

**AN ASSESSMENT OF THE SWAZILAND VISION  
2022 STRATEGIC PLAN: OPPORTUNITIES  
AND CHALLENGES**

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**AN ASSESSMENT OF THE SWAZILAND VISION 2022  
STRATEGIC PLAN: OPPORTUNITIES AND CHALLENGES**

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## **DEDICATION**

This work is dedicated to the Almighty God who always guides and strengthens me; and one who always has good plans for me. It is also dedicated to my late grandmother who encouraged me to further my studies. It is for her love and hope that I have made it this far.

## DECLARATION

I, Thulie Shongwe declare that this research report titled “An Assessment of the Swaziland Vision 2022 Strategic Plan: Opportunities and Challenges” is my own work and does not contain previously published material and has not been submitted for any award to any University. Where due, acknowledgement has been made by means of a complete reference.

---*T. Shongwe*---

Thulie Shongwe

Date

February 2017

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- My family, whose love is with me in whatever I pursue and for their understanding my absence in all family gatherings. Special thanks to my mother for her prayers, financial support and encouragement all this while. God bless you abundantly.

## **ABSTRACT**

Achieving sustainable development and sustainable improvement in the quality of life of the people is the ultimate goal of each and every government in the world. However, this requires setting up a plan of action to properly guide the governments throughout the whole process. Accordingly, the Government of Swaziland also aspired to achieve ‘first world status’ by the year 2022, aimed at improving the quality of life of the people through the use of the National Development Strategy / Vision 2022. The study therefore sought to assess the opportunities and challenges of the Swaziland Vision 2022 Strategic Plan with a focus on finding out progress made towards Vision 2022 attainment, challenges that have hindered successful implementation of the Strategy as well as opportunities available and strategies for improvement. The study used a descriptive research design and questionnaires were administered to eighty respondents who were purposefully selected and comprised of the Ministry of Economic Planning (Implementation Office), Parliament Portfolio Committee, Civil Society Organizations, Academics, Development Practitioners and Community Development Councillors. The data collected were categorized and classified into comparative ideas and opinions and presented in tables using simple percentage supplemented with actual statements from the respondents. The findings indicated that it will be hard for the country to achieve the first world status because people are still battling with the fulfilment of their basic needs, coupled with the misconceptions that the people have, insufficient resources, corruption, lack of civic education and the lack of citizen participation in decision making. The study also found out that opportunities exist in the regional and international partnerships that the country has, availability and existence of skilled/educated resources, fertile soil and availability of infrastructure to support implementation of the NDS/Vision 2022. The study recommends that civic education should be conducted to allow the people to fully understand and appreciate the NDS/Vision 2022 and that they should be involved in all development endeavours as well as associate freely to discuss their development. Another recommendation was that the distribution and allocation of the budget should be fair and concentrate on important aspects and areas.

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## **LIST OF ABBREVIATIONS**

AGOA	African Growth and Opportunity Act
ANSA	Alternatives to Neo-Liberalism in Southern Africa
DFID	Development for International Development
ERS	Economic Recovery Strategy
ESRA	Economic Social Reform
GDP	Gross National Product
GOS	Government of Swaziland
ILO	International Labour Organisation
IMF	International Monetary Fund
MAP	Millennium Action Programme
MDG	Millennium Development Goals
MEPD	Ministry of Economic Planning and Development
NDS	National Development Strategy
OECD	Organization for Economic Cooperation and Development
PMTCT	Prevention of mother to child transmission
PRSP	Poverty Reduction Strategy and Action Plan
SACU	Southern Africa Customs Union
SPEED	Smart Programme for Economic Development
SAP	Structural Adjustment Policies
UN	United Nations
UNDP	United Nations Development Programme
WHO	World Health Organisat

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background Information**

The challenges facing society today are complex and the best way to order the chaos is through thoughtful planning as it allows countries to concentrate its attention and resources on the most important issues (Organization for Economic Cooperation and Development – OECD, 2002:1) Perhaps, the primary cause of development failures in many countries is the lack of properly drafted and well implemented strategic plans, because, if countries do not have an idea where they are headed, they will wonder aimlessly with priorities constantly changing (Ministry of Economic Planning and Development MEPD (2013:5). More so, some countries may have the plans, but they are having difficulty in putting them into action that will lead to national development and therefore cause development failures which seriously affects the well-being of the people, weaken nation states, cause political tensions and attracts interference and dependence on external forces. Paki and Kimiebi (2011) highlight that these challenges engulfing many nation states cuts across national and continental boundaries and are very worrying in the developing world.

It is the ultimate aim of every nation state or government in the world to fight challenges, achieve sustainable development as well as improve the quality of life of its citizens. Achieving this requires setting out a plan of action that will guide nation states right through the process. The plan of action shall be instrumental in detailing the vision and overall mission of governments, the speed and focus of development both infrastructural and non-structural and the direction of investments. The 2002 World Summit on Sustainable Development reiterated a call to all countries to make progress in the formulation and elaboration of national strategies for sustainable development and also to begin their implementation by 2005 (OECD, 2002:9). As a result, many countries of the world, Swaziland included, engaged in the formulation of national sustainable development strategies as they are arguably the key to unlock each country's potential. Mummert and Mummert (2011:2) also added that at the centre of international aid today are countries development strategies.

#### **1.1.1 The Swaziland National Development Strategy (NDS)**

The National Development Strategy was formulated in 1997 and rolled out in 1999. It articulates the country's development vision and aspiration for 25 years and focuses on

improved standard of living in the country particularly poverty eradication, employment creation, gender equity and environmental protection. The NDS is inclusive of wider pillars of development spectrum which are the economic, social and environmental issues and inclusive of key macro (broad) areas namely: sound economic management, economic empowerment, human resource development, agricultural development, industrialization, research for development and environmental management. The strategy is complemented by Vision 2022 which has a twenty five year (1997 - 2022) time span with an objective which rightly states that “By the year 2022, the Kingdom of Swaziland will be in the top 10 percent of the medium human development group of countries founded on sustainable economic development, social justice and political stability” (Government of Swaziland - GoS, 1999). The indices used to monitor movement towards the vision have been crafted into eight focal areas namely: economic prosperity, agriculture and environmental sustainability, education, health, service delivery, infrastructure, governance and corruption (Government of Swaziland, 2013).

The country’s development agenda is set out in its long-term Vision 2022, the National Development Strategy (NDS) whose implementation has been carried out through medium-term oriented action programs. These are the Economic Social Reform Agenda (ESRA), the Millennium Action Programme (MAP) of 2002, and the Smart Programme for Economic Development (SPEED) of 2004, the Poverty Reduction Strategy and Action Plan (PRSP) of 2005 that was designed to focus on measures to reduce poverty. The government has developed an Economic Recovery Strategy, which is a medium- term response to the macroeconomic challenges facing the country as well as the recent Government's Programme of Action 2013-2018. Other national policies and programmes include Small and Medium Enterprises Policy, 2005, Privatization Policy, 2004 and the Decentralization Policy, 2006 (African Development Bank, 2011) all tailor made to implement the NDS.

The Swaziland National Development Strategy (NDS), like all other strategies serves as an important national framework that guides all socio-economic interventions which seek to improve the quality of life of the people of Swaziland. Substantial progress has been observed towards the achievement of Vision 2022. This has however been with less momentum; hence it is doubtful if the Vision’s goal will be achieved by 2022. Of primary concern is the poverty and unemployment rate issue. Poverty remains high even though it declined from 69 percent

to 63 percent, whilst unemployment also remains very high and estimated at about 29 percent for both 2007 and 2010 as reflected in the 2001, 2007 and 2010 Swaziland Household and Expenditure Survey (SHIES). Furthermore, in the twelfth year of the Vision 2022's implementation, Swaziland faced the worst economic crisis which threatened the achievement of the national development objectives as stated in the Vision 2022 document. The African Development Bank (2013) highlighted that the 2010/11 fiscal deficit reached 13.8 percent of GDP due to a 63 percent decline in Southern Africa Customs Union (SACU) as well as historically high levels of expenditure. This is a serious concern that needs urgent responses and concerted actions so that the set vision and aspirations will successfully be realized. It is within this context that the strategy will be evaluated; focusing on the opportunities and challenges.

## **1.2 Problem Statement**

Vision 2022 was formulated eighteen (18) years ago in 1997 and needs no introduction in the context of Swaziland (Makhubu, 2014). For instance, many Swazi people; especially the rural and illiterate became aware of the strategic plan, albeit with much misconception as being the dream of the Swazi King. This is because the King takes much ownership of the vision on behalf of the Swazi Nation through demanding service delivery from the government and other stakeholders (GoS, 2013).

The implementation of the Vision was expected to result in a change in the structure of the economy and the transition to a more sustainable growth path towards less reliance on aid and an increase in self-sustaining economic growth, social justice and stability. Nonetheless, considerable progress has been made in education, health, infant mortality and environmental sustainability (Millennium Development Goals - MDG Report, 2010) but with minimal results and does not paint a picture of victory towards the achievement of the vision. The expectations and the aspirations of the populace have not been produced thus the country is still very far from the vision, with the national budget still dependent on South African Customs Union (SACU), high levels of poverty and corruption, closing down of companies leaving a number of working age unemployed which may have been contributed by ignoring the implications of losing African Growth and Opportunity Act (AGOA). And the mystery remains; how then the country is expected to reach First World status in seven years if it failed in eighteen years. The



research problem of the study is, therefore, to evaluate the Vision 2022 Strategic Plan by examining the progress made, the opportunities and challenges that prevail.

### **1.3 Objectives of the Study**

The main purpose of the study is to evaluate the Swaziland National Development Strategy by specifically focusing on the opportunities and challenges in the realization of the Vision 2022.

The specific objectives are as follows:

- a) To assess the progress made towards the attainment of the Vision 2022 national development strategy;
- b) To identify the challenges encountered in the implementation of the Vision 2022 Strategic Plan.
- c) To evaluate potential areas of opportunities as well as strategies for improvement.

### **1.4 Hypothesis**

Validation solutions to particular problems are found through research. This is done through testing variables as evidence to what will be obtained which may be guessed to be obtainable at the end. The following hypotheses have been formulated to guide the purpose of the study.

#### Hypotheses 1

- a) It is hypothesised that the NDS “Vision 2022” may not be achievable due to the lack of resources.

#### Hypotheses 2

- b) If the NDS “Vision 2022” is implemented successfully, the country’s level of economic development, social justice and political stability may be high.

#### Hypotheses 3

- c) If there is participation of the people and adequate resources in the implementation of the NDS “Vision 2022”, the results may not be poor.

## **1.5 Research Questions**

The study will be guided by the following questions:

- a) What constraints will make the achievement of Vision 2022 impossible in Swaziland?
- b) What are the factors and strategies that will enable the successful achievement of Vision 2022 and how it will contribute to the country's development?
- c) Can the participation of the people add value in the implementation and achievement of the Vision 2022?
- d) What lessons can be learnt from other countries with a like-minded vision and how can they be replicated in Swaziland?

## **1.6 Rationale of the Study**

With only a few years left before the country reaches the first world status it covets, its magnitude appears on the low side as the energies and focus has not been put in achieving this noble goal. More importantly, there is currently no enabling environment by the government as there are still glaring impediments to achieving the vision. Amongst these is the lack of the involvement of the local people, corruption and the lack of employment opportunities, which has seen the country being subjected to a skills drain and robbed of a dynamic and highly driven young strategic leaders which the country comfortably loose to other countries who could have been placed in many strategic positions of the workforce and help push towards achieving the 2022 Vision. The high unemployment rate is also helping to escalate the already high levels of poverty.

