



**SWAZILAND**

**EU COUNTRY ROADMAP FOR  
ENGAGEMENT WITH CIVIL SOCIETY**

**2017 - 2020**

**Approved by:**

**Date of approval: April 2018**

## **1. State of the civil society**

Swaziland has a vibrant and diverse civil society characterized to a large extent by various organizations such as NGOs, trade unions, faith -based entities and community based organizations. These civil society organizations (CSOs) operate under difficult circumstances of highly restrictive political, legislative, cultural and economic conditions. In Swaziland like elsewhere in the world, many CSOs exist as a result of attempts to satisfy perceived needs that are overlooked by government and/or the private sector. CSOs have an important role to play in successful service delivery and moreover they are conscious of the fact that they can influence real and meaningful change in Swaziland when they network and collaborate effectively.

### **Legal environment in which Civil Society Operates in Swaziland**

For CSOs to operate effectively in any given situation, an enabling legislation environment is very important. In Swaziland the legal environment under which CSOs operate is to a large extent hostile. This is due to the fact that collective action in particular political activism is discouraged since the infamous 1973 decree came into force. The 1973 decree banned political parties from participation in the formation of government and other social dialogues in the country. Even NGOs and CBOs confine themselves to service delivery and try to avoid the sensitive issues of politics and human rights. The country's constitution adopted in 2005 provides a full bill of rights including the protection and promotion of fundamental rights like freedom of assembly, association and expression. Various pieces of legislations however still restrict the operation and make it difficult for citizens to enjoy the rights enshrined in the constitution.

Moreover the registration and regulations of CSOs remains blurred as CSOs register under different pieces of legislations: Cooperatives register under the Cooperative Act, NGOs register under two sets of legislations: Section 21 of the Companies Act and Register of Names and Badges Act of 1964. The Trade Unions on the other hand register under the Industrial Act of 2000. The operation of CSOs in the country is also affected by the socio-economic and cultural factors including the country's history and its strong traditional and cultural background. Swaziland is highly patriarchal, ruled by a King with strong emphasis to culture and traditional norms which often clash with internationally accepted human rights principles. Strong cultural and traditional beliefs results in stereotypes attitudes on issues like gender and women rights which makes the work of advocacy CSOs difficult especially in rural areas governed by traditional leaders like chiefs.

### **Organisational and financial sustainability**

Civil society organisations in the country especially NGOs are heavily dependent on foreign donor funding which constitute a large share of their budgets. Government provides funding to some NGOs who are involved in service delivery especially in the health sector. Generally speaking, the funding environment for CSOs in Swaziland is very difficult and through weak capacities, there are few effective strategies being adopted to improve the situation. The main issues that need to be addressed for CSOs in Swaziland are the twin problems of finance and capacity. In order to carry out development work effectively, capacity building exercises are needed by CSOs and stable funding is required. Due to the challenge of lack of funding, many CSOs in the country are run mostly by personnel who are volunteers. New graduates are incorporated into CSOs first as volunteers before they are formally employed. NGOs like Baphalali Swaziland Red Cross owe their existence mainly to the selfless dedication of young people who are volunteers.

## **Participation and Roles**

The participation of CSOs in national and sectoral policies in the country is also limited. Swaziland normally organises national discussions with various stakeholders including CSOs under the auspices of the smart partnership dialogues. The EU and the CSOs do not participate in setting the agenda of these meetings. Political parties in Swaziland even though they exist are not formally recognised nor take part in any national policy dialogues. Elections are held under the Tinkhundla system of government where candidates compete for parliament seats on the basis of individual merit.

Trade unions participate in social dialogues involving the government and the employers where only labour issues are discussed. This process is often times faced with continuous breakdown in communication resulting in endless strikes. The recent loss of the Africa Growth Opportunity Act (AGOA) is testimony to the breakdown in cooperation and communication amongst stakeholders in this forum. Information flow in the country is also closely guarded process. The main problems associated with coordination are found in information sharing: its flow and timing and in the willingness to share it. Members of the public get information mainly from the media which also practices a highly degree of self-censorships. Most of the mediums of information and communication like the radio stations are state owned and state controlled. The process of acquiring licences to establish independent media is also very stringent and highly controlled by the government.

