

KINGDOM OF ESWATINI

MINISTRY OF HOUSING
& URBAN DEVELOPMENT

STRATEGIC PLAN FOR THE MINISTRY OF HOUSING & URBAN DEVELOPMENT 2025 - 2030





KINGDOM OF ESWATINI

**MINISTRY OF HOUSING
& URBAN DEVELOPMENT**

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Eswatini Tourism





LIST OF ACRONYMS

AMICAALL	Alliance of Mayors' Initiative for Community Action on AIDS at the Local Level
CIC	Construction Industry Council
DHHS	Department of Housing & Human Settlements
DUG	Department of Urban Government
EEA	Eswatini Environment Authority
EEC	Eswatini Electricity Company
ENFRES	Eswatini National Fire, Rescue and Emergency Services
EHB	Eswatini Housing Board
EMRC	Emergency Medical & Rescue College
EPTC	Eswatini Post and Telecommunications Corporation
ESHEC	Eswatini Higher Education Council
ESPPRA	Eswatini Public Procurement Regulatory Agency
ESWACAA	Eswatini Civil Aviation Authority
EWSC	Eswatini Water Services Corporation
FESBC	Federation of Eswatini Business Community
GIS	Geographic Information System
HMCS	His Majesty's Correctional Services
MHUD	Ministry of Housing and Urban Development
MJCA	Ministry of Justice and Constitutional Affairs
MNRE	Ministry of Natural Resources and Energy
MTAD	Ministry of Tinkhundla Administration and Development
MTEA	Ministry of Tourism and Environmental Affairs
MTN	Mobile Telephone Network
RSTP	Royal Science & Technology Park
NCC	National Curriculum Centre
NDMA	National Disaster Management Agency
PPP	Public-Private Partnership
PFI	Public Finance Initiative
UEDF	Umbutfo Eswatini Defense Force
ULG	Urban Local Government

FOREWORD



The Ministry of Housing and Urban Development is a key enabler of the realization of the national development agenda. In charting the course for the future of our nation, we present our strategic plan for 2025-2030. This strategic plan is a testament to our unwavering commitment to providing efficient land administration and management, access to adequate and affordable housing, and sustainable development. In the midst of rapid urbanization, infrastructural expansion, housing dynamics, and climate change, the significance of a strategic roadmap cannot be overstated.

This strategic plan is a framework to guide policy development and interventions by the Ministry over the medium to long term. The plan aligns with the National Development

Plan 2023 - 2028, the Government of Eswatini Policy Statement (2024), and other international frameworks.

The strategic plan reflects the Ministry's commitment to joining with other Ministries and building partnerships with development partners to contribute to the national goal of wealth creation and inclusive growth, enhancing the quality of life for all Emaswati. It pledges to streamline and enhance land management processes, ensuring efficient and transparent land administration, according to the mandate of the Ministry: To formulate and enforce regulations, legislation, and policies that create an enabling and safe environment for sustainable spatial planning, development, and management of human settlements, urban communities, and Crown lands.

In line with our vision, summarized as "Innovative Planning for Safe, Sustainable Futures," innovation and sustainability are central pillars in this strategy. From smart city initiatives to green housing projects, we are introducing forward-thinking solutions to address both immediate and long-term housing and urban development challenges.

By leveraging advancements in technology, we aim to create resilient, adaptive, and inclusive urban environments where every citizen has access to safe, affordable, and dignified housing.

As we embark on the 2025-2030 strategic plan, the Ministry of Housing and Urban Development remains committed to creating a future where sustainable urban development and efficient housing systems are central to national growth. This strategy is not just a blueprint for infrastructural development but a comprehensive framework emphasizing collaboration, inclusivity, and innovation across all aspects of urbanization and housing.

I urge all stakeholders particularly political, technical and professional leaders, the private sector, academia, civil society, cultural institutions, beneficiaries, faith-based organizations, and development partners to embrace this plan. Similarly, all Eswatini are encouraged to support this plan for its successful implementation.

This strategy relies on a phased approach with clear timelines, resource allocation, and measurable goals. Municipalities will play a crucial role in its operationalization, with guidance and capacity-building support from the Ministry. Our work with each municipality and stakeholder will ensure that every action aligns with our vision. Transparent, continuous communication with all stakeholders including local governments, private sector partners, communities, and citizens will support the effective implementation of this strategy. Progress will be shared regularly through multiple channels, ensuring accessibility of information for every stakeholder.

The strategy for 2025–2030 is a bold step forward, requiring collective effort. We invite all partners and citizens to join us in this journey to build cities and communities that reflect our shared aspirations for a prosperous, inclusive, and sustainable Eswatini.

I appreciate the contributions of the Principal Secretary and heads of departments for providing excellent leadership in the development of this Strategic Plan, aligning it with the developmental goals of our great nation.

The Ministry of Housing and Urban Development will continue to lead these initiatives, driving towards a vision of safe, sustainable futures for all.

Hon. Appolo Maphalala (MP)

Minister for Housing & Urban
Development

ACKNOWLEDGEMENTS



The Ministry of Housing and Urban Development extends its sincere appreciation to all those who contributed to the development of this Strategic Plan for 2025–2030. This plan is the culmination of dedicated efforts from various individuals and organizations committed to advancing sustainable urban development and housing solutions in Eswatini.

We are particularly grateful to the Principal Secretary and senior officials for their guidance and leadership, which has been instrumental in shaping the vision and direction of this plan. Their commitment to excellence and forward-thinking approaches have set the foundation for this strategic framework.

Our heartfelt thanks go to all stakeholders who participated in consultations and provided valuable insights. Representatives from government agencies, local authorities, non-governmental organizations, private sector partners, and civil society contributed perspectives that enriched the plan and aligned it closely with the needs and aspirations of Eswatini.

We would also like to acknowledge the support from our development partners and international collaborators, particularly DesireLine Foundation, who shared resources, expertise, and best practices that have been integrated into our strategic objectives.

Finally, we appreciate the dedication of the Ministry's staff, whose hard work and commitment to service will drive the successful implementation of this plan. Together, we look forward to realizing our vision of **"Innovative Planning for Safe, Sustainable Futures"** for all urban communities in Eswatini.

Dr. Simon Zwane
Principal Secretary
Ministry of Housing & Urban Development



EXECUTIVE SUMMARY

The Ministry of Housing and Urban Development (MHUD) Strategic Plan 2025–2030 outlines a bold and comprehensive vision to guide sustainable urban development and housing solutions in Eswatini. This document is more than a roadmap; it is a commitment to aligning national development priorities with global frameworks such as the Sustainable Development Goals (SDGs), the National Development Plan (2023–2028), and international climate action protocols. The plan addresses the complex challenges of urbanization, housing shortages, climate resilience, and efficient land administration while leveraging Eswatini’s resources, partnerships, and institutional strengths.

Through this strategy, the Ministry underscores its responsibility to foster inclusive growth, improve the quality of life, and drive economic progress for all Emaswati. The Strategic Plan embraces a phased, adaptive approach, ensuring its initiatives are robust, relevant, and achievable over the next five years.

Overview of the Strategic Plan

The Strategic Plan provides a detailed framework to modernize housing systems, urban governance, and emergency preparedness while promoting sustainability and inclusivity. MHUD recognizes that addressing rapid urbanization, infrastructural deficits, and housing affordability requires an innovative approach rooted in data-driven planning and stakeholder collaboration.

The plan introduces initiatives to enhance land administration processes, making them more transparent and efficient. Urban infrastructure will be developed to meet international standards, emphasizing green building practices, modern transportation systems, and

equitable land use. Emergency services will see expanded coverage and enhanced capacity, ensuring the safety and well-being of urban communities. Moreover, the Ministry commits to building institutional resilience, mobilizing diverse funding sources, and fostering public-private partnerships to achieve its goals.

To support the strategy, the Ministry has established its vision and mission as key foundational elements. The Ministry's vision is "to create resilient, sustainable, affordable, and safe communities by ensuring sustainable land use, security of tenure, and affordable, decent housing through innovative spatial planning, robust regulations, and good governance, creating

well-planned and inclusive human settlements for the residents of Eswatini. We strive to leverage contemporary innovation and integrated services to enhance the well-being".

The Mission is to create resilient, sustainable, affordable, and safe communities by developing and enforcing efficient legislation, implementing robust policies, and practicing good governance, ensuring access to quality housing, resilient spatial and environmental planning, and essential emergency services for all residents of Eswatini. We are committed to inclusive stakeholder engagement and leveraging innovative frameworks to enhance the well-being and safety of all Eswatini."

Key Strategic Goals

1. Sustainable Housing Development

- ▶ Increase affordable housing by 20%.
- ▶ Upgrade existing settlements to meet modern standards.
- ▶ Regulate rental housing and real estate practices.

2. Spatial Development Planning

- ▶ Promote green building codes and energy-efficient practices.
- ▶ Enhance urban transportation and connectivity.
- ▶ Ensure efficient and equitable land use.

3. Local Government Strengthening

- ▶ Build capacity and professional development for local officials.
- ▶ Improve governance transparency and accountability.
- ▶ Stimulate local economic growth through public-private partnerships.

4. Fire, Rescue & Emergency Services

- ▶ Expand emergency service coverage with new infrastructure.
- ▶ Enhance responder training and equipment.
- ▶ Conduct fire prevention campaigns and implement advanced communication systems.

5. Environmental Resilience

- ▶ Integrate climate adaptation measures in urban planning.
- ▶ Develop sustainable waste management and pollution reduction programs.

Achievements and Lessons Learned

The Ministry has built on its previous successes, including the development of new township plots, legislative advancements such as the Sectional Titles Act, and infrastructure projects like fire station construction. These efforts have created a solid foundation for the new strategy.

However, challenges such as budgetary constraints, the impact of the COVID-19 pandemic, and political unrest have underscored the need for financial diversification and institutional flexibility. Lessons learned from these experiences emphasize the importance of robust resource mobilization, effective monitoring frameworks, and stakeholder engagement to ensure sustainable outcomes.

Implementation and Monitoring

The Strategic Plan employs a phased implementation strategy, designed to adapt to evolving conditions while maintaining alignment with overarching goals. Stakeholder involvement will be integral, with municipalities, development partners, and private sector entities playing critical roles. To ensure transparency and accountability, the Ministry will utilize advanced tools such as Geographic Information Systems (GIS) for planning and monitoring.

A robust evaluation framework will track progress against measurable objectives, allowing the Ministry to adjust its strategies as needed. Regular updates will be communicated to stakeholders, fostering trust and collaboration throughout the implementation process.

Strategic Direction and Vision

Guided by the vision of “Innovative Planning for Safe, Sustainable Futures,” MHUD’s strategic direction prioritizes innovation, inclusivity, and resilience. The Ministry aims to create urban environments that are adaptable to climate challenges, provide dignified housing for all, and foster socio-economic prosperity. This strategy is grounded in the principles of good governance, professional integrity, and respect for diversity, ensuring that every initiative contributes meaningfully to national and global goals.