Sadly, job creation is not on the government's priority list which is partly caused by the low investment in agriculture despite that it is the major source of employment, a traditional backbone and a key driver to the economy. There are also lack of systems put in place to enable Swazis to go study important and useful courses such as energy generation and water systems engineering courses that could go a long way in helping the country reach the first world status. While the country still faces these enormous challenges, the infrastructure which include amongst others, housing, roads, health facilities, and schools have grown sharply which gives a cause for some optimism that opportunities will be unlocked and challenges tackled so that the country can move towards the achievement of the Vision. This study therefore seeks to evaluate the Swaziland National Strategy, Vision 2022 by focusing on the challenges and opportunities available.

### **1.7 Significance of the Study**

Research on the evaluation of the Swaziland Strategic Plan (NDS) Vision 2022 is very crucial from both a practical and academic perspective. Practically, the results of the study will enable the country particularly the Ministry of Economic Planning and Development to realise whether the vision shall be achieved or not. This will also extend to other sectors that are engaged in the implementation of the NDS. It is also anticipated that it will help recommend various remedial actions as well as identify potential strategies for improvement. Academically, it will provide useful reference material and a comprehensive base from which other interested student researchers may pursue further research on the National Development Strategy – Vision 2022.

### **1.8 Scope and Limitations of the Study**

The study will evaluate the opportunities and challenges of Vision 2022 by focusing on the following groups: the Ministry of Economic Planning and Development who are the implementers of the NDS, Parliament Portfolio Committee, Academics, Civil Society Organizations, Community Development Councillors and Development Practitioners. The study will not benefit from other primary information sources as it will only be limited to these sectors and leave out other agencies, ministries and departments because of the limited time and lack of resources. In spite of these, a clear view of what is happening with regards to the NDS/Vision 2022's implementation will be given. From this population, the study will evaluate the current development with regards to the implementation of the Vision, investigate the possible challenges that may be hindering or stalling progress as well as attempt to acquire opinions and recommendations on how it could be achieved by 2022.

### **1.9 Structure of the Thesis**

The thesis is organized into six chapters as follows:

#### Chapter One: Introduction

This chapter gives an overview of the entire research and contains the problem statement, objectives, rationale, significance and scope and limitations of the study.

## Chapter Two: Literature Review, Conceptual analysis and perspective on development planning

This chapter covers the review of the literature relevant the study, providing a conceptual and theoretical framework of the study that helped to provide an insight into the appropriate research strategies relevant to the research problem.

## Chapter Three: Literature Review, Development Planning in Swaziland

Chapter three focus on the review of related literature on development planning in Swaziland.

## Chapter Four: Research Methodology

Chapter four explains properly the research methodology, data collection and data analysis methods employed in order to achieve the objectives of the study.

## Chapter Five: Data Presentation and analysis

The data obtained from the questionnaires is presented and analysed.

## Chapter Six: Summary of the Findings, Conclusion and Recommendations

This chapter draws from previous chapters to provide the findings, conclusion and recommendation for future consideration by the NDS/Vision 2022 implementing body.

### **1.10 Conclusion**

The chapter one had introduced the dissertation main goal, objectives of the study, brief methodology and outline of chapters. The next chapter two will focus on the review of the literature.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the international review. It focus on five areas: Conceptual Analysis of National Visions, Strategic Visions and Development Planning, Perspectives on Development Planning, National Development Strategies/Plans, Evaluating the progress/performance of development planning, Challenges Encountered in the Implementation of Development Strategies/Plans as well as Opportunities and Strategies for improvement

#### **2.1 Conceptual Analysis of National Visions, Strategic Visions and Development Planning**

##### **2.1.1 National Visions**

Illesanmi (2011:18) defined a vision as a joint intellectual structure that entails the future of an institution, country or organization. This is supported by Bennis & Nanus (2007) in Illesanmi (2011:19) who concurs that a vision is like the process of setting future goals, creating plans and intellectually solving problematic situations that will steer the institution, country or organization into the future. This implies that a vision is the institution, country or organization dream and how it plans to strive into the future.

Moreover, MEPD (2013:6) asserts that national development plans are complemented by visions which are taken as a preferred future situation in which countries and societies aspire to attain or want to be in the future. This is inclusive of wider pillars of development like economic, social and environmental. A national vision seeks to actively mobilize the people and other resources towards the achievement of the shared goal. It is a vehicle of hope and an inspiration for motivating the people to search and work harder for the betterment of their livelihood and prosperity MEPD (2013:6).

However, a vision is very difficult to formulate and translating it in action is another problem. Illesanmi (2011:19) who conducted a study on the role of strategic visions established that mission statements are rather formulated instead of a vision which therefore means that there will be no bright future with the lack of a strategic vision. Hence, it is no use having a vision if it will not be put to use as articulated by OECD (2006:3).

### **2.1.2 Strategic Visions**

The term strategy has various meanings, a plan, a vision, or a course of action. Mummert & Mummert (2011:3) who conducted a study on development strategies established that strategies are a critical part of a plan of how to shape the development of every country. Nationwide cross cutting issues like poverty reduction, youth employment promotion can be planned and be referred to as strategies, for instance poverty reduction and youth employment strategies. Illesanmi (2011:18) offers a different but similar perspective of the term strategy. He defined it as a group sense of purpose and further highlight that purpose is not only the strategy, but should be put into action.

Wheelers and Hunger (2008:49) who conducted a study on strategic management revealed that a strategic vision is an explanation of what an enterprise is able to turn out to be. Bass (2000) established that a strategic vision should be a way to bring together people to agree on actions that will make an organization successful.

The analysis given by the authors above are unambiguous, there is no agreement as to what strategic visions is. However, against the foregoing, one can conclude that strategic vision is the means or about how countries achieve their goals.

### **2.1.3 Development Planning**

Development planning cannot be eloquently defined without understanding firstly the meaning of development. Moti (2014:4) alludes that development is what was seen in the past and seen now as a planned national programme for intervention and improving the lives of the people. Joseph (2013:52) defined development as a process of providing quality life to the people and is important to the sustenance of a country. It can also be seen as a process of improving the quality of human lives and capacity to overcome daily needs. Similarly, Nwaanegbo & Odigbo (2013) in Joseph (2013:52) averred that development is the process of giving power to the people to take full advantage of their potentialp and to exploit the environment to meet their everyday needs. Development is therefore moving the people from a lower to a higher state of living through appropriate and well implemented programmes. Development does not take place randomly, it is planned.

Development planning, like development, has suffered definitional pluralism. Even though defining the concept has not been easy, attempts have been made by scholars who have been

influenced by their environments to unpack the concept. Jhingan (2005:488) argued that the concept is used loosely in economic literature as it is sometimes called economic development or socialism/capitalism. Corroborating this view is Ibieta & Ekhosuehi (2013:298) who assert that defining development planning has not been easy as it is aggravated by semantic problems and conflicting ideologies of writers and scholars. Jhingan (2005:489) further refers to development planning as a “deliberate control and direction of the economy by a central authority for the purpose of achieving definite targets and objectives within a specified period of time”. Similarly, Diejomaoh (2008) concurs with Jhingan as he also refers to development planning as a process of selecting socio-economic goals and developing an implementation, coordination framework as well as a plan for monitoring the development goals. Pursuing these socio-economic goals need the formulation of policies and the best strategies to realize what has been planned. In a similar but slightly different perspective, Lawali & Oluwatoyin, (2011) defines development planning as a country’s collection of strategies mapped out by the government.

The definitions of development planning given by above mentioned authors have some implications for development planning. They do not show whether they emphasise on all holistic dimensions of development. Diejomaoh’s submission equated development planning with socio-economic disregarding the other aspects. Emphasising on purely socio-economic factors only has not been successful in achieving development in developing countries. Development planning should comprehensively involve setting the vision, mission, policies as well as programmes in all human endeavours such as economic, social, human, environmental, political and technological factors together with the means of achieving them. As a corollary of the above, development planning can be defined as a process of predetermining the vision, goals, policies and programmes holistically and the direction or means of achieving the planned targets.

## **2.2 Perspectives on Development Planning**

The notion of development planning whether long term, medium term or short term is not new, either in Europe, Africa, in the region or in Swaziland in general. According to Lopes (2013:1) development planning in Africa began in the 1960s after many countries got their independence. The development plans were in three to five year term spans. Success achieved from these plans was however limited which was attributed to the lack of proper

implementation and deficiencies in the documents themselves. In support of Lopes, Kanyenze, Kondo and Martens (2006:21) highlighted that after the failure of development plans; countries were then forced into Structural Adjustment Programmes (SAPs) in the 1980s which was a result of the economic policies that became predominant with the victory of United Kingdom's Thatcher and United States of America's Reagan governments. Moreover, the SAPs were endorsed by the World Bank and IMF with the objective of promoting free movement of capital, public services and company privatisations, labour laws de-regulation and cutting of social safety nets as well as improving competitiveness.

Kanyenze et al (2006:23) further posited that the SAPs replaced programmes that were available in Africa like the Ujama African Socialism in Tanzania, humanism in Zambia, socialist policies in Angola and Mozambique and dropping of Reconstruction and Development programmes in South Africa. In a like manner, Lopes (2013:3) highlighted that the SAPs made countries to abandon planning with the reduced role of the state. Such measures led to massive unemployment, low growth outcomes, less social service delivery and human capital development.

With the failure of the SAPs, Lopes (2013:3) and Kanyenze et al (2006:22) established that countries were then imposed with the Poverty Reduction Strategy Papers (PRSPs). Again, the World Bank and the IMF endorsed the formation, preparation and implementation of Poverty Reduction Strategy Papers (PRSPs). Lopes (2013:3), states that the PRSPs focused on the social sector disregarding the productive sectors while Kanyenze et al (2006:27) stated that the PRSP were based on the same economic framework which killed the SAPs. This led to the emergence of another era in development planning; long, medium and short term plans, visions, and planning frameworks which focused more on sustainable development, employment creation, accelerated growth and structural transformation.

Development planning is important for every government whether developing or developed. The India Planning Commission, (2013:xi) posited that development planning is an important process for setting country targets, preparing programmes and making policies that will facilitate achievements of the targets. In support, Ibietan & Ekhosuehi (2013:208) opines that the bedrock towards achieving development objectives for many countries has been planning,



which becomes effective when there is integration of developmental policies and coordination across government.

Norton (2004:7) who researched on national visions and strategies established that the rationale for developing long-term development strategies was attributed to the scarce resources which needed to be wisely allocated. Norton further established that this rationale has been narrowed overtime to pertain to public sector resources only as well as the need to identify priorities for the allocation. Corroborating with the above claims is Ibietan & Ekhosuehi (2013:208-209) who established that development planning is important because it is seen as a strategy for prioritising and allocating resources in order to develop and improve the living standards of the people.

Countries have gained extensive experience with development planning, however different countries' studies show that outcomes from these plans have been unimpressive. Akims & Kromtit (2013) argues that for instance, development planning in Nigeria has not been quite impressive. They point out that Nigeria and other African countries have planned to fail nor failed to plan, and the problem is that the countries are lacking critical factors linked to planning models. Likewise, India Planning Commission (2013: vii) posited that the plans focuses on outlining a beautiful and bright future, with less focus on the capacity and what is needed to realise it, and thus the failure.