## **Service delivery**

Most CSOs in the country are driven by the needs to provide social services especially to the poor and marginalised sectors of the Swazi society. The country has very high poverty incidences (63% 2011 SHIES) characterised by lack of basic services like food, shelter, medical care and water. Due to the hostile environment with regards to issues like human rights and democracy, many CSOs especially the NGOs turn to focus on the neutral social services. There is however a general understanding that Government alone would not be able to address the problem of poverty and other social ills and therefore civil society compliment government activities to reduce poverty through provision of basic services.

In the NGO policy of 2005 government recognizes the fact that NGOs are partners and appreciates their contribution to the development process of the country. The close proximity of CSOs to society especially the poor enables them to explore strategies for effective alternative of service delivery. CSOs are regarded as flexible and can respond with greater efficiency to emergencies than larger and more formal institutions. The willingness of the Government to give subventions to CSOs involved in service delivery has also tilted the scale with many CSOs preferring to be involved in the non-contentious issues of health care, HIV and AIDS, education to the near neglect of advocacy issues such as human rights, gender and governance.

## **2. Current EU engagement with CSO**

### **EU Dialogue with civil society organisations**

The EU Delegation in Swaziland has set up a structured regular meetings and consultations with CSOs. Consultations with CSO are undertaken in the context of the Cotonou Agreement, Article 8 political dialogue process. In the organization of the political dialogues between the EU and the Government of Swaziland, a consultative meeting is also held with CSOs to get their views and updates on various socio-economic and political developments in the country.

Secondly, the EU conduct annual trainings with CSOs to building the capacity to respond effectively to possible are funding opportunities available within the EU through call for proposals. Sometimes this is done through the Ministry of Economic Planning and Development, in its role of National Authorizing Officer (NAO) for the European Development Fund (EDF). Information sessions with CSOs are also held in the context of each call for proposals published locally by the EU.

Thirdly, regular informal consultations are held with CSOs on a bilateral basis to gather information, share experiences on different issues concerning the development of the country. The EU Delegation aims to have more regular meetings with CSOs as a group as well as numerous bilateral meetings with different organisations. The other meetings are used to consult NSAs on potential priorities for the NSA-LA thematic programme, EIDHR and the various Calls for Proposals (before launching them of course) and to get feedback from them so that guidelines for call for proposal are drafted to address relevant issues affecting the CSOs on the ground.

### **Policy dialogue for enabling environment**

The EU Delegation engages with CSOs on policy matters only under the article 8 political dialogue. The country has no formal structure of policy dialogues involving the CSOs except for the smart partnership dialogues which are not confined to policy matters but discuss every developmental issue in the country. The EU Delegation however participates in high level dialogues with the King, the Prime Ministers and other cabinet ministers where issues on the promotion of democracy, good governance and human rights are discussed. The EU ambassador has on various occasions encouraged the Government of Swaziland to respect the internationally accepted democracy and human rights principles especially the freedom of the media and freedom of expression. Demarches have also been published in the local media encouraging the country to respect the rule of law and freedom of the media and freedom of expression as enshrined in the country's constitution.

### **3. Lessons learnt**

In the various engagements between the EU Delegation, other international partners and CSOs, a number of important lessons have been learnt and these include the following:

- **Enabling environment:** in its engagement with CSOs, the EU Delegation in Swaziland identified that an enabling environment is critical for successful policy dialogue and development cooperation. For CSOs to survive, they either have to adapt to the environment without losing their mandate or where possible use the capacities to influence change towards a more desired enabling environment.
- The registration of CSOs in the country remains a barrier to their operation, not just because of the bureaucratic requirements but also due the absence of a clear legislation to guide their registration and regulation. Furthermore, the silent perception of viewing CSOs as opposition critical to government makes their operation more difficult.
- **Financial Capacity:** Membership income is generally low and difficult to collect. Donor funding is irregular and unstable. The administrative, financial and formal requirements requested by international donor agencies including the EU are very restrictive to local and small CSOs to access those funds. There is need to develop the capacity of CSOs to better respond to the EU and other donors calls for proposals.