By focusing on sustainable urban development, improving housing systems, and enhancing emergency services, this Strategic Plan positions Eswatini to meet the challenges of a rapidly urbanizing world. With strong partnerships and an unwavering commitment to excellence, MHUD is ready to lead the nation toward a future of prosperity and sustainability for all Emaswati.





BACKGROUND

MINISTRY PROFILE

The Ministry of Housing and Urban Development (MHUD) in Eswatini comprises of four main departments: Administration, Housing and Human Settlements, Urban Government, and National Fire, Rescue and Emergency Services. MHUD oversees 15 towns at various development stages (Municipal Councils, Town Councils, and Town Boards), three control areas, AMICAALL Eswatini, and the Eswatini National Housing Board. It also governs four statutory boards: the Building's Appeal Tribunal, Human Settlements Authority, Sectional Titles, and Town Planning Board.

The Principal Secretary's office provides administrative, strategic, and advisory support to all departments, liaising with central government agencies to secure resources and manage personnel issues. The Principal Secretary, as the administrative head, also controls the Ministry's budget per the Public Management Act of 2017.

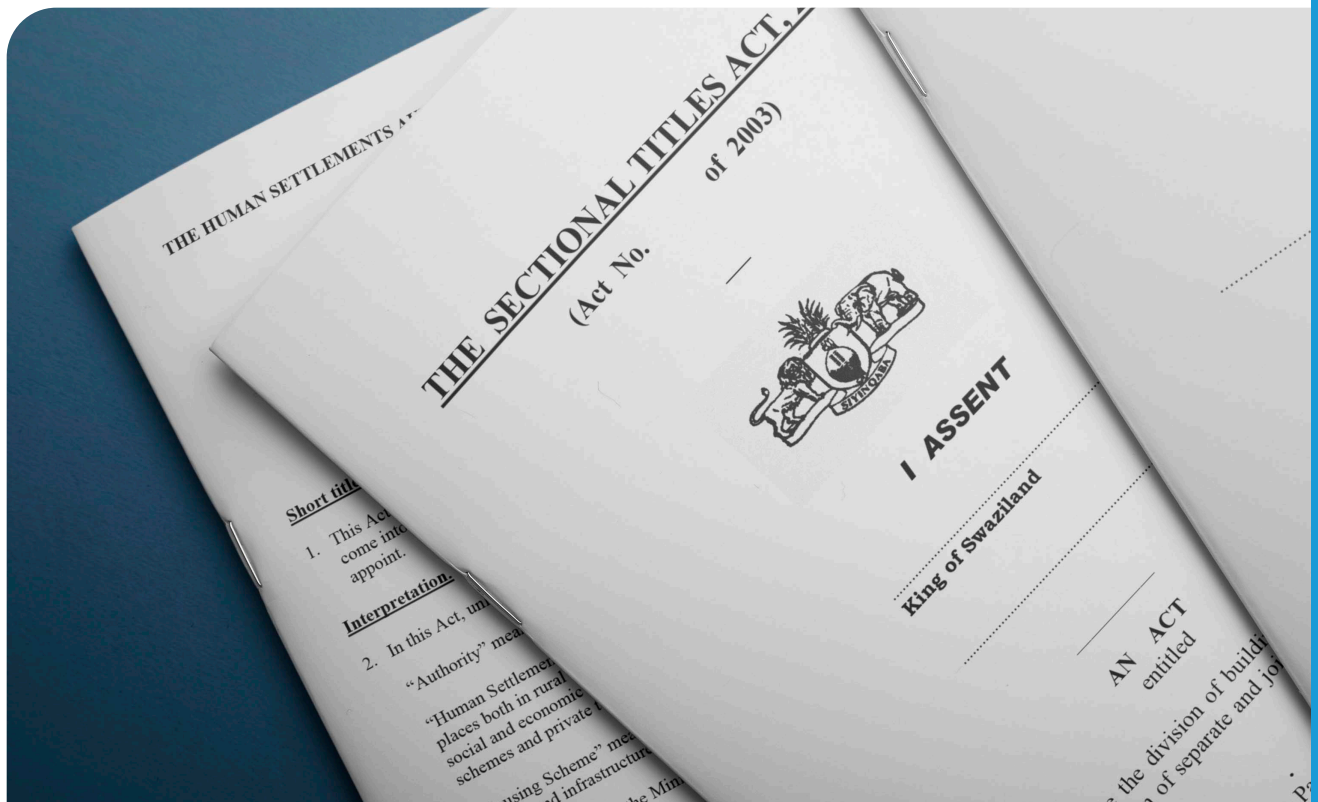
The Eswatini National Fire, Rescue & Emergency Services (ENFRES) operates from its headquarters in Mbabane and ten regional fire stations. ENFRES's mandate includes fire prevention, timely fire suppression, and provision of humanitarian services during emergencies to minimize risks to life and property. The department ensures that fire stations are adequately staffed and equipped to handle emergencies, fulfilling objectives set out in the King's order in council No. 14 of 1975 and the Fire Rescue and Emergency Services Act of 2022.

MHUD is tasked with promoting sustainable urban development, improving housing conditions, and ensuring safety and emergency preparedness. The Ministry's efforts are geared towards enhancing the quality of life for all citizens by providing affordable housing, upgrading informal settlements, and ensuring efficient urban planning. It also focuses on climate resilience and sustainable practices in urban development, engaging with international organizations to leverage global best practices and resources. Through collaboration with local communities and stakeholders, MHUD aims to create inclusive and resilient urban environments across Eswatini.

Legal Mandate and Core Responsibilities

Legal Mandate

The Ministry of Housing and Urban Development (MHUD) formulates and enforces regulations, legislation, and policies to create an enabling environment for sustainable spatial planning, development, and management of human settlements, urban communities, and Crown lands. The Ministry operates under various legal frameworks that support and enable its functions, promoting efficiency and a shared understanding among agencies and stakeholders.

**Key Legislation:**

1. Constitution, 2005
2. Urban Government Act, 1969
3. Building and Housing Act, 1968
4. Town Planning Act, 1961
5. Human Settlements Act, 1988 as Amended
6. Rating Act, 1995
7. Housing Policy, 2001
8. Sectional Titles Act, 2003 as Amended
9. Physical Planning Policy, 2001
10. Urban Government Policy (1996)
11. Pounds Act (1966)
12. Rating Regulations, 1995
13. Crown Lands Disposal Act (1911)
14. Crown Lands Disposal Regulations (2003)
15. Sectional Titles Regulations 2022
16. Fire, Rescue and Emergency Services Act, 2022

Pending Legislation:

17. Residential Tenancies Bill, 2025
18. Real Estate Agents Bill, 2025

Roles and Responsibilities

1. National Housing and Human Settlements

- ▶ Develop sustainable and affordable housing solutions.
- ▶ Upgrade existing housing infrastructure.
- ▶ Facilitate physical planning and development control.
- ▶ Conduct research on housing and human settlements.
- ▶ Ensure compliance with housing and building regulations.
- ▶ Monitor and supervise real estate industry and government estates institutions.
- ▶ Regulate the rental housing sector and real estate agents.

2. Spatial Development Planning

- ▶ Promote sustainable infrastructure and services (urban roads, transportation systems).
- ▶ Enhance water, sanitation, and waste management services.
- ▶ Facilitate public amenities development (parks, schools, healthcare facilities).
Ensure efficient and equitable land use.
- ▶ Develop, regulate, and monitor spatial development frameworks (national, regional, local).
- ▶ Regulate land use and development applications (building plans, rezoning, subdivisions).

3. Local Governments

- ▶ Promote transparent, accountable, and responsive urban local governance.
Support urban township development.
- ▶ Facilitate urban infrastructure provision, supervision, and maintenance.
- ▶ Stimulate and promote the local economy.
Provide environmental and public health protection services.
- ▶ Upgrade controlled areas and establish new urban local governments.
- ▶ Support urban local government leadership through Eswatini Local Government Association and Eswatini Local Authority Managers Association.
- ▶ Support AMICAALL's initiatives to combat HIV and AIDS at the local level.

4. Fire, Rescue & Emergency Services

- ▶ Protect life, property and environment from fire and other emergencies.
- ▶ Prevent and mitigate calamities.
- ▶ Provide emergency rescue and retrieval services.
- ▶ Conduct fire prevention and awareness programs.
- ▶ Regulate and coordinate the national fire services industry.

5. Crown Land Management

- ▶ Establish and manage an efficient land management system for controlled and urban areas.
- ▶ Facilitate land allocations and transactions to promote equitable land distribution.

This strategic framework outlines MHUD's comprehensive role in fostering sustainable urban development and ensuring the safety and well-being of Eswatini's urban communities.

Alignment with National Development Plan (NDP), SDGs, and Climate Policy Frameworks

The Ministry of Housing and Urban Development (MHUD) aligns its strategic plan with the National Development Plan (NDP), focusing on key outcomes like “Well Managed Natural Resources and Environmental Sustainability” (NO5) and “Efficient Economic Infrastructure Network” (NO6). These outcomes emphasize improved land use planning, infrastructure development, and enhanced public and private sector activity to support socioeconomic development.

The Ministry's strategic plan supports the achievement of Sustainable Development Goals (SDGs), particularly SDG 11: Sustainable Cities and Communities. By implementing ministerial programs that target sustainable urban development, the Ministry contributes to broader human development objectives.

Additionally, the strategic plan aligns with national climate change policy frameworks, integrating initiatives to address climate resilience and environmental sustainability. The Ministry's efforts are further guided by key national and international policies, including the Local Government Sector Development Plan (SDP), National Physical Development Plan (NPDP), UN-SDGs, Cope 15-Climate Action, Africa Development Agenda 2063, and the UN-Habitat New Urban Agenda. Through these frameworks, MHUD ensures that its strategies support the Ministry's mandate and global sustainability goals.

By harmonizing its strategic initiatives with these comprehensive frameworks, MHUD aims to deliver efficient infrastructure, sustainable urban environments, and enhanced living standards for all citizens.