Briefly, development planning is not new, it has been a consistent phenomenon from first governments and has evolved with times. It is an important tool used by many governments to set their visions and goals and the appropriate means of realising them. However, regardless of the good intentions underpinning the development strategies, development planning has failed outright or has been unimpressive.

### **2.3 National Development Plans/Strategies and their role**

Whiteside (2006) reveals that human nature demands people to strive to better themselves. For some, this means more material possession, for others intellectual advancement and for many it is that the world be a better place for their children. Nations expect to make progress in a similar fashion and this is articulated through national development plans or poverty reduction strategy programs. Similarly, United Nations (2012) posited that the commitment of countries

has been evident in the development of development planning frameworks, national programs and sectoral strategies.

Even though similarities and differences are observed in the development plans, most of them are aimed at addressing macro-economic issues, poverty and the sustainable utilisation of the environment. In support of the above, Norton (2004:7) concurred that development plans has been broadened beyond issues of macro-economic and now includes diversified areas such as governance, institutional reform, gender and youth policies as well as decentralisation. On top of that, Norton also highlighted that sectoral and macro policies are also emphasized. This is corroborated by the Planning Commission (2013: vii) which reported that national development strategies have currently gone further than the narrow objective of poverty reduction to cover goals such as employment creation, accelerated growth, sustainable development and structural transformation. Unlike in the past, development strategies employed both the state and market-based approaches and acknowledge the important role of both sectors, private and public in the process of development.

MEPD (2013:6) asserted that national development plans are complemented by visions which are taken as a preferred future situation in which countries and societies aspire to attain or want to be in the future. This is inclusive of wider pillars of development like economic, social and environmental. In an elaborate analysis, Moti (2014:9) highlighted that the national plan of action will detail the vision, focus and steps to be followed such as the overall vision of the government, what is expected to be achieved at the end of the plan period, the direction of public and private investments, the pace and focus of infrastructural and non-infrastructural development. It is therefore important for countries to have a vision because they will know where they will want to be and how they are going to get there. Without one, countries will wonder aimlessly. As Lewis Carroll rightly puts it: “If you don’t know where you are going, any road will get you there.”

In an elaborate analysis, MEPD (2013:6) stated that a national vision seeks to actively mobilize the people and other resources towards the achievement of the shared goal. It is a vehicle of hope and an inspiration for motivating the people to search and work harder for the betterment of their livelihood and prosperity. Nonetheless, while countries have different plans and strategies it is their quest to actualise their development, the most critical factor as articulated

by Marcellus (2009:208) is the execution of the plans and policies. Regardless of how sound a plan might be, if not implemented adequately, it will never produce the desired and positive results. Coupled with this is that the needs of the people that the plan intends to achieve will remain unachieved signifying that no development will take place.

In contrast, Bass and Dala (2000:28) contended that development plans are not locally driven, they are still viewed as an internationally generated rule or instruction which rarely exercise much influence on political, decision-making and business development processes. In support of Bass and Dala, Norton (2004:7) concurred that national strategies/plans embodies an opportunity to communicate a country's priorities and its chosen style of growth rather than letting national policy to be defined wholly by the priorities of international donors. This is also corroborated by Ibietan & Ekhoseuhi (2013:307) who offered a slightly different perspective from that of the above authors and revealed that strategies are at the centre of development aid and assistance from developed countries. Consequently, countries without strategies run the risk of not benefiting from development assistance from institutions like the World Bank and International Monetary Fund to mention only a few. This implies continuous dependence for developing countries.

Lastly, the Development for International Development (DFID) (2000:32) opined that for a strategy to be successful there has to be a ladder of participation which include amongst others discussion sessions amongst stakeholders or consultations, the sharing of information and shared decision making. Meanwhile, the Planning Commission (2013: xi) stressed that the plans outlined should reflect public aspirations and a civil society that is vocal so as to command political and social support. It should also reflect a growing maturity and complexity of the economy, together with the integration with the whole world and the public and private sector's changing role. McGee & Norton (2000:14-15) have a similar view to the ideas above but argue that the sharing of information and consultations should happen all the way through, but not shared decision making, which only happens at restricted but major points. Further highlighted was that within the two acts are restrictions in that information sharing and stakeholder consultation does not mean any compulsion to include all perspective expressed in the final product.

The above discussion indicates that development plans and strategies have a great role to play in development planning. They are aimed at addressing macroeconomic issues, poverty and sustainable use of the environment. It also details the vision, focus and steps to be followed such as the overall vision of the government and what is expected to be achieved. Development plans also seek to mobilise the people and other resources towards achievement of the shared goal. However, Bass (2000), Norton (2004) and Ibietan & Ekhoesehi (2013) argued that development plans are not locally driven but defined by the donors' priorities.

#### **2.4 Evaluating the progress/performance of development planning**

An attempt to evaluate the performance of development planning will require answers to the past and current experiences with development planning, have countries been really achieving or moving in the direction of success?

Schneider & Kirchgassner (2009:319) observed that a deep and harsh financial and economic crisis in history is experienced in the world. They identified this as caused by financial internalizations, thriving in consumer spending and the subprime mortgages in the United States of America, the lack of inadequately regulated financial renovations and the lack of a clear relationship between financial and other economy sectors. In contrast, the UN (2015:v) aptly puts that the global economy continued to expand even though moderately.

The UN (2015:v) further articulates that the macro-economic picture is weakened by the employment situation. The low growth is failing to create sufficient productive jobs as unemployment figures remained high in the developed world particularly in euro areas with the wage levels being affected by the financial crisis. For the developing world, since 2013, unemployment rates remained stable regardless of the slower economic growth. This has been attributed to the lower growth in labour force together with high prevalence of informality and vulnerability of employment. Like in the euro area, in Northern Africa and Western Asia, unemployment level persisted.

The UN (2012) averred that considerable progress has been made by most African countries in the areas of health and education. The major challenge however remains in the area of poverty as large segment of the population remain poor. Indeed, the eradication of poverty is an area that needs more work and particular attention by countries. This is supported by Moti

(2014:26) who articulated that poverty is still widespread despite that prevalence has lessened, but severe poverty and the number of poor people has risen. Moti further revealed that improvement in the standard of living of the people has not been insignificant. It has been good for a few and extremely vulnerable for the majority of the people.

In view of the above, it can be deduced that development planning has been unimpressive due to the deep harsh financial and economic crisis which has been experienced in the world and the weakening of the macroeconomic picture. As a result, employment opportunities have not taken place and a large segment of the population has remained poor. However, progress has been made with regards to health and education.

## **2.5 Challenges Encountered in the Implementation of Development Plans/Strategies**

In spite of the national development strategies put in place by governments, attempts to generate meaningful development have proven futile. This is evidenced by the prevailing challenges in many countries which include amongst others the lack of proper implementation, lack of political will, macroeconomic instability and fiscal crisis. This is supported by Akims & Kromtit (2013:143) who posited that development planning has been hampered by amongst others weak institutions which cannot provide a supportive function to planning, corruption, lack of fiscal discipline, failure to evaluate and avoid drawbacks of previous development plans, inconsistencies in planning strategies.

### *2.5.1 Lack of proper implementation*

Marcellus (2009:208) stated that Governments should acknowledge that their plans are work guides, and therefore should do their best to set up plans that will not be useless but to give direction in the pursuit for development goals. Success of any development plan/strategy is dependent in excellent implementation; unfortunately, this is usually the weakest in the process. The inefficient implementation of the plans is caused partly by the lack of operational capacity (Planning Commission, 2013: xv), coupled with this, is the lack of capacity to monitor the programmes under implementation.

### *2.5.2 Lack of commitment from Political Leaders*

Another major challenge facing development planning is the commitment and devotion of those in positions of power. The African Union (2011:17) averred that the commitment needed

from political leaders is not only through expressing verbal announcements, but by backing the announcements with appropriate action. It is however surprising that other matters are accorded higher priority by political leaders than development planning. This is corroborated by Ibietan & Ekhosuehi (2013:308) that many government score very high on promises, but does not deliver as promised. And this is caused by change in governments whereby the succeeding government fails to continue and complete the plans of the predecessors. As a corollary of the above, the downgrading of development to a subordinate position depresses the efforts of development while brewing the feeling of discontent from the citizens also with the potential of social unrest. Coupled with that, is what is termed by Okoli & Onah in Ibietan as a soaring turnover of development plans and littering the countries with unfinished projects.

### *2.5.3 The Insufficient Administrative capacity*

The African Union (2011:17) in its thirtieth meeting of the committee of experts established that an institutional structure that was intended to perform simple functions of the Western States such as the collection of revenue, law and order maintenance and public service provision was created. This is very different from managerial tasks that are related with planning a country's development and resulted in countries inability to cope with the administration of development planning.

### *2.5.4 The ambiguous role of the donor*

Developing countries are somehow pressured to into developing planning by the donor as a prerequisite for support. This is supported by Bass (2000:28) who states that donors has often pressured developing countries to develop strategies as a requirement for funding of developmental activities. Rarely have the strategies been developed from a domestically driven need, but by pressures in terms of aid. This is corroborated by Ibietan & Ekhosuehi (2013:307) who stated that development plans seem to be well-matched with Western perception of development. This is because the development plans and initiatives are not disengaged from the repressive links with the Western. Such a situation is a trap and a great bondage which will not lead to success. Joseph (2014:55) asserted that countries in Africa should identify their conditions and solutions to these conditions. The development challenge will determinedly remain a fantasy if countries will continue to be western armchair recipients and not taking a lead at initiatives aimed at their development.

### *2.5.5 Decelerated Growth*

Affirming that indeed challenges were encountered in the implementation of development strategies/plans is the UN (2015:111) which postulate that a slowdown in Gross Domestic Product (GDP) was experienced in 2014 by developing economies. Causing the slowdown was the global crises for instance the outbreak of Ebola and the continuous geopolitical conflicts. In 2013, GDP slowed down from 4.8 percent to 4.3 percent in 2014. Further, the UN highlights that South Asia saw a noticeable strengthening of economic activity amongst the different regions. However, in Latin America, East Asia and the Caribbean economic growth weakened resulting in a downturn in investment. Surprisingly though, stability of growth was seen despite that it is well below potential with the other regions.

The studies above have presented powerful empirical evidence on the challenges encountered in the implementation of development plans/strategies. They have shown that there is lack proper implementation of the plans which is without the involvement or active role of the people. On another note, there is lack of commitment from political leaders as well as the insufficient administrative capacity to implement the plans. Most importantly is the ambiguous role of the donors', who detects terms and the high levels of corruption. As a corollary of the above, growth is therefore decelerated.

## **2.6 Opportunities Available**

Opportunities exist for countries with the continuous engagement with development partners like the African Bank, IMF and others. Recent writings by the United Nations (2015:71) affirm that development assistance together with other types of international finance plays a critical role in providing finance for development initiatives especially poverty alleviation.

The African Bank (2011/2013) highlighted that the governments are embarking on the Economic Recovery Strategies (ERS) which acts as a blueprint to guide economic policies in the different countries. The African Bank further highlighted that ERS seeks to set a clear direction on the actions and measures to be taken to restore macroeconomic stability and shared economic growth for poverty reduction and sustained economic development.

Countries are mobilising domestic taxes revenues for addressing their national development needs. However countries are challenged by the fact that many of their people are exempt from

paying taxes due to lower incomes and informal work. This is corroborated by the UN (2015:126) which affirms that consumption taxes have been increased by countries through value added tax which is done to offset declines in taxes. This is a great opportunity for supporting national development initiatives.