- **Technical and management capacity:** CSOs lack of human resource capacity is undermining their credibility and effectiveness to carry out their tasks (logistics, equipment) and their technical and administrative capacity to manage projects. CSOs themselves identify shortcomings in terms of management – in particular a tendency for strong characters to dominate, a culture of “micro-management” and poor succession planning. There are real capacity building needs in this area. As a result of these management and organisational failings, CSOs often feel they lack clear direction (in terms of their stated objectives) and are failing to reach their desired goals.
- **Governance:** Transparency and accountability of CSOs has to be improved both for internal and external stakeholders. Internal stakeholders may include paid and volunteer staff, the management and members. Key areas to focus on would include: staff consultation, governance structures and internal policies. External accountability to Government, donors, communities and beneficiaries is equally important in terms of capacity building focus. Comments from all sectors highlights the need for capacity building in all aspects of internal management including, general organisational and financial administration needs assessment, project design and management, monitoring and evaluation.
- **Collaboration with elected representatives and Government officials:** For effective functioning of civil society and understanding of its roles and for better communication, capacity needs to be built with both Government officials and elected representatives at Parliamentary and constituency levels. Many Government officials recognize their own shortcomings in terms of understanding the role and function of civil society and being able to put in place the procedures that would enable improved dialogue and co-operation. There appears to be little point in building the capacity of the CSOs without also paying attention to the needs of the corresponding Government players.
- **Collaboration with the media is of growing importance:** The media including the national press, particularly the electronic media, with a growing audience appetite for radio or TV ‘talk shows’ provides a ready-made ‘advocacy opportunity’ which CSOs are now exploiting, and which can be expected to play an increasingly significant role in the future.
- **Policy dialogue themes best championed by CSOs themselves:** Issues and policy matters identified and championed by CSOs themselves often lead to committed and sustained action and a higher chance of success than those initiated externally. It is therefore important for foreign partners especially donors to empower the local CSOs to take a lead in policy dialogue to ensure local ownership and sustainability of the gains achieved over the years.

#### 4. Priorities

This road map is a revision and an update of the first roadmap developed in 2014. It affirms that key priority areas identified in the first road map which still valid and relevant in the context of Swaziland. These will provide a guide for EU-CSO engagement and further be used as a reference document in improving cooperation and coordination between the EU, international partners and the CSOs in the period 2017-2020.

The key priorities include the following:

(i) Capacity building for civil society in internal governance, financial management, technical, managerial and other skills through CANGO and SCCO including setting up a monitoring and evaluation mechanism of their capacities.

(ii) Strengthening of coordination and communication between the EU Delegation, other international agencies and the civil society organisations.

(iii) Establishment of mechanism for the promotion of information sharing, accountability, transparency and coordination at different levels to facilitate regular dialogues between CSOs, Government and the EU on issues of mutual interest.

(iv) Establishment of operational synergies between EU policy priorities in the NSA-CSO and the activities to be organised under the focal sectors of the 11<sup>th</sup> EDF: Agriculture and Social protection

## **PRIORITY 1**

- Capacity building for civil society in internal governance, financial management, technical, managerial and other skills through CANGO and SCCO including setting up a monitoring and evaluation mechanism of their capacities.

Indicators:

- Capacity building programmes and modules developed and adopted to train CSOs on various organisational management issues.
- Internal governance, financial management, etc. of CSOs transparent and accountable to their constituencies.
- Continued funding of CSOs by the EU under the EIDHR, NSA budget line and the other donors increased.
- Mechanism to monitor and evaluate capacities of CSOs in the country developed and implemented.
- South to south cooperation developed between local CSOs and other CSOs in the SADC region for exchange of information and networking.