11 SUSTAINABLE CITIES AND COMMUNITIES



Methodology of Developing the Strategic Plan

Data collection & Review	Workshop process	Consensus building
<p>To develop the 2025-2030 MHUD Strategic Plan, a comprehensive review process was conducted. This included:</p> <p>Desktop Review:</p> <ul style="list-style-type: none"> ▶ Analyzing Ministerial quarterly and annual reports, MHUD agency reports, and other relevant documents from the past four years. <p>Stakeholder Interviews:</p> <ul style="list-style-type: none"> ▶ Conducting interviews with Heads of Departments and key ministerial stakeholders to gain insights into past performance and future needs. <p>Questionnaires:</p> <ul style="list-style-type: none"> ▶ Distributing questionnaires to various stakeholders to gather additional data and perspectives. 	<p>A series of workshops were held to confirm the mandate, develop the vision and mission, identify goals and objectives, and build a log-frame. The process included:</p> <ul style="list-style-type: none"> ▶ 1. Confirmed the Mandate: Ministry’s Mandate: Reviewed and aligned on the Ministry's legal mandate, roles, and responsibilities, ensuring alignment with current legislation and policy frameworks. ▶ 2. Developed Vision and Mission: Vision Statement: Participants engaged in group activities to envision the future of housing and urban development in Eswatini. Mission Statement: Defined the Ministry's purpose and core values in alignment with the Vision Statement. ▶ 3. Identified Goals and Objectives: Strategic Goals: Developed goals aligned with the mandate of the Ministry and national and international frameworks (e.g., NDP, SDGs, climate policies). Objectives and Log-frame: Created specific, measurable objectives and a logical framework to track progress. ▶ 4. Conducted SWOT and PESTEL Analyses: SWOT Analysis: Identified strengths, weaknesses, opportunities, and threats. PESTEL Analysis: Analyzed political, economic, social, technological, environmental, and legal factors impacting the Ministry's work. ▶ 5. Outlined the Strategic Plan Structure: Drafting: Structured the strategic plan to include the vision, mission, goals, objectives, and implementation strategies. <p>Review and Consensus: Iterative review sessions to refine the plan and ensure consensus among team members</p>	<p>Throughout the process, workshops facilitated active participation, feedback, and agreement among all Ministry team members, ensuring that the strategic plan reflects collective insights and a shared commitment to the Ministry's future direction. By integrating insights from various stakeholders and utilizing robust analytical methods, the Ministry of Housing and Urban Development's strategic plan aims to foster sustainable urban development and improved living standards across Eswatini.</p>

PURPOSE OF THE STRATEGIC PLAN FOR MHUD

The Strategic Plan for the Ministry of Housing and Urban Development (MHUD) is designed to provide a clear roadmap for strategic programming and the effective implementation of interventions aimed at achieving the desired urban development across all urban local governments. The plan's primary objectives are to:



SITUATIONAL ANALYSIS

COUNTRY & ECONOMIC OVERVIEW

Eswatini, a small landlocked country in Southern Africa, has a population of approximately 1.2 million and a per capita GDP of \$3,823 as of 2023. The country's economy is characterized by a strong services sector, which contributes 57.2% to the GDP, making it the largest economic driver. The industrial sector, which includes manufacturing, construction, and utilities, contributes 35.3% to GDP. However, the manufacturing sector's performance has slightly declined due to high production costs, competition from imports, and challenges in the sugar industry.¹

In 2023, Eswatini's economy experienced a significant rebound with a GDP growth rate of 4.8%, up from 0.5% in 2022. This growth was largely driven by increased performance in the services sector and higher SACU receipts, which boosted government spending and reduced the fiscal deficit. Several economic sectors in Eswatini have shown notable increases in their contributions to the GDP, including real estate, wholesale and retail, transport, and various service industries. These sectors are predominantly centered in urban areas, reflecting the country's ongoing urbanization and the increasing economic activities within these urban spaces. Despite this positive growth, the agricultural sector contracted by 2.5% due to adverse weather conditions.

Inflation rose to 5% in 2023, influenced by higher costs in transport, food, housing, and utilities. The fiscal deficit widened to 6.3% of

GDP, although domestic tax revenues increased slightly. The current account balance improved, achieving a surplus of 3.9% of GDP, thanks to better trade balances and secondary income inflows.²

Poverty remains a significant challenge, with 58.9% of the population living below the national poverty line in 2017. Unemployment, particularly among the youth, is high, with a youth unemployment rate of 59.1% in 2021. The disparity in economic opportunities and services between urban and rural areas continues to be a major issue, contributing to the slow but steady urbanization trend.³

Urbanization in Eswatini is projected to increase, with the urban population expected to grow from 23.8% in 2017 to 26.4% by 2038, and approximately 35% by 2050. This shift is primarily driven by rural-to-urban migration, which places pressure on urban areas to expand infrastructure and services to accommodate the growing population.²

The strategic plan aims to address these challenges by aligning with the National Development Plan (NDP) and international frameworks such as the Sustainable Development Goals (SDGs) and climate policy protocols. This alignment will ensure that Eswatini's urban development is sustainable, inclusive, and resilient, ultimately improving living standards and economic opportunities for all its citizens.

Eswatini: Overview." World Bank, www.worldbank.org/en/country/eswatini/overview.

Eswatini Economic Outlook." African Development Bank Group, www.afdb.org/en/countries/southern-africa/eswatini/eswatini-economic-outlook.

Eswatini Country Economic Memorandum. Policy Commons, policycommons.net/artifacts/12511075/eswatini-country-economic-memorandum/13409108/.

Achievements

During the past strategic period, the Ministry of Housing and Urban Development (MHUD) made significant strides in various areas:



Human Resource Development

- ▶ Developed the Ministry Service Charter to align its mandated goals, enhancing overall service delivery and efficiency.



Good Governance for Urban Local Authorities

- ▶ Successfully conducted Urban Local Authorities elections, empowering councilors to make independent decisions on budgets, land allocation, and other critical areas within the legislative framework.



Infrastructure Development

- ▶ Continued provision of infrastructure services in Buhleni and Mhobodleni despite limited funding from the Central Government.



Affordable Housing

- ▶ Implemented the Sectional Titles Act and Regulations, facilitating access to affordable housing.
- ▶ Approved 18 township developments, resulting in 996 new plots across urban local authorities.
- ▶ Allocated 193 plots to citizens under the Crown Land Disposal Act, promoting land ownership.



Building Institutional Capacity

- ▶ Established the Eswatini Town Planners Association and signed an MoU with UN-Habitat, securing grants from the Green Climate Fund for adaptation and resilience programs.
- ▶ Celebrated global urban events such as World Cities Day and World Habitat Day.



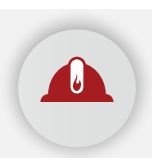
Spatial Planning

- ▶ Updated nine Town Planning Schemes between 2019 and 2023, ensuring appropriate spatial planning in urban areas.



Home Ownership and Affordable Housing

- ▶ Improved home ownership through the establishment of townships in Ngwenya and Woodlands, maintaining affordable housing by not increasing rental fees for Eswatini Housing Board properties.




Fire, Rescue and Emergency Services

- ▶ Constructed three new fire satellite stations in Big Bend, Mankayane, and Ngabezweni, with ongoing projects in Ludzidzini and Siphofaneni.
- ▶ Recruited 100 firefighters to operationalize new stations and procured specialized service vehicles, including four ambulances and a hydraulic lift fire engine.


Challenges

The Ministry faced several challenges during the strategic period:




1. Human Resources and Motivation

- ▶ Lack of motivation and team spirit among staff.
- ▶ Limited recognition and potential for career growth within the government.
- ▶ Government hiring freeze and non-filling of vacant posts due to retirement or death.



2. Technological and Financial Constraints

- ▶ Insufficient ICT tools and budget cuts affecting program implementation.
- ▶ Reduced Capital Improvement Projects (CIP) funding for local authorities.
- ▶ Nonpayment of rental, subventions, and rate arrears by the government.



3. External Factors

- ▶ COVID-19 pandemic, which led to the loss of employees and stalled planned programs.
- ▶ Political unrest in 2022, resulting in budget cuts and the diversion of funds to rebuild destroyed structures.
- ▶ High costs of construction materials due to global supply chain disruptions and geopolitical tensions.

Lessons Learned

The Ministry gleaned several valuable lessons from these experiences

01

Financial Sustainability

- ▶ Ministries should diversify revenue sources instead of relying solely on government funds.
- ▶ Promote income-generating projects and public-private partnerships (PPPs).

02

Career Development and Technology

- ▶ Encourage lifelong learning and proactive career planning.
- ▶ Adapt to technological changes to improve efficiency.

03

Strategic Planning and Teamwork:

- ▶ Define clear objectives to guide activities.
- ▶ Conduct team skill assessments to ensure alignment with goals.
- ▶ Implement effective communication plans and thorough documentation.

04

Monitoring and Evaluation:

- ▶ Strengthen frameworks for monitoring and evaluating project implementation.
- ▶ Enhance project management at development levels for timely and efficient delivery.

05

Staff Motivation and Accountability:

- ▶ Offer competitive salaries to attract and retain skilled employees.
- ▶ Establish systems and activities that promote accountability and transparency.

06

Staff Motivation and Accountability:

- ▶ Mobilize resources from partners to support various initiatives.
- ▶ Recognize the importance of staff motivation in building effective departmental teams.

By addressing these challenges and building on the lessons learned, the Ministry aims to enhance its effectiveness and efficiency in urban development and service delivery in the upcoming strategic period.

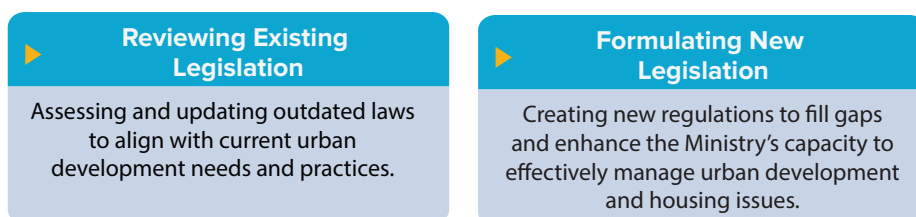
KEY PROGRAMS

The Ministry of Housing and Urban Development (MHUD) has implemented several key programs to address its strategic objectives and enhance urban development and service delivery across Eswatini.

These key programs collectively contribute to the Ministry's overarching goal of fostering sustainable urban development, improving service delivery, and enhancing the quality of life for all residents in Eswatini.

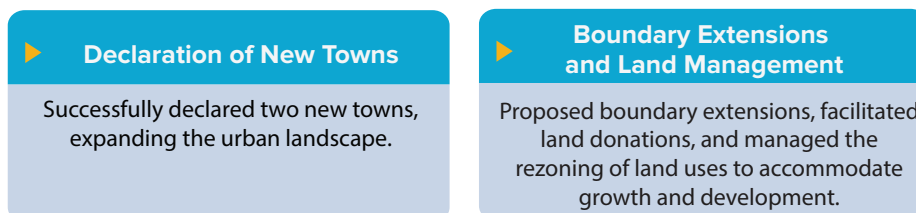
1. Legal Review Program

The Ministry has been actively pursuing a comprehensive legal review program. This initiative involves reviewing existing legislation and formulating new laws to address regulatory gaps identified during the implementation of the ministry's mandate. Key legislative actions include:



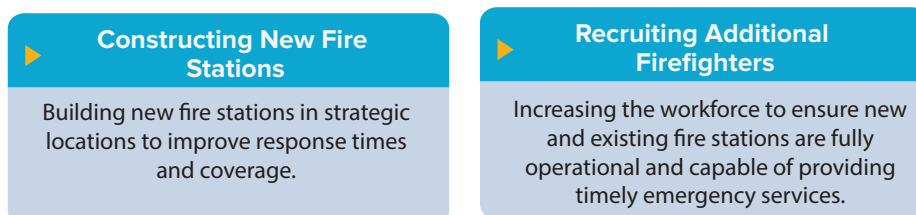
2. Urban Local Authority Monitoring

To ensure effective governance and service delivery at the local level, the Ministry has undertaken several critical actions:



3. Increasing Fire and Emergency Protection Coverage

The Ministry has focused on enhancing fire, rescue and emergency services to ensure comprehensive protection for urban and rural areas. Key actions include:



4. Fire Prevention and Public Awareness

In an effort to reduce fire-related incidents and enhance public safety, the Ministry has implemented a robust fire prevention and public awareness program. This includes:



5. Fire Training Program

To maintain a high standard of service delivery, the Ministry has established a comprehensive fire training program. This program aims to:

▶ Enhance Skills and Knowledge

Provide ongoing training for firefighters to ensure they are equipped with the latest techniques and knowledge in fire prevention and emergency response.