Renowned thinkers such as Levy & Fukuyama (2010:9) suggested that the involvement of civil society is an opportunity for development planning as it allows weak individuals to enter politics. However, they also point out that a well-developed civil society is a great threat for democracy as groups may spread intolerance, excessively politicise the economy and may therefore lead to social conflicts which can paralyse the society. This is corroborated by the South African Government Information (2012:37) articulated that the continuous role of the civil society is vital as it promotes development, community cohesion, social and employment programmes. The NDS further stated that more effort must be made to ensure that citizens become direct participants in their own development. This means challenging the mentality of sitting back and expecting that the government will deliver.

In Swaziland, the African Development Bank (2013) concluded that the availability of good agricultural land allows for greater diversification of agricultural production if the requisite infrastructure is provided. With a lot of people dependent on agricultural production for its livelihood, there is greater potential for the sector's growth through the development of related infrastructure and the adoption of new technologies to improve productivity.

It can be deduced from the discussions above that opportunities exist for development planning. The continuous engagement with development partners, embarking on economic recovery strategies, and mobilisation of domestic taxes, the involvement of civil society and the availability of good agricultural land are all opportunities that are tapped and may be tapped by countries to achieve their development goals.

## **2.7 Strategies for Improvement**

Limited effective progress has been made through development planning processes due to the lack of political support and coordination amongst stakeholders. The Planning Commission (2013:19) averred that the public and private sectors should work together so as to achieve balance amongst the social, economic, political and environmental objectives. In support, Moti



(2014:33) suggested that authentic and improved stakeholder coordination and cooperation is very important for the successful achievement of development initiatives. This is also corroborated by Ambang (2012) who conducted a review of the PNG Vision 2050 and reiterated the words of that country's Secretary for Education who stressed that:

*“It is absolutely critical that the members of the coalition partners in the government must give undivided support to implement the country's vision in all sectors of development. All the directional statements under the vision need to be articulated, institutionalized and implemented efficiently and effectively by the government and all its development partners, including the business sector,”*

According to the African Development Bank (2013), state institutions should be staffed by skilled public servants who are committed and capable to deliver high quality services while putting forth the national developmental objectives. Therefore, countries need to place more focus on building gradually a professional public service as it takes time. Lawal & Oluwatoyin (2011:240) concurred that development depends on a skilled and knowledgeable society. This however calls for a high quality of education which is also relevant and adequate to the need of development. In support of the above is the Planning Commission (2013:10) which affirmed that the first priority should be given to human capabilities as they are ends in themselves. If the capabilities of people are developed, it will be certain that growth is all-encompassing in the sense that the vulnerable and marginalised sections in society will be more likely to access the opportunities encompassed in the growth process.

Levy & Fukuyama (2010:1) argue that social scientists agree widely that development is a dimensional process and that these processes are interconnected. They further argue that development policymakers hardly ever think in this manner of integrating the strategies, nor they state clear priorities and fail to pay adequate attention to constraints. As a result development strategies in national official documents like national development plans read like wish lists of the things that donors want or like to see happen. Levy & Fukuyama (2010:1) suggest that policymakers who has the responsibility towards national development should integrate the social, economic, and political strategies and to critically reflect how to realize their goals.

In order to achieve development planning, a society that is not tolerant to corruption must be developed. Achieving this requires the strategies inculcated in the South African Government

Information (2012:444) which stated that public servants should be accountable to anti-corruption systems. Whistle blowers should also be protected as they are able to report acts of corruption by whoever is involved. Further, the National Development Strategy articulated that procurement of goods and services should be monitored as well as the inclusion of individuals and private sector through increasing of public or community awareness and access to information (South African NDS, 2011:444).

It is evident from the above discussion that there are many strategies towards development planning. This include improving stakeholder coordination and cooperation, improving the skills and knowledge base of the masses through provision of quality education, integrating the social, economic and political processes of development and putting an end to the tolerance of corruption.

## **2.8 Summary and conclusion**

The literature review established that development planning is not new, it has been a consistent phenomenon from first government and came in different forms depending on the times. It is an important tool used by many governments to set their visions and goals and the appropriate means of realising them. Also established is that development plans and strategies have a great role to play in development planning. They are aimed at addressing macroeconomic issues, poverty and sustainable use of the environment. It also details the vision, focus and steps to be followed such as the overall vision of the government and what is expected to be achieved. Development plans also seek to mobilise the people and other resources towards achievement of the shared goal. However, Bass (2000), Norton (2004) and Ibietan & Ekhoesehi (2013) argued that development plans are not locally driven but defined by the donors' priorities.

Regardless of the good intentions underpinning the development strategies, development planning has failed outright or has been unimpressive due to the deep harsh financial and economic crisis which has been experienced in the world and the weakening the macroeconomic picture. As a result, employment opportunities have not taken place and a large segment of the population has remained poor. However, progress has been made with regards to health and education.

The literature also established that the main challenge facing development planning are the lack of proper implementation, lack of political will, macroeconomic instability, fiscal crisis weak institutions, failure to evaluate and avoid drawbacks of previous development plans and inconsistencies in planning strategies.

Opportunities however, exist in terms of the continuous engagement with development partners, continuous engagement with development partners, embarking on economic recovery strategies, and mobilisation of domestic taxes, the involvement of civil society and the availability of good agricultural land are all opportunities that are tapped and may be tapped by countries to achieve their development goals. Working on the challenges will require maximising on the available opportunities and improving stakeholder coordination and cooperation, improving the skills and knowledge base of the masses through provision of quality education, integrating the social, economic and political processes of development and putting an end to the tolerance of corruption.

## **CHAPTER THREE**

### **DEVELOPMENT PLANNING IN SWAZILAND**

#### **3.0 Introduction**

Ibietan & Ekhosuehi (2013:298) asserts that it is the responsibility of every government to periodically draw up development plans which are aimed at enhancing the socioeconomic and political welfare of the people. As a result, many developing countries in Africa have had the same experience when it comes to development planning. Development plans and Structural Adjustment Programmes has been the norm (Akims and Kromtit:136).

Likewise, the European Union (2000:1) indicates that Swaziland has also been laying down five year and three years development plans for achieving economic and social objectives since independence in 1968. Echoing this is Keatimilwe and Mlangeni (2003:3), who states that policies, strategies and action plans have been formulated in Swaziland as a roadmap toward the goal of achieving sustainable development. These include the National Development Strategy, Poverty Reduction Strategy Economic and Social Reform Agenda. These and other plans have been a journey of rebuilding the country from past ills created by colonialism.

#### **3.1 The National Development Strategy Vision 2022**

The European Union (2000:2) states that in 1988, the government came to the decision of embarking on a planning system that is more advanced and comprehensive; an exercise which began with the collection of views from the people. The World Health Organisation (WHO) (2001:4) qualifies this point by stating that the NDS was initiated in 1997 and sets the long term development which point towards the improvement in livelihood standards of the Swazi people, which is dependent on the employment creation, gender equity, environmental protection, social integration and the reduction of poverty by half in 2015 and its complete elimination by 2022. The Strategy encompasses the long term vision of being amongst the top ten percent of human development countries by 2022. The Government of Swaziland (2013:6) also came out with a similar observation that through the NDS, the country aspires to provide an environment and infrastructure that will make better the quality of life of the people. More so, medium term oriented programmes; the Millennium Action Program of 2002, the Smart Program on Economic Empowerment and Development of 2004 and the Poverty Reduction Strategy and Action plan of 2007 were formulated to carry out the implementation of the NDS. The African Development Bank (2013:11) however argues that even though there has been

some notable development since independence, this has not trickled down fairly to the all people which has resulted in broadening inequalities.

### **3.2 Poverty Reduction Strategy and Action Programme**

The Poverty Reduction Strategy and Action Programme (PRSAP) of 2007 is a planning document geared towards the formulation and action for poverty reduction in all major areas of development and reducing inequalities amongst the people (MEPD, 2006:15). Its main objective is to decrease the prevalence of poverty from current levels to thirty percent by 2015 and finally eliminating it by 2022 (African Development Bank, 2005:19). More so, it was established to operationalise the NDS and Vision 2022. The African Development Bank (2013:11) found that poverty did not reduce by thirty percent in 2015 but only went down to sixty three percent which is a six percent difference.

PRSAP is inclusive of six pillars that support the addressing of poverty problems. These pillars are: macro-economic stability and accelerated economic growth based on broad participation, empowering the poor to generate income and reduce inequalities, fair distribution of the benefits of growth through fiscal policy, human capital development, improving the quality of life of the poor and improving governance and strengthening institutions (MEPD, 2006:15). The African Development Bank (2005:19) adds that enclosed in the PRSAP are concrete projects and programmes aimed at generating income, creating employment, reducing vulnerability and improving agricultural production and food security.

### **3.3 Economic and Social Reform Agenda**

The European Union (2000:3) alludes that the Economic and Social Reform Agenda is a tool that imposes pressure and monitors the efficiency and effectiveness on government ministries to perform competently and speed up the implementation of programmes. Echoing the above is Keatimilwe and Mlangeni (2003:3) who indicates that the Economic and Social Reform Agenda gives a push through setting of completion dates to all planned government tasks essential for socioeconomic development in the country. More so, the government is offered an opportunity to evaluate and monitor policies and find ways to stimulate short and medium term economic growth. The main sectors of the economy are also revitalized towards a more positive and favourable growth model (World Health Organisation-WHO, 2001:4). The African Development Bank (2005:19) alludes that ESRA was replaced by a one-year

Millennium Action Plan in 2002 which puts more emphasis on the main objectives of the National Development Strategy.

### **3.4 Progress made Towards Attainment of the NDS - Vision 2022**

A major progress / achievement of Vision 2022 is that it gave a sense of direction for development in Swaziland as well as a long term perspective of where the nation is going. Progress has been attained in policy development and socioeconomic issues such as policy development, agricultural development education and health.

#### *3.4.1 Policy Development*

According to MEPD (2013:11), On the implementation side of the NDS, the government has developed and initiated a significant number of sectoral, sub-sectoral and thematic policies and strategies (including legislative Acts and Bills like the Constitution) primarily aimed at realizing the ultimate aspirations of Vision 2022 and NDS strategic goals.

#### *3.4.2 Education*

There has been great improvement with regards to education in Swaziland. This is articulated in the MDG Report (2010) which shows a Net Enrolment Ratio-NER from 72% in 2002 to 92% in 2010, of both vulnerable and non-vulnerable children. The country's new constitution, the State Funded Primary Education Programme, the OVC initiative that continues to support disadvantaged children and the country's new Education and Training Sector Policy adopted in April 2011 (MDG Report, 2010) has supported efforts to the progress made in this sector.

#### *3.4.3 Agricultural Development*

The contribution of agriculture to GDP may have reduced over the years, 21 % in 1988 to about 8 % in 2006, industrial manufacturing which is currently the largest contributor (36 percent) to GDP derives its inputs from agriculture (Government of Swaziland, 2010). Swaziland has made major strides with regards to agricultural development. This is echoed by UNDP which reveals that Swaziland has made great improvements in terms of large and medium-sized dam construction for enhancing agricultural production. For instance, the development of the Maguga and Lubovane dams which has increased the areas under cultivation. The country also endorsed the Comprehensive Africa Agriculture Development Programme (CAADP) to

enhance food security and eliminate hunger through scaling up long term development assistance to the agricultural sector (Government of Swaziland, 2013).