## **PRIORITY 2**

- Strengthening of coordination and communication between the EU Delegation and other international agencies and the civil society organisations.

Indicator:

- Formal structures strengthened for CSOs to be able to coordinate and communicate with the EU, other international organisations and amongst themselves.
- CSOs are transparent and there is free information flow amongst themselves, donors and with the media they are included in coordination and information sharing mechanisms.

### **PRIORITY 3**

**Strengthening of the financial stability of civil society organisations in the country.** A majority of CSOs in the country are highly depended on donor funding and in some cases they lack the technical capacity to presented fundable proposals especially on call for proposals issued by the EU and other donors.

Indicators:

- CSOs are trained on proposal writing and other fund raising activities in order to be able to respond appropriately to the EU and other donor's calls for proposals.
- Training conducted for CSOs to be able to account appropriately for resources advanced to them.
- Increased access of EU and other donors funds made available to CSOs

### **PRIORITY 4**

Establishment of operational synergies between EU policy priorities in the NSA-CSO and the activities to be organised under the focal sectors of the 11th EDF: Agriculture and Social protection

Indicators:

Delivery of services in the fields of Agriculture and Social Protection

- Improved co-ordination between CSOs and the relevant national institutions eg the Deputy Prime Minister office, Ministry of labour and Social Security, Ministry of Agriculture and the Local Authorities in line with the recommendations of the Communication on the roots of democracy aiming at ensuring effective provision of services under the oversight and regulation of the state.

Advocacy in the fields of Agriculture and Social Protection:

- Advocacy activities by civil society for access to land and water for the disadvantaged as well as equality of rights for disabled and extreme poor children are enhanced

## 5. Actions

### Action tables

<b>Priority 1</b>
<ul style="list-style-type: none"> <li>Capacity building for civil society in internal governance, financial management, technical, managerial and other skills through CANGO and SCCO including setting up a monitoring and evaluation mechanism of their capacities.</li> </ul>
<b>Indicator(s)</b>
<ul style="list-style-type: none"> <li>Capacity building programmes and modules developed and adopted to train CSOs on various organisational management issues.</li> <li>Internal governance, financial management, etc. of CSOs transparent and accountable to their constituencies.</li> <li>Continued funding of CSOs by the EU under the EIDHR, NSA budget line and the other donors increased.</li> <li>Mechanism to monitor and evaluate capacities of CSOs in the country developed and implemented.</li> <li>South to south cooperation developed between local CSOs and other CSOs in the SADC region for exchange of information and networking.</li> </ul>
<b>Actions:</b>
<b>A. Analysis: Studies, mappings and research</b>
<ul style="list-style-type: none"> <li>Analysis of the mapping report undertaken in 2016 by CANGO and COSPE</li> <li>Development of training modules for training of CSOs on different topical issues to organisational management and development cooperation.</li> <li>Issuance of call for proposal for CSOs by the EU Delegation and other donors.</li> <li>Engagement of monitoring and evaluation of mission on the CSOs by the EU and updating of the mapping report.</li> </ul>
<b>A. Policy dialogue, consultation and facilitation</b>
<ul style="list-style-type: none"> <li>Continued dialogue with CSOs under the provision of article 8 of the continuo agreement.</li> <li>Continued dialogues under the NGOs sectoral consortia and SCCO coordination assembly</li> </ul>
<b>B. Funding: Operational support including mainstreaming</b>
Continued funding of CSOs by the EU under the EIDHR, NSA budget line, Government and UN agencies (UNICEF, UNDP and UNFPA)
<b>Priority 2</b>
<ul style="list-style-type: none"> <li>Strengthening of coordination and communication between the EU Delegation and other international agencies and the civil society organisations.</li> </ul>