▶ Certification and Professional Development

Offer certification programs and professional development opportunities to maintain a highly skilled workforce.

6. Capital Program: Infrastructure Development in Towns

The Ministry has prioritized infrastructure development as a cornerstone of its capital program. Key initiatives include:

▶ Urban Infrastructure Projects

Investing in the development and maintenance of critical infrastructure such as roads, water supply systems, and public facilities.

▶ Sustainable Development Goals

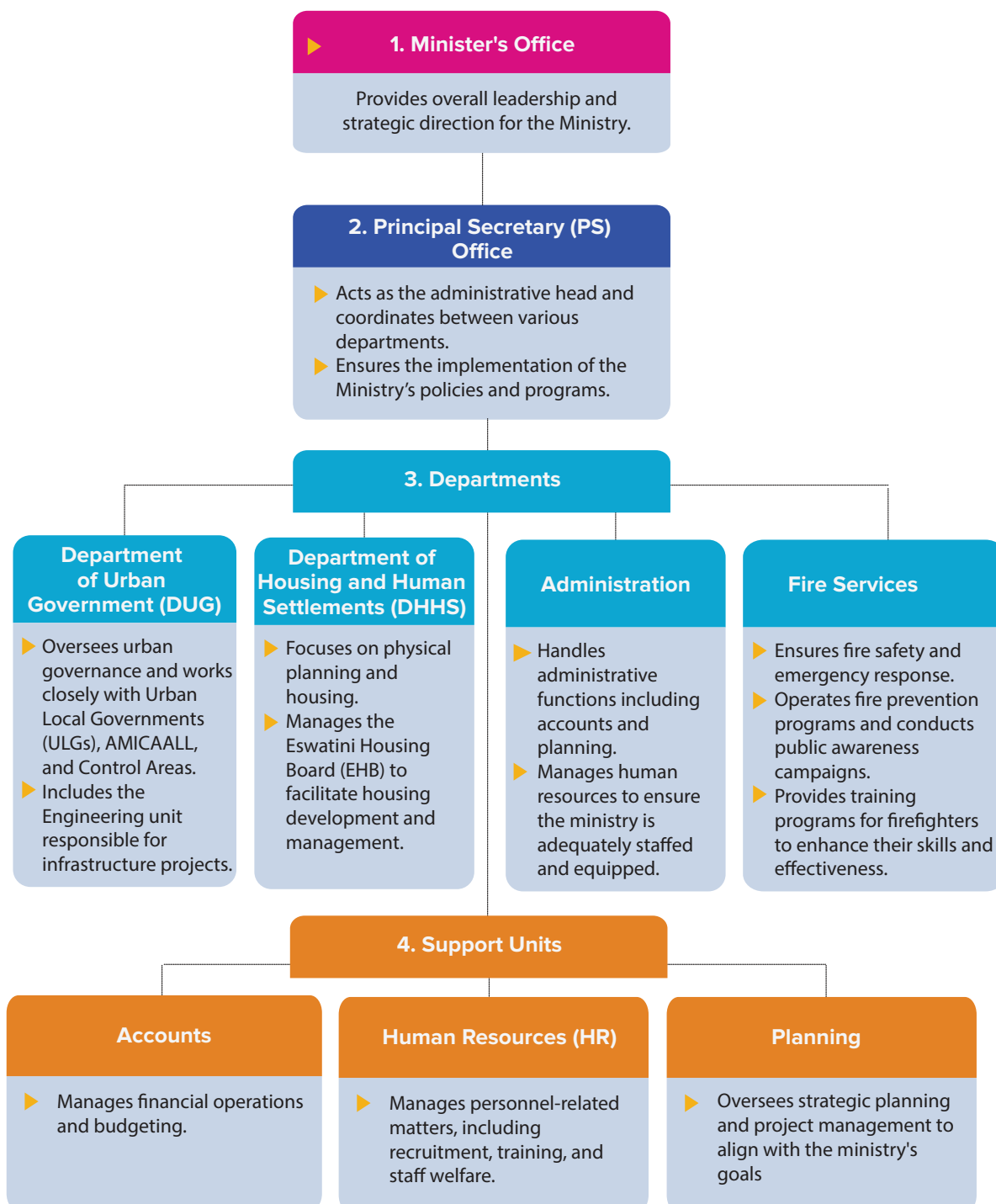
Ensuring that infrastructure projects align with sustainable development principles to promote long-term growth and environmental sustainability.



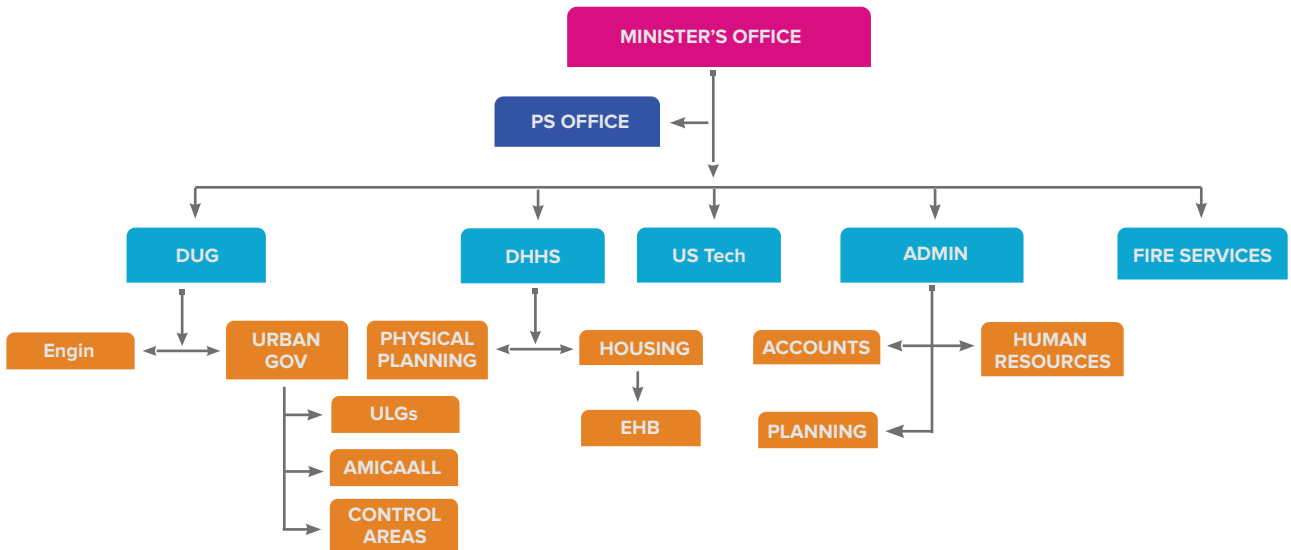
HUMAN RESOURCES FOR DELIVERY

Organizational Structure

The Ministry of Housing and Urban Development (MHUD) is structured to ensure efficient delivery of its mandate through a well-organized staff complement. With a total of 154 officers, the Ministry operates under a clearly defined organizational framework, as illustrated in the organogram.



Organogram



The Ministry's 154 officers are strategically distributed across these departments and units to optimize operational efficiency. This structure enables the MHUD to effectively carry out its responsibilities, from urban governance and infrastructure development to housing and fire services. The HR department plays a crucial role in maintaining a motivated and skilled workforce, essential for the successful delivery of the Ministry's objectives.

The well-defined organizational framework and the dedicated team of officers ensure that the MHUD can meet its goals of promoting sustainable urban development, improving service delivery, and enhancing the quality of life for all citizens in Eswatini.



FINANCIAL SUMMARY

Budget, Revenue, and Other Charges

In the 2019 financial year, the Ministry of Housing and Urban Development (MHUD) was allocated a budget of E151,961,322. This budget included internal transfers to Urban Local Governments (ULGs) amounting to E118,758,090. Additionally, the government pledged to settle rate arrears, leading to an increase in transfers to E282,281,084. Consequently, E163,522,994 was paid in the 2019/20 financial year to settle these arrears.

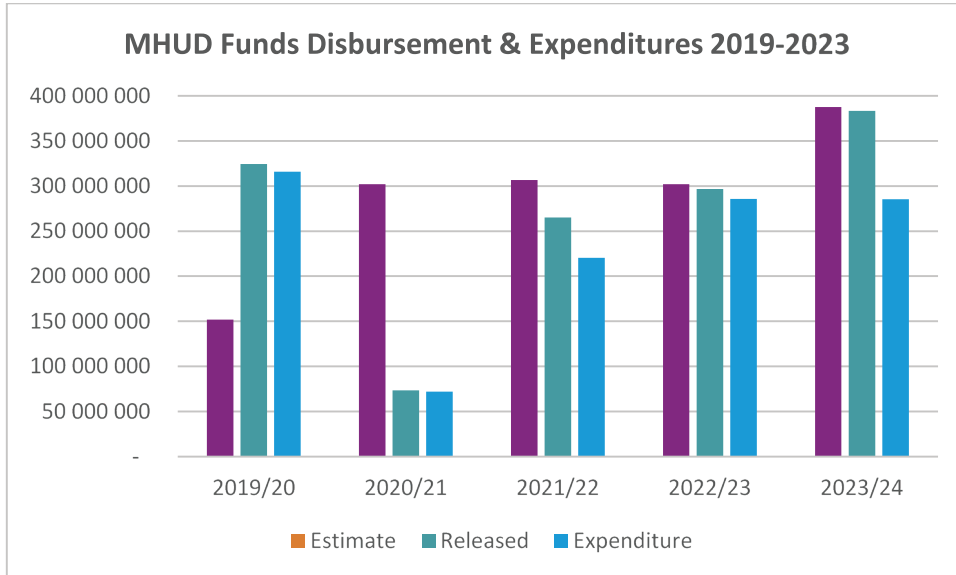
Over the five-year period of the strategic plan, the annual budget for the Ministry has consistently remained slightly above E300 million. However, the 2020/21 financial year saw significant under-utilization of funds, largely due to the COVID-19 pandemic, which resulted in global travel bans and lockdowns, hindering the implementation of many programs.

The Ministry has been able to spend allocated funds, but challenges in the actual realization of funds for program implementation have affected the impact of planned interventions.



