Rental Charges:

This Reporting Item mainly covers rental charges for Government office space and leased housing costs. There is a 6% under expenditure which will be utilised in the coming months.

06 - Office Supplies & Consumables:

This Reporting Item covers office supplies and consumables. There was no under or over expenditure under this reporting item.

07 - Durables (Office furniture, equipment etc.):

This Reporting Item covers durables. As reflected above there is a 10% under expenditure. The funds will be utilised in the coming months.

11 - (External Grants, Transfers & Subsidies):

This Reporting Item caters for funds reserved for subventions to the four (4) Institutes: Institute of Development Management (**IDM**); Eastern Southern African Management Institute (**ESAMI**); Commonwealth Fund for Technical Co-operation (**C.F.T.C.**); and African Association of Public Administrators and Management (**AAPAM**). The funds were all remitted to the relevant Institutions as per their requests and there is an 8% savings due to foreign currency fluctuations in rates.

8. THE PUBLIC SERVICE PENSIONS FUND

8.1 Description of the Fund

The Fund was established under Section 3 of the Public Service Pensions Order, 1993 as a Contributory Defined Benefit Scheme. With effect from 1st May 2007 the Public Service Pensions



Order Regulations were amended and all members contribute at a rate of 5% of pensionable salary whilst participating employers contribute at a rate of 15% of pensionable salary.

8.2 Participating Employer Entities

The Government of the Kingdom of Eswatini and any parastatal body or other service which the Minister, in consultation with the Board of Trustees, may determine to be “public service” for the purpose of the Public Service Pensions Order, 1993 are deemed participating employers.

8.3 Membership of the Fund

Membership of the Fund is restricted by the Public Service Pensions Order, 1993, to those groups employed in the Government of the Kingdom of Eswatini’s public service as defined under Section 2 (a)-(d) of the Public Service Pensions Order, 1993.

8.4 Assigned Duty

The Fund is, as from the commencement date on 1st November 1993, responsible for the payment of all benefits arising under the Public Service Pensions Order of 1993 and Regulations; and pension benefits to individuals who are entitled to receive such benefits under the provisions of the Pensions Act of 1968, the Ubutfo Eswatini Defence Force (Gratuities) Regulations of 1979, and the Commercial Union Pensions Scheme for Teachers (CUSADA).

8.5 Financial Year of the Fund

The Financial Year of the Fund is the twelve (12) months period from 1st of April through to the 31st March. The Report details activities of the 2nd Quarter period from the 1st of July 2024 to the 30th of September 2024.

8.6 Financial Situation Summary

The Fund’s financial performance in the quarter under review recorded a net surplus of E1 309 Million. The budgeted full year surplus is E1,860 Million for the year ending 31 March 2025, this translates to a quarter budget of E465 Million, therefore the Fund ‘s surplus recorded in the 2nd Quarter ending 30 September 2024, had a favourable variance of E844 Million which translates to 182%. This significant increase in performance was mainly attributed to the high revaluation gains recorded in the month of July 2024.



Financial Markets

8.6.1 Global Markets

The Offshore Portfolio displayed a weak performance, with negative returns of -0.39% over the three (3) months. Across all the portfolios, the data suggests consistent underperformance relative to their respective benchmarks, highlighting room for improvement with active management strategies.

Offshore markets showed resilience over the Quarter, with equities and bonds delivering positive returns amid easing inflation and rate cuts by major Central Banks. The returns in Lilangeni was, neutralized by a strong Rand that appreciated by 5.63% over the Quarter.

8.6.2 South African Markets

South African markets gained momentum over the Quarter, with the Capped SWIX index rising 9.62%, supported by sectoral growth and a stronger Rand, despite ongoing fiscal challenges. Over the quarter, the Capped SWIX index gained 9.62%, while the ALBI rose by 10.6%. The Rand strengthened, appreciating by 5.63% against the US dollar, reflecting favourable financial market conditions.