#### *3.4.4 Health*

A healthy nation is a priority for all countries. MEPD (2013:12) articulates that Swaziland has significantly invested in the health sector even though it continues to be faced with the challenge of HIV/AIDS. However, the introduction of ART programme has seen longevity in the lives of people infected with HIV and the PMTCT programme has realized more children born by infected mothers without having contracted the virus. The Government of Swaziland, (2013) highlights that owing to the impact of HIV/AIDS national response over the past years, the virus is no longer the terminal condition that prevailed until recent years and the people with HIV are now in command of their lives and are more productive. Despite these efforts of the government and other development partners, there continue to be a number of challenges that hinder successful achievement of the NDS Vision 2022.

### **3.5 Challenges Encountered in Vision 2022 Implementation**

In spite of the national development strategy put in place by the government, attempts to generate meaningful development proved futile. This is evidenced by the prevailing challenges which include amongst others the slim economic base, macroeconomic instability, increasing trade and investment (FDI) competition, fiscal crisis, high levels of corruption, and the inactive role of the people.

#### *3.5.1 Slim Economic Base and lack of economic/market diversification*

Swaziland is landlocked by South Africa and Mozambique with long distances to ocean ports which raise transportation costs for both imports and exports. On the other hand, sugarcane productivity alone is not sufficient to build the economy (African Development Bank, 2013). This is also noted by the of Fiance and Development Planning (2013), which states that the dependence on one major source of growth makes the economy more vulnerable to economic shocks.

#### *3.5.2 Macroeconomic Instability*

The African Development Bank (2013) posited that the government is facing macroeconomic instability and a contracting economy, in addition to the development challenges that existed

prior to the current fiscal crisis. Economic growth has been low, which could be explained by the low investment levels, declining productivity in the face of the HIV/AIDS impact as well as policy and institutional weaknesses. A large proportion of the Swazi population is not participating in the mainstream economy as the economic growth is not pro-poor and unemployment remains high.

### *3.5.3 Fiscal Crisis*

The African Bank (2013) postulated that in its twelfth year of the implementation of the National Development Strategy, Swaziland faced the worst economic crisis which threatened the achievement of the national development objectives as stated in the Vision 2022 document. This is also supported by the United Nations, (2015) which highlights that many developing countries are facing the challenge of meeting the increasing demand for public finance for infrastructure, education and other services. The African Development Bank (2013) further highlighted that the 2010/11 fiscal deficit reached 13.8 percent of GDP due to a 63 percent decline in SACU as well as historically high levels of expenditure. This occurrence delayed the 2022 vision.

### *3.5.4 High levels of corruption*

High level of corruption is another barrier to the achievement of the set objectives as stated by the Vision 2022. A study by Ngwube and Okoli (2013) established that corruption possess serious developmental challenges, being responsible for the poverty of the populace. Public resources meant for development of all, ends up in few hands. Shongwe (2013:38) affirms that in Swaziland, corruption has reduced economic growth as well as the government's capacity to achieve the vision. Swaziland is ranked 69 out of 176 countries in the 2014 Corruption Perception Index, thirteen places better than its 2013 ranking.

### *3.5.5 The inactive role of the people*

Whiteside (2006) revealed that though the language of participation exists in policy documents, the purpose of participation has been undermined. The MEPD (2013:7) states that NDS becomes genuinely national when it is the result of a consensus among all of the principal groups in society as it cannot be a vision of one stratum, group or class. The government does not engage with all sectors to understand how they can contribute to implementation and particularly identifying any obstacles that prevent the different sectors from fulfilling their role



effectively. Mimiko (1998) in Lawal & Oluwatoyin, (2011) highlights that some of the development plans failed because; there was little or no consultation of the general public. Planning is supposed to involve even the peasants in the villages as it is not an edifice where technocrats alone operate. Swaziland needs therefore to be accountable to these challenges, draw lessons from them and turn them in to opportunities and strategies for improvement which shall be discussed in the following paragraph.

### **3.6 Conclusion**

The literature review established that the ultimate aim of all governments, world over is to improve the quality of life of the people, and this requires that a plan of action detailing the vision and steps to be followed. Some of these plans are short term while some are long term. Likewise, the NDS has a twenty five year old vision which aims to transform the lives of the Swazi people by year 2022. As a result, progress has been made in terms of policy development, agricultural development education and health. The literature also established that the main challenge facing Swaziland is the slim economic base, macroeconomic instability, increasing trade and investment (FDI) competition, fiscal crisis, high levels of corruption, and the inactive role of the people.

## **CHAPTER FOUR**

### **METHODOLOGY**

#### **4.0 Introduction**

This section of the study presents the research design and sampling design that was used when conducting the study. It describes the descriptive study design, qualitative method, data collection strategies, the questionnaire data collection instruments, as well as the simple random and purposive sampling methods.

#### **4.1 Research Design**

The study adopted the descriptive research design and utilised the qualitative method. A research design is used to plan the structure of the study, especially if it conforms to certain appropriate practices in the data gathering, analysis and presentation processes. It can be thought of as an outline specifying what will be done to tackle the research and how it is going to be accomplished. This is confirmed by Kothari (2004:31) who opined that a research design is the plan that explains all the critical parts of the research, kinds of data to be gathered, skill and ability of the researcher, the cost factor and the sources and the ways for the gathering and interpretation of data. This is simply the what, where, when, at what cost, and by what ways or means of the research study.

Straits and Singleton (2011:71-72) highlights that a research design may be explorative, descriptive, and explanatory. Explorative studies are conducted when rather very little is well known or something is new about the problem and descriptive studies are conducted mainly on a fact finding mission while explanatory studies basically analyse relationships or try to find answers to problems and questions. The descriptive research design was the most appropriate for this study as it is on a fact finding mission and anticipated that the information gained by this approach met the aims and objectives of the study as well as provide the most comprehensive accumulation of information as it exists at present.

Descriptive study designs according to Kothari (2004:38) are the ones that focus on predicting and relating personal, group or situation information. Creswell (2003) observes that a descriptive research design is utilized when information is gathered to describe human beings, views and opinions, situations and facts. Thus the descriptive design in this study was helpful

in evaluating the extent to which the program is meeting the planned outputs and outcomes as well as assist in explaining program processes, goals and objectives. Moreover, it enabled the researcher to obtain information concerning the national development strategy, whether it will be achieved or not by 2022, and also to assess the opportunities and challenges. It is for basically describing and documenting the situation as it unfolds. On the other hand, the design enabled data collection using a chosen type of instrument and from various respondents such as the Ministry of Economic Planning and Development, Civil Society Organizations, Academics, Development Practitioners, Parliament Portfolio Committee, Community Development Councillors and other institutions considered important in the implementation of the national development plan. Under each category, the respondents were selected purposively which was done by firstly obtaining the lists of eligible participants. This was made possible partly with the help of the Ministry of Economic Planning who are the main implementers of the National Development Strategy.

The benefit of using this type of design in this study is that it yields rich data which can lead to important recommendations for the Ministry of Economic Planning. For example, recommending what could be done to reach the first world status in 2022. On the other hand, human experiences and feelings could allow a broader view or observation of an issue as opposed to statistics or numbers accounting for only facts instead of experiences. This was made possible with the utilisation of the qualitative research method.

#### **4.1.1 Qualitative Method**

Leedy and Ormrod (2005:101) highlights that qualitative research is normally used to respond to questions about the multifaceted nature of a phenomenon, describing and understanding the phenomena from the individual's opinion. The above implies that qualitative research is a research strategy that tries to understand a given research problem from the people it involves. The qualitative method was used for this study because it provided in-depth information on the status of the national strategy and useful in exploring how and why things have happened. The National Development Strategy's "Vision 2022" implementation is a qualitative procedure itself and there are almost no elements that can be deemed to be of a nature that may possibly be subjected to statistical calculations. Thus, following a quantitative approach may cause a decreased authenticity, credibility and reliability of the research findings.

Straits & Singleton (2011) alluded that the strength of qualitative research is that it is able to provide difficult and multifaceted textual descriptions of how the general populace has experienced a given research issue. It offers information on the human side of a problem which include amongst others the beliefs, opinions, behaviours, emotions and relations between individuals. In addition, this method is effective in identifying indescribable factors such as socioeconomic status, religion, social norms, gender roles whose position in the research problem may be unclear.

## **4.2 Data Collection Strategy**

Data collection is a process of gathering information to answer the research question. As a result, it is very critical in research especially to maintain the honesty and reliability of the research. The study used a questionnaire which comprised mostly open ended questions save for the few that requires the demographic information of the respondents.

### **4.2.2 Questionnaires**

The researcher collected data by administering a questionnaire. A questionnaire is a data collection instrument consisting of a sequence of typed questions (Kothari, 2004:117). Questionnaires are a cheap, quick and efficient method of obtaining information if only the respondents are trustworthy and interested in the results and the effects of the recommendations of the study. Straits and Singleton (2011:233) confirms that questionnaires are indeed cheap especially if they are not mailed. Moreover, respondents may respond to the questions during their own convenient time and place, and doing so freely in the absence of the researcher. The use of questionnaire was therefore justified because it provided an inexpensive, effective and efficient way of gathering information. However, questionnaires also have low response rate particularly when they are mailed. Also, questions cannot be clarified by the researcher which may escalate the non-response rate and unfinished questions and respondents may choose socially desirable responses rather than putting the truth as it is.

Questionnaires were used for this study because they can be completed in a short space of time and respondents can be reached across long distances. The researcher designed the questionnaire considering the level of education of the respondents, as well as not compromising neutrality as no leading questions were be asked. Questions were mostly open-ended and were divided according to the objectives of the study. The first sections was

concerned with getting general information about the NDS; the general knowledge, perception, experience, current development and progress made. The second section investigated the possible challenges that may be hindering or stalling progress while the third section sought the available opportunities that may be there in order to achieve the Vision as well as attempt to acquire opinions and recommendations on the implementation of the NDS. Very few questions were close-ended showing especially the demographics of the respondents while the rest addressed the research questions of the study.

The questionnaires were given to the eighty purposefully selected participants from the Implementers of the NDS, Parliament Portfolio Committee, Academics, Civil Society Organizations and Development Practitioners. For convenience purposes, the questionnaires were hand delivered or emailed depending on the directive of the participants. Return of questionnaires was guaranteed especially for hand delivered questionnaires because they were collected personally at a time that would be agreed upon between the researcher and the researched.

#### **4.2.3 Validity and Reliability of the data collection instruments**

Validity and reliability of the instruments was established through consultations with the research supervisor and pretesting of the questionnaire. A pre-test for the questionnaire was conducted to ascertain suitability before its actual administration. The pre-test covered 8 individuals from the categories of respondents. Kothari (2004:101) indicated that one percent of the sample size is sufficient enough, thus the eight out of the eighty was considered sufficient. Individual questions were checked for ambiguity, clarity, wording, reliability and sequence. Corrections were made in the questionnaire based on the results of the pilot study.

#### **4.2.4 Data Collection**

The questionnaire were personally delivered and emailed to other respondents as per their directive. It took the respondents 20 to 30 minutes to complete the questionnaire. Most questionnaires were responded to within the requested timeframe, however, a few respondents requested to be given enough time to think through the appropriate answers for the questions which forced the researcher to leave the questionnaires with the respondents. This forced the process to be a longer one, two months and two weeks.