<b>Indicator(s)</b>
<ul style="list-style-type: none"> <li>Formal structures strengthened for CSOs to be able to coordinate and communicate with the EU, other international organisations and amongst themselves.</li> <li>CSOs are transparent and there is free information flow amongst themselves, donors and with the media they are included in coordination and information sharing mechanisms.</li> </ul>
<b>Actions:</b>
<b>A. Analysis: Studies, mappings and research</b>
<ul style="list-style-type: none"> <li>SET up of NGO held desk under the CANGO/COSPE to share information on EU funding and other relevant information project cycle management.</li> <li>Formal and structured dialogues with NGOs outside the political dialogue meetings</li> </ul>
<b>A. Policy dialogue, consultation and facilitation</b>
<ul style="list-style-type: none"> <li>Occasional NGOs consortia meetings and dialogues</li> <li>CSO participation in the smart partnership dialogue organised by Government.</li> </ul>
<b>B. Funding: Operational support including mainstreaming</b>
<ul style="list-style-type: none"> <li>Information sessions for CSOs on published call for proposals</li> <li>Continued bilateral discussion on possible areas of collaboration and funding under the 11<sup>th</sup> EDF.</li> </ul>
<b>Priority 3</b>
<b>Strengthening of the financial stability of civil society organisations in the country.</b> A majority of CSOs in the country are highly depended on donor funding and in some cases they lack the technical capacity to presented fundable proposals especially on call for proposals issued by the EU and other donors.
<b>Indicator(s)</b>
<ul style="list-style-type: none"> <li>CSOs are trained on proposal writing and other fund raising activities in order to be able to respond appropriately to the EU and other donor's calls for proposals.</li> <li>Training conducted for CSOs to be able to account appropriately for resources advanced to them.</li> <li>Increased access of EU and other donors funds made available to CSOs</li> </ul>
<b>Actions:</b>
<b>A. Analysis: Studies, mappings and research</b>

<ul style="list-style-type: none"> <li>• Analysis of CSOs capacities for resources mobilization</li> <li>• Training of CSOs on proposal writing and other forms of resource mobilisation</li> <li>• Train CSOs on financial reporting and accountability</li> </ul>
<b>A. Policy dialogue, consultation and facilitation</b>
<ul style="list-style-type: none"> <li>• Participation of CSOs in national dialogues on shadow budgeting- ( monitoring of the national budget)</li> <li>• Participation of CSOs in the EU-Government of Progress meetings on the implementation of various cooperation programmes.</li> </ul>
<b>B. Funding: Operational support including mainstreaming</b>
<ul style="list-style-type: none"> <li>• Various calls for proposals under the different EU funding instruments like the EIDHR full mainstream of CSOs into the framework of the 11<sup>th</sup> EDF.</li> </ul>
<b>Priority 4</b>
Establishment of operational synergies between EU policy priorities in the NSA-CSO and the activities to be organised under the focal sectors of the 11th EDF: Agriculture and Social protection
<b>Indicator(s)</b>
<p>Delivery of services in the fields of Agriculture and Social Protection</p> <ul style="list-style-type: none"> <li>• Improved co-ordination between CSOs and the relevant national institutions eg the Deputy Prime Minister office, Ministry of labour and Social Security, Ministry of Agriculture and the Local Authorities in line with the recommendations of the Communication on the roots of democracy aiming at ensuring effective provision of services under the oversight and regulation of the state.</li> <li>• Advocacy in the fields of Agriculture and Social Protection :</li> <li>• Advocacy activities by civil society for access to land and water for the disadvantaged as well as equality of rights for disabled and extreme poor children are enhanced</li> </ul>
<b>Actions:</b>
<b>A. Analysis: Studies, mappings and research</b>
<ul style="list-style-type: none"> <li>• Coordination meeting and activities for stakeholders involved in Agriculture and social protection</li> <li>• Awareness and advocacy activities for agriculture and social protection</li> <li>• Conduct Advocacy activities by civil society for access to land and water for the disadvantaged as well as</li> </ul>

equality of rights for disabled and extreme poor children.
<b>A. Policy dialogue, consultation and facilitation</b>
<ul style="list-style-type: none"> <li>• Co-ordination between CSOs and the relevant national institutions eg the Deputy Prime Minister office, Ministry of labour and Social Security, Ministry of Agriculture and the Local Authorities in line with the recommendations of the Communication on the roots of democracy aiming at ensuring effective provision of services under the oversight and regulation of the state.</li> <li>• Policy dialogue in Agriculture and social protection</li> </ul>
<b>B. Funding: Operational support including mainstreaming</b>