8.6.3 Eswatini Market

Local inflation eased to 4.2% in Q2 compared to 4.3% in Q1 and was mainly driven by food inflation. It recorded 4.1% in August 2024. In September 2024, local interest rates were cut like SA by 25 basis points. Credit extension in Q2 grew 5% to E20.3bn from Q1 and it was across the board, including credit to private business, households, etc., and contracted to E19.9bn in July 2024.

Source of Market commentary from:

Public Service Pensions Fund Monitor for the Quarter ended 30th September 2024.

An Abridged Income Statement and Statement of Financial Position of the Fund for the Quarter ended 30th September 2024 is set out below.



8.7.1 Income Statement for the Quarter ended 30th September 2024

	JUNE 2024	SEPT 2024	DEC 2024	MAR 2025	YEAR TO DATE ACTUALS	REF	FULL YEAR BUDGET 2024/2025
	E MILLION	E MILLION	E MILLION	E MILLION	E MILLION		E MILLION
Contributions	339	364			703		1 397
Abolition of Office Contributions	0	0			0		0
Investment Income	606	601			1 207	A	2 102
Total	945	965			1 910		3 499
Revaluation Gains (Losses)	438	879			1 317	B	798
Gross Income	1 383	1 844			3 227		4 297
Benefits Awarded	(380)	(436)			(816)		(2 025)
Investment Fees	(35)	(36)			(71)	C	(139)
Administration Expenses	(38)	(46)			(84)	D	(200)
Less: Total Expenditure	(453)	(518)			(971)		(2 364)
Surplus/(Loss) Before Tax	930	1 326			2 256		1 933
Less: Withholding Tax	(24)	(17)			(41)	E	(73)
Surplus/(Loss) After Tax	906	1 309			2 215		1 860

8.7.2 Comments

8.7.2.1 Investment Income

The *Investment Income* consists of interest income and dividends received from the foreign and domestic portfolios in the financial period under review. Investment Income in the Quarter ended 30th September 2024 was E600 Million and it resulted to a favourable variance of 14% to the Quarter's budget of E526 Million and it showed a slight decrease of 1% from 30th June 2024 recorded for Investment income of E606 Million.

8.7.2.2 Revaluation Gains/(Losses)

The *Revaluation Gains/(Losses)* recognised were E879 Million in the current quarter ended on 30th September 2024 and were above the full financial year budget of E798 million. This was a mainly



attributable to high gains recorded in July 2024, which was a result of an improvement in equity prices in the SA listed equities.

8.7.2.3 Investment Fees

The *Investment Fees* recorded were E36 Million against the quarter budget of E35 Million and this is attributable to the high Investment Income recorded as compared to the Budget Income.

8.7.2.4 Administration Expenses

Administration Expenses were E46 Million in the Quarter, against a quarter budget of E50 Million, resulting to an 8% savings in the Quarter and was mainly attributable to the time deference on renewal and new license fee payments.

8.7.2.5 Withholding Tax

The *Withholding Tax* paid on foreign dividends recognised was E17 million against a quarter budget of E18 million. This resulted in a saving of E6 million, which translates to 31%. This was a result of the Foreign Managers choices in traded stocks, they traded on listed stocks that did not attract withholding tax, hence the decrease in the dividend income recorded in the quarter compared to the 1st Quarter ended 30th June 2024.

8.8 Financial Position as at the 30th September, 2024

	JUNE 2024 E MILLION	SEPTEMBER 2024 E MILLION	DECEMBER 2024 E MILLION	MARCH 2025 E MILLION
Property, Plant and Equipment	40	40		
Foreign Assets	20 098	21 014		
Domestic Assets	15 177	15 559		
Net Current Assets (Liabilities)	172	183		
Total Assets	35 488	36 796		
Total Assets Growth	2.6%	3.6%		
Average Inflation Rate per Annum	4.3%	4.2%		



The Fund's performance in the 2nd Quarter improved compared with the 1st Quarter ended 30th June 2024.

The total assets increased closing at E36,796 Billion in September 2024 compared to E35,488 Billion recorded in June 2024. This translated to a growth of 2.6%.

The Fund has a strategic asset growth performance of CPI plus 5% on a three-year rolling period.