#### **4.3 Sampling Design**

Kothari (2004:56) defines a sampling design as a specific plan for selecting a sample from within population before the data are collected. There are two types of sampling designs, the probability sampling and non-probability sampling design. Probability is one whereby every member of the population has the same chance of being selected whereas non-probability sampling is when some members have a greater, but unknown, chance than others of selection. The study used non-probability sampling as some of the people from the population were deliberately selected by the researcher. Kothari (2004:17) highlights that:

*“Other sampling design other than random sampling may be considered better for reasons like convenience and low costs. The sample design to be used must be decided by the researcher taking into consideration the nature of the inquiry and other related factors.”*

Purposive sampling method was used for this cause as some individuals were presumed to have enough information about the progress of the National Development Strategy than others and provided rich information about the topic. The main idea was that if the participants were purposefully selected to be different, their ideas and views revealed this difference and present a high quality study. These include the Academics, Civil Society Organizations and Development Practitioners, Ministry of Economic Planning and Parliament Portfolio Committee concerned with the implementation of the National Strategy

The sample included all the people in the NDS implementation Office and four from the Parliament Portfolio Committee. In all the other sectors, representatives answered the questionnaire. The broad questions asked from the respondents was in regard to their knowledge and experience about the NDS, the challenges encountered and opinions and recommendations to the Ministry of Economic Planning and Development for effective and efficient implementation of the NDS so that the vision could be achieved by 2022.

#### **4.3.1 Population and Sample Size**

According to Leedy & Ormrod (2005), a population is a group of individuals or items that share one or more characteristics from which data can be gathered and analyzed. The study population consisted of Ministry of Economic Planning (Implementation Office), Parliament Portfolio Committee, Civil Society Organizations, Academics, Development Practitioners and Community Development Councillors. Leedy & Ormrod (2005) further highlight that a sample is a fraction of the population, deemed to be representative of the population. The fundamental

nature of this study was supposed to achieve national coverage as it evaluates whether the Vision 2022 will be achieved or not in the whole country, however circumstances forced the researcher to settle for a relatively small sample.

The researcher used the Ministry of Economic and Planning as a gatekeeper for securing access to the other actors in the implementation of the strategy especially the office charged with the implementation of the NDS and the responsible Parliament Portfolio Committee. A request was made to the Ministry of Economic Planning to provide a list of the people who form part of the implementers of the NDS as well as their contact details. In total, there are six staff members in the office and eight members of parliament responsible for overseeing the implementation of the NDS. The University of Swaziland (Faculty of Social Sciences and Adult Education – Development) was approached to provide the list of academicians in the relevant field of study. The five Civil Society Organizations were verbally approached to participate in the study as well as requested to purposefully provide representations that are acquainted with the research topic. For the Development Practitioners and Community development Councillors, the researcher selected the best ten constituencies which are doing well with regards to development. The Parliament Portfolio Committee also helped in this regard as they know the best performing constituencies. In each constituency, one Development Practitioner and seven Community Development Councillors were purposefully selected depending on their level of education and understanding of the research study. The Development Practitioners helped in selecting the appropriate candidates for this cause. The distribution of the sample was however proportionate enough to ensure coverage in the whole country.

Table 4.3: Population and Sample Size

<b>Category</b>	<b>Population</b>	<b>Sample</b>
Implementers	6	6
Parliament Portfolio Committee	8	4
Academics (Economics and Development)	10	5
Civil Society Organizations	5	5 (1 rep from each organization)
Development Practitioners	55	15
Community Development Councillors	336	45
<b>Total</b>	<b>415</b>	<b>80</b>

#### **4.4 Research Ethics**

In the context of academic research, ethics is considered as the field of moral philosophy that regulates behaviour. Its basic principles constitute: not causing harm to the participants, legal and institutional procedures of data protection, privacy, confidentiality and informed consent (ibid). This implies that research ethics is a practice that is based in the moral principles of respecting other people and that research participants should not be used merely as a means to getting information, but their privacy and right to participate in the study be respected.

#### **4.4.1 Consent**

Participants were not be forced to take part in the study, but they did so in their own free will. They were well informed about what participation in the study entailed. The study dealt with consenting adult population, verbal consent was obtained. However, respondents were told the purpose of the research, expectations from the participants, risks and benefits expected, protection of confidentiality and that participation was voluntary and personal.

#### **4.4.2 Confidentiality**

Participants in the study were assured of high level confidentiality and anonymity of the information that they provided for the study. Their names were not displayed on the questionnaires.

#### **4.4.3 Respect for participants**

The researcher committed to respecting all the participants in the study. Their dignity was respected and they were not be used as a means to meet the objectives of the research.

#### **4.5 Data Analysis Plan**

The researcher was guided by the objectives of the study when analysing the raw data. The qualitative data was tabulated and supplemented with actual statements from the respondents. When presenting the tabulated data, the use of descriptive content were adopted. The sample percentage statistical measurements was adopted to present the analyzed data to enable the researcher to access the percentages of the participants' opinions from the asked questions while the descriptive enabled the testing of variables. For the calculation of percentage, the researcher was guided by the formula:  $n \times 100$ , whereby  $n$  = number of respondent's opinions and reflections.



With regards to the demographics of the respondents, the researcher manually went through each and every response in the questionnaire and organise them to derive meaning in relation to addressing the problem being investigated. The data was arranged and presented in tables and summarised into percentages.

#### **4.6 Limitations on Methodology**

The adoption of the qualitative method in this study is appropriate as it allowed the study of opinions, trends and behaviours and other elements, but the findings did not have a definite appeal and was not as accurate as it would have been if it were to be derived from the quantitative method. Then again, the richness of qualitative data and the way that it is usually presented often create possible ethical challenges. The researcher may present the qualitative data in all its richness and expose the respondents to greater risks of being identified. However, the researcher got permission to provide identifiable information and facts particularly quotations before presenting the data

Another limitation was the generalisability of the study findings. The study was supposed to achieve national coverage; however, the researcher based the study on a relatively small sample of 80 respondents. This therefore implies that the conclusion drawn was not representative and did not show an exhaustive clear picture of the entire study population. However, based on the limited representation of the population, this does not mean the data was less credible. Also, the ability to generalize the research findings to other situations, citizens, or other sectors of the economy was another limitation of this study. Thus causal inferences and validation of the study findings should be collected using a longitudinal research basis. Lastly, time constraints was another limitation in the study. This is because the research was conducted simultaneously with other work and learning activities. The researcher however handled all other learning, work and the research activities with good time management.

#### **4.7 Conclusion**

The preceding section of the study discussed the general plan of how the research question was answered. An effort has been made to explain the descriptive research design with much focus on the qualitative method. The questionnaires was used to collect data from Ministry of Economic Planning (Implementation Office), Parliament Portfolio Committee, Civil Society Organizations, Academics, Development Practitioners and Community Development

Councillors in relation to the aim of the study. In addition, the non-probability, specifically purposive sampling was employed as the sampling design and sampling method. All the methods mentioned have been shown to be the most appropriate in examining the issues for which they were be used. It can thus be stated that an acceptable methodology was used to arrive at reliable and credible findings and conclusions so as to satisfy the study's objectives.

## CHAPTER FIVE DATA PRESENTATION AND ANALYSIS

### 5.0 Introduction

The main objective of the present study was to assess the opportunities and challenges of the Swaziland Vision 2022 Strategic Plan. This chapter is devoted to the presentation and discussion of the results of the questionnaire responded to by the different categories of respondents. Details of the data collected, analysis and the discussion is presented. The descriptive data analysis were used on 80 questionnaires which were returned at the end of the survey. It is divided into five constructs: the profile of the respondents, progress made towards Vision 2022 attainment, challenges encountered in the implementation process, opportunities available and strategies for improvement.

### 5.1 Profile of respondents

The profile is concerned with the characteristics of respondents and is presented by gender and by age. The table below illustrates the profile of the respondents.

#### 5.1.1 The Gender of the respondents

The researcher wanted to find out the gender of the respondents so as to ascertain the gender category that participated the most. Table 5.1 below indicates the gender composition of the respondents. It shows that 49(61%) of the respondents were male while 31(39%) were female. This indicates the dominance of men in society, in workplaces and in decision making.

Table 5.1: Gender Composition of respondents

Gender	Frequencies	
	Absolute	Percentage
Male	49	61
Female	31	39
Total	80	100%

### 5.1.2 The age of the respondents

The age level of the respondents was assessed as it is particularly important to know the understanding and level of thinking of the respondents in a study of this nature. As observed from Table 5.2 below, 8(10%) of the respondents fall in the age group of 21 to 30 years while 20(25%) fall on 31 to 40 years. Another 20(25%) ranged from 41 to 50 years while those from 51 years and above constituted 32(40%). Generally, those above fifty years participated the most in the study.

Table 5.2: Age composition of Respondents

Age Group	Frequencies	
	Absolute	Percentage
21 – 30 years	8	10
31 – 40 years	20	25
41 – 50 years	20	25
51 years and above	32	40
<b>TOTAL</b>	<b>80</b>	<b>100%</b>

### 5.2 Progress made towards Vision 2022 attainment

The implementation of the Vision 2022 Strategic Plan is only left with six years before its attainment, thus the researcher assessed the progress made towards the attainment of the Vision. Data is presented in the following section. Specific questions asked included the respondents knowledge with regards to the National Development Strategy/Vision 2022, whether the Vision is publicized enough to acquaint the people, how can the people be involved and overcome misconceptions and whether the country will reach first world status.

#### 5.2.1 Respondents knowledge of the National Development Strategy – Vision 2022

An interesting highlight from the respondents' responses below is that they claimed knowledge of the Strategy, however, they held differing views on what they know about it. 32 (40%) knew it as a development policy to enhance various operations and uplift the standard of living of the people while only 4(5%) disagreed with that view and stated that the NDS is a wish list by the state to the nation. 12(15%) understood the NDS as development road map that indicates how the country will go about its development as well as strengthen development planning and management, anchoring it to a national consensus. 7(8.75%) understood it as the First world

status and as the King’s dream respectively. The rest of the respondents, 18(22.5%) understood it as a development strategy to be attained by 2022.

Table 5.3: Distribution of responses on how respondents understood the NDS

Responses	Frequencies	
	Absolute	Percentage
Development Policies to enhance various operations and uplift the standard of living of the people	32	40
State wish list	4	5
Swaziland’s development road map	12	15
First world status	7	8.75
The King’s dream	7	8.75
A developmental strategy to be attained in by 2022	18	22.5
<b>TOTAL</b>	<b>80</b>	<b>100%</b>

Some responses from respondents indicated that the National Development Strategy is;

*A concept that only looks good on paper as it has glorious dreams that the country would have reached ‘first world’ status by 2022(Academic)*

*The NDS looks at all development aspects of the country to be achieved by 2022 (Implementer)*

*The NDS is about development policies that may enhance various operations in different ministries (Parliament Portfolio Committee member).*

### 5.2.1 Publicity of Vision 2022

Results from the survey suggest that the Vision has not been publicized sufficient to acquaint the people of Swaziland. 16 (20%) answered to the affirmative while a high proportion of 64 (80%) felt the Vision is not publicized sufficiently. The responses indicate misconceptions people have regarding Vision 2022.