Annual Budget, Released Funds, and Expenditure (2019-2023)

During this period, the Ministry's budget allocation and expenditure demonstrated varying degrees of utilization. The highest variance occurred in the 2021/22 financial year as the ministry adjusted to post-COVID-19 conditions, and again in the 2023/24 financial year due to disruptions from the implementation of election programs.



	2019/20	2020/21	2021/22	2022/23	2023/24
Estimate	151,961,322	302,128,228	306,541,927	302,128,232	387,450,254
Released	324,455,514	73,473,246	265,202,329	296,854,663	383,154,399
Expenditure	315,975,558	72,005,726	220,510,176	285,667,096	285,491,500

Figure 1. Annual MHUD budget, released funds and expenditures incurred by the ministry (2019-2023).

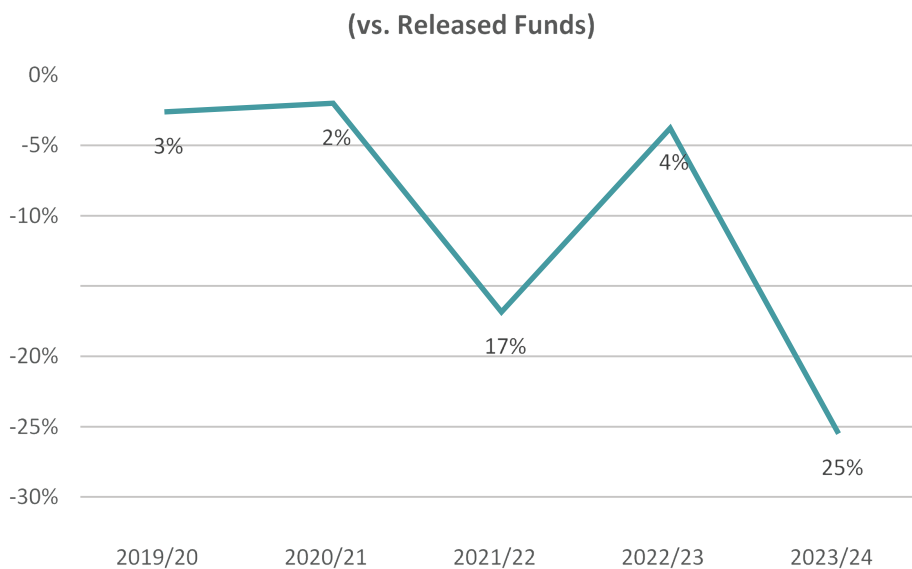
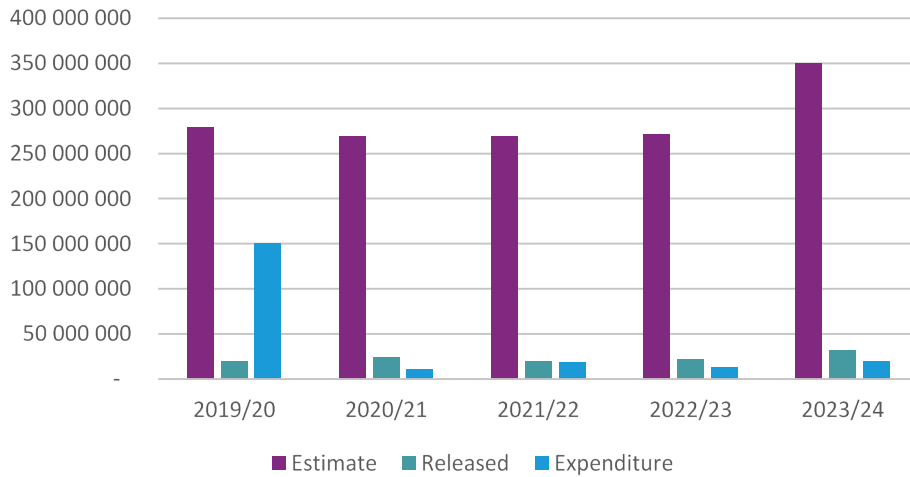


Figure 2. Annual expenditure variance, versus released funds (2019-2023).

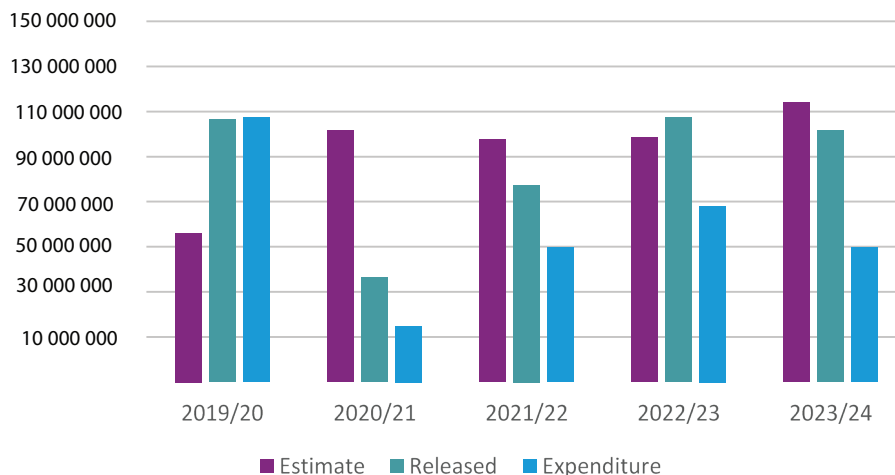
A significant portion (88.8%) of the Ministry's allocation is transferred to Urban Local Governments, with less than E20 million utilized for strategic program objectives. Over the five-year period, a total of E1,298,248,641 was invested in the Ministry, of which E1,153,379,850 was allocated for transfers to ULGs, E87,506,775 for personnel costs, and E57,362,016 for program implementation.

Figure3: Annual distribution of allocated budget (2019-2023)



Fire Rescue and Emergency Services Department

The budget allocation to the Fire, Rescue and Emergency Services department has remained slightly above E100 million throughout the strategic period. The average annual expenditure has been E46,171,870, with the lowest expenditure during the COVID-19 period due to reduced travel and a corresponding decrease in traffic accidents, though other emergency incidents increased.



	2019/20	2020/21	2021/22	2022/23	2023/24
Estimate	88,088,161	103,043,434	100,266,319	103,043,434	115,928,848
Released	106,074,418	35,726,599	77,216,588	108,240,051	101,923,897
Expenditure	107,081,292	15,922,924	52,028,880	65,731,153	51,004,521

Figure 4. Annual Fire Rescue and Emergency Services budget, released funds and expenditures incurred by the Ministry (2019-2023).

The Fire, Rescue and Emergency Services department consistently allocated 74% of its budget towards personnel costs, with only 24% dedicated to programs, including emergency responses, personnel training, and public awareness on fire prevention.

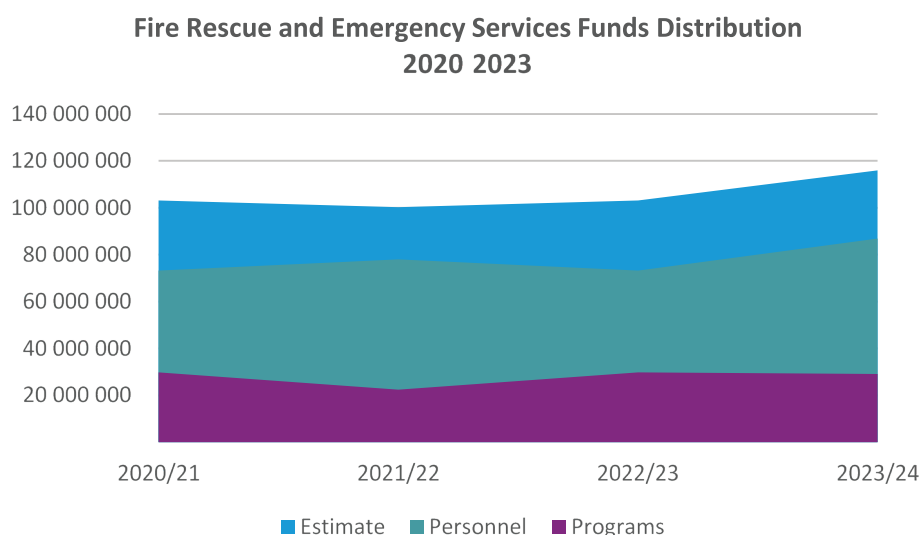


Figure 5. Fire Rescue and Emergency Services Funds Distribution between Personnel & Programs 2020-2023

Capital Program Performance

Throughout the strategic plan's duration, the Ministry implemented 14 projects, with 8 ongoing program-related projects. A total of E289,693,556 was allocated to the capital program, though one project (X511 National Physical Development Planning) stalled due to lack of funding, resulting in E25,000,000 not being released.

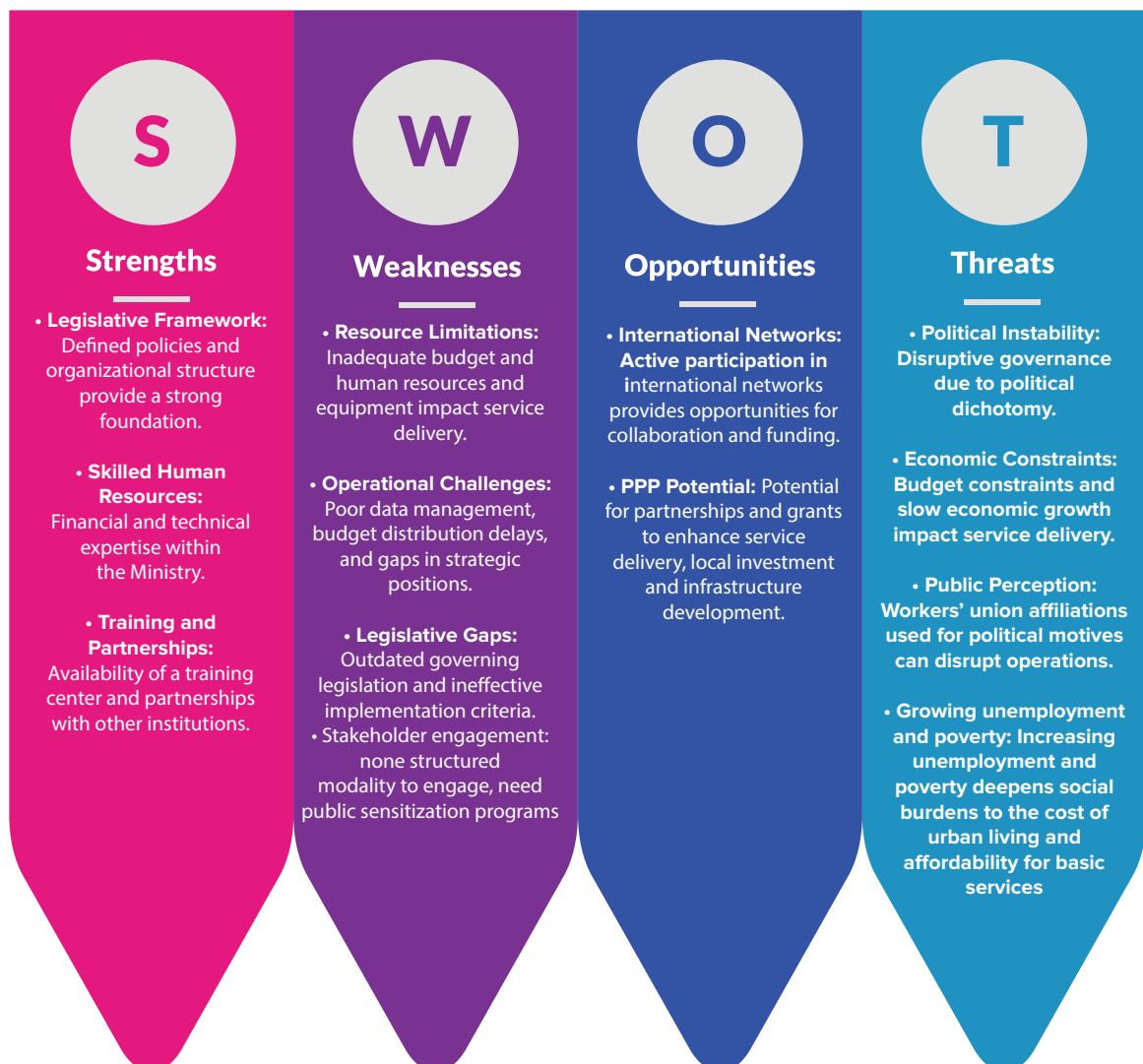
Under Head 24, the Ministry was allocated a total of E202,934,000 (70%), while Head 26 Fire Services Department received E86,759,556 (30%) of the total allocation during the strategic period. Capital expenditure facilitated the completion of three satellite fire stations in Mankayane, Big Bend, and Siphofaneni. Funds also supported the establishment of the Manzini Autism and Respite Centre and numerous infrastructure development projects in Urban Local Governments through the Intergovernmental Capital Fund (CIP).