8.9 Investments made by the Fund over the Quarter ended 30th September, 2024

INVESTMENT TYPE	30 JUNE 2024 (E) MILLION	30 SEPT 2024 (E) MILLION	31 DEC 2024 (E) MILLION	31 MARCH 2025 (E) MILLION	TOTAL AMOUNT (E) MILLION
Loan and Bonds	220	400			620
Equity and Property					
Fixed deposits					
TOTAL	220	400			620

An amount of E400 Million was invested in the 2nd Quarter of the year in Loans and Government Bonds, the Fund has a strategic allocation of E600 Million for the year ending in 2025, which leaves an allowance of E200 Million, still to be invested in Government Bonds.

8.9.1 Investment Strategy

The asset allocation of the Fund is in line with the Investment Guidelines of the Fund and the Retirement Funds Act of 2005 of Eswatini.

8.9.2 Broad Geographical Asset Allocation as at 30th September 2024

REGION	MARKET	JUNE 2024 ALLOCATION OF TOTAL ASSETS	SEPTEMBER 2024 ALLOCATION OF TOTAL ASSETS	DECEMBER 2024 ALLOCATION OF TOTAL ASSETS	MARCH 2025 ALLOCATION OF TOTAL ASSETS
Offshore (Outside SACU)	Developed and Emerging Market	22%	21%		



	Listed Equities				
South Africa	South African Equities and Listed Property	35%	36%		
Eswatini	Eswatini Equities, Bonds, Property & Cash	43%	43%		
TOTAL		100%	100%		

A total of 43% of the Fund's Assets are invested in Eswatini which is higher than the statutory minimum requirement of 30% of the total portfolio set by the FSRA. This, however, is in line with the Fund's strategic objective of a 50% target in Eswatini to increase economic growth and development and to create employment opportunities in Eswatini.

8.10 Membership

In the period under review, the cumulative membership of the Fund was as set out as shown on the Table below:

	30 JUNE 2024	30 SEPT 2024	31 DEC 2024	31 MAR 2025
Principal Pensioners	11084	11 190		
Dependents	14 528	14 760		
Total Pensioners	25 612	25 950		
Total Active Members	42 389	42 215		

The number of Dependents translates to 57% of Total Pensioners in the Quarter under review. The number of dependants grew by 1.6% from the previous Quarter.



8.10.1 Benefits Awarded

	JUNE 2024	SEPT 2024	DEC 2024	MAR 2025	CURRENT QUARTER BUDGET TOTALS IN MILLIONS (E)
	MILLION (E)	MILLION (E)	MILLION (E)	MILLION (E)	
Pension	295.3	326.3			310.4
Lump-sum on Retirement	69.8	91.9			175.3
Lump-sum on Deaths	10.9	15.5			15.1
Lump-sum on Withdrawals	2.8	1.0			3.4
Funeral Expenses	1.3	1.7			1.3
Abolition of Office	0	0			0.7
Total	380.1	436.4			506.2

The Fund paid a sum of E436.3 Million against a Quarter Budget of E506.2 Million into the economy. 25 950 (pensioners and beneficiaries) benefited from this pay-out in the Quarter ended 30th September 2024, positively impacting their lives.

8.10.2 Claims Paid by Exit Date Turnaround Time for the Quarter Ended 30th September 2024

EXIT TYPE	5 days	15 days	30 days	60 days	90 days	120 days	TOTAL
Death	13	31	7	1	-	-	52
Normal Retirement	123	31	3	-	-	3	160
Early Retirement	19	9	2	-	-	3	33
Forced Retirement	-	6	5	2	-	-	13
Contracts	5	1	-	-	-	-	6
Withdrawals	1	4	3	3	2	13	26
Abolition	-	-	-	-	-	-	0
TOTAL	161	82	20	6	2	19	290



Percentage	56%	28%	7%	2%	1%	6%	100%
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A total of 161 exit claims were paid within 5 days after retirement date, 2 claims were paid in 90 days, and 19 claims paid in 120 days. Of the 19 claims, 3 were normal, and 13 were withdrawal claims and 3 claims were early retirement.