Table 5.4: Distribution of Respondents responses on whether Vision 2022 is publicized enough

Responses	Frequencies	
	Absolute	Percentage
Yes	16	20
No	64	80
<b>TOTAL</b>	<b>80</b>	<b>100</b>

### 5.2.3 Ways in which the people can be involved to overcome misconceptions that Vision 2022 is the dream of the King

The participation and involvement of people is critical in the development and implementation of any development strategy. The researcher wanted to find out how to overcome misconceptions that the Vision is the dream of the King rather than being a developmental roadmap indicating how the country will conduct its economic and social development. Table 5.5 below shows that more than half 43(53.75%) of the respondents opined that civic education should be conducted to sensitise the people and make them understand the National Development Strategy so that they could know that it is them in collaboration with the Government and other stakeholders that will make the dream come true and not the King or the Government alone. This could be done through engaging the different media houses in form of a programme. 8(10%) mentioned that the people should be involved in the development process and not become spectators while 12(15%) were certain that the Vision should be decentralized to the fifty five Constituencies so that the people could own it.

A further 8(10%) reported that programmes in the NDS/Vision 2022 should be implemented so that the lives of the people could change and another 5(6.25%) reported that the Vision concept should be unpacked so that all the people, educated and uneducated could understand and appreciate it. Only 4(5%) reported that the Vision should be incorporated in both entrepreneurial and socioeconomic development trainings and seminars.

Table 5.5: Distribution of respondents on ways to involve the Swazi people to overcome misconceptions that Vision 2022 is the ‘King’s dream’

<b>Responses</b>	<b>Frequencies</b>	
	<b>Absolute</b>	<b>Percentage</b>
Civic education should be conducted to sensitise the people and make them understand the NDS/Vision 2022	<b>43</b>	<b>53.75</b>
Involve the people in the development process	<b>8</b>	<b>10</b>
Decentralize the Vision to the Constituencies so that the people could own it	<b>12</b>	<b>15</b>
Implement programmes that are spelled out in the Vision so as to change the lives of the ordinary people	<b>8</b>	<b>10</b>
The Vision 2022 concept should be unpacked so that all people could understand and appreciate	<b>5</b>	<b>6.25</b>
The Vision should incorporated both in entrepreneurship and development trainings/seminars	<b>4</b>	<b>5</b>
<b>TOTAL</b>	<b>80</b>	<b>100%</b>

#### 5.2.4 Responses on whether the country will reach first world status by 2022

Even though some of the respondents were not well acquainted with the term ‘first world status’, all 80 (100%) affirmed that the country will not reach the first world status by 2022 and provided a number of reasons which are discussed below.

Table 5.6 Distribution of respondent’s o whether the country will reach first world status by 2022

<b>Responses</b>	<b>Frequencies</b>	
	<b>Absolute</b>	<b>Percentage</b>
Yes	<b>80</b>	<b>100</b>
No	<b>0</b>	<b>0</b>
<b>Total</b>	<b>80</b>	<b>100</b>

A high proportion of the respondents felt that the country will not reach the first world status unless a radical economic transformation takes place which will be supplemented by less taxation and the involvement and participation of people in developmental and government

projects. Others mentioned that since the Swazi people are relying on food handouts coupled with the low levels of education, it is highly unlikely that the first world status shall be reached. An interesting highlight is that some of the respondents felt that most Swazis do not know the meaning of the term ‘first world status’, its requirements and the role they need to play in the process, as a result, it shall remain only a dream. It is still an abstract idea to the ordinary people and only have meaning to those that are well travelled particularly outside Africa where they appreciate the idea of first world status, as articulated by some. Even though the respondents mentioned that it is a good dream, but the ordinary citizen is still battling with the fulfilment of their basic needs; some of them are still living under abject poverty with money and energy being focused and directed to the utopia state that the ordinary person in the street imagines with. Other respondents claimed the following as reasons for the inability to achieve the first world status:

*No immediate change in the manner of doing things, the Government’s budget and spending is not focused on infrastructural development and on projects that will possibly lead to the first world status (Academic)*

*A lot needs to be done internally to make the situation conducive for proper development such as the conflicts caused by chieftaincy disputes and community boundaries (Community Development Councillor)*

*The country must first attend to its political governance structure so that it can be supported by other governments in its vision (Civil Society Organisation member)*

#### 5.2.5 Understanding of the term ‘First World Status’

The table below indicates that a high proportion 24(30%) of the respondents understood First World Status as having access to all social amenities/basic needs, followed by 18(22.5) who had a similar perspective as they understood it as sufficient health service, quality education, employment opportunities, and ease of starting and maintaining businesses. 10(12.5%) understood it as improved physical infrastructure and the standard of living of the people while 9(11.25%) viewed it as the utilization of resources for the benefit of all irrespective of social status and gender. 5(6.25) opined that the first world status means robust financial markets characterized by political stability. A further 4(5%) and 2(2.5%) understood it as an accountable and transparent government which does not meddle in business and the participation of the people in their own development respectively. 4(5%) of the respondents



understood it as a society where there is independent judiciary and media that does not operate in a hostile environment while there a few proportion of respondents, 4 (5%) who were unable to relate their understanding of the term which may also mean an unwillingness to think it over. These definitions imply that ‘first world status is a hard to define or complex concept judging from the differing views on its meaning.

Table 5.7: Understanding of the term ‘first world status’

<b>Understanding of ‘First World Status</b>	<b>Frequencies</b>	
	<b>Absolute</b>	<b>Percentage</b>
Accessibility to all social amenities/basic needs	<b>24</b>	<b>30</b>
A sufficient health service, quality education, employment opportunities, and ease of starting and maintaining businesses	<b>18</b>	<b>22.5</b>
Improved physical infrastructure	<b>10</b>	<b>12.5</b>
Utilization of resources for the benefit of all irrespective of social status and gender	<b>9</b>	<b>11.25</b>
Robust financial markets characterized by political stability	<b>5</b>	<b>6.25</b>
An accountable and transparent government	<b>4</b>	<b>5</b>
Participation of people in their own development	<b>2</b>	<b>2.5</b>
Society where there is independent judiciary and media that does not operate in a hostile environment	<b>4</b>	<b>5</b>
Don’t know what it means	<b>4</b>	<b>5</b>
<b>TOTAL</b>	<b>80</b>	<b>100%</b>

#### 5.2.6 Respondents opinion regarding the implementation of the National Development Strategy

The Swazi government committed itself to improving the quality of life of the people through the formulation of the NDS. While the country may have undertaken a number of initiatives with regards to the implementation of the NDS, these may not be enough taking into consideration the time left to reach the ever talked about year 2022. This has been evidenced from the varied opinions from respondents. There were however those that did not state their opinions as they felt that the NDS is against the poor people. The opinions were as follows:

- a) More still needs to be done especially by the public and private entities. They need to join hands to make the NDS a reality and stop finger pointing.

- b) The NDS should be reviewed annually so that gaps may be realized and corrected at the right time.
- c) The implementation of the NDS is hindered by the financial crisis which led to a change in focus together with its lack of consideration by many ministries
- d) In essence, the priorities of the NDS are hotels, roads, dams and other aspects are not considered.
- e) The NDS will not be achieved unless it is decentralized so that the grassroots people could be more involved as they have a way to question things.
- f) The NDS initiated a number of programmes, for instance, the Education Policy which helps to provide free primary education, Poverty Reduction Strategy and Gender Policy amongst others.
- g) The Ministry of Education and Training, Ministry of Health and Social Welfare and Ministry of Natural Resources have all recorded encouraging achievements in the implementation of the strategy. A number of schools, health facilities built and functional, care for the elderly as well as rural water and electrification are all evident indicators of the NDS implementation.

### **5.3 Strategies that have and will enable the successful implementation of NDS/Vision 2022**

The above discussion indicates that there has been little effective progress with regards to the implementation of the NDS judging from the responses given by respondents. The researcher wanted to find out strategies that have and will enable the successful implementation of the NDS/Vision 2022. Most of the respondents indicated that a strong commitment and determination of the government in the implementation of the strategy can be the best strategy that will enable successful implementation of the strategy. Others mentioned that priority should be given to investment in health, education, agriculture, business and entrepreneurship followed by those who suggested that the involvement and participation of the people in all development endeavours and decision making is very critical. Putting radical economic transformation systems in place is also another strategy as indicated by the respondents while others mentioned that the availability and effective utilisation of both human and financial resources will enable the successful implementation of NDS/Vision 2022.

Other strategies included the improvement of educational and employment opportunities of the youth and that corruption should be eradicated justly and fairly using available instruments. A

few suggested that discrimination should be eliminated from all government development projects and in the provision of services as well as treating people and communities equally. This may also be realized through the involvement of the people in determining budget allocations and allowing them to make plans at constituency level in line with the NDS. Chieftaincy disputes and conflicts over community boundaries is a factor that may hinder successful implementation of the NDS, but if these disputes and conflicts could be solved, the NDS could be successfully implemented as articulated by some of the respondents.

#### **5.4 Challenges facing implementation of the NDS/Vision 2022**

The researcher investigated the challenges facing implementation of the NDS/Vision 2022. In spite of the NDS put in place, attempts to generate meaningful development have proven futile as most respondents identified the following challenges:

- a) Inadequate funding/resources which is characterized by screwed distribution of the economy and mismatch of priorities in addressing socioeconomic development.
- b) Corruption which is most rampant in monopolizing service provision particularly in telecommunications, water and energy.
- c) The NDS is not visible as most people know nothing about it. The Government or the concerned Implementers has failed to conduct civic education to enlighten the people of Swaziland about the Strategy.
- d) The lack of citizen participation in decision making is a major challenge to the implementation of the NDS. This results in the people not owning the NDS but looking up to the government even in some projects that could be undertaken by the people themselves.
- e) The country's education and skills development system does not help in improving the economy. The tertiary institutions does not produce relevant skills demanded by the economy which results in unemployment and brain drain as young and able people go to other countries in search for employment.
- f) The lack of government commitment which is evidenced in the retrenchment of workers through the loss of AGOA which worsening the unemployment situation and poverty. There can never be development if the people are unemployed and are dying of hunger.
- g) The implementation of the strategy is compromised by the financial crisis together with the energy and food fluctuations confronting the whole world.

The above challenges are not only unique to Swaziland as Akims & Kromtit (2013:143) contend that development planning has been hampered by amongst others weak institutions which cannot provide a supportive function to planning, corruption, lack of fiscal discipline, failure to evaluate and avoid drawbacks of previous development plans, inconsistencies in planning strategies.

### **5.5 Opportunities available for the achievement of the Vision 2022**

In spite of the challenges indicated by respondents above, the researcher wanted to find out if there were any opportunities available for the achievement of the NDS by the stipulated time. Responses from most respondents indicate that opportunities are indeed available *because of the strong partnerships that the country has regionally and internationally from which the country could benefit such as trade opportunities, getting ideas particularly with regards to winning strategies and overcoming challenges encountered.* Others opined that *the Swazis themselves are the greatest comparative advantage if they could be employed properly, because of the skills that they have. Another opportunity is the availability of strong and hard infrastructure to support implementation such as, roads and transport services which may positively boosts the confidence of investors to invest in the country, together with the passion and commitment that the people have in their own development,* the NDS/Vision 2022 could be met if they could be involved. People are not only passionate, *they speak one language which makes it a good start. More so, the country has a very fertile soil with an equally educated people who can improve the country's economic situation through agricultural production.* However, there were those who believed that there are no opportunities available, their responses are listed below:

- a) The government has no financial resources for undertaking some of the projects listed in the Strategy;
- b) Some people are not quite conversant with the strategy as no civic education is conducted;
- c) No opportunity yet, because the Vision 2022 concept is not a realistic concept;
- d) None for ordinary Swazis as economic environment remain hostile, unemployment rate at 52% and poverty rate at 63%.