Infrastructure installation plans were developed for the newly declared Buhleni Local Authority, leading to the development of the first phase of required roads, with five additional phases pending. The Mhobodleni Controlled Area saw development through road construction, stormwater drainage, and access roads to plots, phased into five zones to date.

The Intergovernmental Development Fund was disbursed to Town Boards to assist with implementing infrastructure projects outlined in the Integrated Development Plan (IDP) of the towns. Past focuses included renovating public services infrastructure (toilets, markets, and civic centers), road construction, and converting high mast and street lighting to solar power sources.

SWOT Analysis

Purpose: The SWOT analysis is a strategic tool used to identify the internal Strengths and Weaknesses, and external Opportunities and Threats to the MHUD. It helps in leveraging strengths, addressing weaknesses, exploiting opportunities, and mitigating threats.



PESTEL Analysis

Purpose: The PESTEL analysis is a strategic tool used to identify and analyze the key external factors (Political, Economic, Social, Technological, Environmental, and Legal) that could impact the Ministry of Housing and Urban Development (MHUD). Understanding these factors helps in strategic planning and risk management.

 <p>POLITICAL</p>	<p>Government Support: Strong political support for the Fire, Rescue and Emergency Services; need for increased lobbying for more resources.</p> <p>Political Stability: Service delivery and equipment were affected by political unrest; cooperation with security services needs strengthening.</p> <p>Legislative Changes: Need for updates and alignment of policies with the Fire Rescue Act and the constitution to enhance operations.</p> <p>Conflict in Land Administration: Conflicts between traditional and urban authorities on land use require centralizing land management through legislation</p>
 <p>ECONOMICAL</p>	<p>Budget Constraints: Limited and delayed budget allocations; strategies include lobbying for better resource mobilization and efficient use of available funds.</p> <p>Public-Private Partnerships (PPPs): Lack of clear frameworks for PPPs; need to develop policies and build capacity in this area.</p> <p>Economic Stability: Slow economic growth impacts service delivery; opportunities for grants and partnerships to boost local economies.</p> <p>Local Economic Development: Initiatives to steer local economic develop Improved access to international grants and financial support</p>
 <p>SOCIAL</p>	<p>Urbanization and Migration: High rural-urban migration leads to uncontrolled peri-urban developments; need for a national spatial framework.</p> <p>Public Participation: Limited engagement in planning processes; strategies include improving feedback mechanisms and increasing media presence.</p> <p>Public Health Issues: Preparedness for pandemics and public health crises; collaboration with the Ministry of Health is essential.</p>
 <p>TECHNOLOGICAL</p>	<p>ICT Infrastructure: Limited internet connectivity and slow digital migration; steps include upgrading ICT infrastructure and training staff on new technologies.</p> <p>Digital Transformation: Need for digitization and reduction of paper-based processes; establishing an in-house ICT unit is crucial.</p> <p>Capacity Building: Continuous training on ICT programs and tools to enhance operational efficiency.</p>
 <p>ENVIRONMENTAL</p>	<p>Climate Change: Increased fires and natural disasters impact resources; strategies include climate-resilient infrastructure and civic education.</p> <p>Waste Management: Need for innovative solutions like waste-to-energy and reduction and better recycling practices to compliment a comprehensive waste management program</p> <p>Pollution Control: Reducing emissions through green building codes and promoting environmentally safe transportation.</p> <p>Disaster Risk Reduction: Need for the strengthening of disaster management services to achieve ideal disaster risk reduction</p>
 <p>LEGAL</p>	<p>Policy and Legislative Frameworks: Streamlining bureaucratic processes and updating legislation to address emerging issues and align with national constitution.</p> <p>Regulatory Compliance: Ensuring new regulations support strategic goals; proposed regulations include harmonized local government, the Tenancy Bill and Real Estate Bill.</p>

Stakeholder Analysis

The Ministry of Housing and Urban Development (MHUD) engages with a diverse range of stakeholders, each playing a critical role in the Ministry's policy formulation, program implementation, and overall strategic direction. Effective engagement with these stakeholders is essential to ensure the successful development and management of urban areas, housing, and related services in Eswatini.

STAKEHOLDER	ENGAGEMENT	PURPOSE
Urban Local Government	Regular consultations and collaborative planning sessions to align local and national urban development goals	To ensure that local urban policies and initiatives are effectively implemented and meet community needs.
Other Ministries: Ministry of Natural Resources and Energy (MoNRE), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Tourism and Environmental Affairs (MTEA), Ministry of Commerce, Industry and Trade (MCIT).	Inter-ministerial committees and joint task forces.	To ensure cohesive policy development and address cross-cutting issues such as land use, environmental protection, and economic development.
Human Settlements Entities	Regular meetings and collaborative projects	To coordinate efforts in housing development and management.
Banking and Financial Services Sector	Financial forums and partnerships.	To facilitate access to financing for housing projects and urban development initiatives.
Non-Governmental Organizations (NGOs)	Public-private partnerships and community outreach programs.	To leverage resources and expertise in community development and social services.
Mining Board and Mining Companies	Consultations and regulatory compliance meetings.	To manage the impact of mining activities on urban development and ensure sustainable practices.
Private Sector (Employers/ Employees)	Business forums and stakeholder meetings.	To promote economic development and ensure the alignment of housing policies with labor market needs
Private Developers	Development forums and regulatory consultations	To ensure adherence to planning regulations and promote sustainable development practices
Regional Administrators / Regional Secretaries:	Regional development meetings and planning sessions	To coordinate regional development efforts and ensure alignment with national policies.
Ratepayers Association	Public consultations and feedback mechanisms	To address the concerns of ratepayers and ensure transparency in local government services.
Statutory Boards	Regular oversight and compliance meetings.	To ensure statutory compliance and effective governance
Development Partners	Donor coordination meetings and project collaborations	To secure funding and technical assistance for urban development projects.
Royal Science & Technology Park (RSTP)	Innovation and technology forums.	To integrate technology and innovation into urban development projects.
National Disaster Management Agency (NDMA):	Disaster risk management planning.	To ensure urban and rural resilience and preparedness for emergencies

STAKEHOLDER	ENGAGEMENT	PURPOSE
Service Providers (EEC, EWSC, EPTC, MTN, Eswatini Mobile)	Service agreements and infrastructure planning meetings.	To ensure the provision of essential services such as electricity, water, and telecommunications.
Academic Institutions	Research collaborations and educational programs.	To leverage academic expertise in urban planning and development.
Security Forces (Police, UEDF, HMCS)	Safety and security planning sessions.	To ensure the safety and security of urban areas and housing developments and coordinated responses to emergencies and enhance national security
Media	Public communication and information dissemination	To keep the public informed about the ministry's activities and policies.
Government Central Agencies (MoF, MEPD, MoPS)	Budgeting and planning sessions.	To ensure efficient resource allocation and policy coherence.
Business Community of ULGs	Business forums and economic development meetings.	To promote local economic growth and development.
Eswatini Commercial Amododa/FESBIC	Trade and commercial development meetings.	To support commercial activities and business growth
Road Safety Council	Road safety planning and awareness campaigns.	To enhance road safety in urban and rural areas.
Eswatini Civil Aviation Authority (ESWACAA)	Infrastructure planning for aviation-related developments	To integrate aviation infrastructure with urban planning
Traditional Authorities (Chiefs)	Community consultations and cultural preservation initiatives.	To ensure that urban development respects and incorporates traditional land uses and cultural heritage
Eswatini Curriculum Centre	Educational program development.	To integrate urban planning concepts into the national curriculum.
Government Agencies (CIC, EEA, ESPPRA, etc.):	Policy and regulatory coordination.	To ensure compliance and effective implementation of urban development policies
Central Statistics Office	Data collection and analysis.	To inform evidence-based decision-making in urban planning.
Communities (Landowners, Business Communities)	Public consultations and participatory planning processes.	To ensure community needs and perspectives are incorporated into urban development plans
Construction Contractors:	Regulatory compliance and project implementation meetings.	To ensure high standards in construction and adherence to planning regulations
Academia (Research and Innovation)	Research collaborations and innovation forums.	To drive innovation and research in urban development
Politicians (Councilors and MPs)	Policy advocacy and legislative collaboration.	To ensure that urban development policies receive political support and are aligned with legislative frameworks
Emergency Medical & Rescue College (EMRC)	Training and capacity-building programs.	To ensure that emergency response teams are well-trained and equipped to handle urban emergencies.

By engaging with these stakeholders through regular consultations, partnerships, and collaborative initiatives, MHUD can effectively implement its strategic objectives and foster sustainable urban development across Eswatini.



STRATEGIC DIRECTION

The strategic direction of the Ministry of Housing and Urban Development (MHUD) is anchored in its vision, mission, mandate, and core values. Guided by the vision to create resilient, sustainable, affordable, and safe communities, the Ministry aims to achieve these goals through innovative spatial planning, robust regulations, and good governance. The mission emphasizes developing and enforcing efficient legislation, implementing strong policies, and ensuring access to quality housing and essential services for all residents of Eswatini. MHUD's mandate includes formulating and enforcing regulations and policies that foster sustainable spatial planning and management of urban communities and Crown lands.