## 6. DASHBOARD

<b>Country: Swaziland</b>		
<b>Process</b>		
Area	Indicator	Achievement
Involvement of Member States in Roadmap elaboration	Member States present in the country are actively involved in the elaboration of the Roadmap	Swaziland has no resident member states as mostly are based in Pretoria or Maputo. Consultations were done with international organisations especially the UN agencies.
Consultation with local civil society	The Roadmap has been prepared on the basis of consultations with a broad range of local CSOs respecting principles of access to information, sufficient advance notice, and clear provisions for feedback and follow-up.	Consultations were undertaken under the EU funded project 'fostering cooperation and communication amongst NGOs implemented by COSPE and CANGO. Occasional bilateral consultations were also held with CSOs consultation. Further consultations were held in the framework of the Cotonou agreement.
Joint actions	Member States present in the country are actively involved in the implementation of the Roadmap priorities	Swaziland has no member state present in the country.
<b>Outcome</b>		
Priority	Indicator	Achievement
Capacity building for civil society in internal governance, financial management, technical, managerial and other skills through CANGO and SCCO including setting up a monitoring and evaluation mechanism of their capacities.	<ul style="list-style-type: none"> <li>Capacity building programmes and modules developed and adopted to train CSOs on various developmental issues.</li> <li>Internal governance, financial management, etc. of CSOs transparent and accountable to their constituencies.</li> <li>Continued funding of CSOs by the EU under the EIDHR, NSA budget line and the 11<sup>th</sup> EDF.</li> <li>Mechanism to monitor and evaluate capacities of CSOs in the country developed and implemented.</li> <li>South to south cooperation developed between local CSOs and other CSOs in the SADC region for exchange of information and networking.</li> </ul>	
Strengthening of coordination and communication between the EU Delegation and other international agencies and the civil society organisations.	<ul style="list-style-type: none"> <li>Formal structures strengthened for CSOs to be able to coordinate and communicate with the EU, other international organisations and amongst themselves.</li> <li>CSOs are transparent and there is free information flow amongst themselves, donors and with the media they are included in coordination and information sharing mechanisms</li> </ul>	
<b>Strengthening of the financial stability of civil society organisations in the country.</b> A majority of CSOs in the country are highly depended on donor funding and in some cases they lack the technical capacity to presented fundable proposals especially	<ul style="list-style-type: none"> <li>CSOs are trained on proposal writing and other fund raising activities in order to be able to respond more appropriately to the EU and other donor's calls for proposals.</li> </ul>	

on call for proposals issued by the EU and other donors.	<ul style="list-style-type: none"> <li>• Training CSOs to be able to account properly for resources advanced to them.</li> <li>• Increased access of EU and other donors funds made available to CSOs</li> </ul>	
Establishment of operational synergies between EU policy priorities in the NSA-CSO and the activities to be organised under the focal sectors of the 11th EDF: Agriculture and Social protection	<ul style="list-style-type: none"> <li>• Improved co-ordination between CSOs and the relevant national institutions e.g. the Deputy Prime Minister office, Ministry of labour and Social Security, Ministry of Agriculture and the Local Authorities in line with the recommendations of the Communication on the roots of democracy aiming at ensuring effective provision of services under the oversight and regulation of the state.</li> <li>• Advocacy in the fields of Agriculture and Social Protection :</li> <li>• Advocacy activities by civil society for access to land and water for the disadvantaged as well as equality of rights for disabled and extreme poor children are enhanced</li> </ul>	