### **5.6 Respondents opinions on what can be done to achieve the first world status.**

Respondents' opinions regarding the achievement of the first world status by 2022 were political and economic. Most of them reiterated the fact that people should be involved in their development at all cost. This could be done in allowing people to fully understand and appreciate the NDS so that they could know what is expected from them. More so, a clear laid out document which shall be accepted by all Swazis and enable free education, narrowing the gap between rich and poor and free political dispensation must be rectified. A section of the respondents opined that there should be equal distribution of the budget, concentrating more on the less developed areas rather than Mbabane and Manzini. Others mentioned that there are other countries that are already considered as 'first world' from which the country could get lessons. Achieving the first world status means formulation of vibrant and friendly policies, reduction of taxes, embracing freedom of association and increasing the salaries of the lowly paid so that they can also be able to uplift their standard of living to a first world standard, as articulated by other respondents. This is not enough, as some of the respondents recommended that the country should create a competitive economy through technology and innovation particularly in science.

Another recommendation was that the country should diversify its economy if it plans to achieve Vision 2022. This could be done through tapping on mining, agricultural, manufacturing and tourism opportunities. This will however require a skilled labour force which is available save for a few areas which require skills development, as articulated by some of the respondents. A few indicated that the investment climate should be improved as this will not only promote the country, but will make it a destination that is attractive to foreign investment and trade. There were those who recommended that the country should exploit the tourism sector particularly with its natural beauty and unique culture to drive growth. This will help create a lot of employment opportunities for the people and contributes to Gross National Product through the coming in of tourists.

Lastly, the respondents felt that education in Swaziland is private, expensive and non-compulsory. In this regard, education should be made affordable for the poor. There should also be economic justice to minimize the poverty gap. The social system should be transformed to accommodate the vulnerable elderly who currently receive the equivalence of \$15 per month were also some opinions from the respondents.

## **CHAPTER SIX**

### **FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **6.0 Introduction**

This chapter presents the summary of the findings, conclusion and recommendations.

#### **6.1 Summary of the Findings**

The study has captured different levels of thinking and various opinions with regards to the NDS/Vision 2022 from respondents. The areas covered include progress made towards Vision 2022 attainment, challenges encountered in the implementation process, opportunities available and strategies for improvement. The findings are organized according to the objectives of the study.

#### **Objective 1: To assess the progress made towards the attainment of the Vision 2022 national development strategy;**

Findings emerging from the study revealed that the NDS is a development policy that enhance various operations and uplift the standard of living of the people which is however not publicized enough to acquaint the people of Swaziland. The progress made with regards to the implementation of the Vision is poor and unsatisfactory. Even today, after nineteen years of formulation, the Vision is still affected by many factors which hinders progress. For instance, the misconception that it is the dream of the King, no change in the manner of doing things; particularly the unfocused budgeting and spending by government. More so, there are still people who are still battling with the fulfilment of their basic needs which will deny them their first world status dream. This indicates that the country will not achieve the first world status by 2022. It can also be said that implementation is not concrete because the policy mandate has not converted to tangible realities in accordance with the NDS. The findings replicated the results of Marcellus (2009), African Union Commission (2011) and Moti (2014) studies which established that if national Policy fails to solve national needs in harmony with the policy guidelines, it cannot be seen as a concrete act. The misconceptions could be overcome by civic education to sensitise the people as well as involve them in all development planning efforts.

**Objective 2: To identify the challenges encountered in the implementation of the Vision 2022 Strategic Plan.**

The study found out that there are a number of factors or challenges that are encountered in the implementation of the NDS/Vision 2022. The overriding challenge is the financial crisis confronting the whole world and the insufficient resources characterized by skewed distribution of the economy and mismatch of priorities in addressing socioeconomic development. Corruption, lack of civic education and the lack of citizen participation in decision making was also mentioned as challenges encountered. Involving the people will create a positive attitude on the part of the government as it will understand the needs and problems of the people. Other challenges indicated were the type of education and skills development system which does not help in improving the economy. This is caused by the production of irrelevant skills which are not demanded by the economy. The lack of government commitment which is evidenced in the loss of AGOA was also mentioned as another challenge as it worsens unemployment and poverty through the retrenchment of workers which the private sector fails to absolve.

**Objective 3: To evaluate potential areas of opportunities as well as strategies for improvement.**

Opportunities exist in spite of the challenges indicated in the study. The country has regional and international partnerships which can support the vision with ideas and strategies for overcoming the existing challenges. Combining the local strength and resources with international cooperation will enable the country to succeed in this endeavour. The existence of skilled/educated resources, fertile soil and availability of infrastructure to support implementation of the NDS/Vision 2022 are some of the opportunities that exist.

Success requires a strong commitment and determination of the government in the implementation of the strategy as well as freedom of association whereby people could discuss their development freely. A fair distribution and allocation of the budget concentrating on less developed areas such as education together with the improvement of the lives of the people, particularly the marginalized was also mentioned as a strategy for success. More so, investments should be made towards health, education, agriculture, business and entrepreneurship. The involvement and participation of the citizenry in all development endeavours is also critical as it will not only ensure the effective use of the public resources,

but will also help direct resources, both financial and physical on key priorities. The involvement of all stakeholders, the government, business and civil society organisations will ensure sustainable development and attainment of the Vision. The people should be made the objective and the object of development. If this can be achieved, different individual creativity could be brought to play, thus contributing greatly to the achievement of the Vision.

Creating a competitive economy through technology and innovation particularly in science is also another potential area for improvement together with the diversification of the economy through tapping on mining, agricultural, manufacturing and tourism opportunities. This will not only create a lot of job opportunities, but will contribute to Gross National Product. This also involves improving the investment climate to promote the country and make it a destination that is attractive to foreign investment and trade. However, the opinions of the respondents failed to capture the certainty of how the Vision could be achieved by 2022, taking into consideration that it is already being implemented.

In general, these results tells us that the NDS/Vision 2022 implementation progress is not satisfactory, due to a number of challenges; with however available opportunities and vibrant strategies that can be tapped in order to achieve the Vision by 2022.

## **6.2 Hypotheses versus Results**

The first hypothesis that the NDS/Vision 2022 may not be achievable due to the lack of resources is confirmed by the results given in the challenges facing implementation of the NDS/Vision 2022. The lack of resources is not the only factor, but there are other factors that will hinder achievement of the Vision.

It can however be noted that the second hypothesis fails to hold particularly because political stability is not too much of an issue other than social justice and economic development. The country even though not hundred percent, is stable in the sense that there are few or no political conflicts. Also economic development respond to external shocks which may be triggered by fiscal and monetary policies.



The third hypothesis has been confirmed by the results in Table 5.5 and Table 5.7 which indicates that people should be involved in their development so that they could own it and that given enough resources will result in positive outcome.

### **6.3 Conclusion**

Based on the findings of this study, it can be concluded that the NDS/Vision 2022 is a development strategy that looks good on paper and one that is aimed at developing and improving the living standards of the people with very minimal chances of achievement. The results are in line with the views of Akims & Kromtit (2013), Marcellus (2009) and Ibietan & Ekhosuehi (2013) who asserts that development planning has not been impressive and many of these countries scores very high on promises, but do not deliver as promised.

The overriding conclusion is that the main objectives of the NDS/Vision 2022 to reach the first world is still a dream. This is a dream because sustainable economic development has not been achieved and the improvement in the standard of living of the marginalised and average people have not been achieved, particularly the living conditions which are still extremely vulnerable, the poverty that is widespread and lack of employment opportunities. The government is not doing enough as no desirable results have been achieved. Even though the credibility of achieving the NDS/Vision 2022 does not fall solely on the government and its institutions, but it also falls on the participation of all sectors and people in society.

However, traces of success (although not quantifiable) are evidenced in health and education and other infrastructural and growth projects. The latter being the main priority for the government rather than focusing on the people or connecting the growth with poverty reduction and development. A number of problems, failures, uncertainties and challenges have been identified in the study as well as several opportunities and strategies that could improve implementation of the NDS. One crucial element is the involvement and participation of the people in decision making together with the direction of the meagre resources on key priorities and the fight against corruption which is a menace to the country's economic development. But the responsibility to reach the first world status rests with the government to implement and monitor the NDS effectively so that it is not relegated to a state of oblivion.

The study represents the first attempt to assess the opportunities and challenges of the NDS/Vision 2022 in Swaziland, results can be used for benchmarking future progress in the implementation of the Strategy.

#### **6.4 Recommendations**

It is appropriate to mention that development planning is quite a complex task for many countries. However, sustainable development cannot be achieved without proper planning. The following recommendations are therefore made:

- a) The NDS/Vision 2022 should be linked to other existing development plans and short term strategies for execution.
- b) A strategy for involving and mobilising the people should be clearly defined to ensure a call for performance and accountability. This should be accompanied by a genuine participation of all stakeholders for a wider/broader buy-in
- c) The NDS/Vision 2022 should be monitored and evaluated periodically to improve outcomes and impacts
- d) Priority should be given to agriculture, education, critical infrastructure and those that supports entrepreneurship for the people to take control of their lives and enable them to reach the first world status

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# APPENDIX 1

## RESEARCH INTRODUCTION LETTER AND QUESTIONNAIRE

UNIVERSITY OF THE FREE STATE  
FACULTY OF ECONOMIC MANAGEMENT SCIENCES

November 2016

Dear Respondent

I am doing a research for a Master's Degree in Development Studies in the University of the Free State. The purpose of the research is to assess the opportunities and challenges of the Swaziland Vision 2022 Strategic Plan. I kindly request that you complete the following short questionnaire which should take no longer than 20 minutes of your time. Your response will be of utmost importance.

All responses will be treated as confidential and to protect your anonymity, please do not enter your contact details on the questionnaire. Any additional comments may be written on a separate sheet of paper, if insufficient space has been provided in the questionnaire.

Summary results of this research will be available in the Department of Management Sciences in the University of the Free State in January 2017.

Should you have any queries or comments regarding this survey, you are welcome to email Professor W.D Thwala at [didibhukut@uj.ac.za](mailto:didibhukut@uj.ac.za) and Anita Harmse at [HarmseA@ufs.ac.za](mailto:HarmseA@ufs.ac.za).

Yours faithfully

**THULIE SHONGWE**

**Mobile: +268 7611284; Email: ([thuliesh@gmail.com](mailto:thuliesh@gmail.com))**

**APPENDIX 2**

**AN EVALUATION OF THE SWAZILAND VISION 2022 STRATEGIC PLAN:  
OPPORTUNITIES AND CHALLENGES**

Questionnaire for all Respondents

1. Gender
  - a) Male
  - b) Female
2. Which age group do you belong to?
  - a) 21 – 30 years
  - b) 31 – 40 years
  - c) 41 to 50 years
  - d) 51 years and above
3. What do you know about the National Development Strategy – Vision 2022?  
.....  
.....  
.....
4. Do you think Vision 2022 is publicised enough to acquaint the people of Swaziland?
  - a) Yes
  - b) No
5. How can the Swazi people be involved and overcome misconceptions that the Vision 2022 is the dream of the King?  
.....  
.....  
.....
6. Do you think the country will reach the first world status by 2022? Give reasons for your answer.  
.....  
.....  
.....
7. What is your understanding of ‘first world status?’



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8. What is your opinion regarding the implementation of the National Development Strategy?

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.....  
.....

9. What factors/strategies that have and will enable the successful implementation of Vision 2022?

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10. What do you think are the challenges facing implementation of the NDS or that may be hindering progress?

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11. What opportunities are available for the achievement of the Vision 2022?

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12. In your opinion, what can be done to achieve the first world status?

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