Underpinning these strategic directions are the Ministry's core values: Integrity, Transparency, Respect, and Professionalism. These values ensure ethical conduct, openness, respect for diversity, and a commitment to excellence in all operations. The strategic goals and objectives further outline specific areas of focus, including developing sustainable housing solutions, promoting sustainable infrastructure, enhancing technological capabilities, and strengthening community engagement. Together, these principles and goals form a cohesive strategy aimed at fostering inclusive and sustainable urban development throughout Eswatini.



Mandate

To formulate and enforce regulations, legislations, and policies that create an enabling and safe environment for sustainable spatial planning, development, and management of human settlements, urban communities, and Crown lands.

Vision Statement

"Our vision is to create resilient, sustainable, affordable, and safe communities by ensuring sustainable land use, security of tenure, and affordable, decent housing through innovative spatial planning, robust regulations, and good governance, creating well-planned and inclusive human settlements for the residents of Eswatini. We strive to leverage contemporary innovation and integrated services to enhance the well-being and safety of all Emaswati."

Tagline

"Innovative Planning for Safe, Sustainable Futures"

Mission Statement

"Our mission is to create resilient, sustainable, affordable, and safe communities by developing and enforcing efficient legislation, implementing robust policies, and practicing good governance, ensuring access to quality housing, resilient spatial and environmental planning, and essential emergency services for all residents of Eswatini. We are committed to inclusive stakeholder engagement and leveraging innovative frameworks to enhance the well-being and safety of all Emaswati."

Ministry's Core Values

The Ministry of Housing and Urban Development (MHUD) upholds a set of core values that guide its operations and interactions with stakeholders. These values ensure that the Ministry operates with the highest standards of ethical conduct and professionalism, fostering trust and respect within the community.

Integrity	The Ministry commits to maintaining honesty and strong moral principles in all its actions. Integrity is foundational to building trust with the public and ensuring that all activities are conducted transparently and ethically
Transparency	MHUD believes in openness and clear communication. By providing accessible and accurate information about its operations and decisions, the Ministry promotes accountability and allows stakeholders to stay informed and engaged in the development process.
Respect	The Ministry values and respects all individuals, recognizing the diversity and unique contributions of each member of the community. Respect is demonstrated through fair treatment, active listening, and considerate interactions with both the public and staff.
Professionalism	MHUD is dedicated to maintaining a high level of professionalism in all its endeavors. This includes a commitment to competence, excellence, and continuous improvement, ensuring that services are delivered efficiently and effectively.

These core values reflect the Ministry's dedication to ethical governance and its commitment to creating a positive impact on the urban development landscape in Eswatini. By embedding these values into every aspect of its work, MHUD strives to build a resilient, inclusive, and prosperous community for all Emaswati.

MINISTRY'S THEMATIC AREAS OF FOCUS

The Ministry of Housing and Urban Development (MHUD) focuses on five key thematic areas to guide its strategic planning and implementation efforts. Each area addresses specific aspects of urban development and service delivery to ensure a holistic approach to improving the quality of life for all residents of Eswatini.

1. National Housing and Human Settlements

This thematic area is dedicated to developing and managing sustainable, affordable, and resilient housing solutions. The focus is on ensuring that all citizens have access to decent housing, improving existing housing infrastructure, and promoting inclusive human settlements. Key activities include:

Development of Affordable Housing	Upgrading Infrastructure	Policy Formulation
Implementing projects that increase the availability of affordable housing units.	Renovating and modernizing existing housing facilities to meet contemporary standards.	Creating and enforcing policies that address housing needs and challenges.

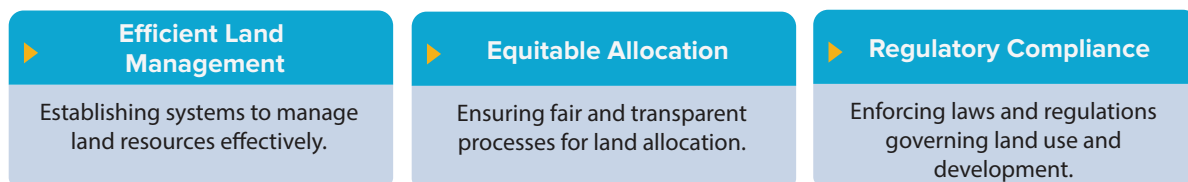
2. Spatial Development Planning

Spatial Development Planning involves the strategic management of land use to promote orderly and sustainable urban growth. This area ensures that urban development is well-coordinated, environmentally sustainable, and resilient to climate change. Key initiatives include:



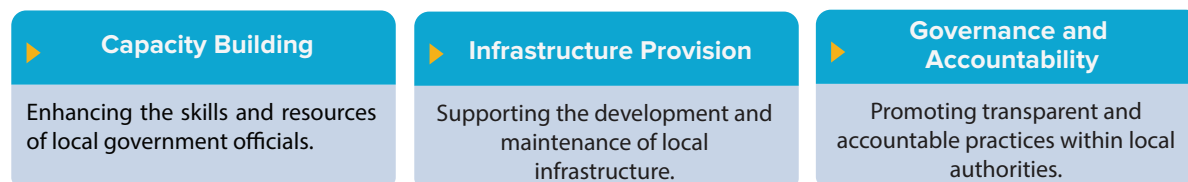
3. Crown Land Management

Crown Land Management ensures that public land is used effectively and equitably to support urban development and environmental sustainability. This area involves the administration, allocation, and regulation of Crown lands. Key initiatives include:



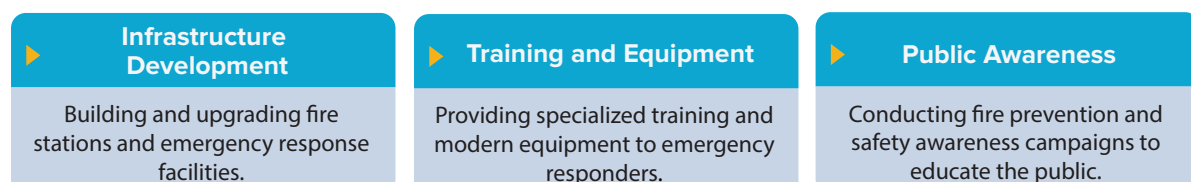
4. Local Governments

Local Governments play a crucial role in implementing urban development policies and providing essential services to communities. This thematic area focuses on strengthening the capacity of local governments to govern transparently, efficiently, and responsively. Key activities include:



5. Fire, Rescue and Emergency Services

Fire, Rescue and Emergency Services are essential for safeguarding life, property, and the environment. This thematic area focuses on enhancing the capacity and coverage of emergency services to respond effectively to emergencies. Key activities include:



These thematic areas collectively aim to create well-planned, safe, and sustainable urban environments in Eswatini, enhancing the overall well-being of its residents.

STRATEGIC GOALS



Housing and Human Settlements

1. Develop Sustainable and Affordable Housing Solutions [DHHS]
2. Enhance Research on Housing and Human Settlements [DHHS]
3. Regulate the Rental Housing Sector and Real Estate Practices [DHHS]
4. Facilitate Appropriate Physical Planning and Development Control [DHHS]



Infrastructure and Spatial Development

5. Provision of Infrastructure Services [DHHS]
6. Facilitate Development and Management of Public Amenities [DHHS]
7. Establish and Manage an Efficient Land Management System [DHHS]



Local Government and Urban Development

8. Support Urban Township Development [DUG]
9. Promote Transparent, Accountable, and Responsive Urban Local Government [DUG]
10. Stimulate and Promote the Local Economy [DUG]
11. Enhance Urban Infrastructure and Management Systems through Innovation [DUG]



Fire and Emergency Services

12. Protect Life, Environment, and Property from Fire and Other Emergencies [Fire & Emergency Services]
13. Improve Emergency Rescue and Retrieval Services [Fire & Emergency Services]



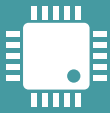
Financial Sustainability and Resource Management

14. Ensure Financial Sustainability and Resource Management [US Admin]
15. Resource Mobilization, Allocation, and Utilization [US Admin]



Professional Development and Staffing

16. Enhance Professional Growth and Development to Improve Service Delivery [US Admin]
17. Create Appropriate Staffing Models [US Admin]
18. Improve Staffing Management [US Admin]



Technological Advancement and Innovation

- 19. Enhance Technological Capabilities and Innovation [DHHS, DUG, Fire & Emergency Services]
- 20. Develop a Fully Functional GIS System [DHHS]
- 21. Digitize Systems and Data Management on Land Development Applications [DHHS]
- 22. Develop a Digital Fire Incident Reporting and Management System [Fire & Emergency Services]
- 23. Develop and Implement a Digital Platform for Urban Incident Reporting [DUG]



Environmental and Climate Resilience

- 24. Strengthen Climate Resilience and Environmental Protection [DUG, Fire & Emergency Services]



Community Engagement and Participation

- 25. Improve Community Engagement and Participation [DUG, Fire & Emergency Services]



Legal and Regulatory Frameworks

- 26. Enhance Legal and Regulatory Frameworks [DUG, Fire & Emergency Services]



Inter-Agency Coordination and Collaboration

- 27. Strengthen Inter-Agency Coordination and Collaboration [DUG, Fire & Emergency Services]



Communication and Information Management

- 28. Establish Innovative Internal and External Communication and Information Management [US Admin]

KEY PROJECTS

1. Urban development Project- Mhobodleni
2. Buhleni Local Authority infrastructure development
3. Rehabilitation of fire stations – Lobamba
4. Satellite Fire station – completion of Siphofaneni



STRATEGY IMPLEMENTATION FOCUS

THEMATIC AREA GOALS AND OBJECTIVES

Department of Housing and Human Settlements

GOALS	OBJECTIVES
National Housing and Human Settlements	
Goal 1: Develop Sustainable and Affordable Housing Solutions	Objective 1.1: Increase the number of affordable housing units by 20% over the next five years Objective 1.2: Facilitate upgrading of existing human settlements infrastructure to meet modern standards of living.
Goal 2: Enhance Research on Housing and Human Settlements	Objective 2.1: Conduct research on contemporary land and urban development activities
Goal 3: Regulate the Rental Housing Sector and Real Estate Practices	Objective 3.1: Develop and enforce regulations for the rental housing sector. Objective 3.2: Monitor and supervise real estate institutions to ensure ethical practices and affordable housing provision.
Goal 4: Facilitate Appropriate Physical Planning and Development Control	Objective 4.1: Implement a comprehensive physical planning framework to ensure sustainable urban development. Objective 4.2: Ensure compliance with housing, sectional title schemes and building regulations through regular inspections and audits. Objective 4.3: Develop mechanisms for processing rezoning, subdivision, and consolidation activities in controlled areas.
Spatial Development Planning	
Goal 5: Provision of Infrastructure Services	Objective 5.1: Develop and implement green building codes and standards to promote energy efficiency, water conservation, and sustainability in development. Objective 5.2: Enhance urban roads and transportation systems to improve connectivity in human settlements. Objective 5.3: Facilitate the provision and access to water, sanitation, and waste management services in urban areas
Goal 6: Facilitate Development and Management of Public Amenities	Objective 6.1: Facilitate the development of public open spaces and public facilities (e.g., parks, schools, and healthcare facilities) to support urban communities.
Crown Land Management	
Goal 7: Establish and Manage an Efficient Land Management System	Objective 7.1: Implement a comprehensive land management system for controlled and urban areas. Objective 7.2: Facilitate land allocations and transactions to promote equitable land distribution.

Department of Urban Government

GOALS	OBJECTIVES
<p>Goal 8: Promote Transparent, Accountable, and Responsive Urban Local Government</p>	<p>Objective 8.1: Develop capacity-building programs for local government politicians & officials.</p> <p>Objective 8.2: Implement systems to enhance financial sustainability, risk management, transparency and accountability in local governance.</p> <p>Objective 8.3: Promote cooperation with other forms of government.</p>
<p>Goal 9: Support Urban Township Development</p>	<p>Objective 9.1: Facilitate the development of fully serviced urban townships to accommodate growing populations.</p> <p>Objective 9.2: Supervise the provision of urban infrastructure to ensure quality standards.</p>
<p>Goal 10: Stimulate and Promote the Local Economy</p>	<p>Objective 10.1: Develop initiatives to support local businesses and stimulate economic growth.</p> <p>Objective 10.2: Create opportunities for Public-Private Partnerships (PPP) and Public Finance Initiatives (PFI).</p> <p>Objective 10.3: Provide environmental and public health services to enhance community well-being.</p> <p>Objective 10.4: Provide support to institutions involved in urban local government leadership</p> <p>Objective 10.5: Establish a sound and sustainable urban infrastructure maintenance programme</p> <p>Objective 10.6: Provide environmental and public health protection and preventive services to enhance community well-being</p> <p>Objective 10.7: Economic empowerment of urban communities for sustainable urban living</p> <p>Objective 10.8: Enhance urban property values and investment</p>



Fire, Rescue and Emergency Services



GOALS	OBJECTIVES
<p>Goal 11: Protect Life, Environment, and Property from Fire and Other Emergencies</p>	<p>Objective 11.1: Increase the coverage and capacity of fire and emergency services across Eswatini. Objective 11.2: Conduct regular fire prevention and awareness programs. Objective 11.3: Establish sustainable partnerships with relevant stakeholders. Objective 11.4: Conduct regular fire prevention inspections to enforce compliance. Objective 11.5: Conduct periodic research studies to identify gaps in service provision. Objective 11.6: Monitor and evaluate ethical and professional service provision</p>
<p>Goal 12: Improve Emergency Rescue and Retrieval Services</p>	<p>Objective 12.2: Develop a national coordination framework for the fire services industry. Objective 12.3: Improve response/turnout and arrival time. Objective 12.4: Establish sustainable partnerships with first responder stakeholders. Objective 12.5: Implement advanced communication systems to improve coordination during emergencies.</p>

Cross-Cutting Strategic Goals

GOALS	OBJECTIVES
Goal 13: Ensure Financial Sustainability and Resource Management	Objective 13.1: Develop a financial sustainability plan to secure funding for fire and emergency services. Objective 13.2: Explore alternative funding sources such as grants, donations, and public-private partnerships. Objective 13.3: Implement cost-effective measures to optimize resource use and reduce operational costs. Objective 13.4: Conduct regular financial audits to ensure transparency and accountability in resource management.
Goal 14: Enhance Professional Growth and Development to Improve Service Delivery	Objective 14.1: Analyze the effectiveness of developmental training programs and strategies. Objective 14.2: Develop and enhance programs to meet identified training needs. Objective 14.3: Develop a training center.
Goal 15: Create Appropriate Staffing Models	Objective 15.1: Evaluate the current staffing model and Staffing plan. Objective 15.2: Identify and eradicate recruitment and retention challenges. Objective 15.3: Develop an appropriate staffing level.
Goal 16: Improve Staffing Management	Objective 16.1: Develop and effectively implement regulations and policies. Objective 16.2: Ensure orientation of all newly promoted officers
Goal 17: Enhance Technological Capabilities and Innovation	Objective 17.1: Upgrade and maintain high-tech/state-of-the-art firefighting and emergency response equipment. [FIRE AND EMERGENCY SERVICES] Objective 17.2: Enhance Urban Infrastructure and Management Systems through Innovation [DUG] Objective 17.3: Develop a fully functional GIS system [DHHS] Objective 17.4: Digitize systems and data management on land development applications [DHHS] Objective 17.5: Improve Communication Systems for Effective Urban Management and Emergency Response [DUG] Objective 17.6: Develop a digital fire incident reporting and management system to streamline operations and data collection. [FIRE AND EMERGENCY SERVICES] Objective 17.7: Develop and Implement a Digital Platform for Urban Incident Reporting [DUG] Objective 17.8: Invest in research, planning and development to explore innovative solutions for fire prevention and emergency response. [FIRE AND EMERGENCY SERVICES] Objective 17.9: Foster Research and Development to Integrate Innovative Urban Management Technologies. [DUG]
Goal 18: Strengthen Climate Resilience and Environmental Protection	Objective 18.1: Develop and implement strategies for fire risk reduction in areas prone to climate-induced hazards. [DUG] Objective 18.2: Collaborate with environmental agencies to integrate fire management practices into broader climate adaptation plans. [DUG] Objective 18.3: Collaborate with environmental agencies to integrate sustainable urban management practices into broader climate adaptation plans [DUG] Objective 18.4: Promote sustainable practices in fire service operations to minimize environmental impact. [DUG/FIRE] Objective 18.5: Promote sustainable practices in urban operations to minimize environmental impact [DUG] Objective 18.6: Conduct public education campaigns on climate change and its impact on fire risks. [DUG] Objective 18.7: Conduct public education campaigns on climate change and its impact on urban areas [DUG]

GOALS	OBJECTIVES
<p>Goal 19: Improve Community Engagement and Participation</p>	<p>Objective 19.1: Establish community-based fire prevention and response programs to empower local residents. [FIRE AND EMERGENCY SERVICES]</p> <p>Objective 19.2: Establish community-based urban development and management programs to empower residents. [DUG]</p> <p>Objective 19.3: Increase community participation in urban planning and preparedness activities [DUG]</p> <p>Objective 19.4: Develop partnerships with local organizations and schools to raise awareness about urban issues. [DUG]</p> <p>Objective 19.5: Implement feedback mechanisms to gather community input on urban services and development. [DUG]</p>
<p>Goal 20: Enhance Legal and Regulatory Frameworks</p>	<p>Objective 20.1: Review and update existing fire and emergency service regulations to address current challenges and emerging threats. [FIRE AND EMERGENCY SERVICES]</p> <p>Objective 20.2: Review and update existing urban management regulations to address current challenges and emerging threats. [DUG]</p> <p>Objective 20.3: Advocate for the enactment of new laws to support urban development and management initiatives. [DUG]</p> <p>Objective 20.4: Strengthen enforcement mechanisms to ensure compliance with urban management regulations. [DUG]</p> <p>Objective 20.5: Develop policies to support the integration of modern technologies in urban management. [DUG]</p>
<p>Goal 21: Strengthen Inter-Agency Coordination and Collaboration</p>	<p>Objective 21.1: Establish formal coordination mechanisms with other emergency services, including health and security agencies. [FIRE AND EMERGENCY SERVICES]</p> <p>Objective 21.2: Establish formal coordination mechanisms with other municipal services, including health and security agencies. [DUG]</p> <p>Objective 21.3: Develop joint training programs and simulations with other agencies to improve collaborative response. [DUG]</p> <p>Objective 21.4: Create a unified command structure for managing large-scale urban emergencies and disasters. [DUG]</p> <p>Objective 21.5: Promote information sharing and best practices between agencies to enhance overall urban management and emergency preparedness. [DUG]</p> <p>Objective 21.6: Improve internal and external stakeholder cooperation [DHHS]</p>



Finance and Administration

GOALS	OBJECTIVES
<p>Goal 22: Resource mobilization, allocation and utilization</p>	<p>Objective 22.1: Increase annual budget allocations for MHUD by 15% over the next five years through enhanced lobbying and advocacy efforts.</p> <p>Objective 22.2: Develop and implement a comprehensive resource mobilization strategy, including exploring alternative funding sources such as grants, PPPs, and international aid.</p> <p>Objective 22.3: Improve budget management processes to ensure timely allocation and efficient use of resources, reducing budget distribution delays by 25% within three years.</p> <p>Objective 22.4: Establish a financial management system that enhances transparency and accountability in the allocation and utilization of resources</p>
<p>Goal 23: Establish innovative internal and external communication and information management</p>	<p>Objective 23.1: Develop and implement a robust internal communication strategy to enhance information flow and collaboration among departments, improving response times by 30% within two years.</p> <p>Objective 23.2: Create an external communication plan to engage stakeholders, including the public, media, and other government agencies, increasing public awareness and participation in MHUD initiatives by 20%.</p> <p>Objective 23.3: Upgrade the ministry's ICT infrastructure to support modern communication and information management systems.</p> <p>Objective 23.4: Implement a comprehensive digital document management system to reduce paper-based processes by 50% and improve data accessibility and security.</p>
<p>Goal 24: Foster Collaborative Stakeholder Engagement and Co-Design through Human-Centered Design (HCD)</p>	<p>Objective 24.1: Establish Structured Platforms for Stakeholder Engagement and Co-Design</p> <p>Objective 24.2: Apply Human-Centered Design Principles to Improve Service Delivery and Program Effectiveness</p> <p>Objective 24.3: Ensure Inclusivity and Accessibility in All MHUD Projects and Policies</p> <p>Objective 24.4: Strengthen Communication and Information Sharing Across All Levels of Stakeholders</p> <p>Objective 24.5: Integrate Feedback and Insights into Policy and Program Adjustments</p>







IMPLEMENTATION FRAMEWORK

This implementation plan outlines a structured, phased approach for achieving the strategic goals of Eswatini’s urban development, housing, and emergency services sectors. It is divided into short-term, medium-term, and long-term time frames to ensure systematic progress, allowing each phase to build upon the last.

In each phase, critical objectives are addressed through targeted activities, incorporating stakeholder engagement, policy development, capacity building, and community-centered initiatives. The plan is organized by thematic

areas, with goals tailored to each time frame and designed to maximize impact. Furthermore, by integrating measures of success, this plan aims to provide a transparent and adaptive framework that will enable continuous monitoring, refinement, and achievement of sustainable outcomes that meet the evolving needs of Eswatini’s urban communities. This phased approach not only supports immediate improvements but also builds the resilience, adaptability, and sustainability of systems to ensure long-term benefits.

SHORT TERM (1-2 YEARS)		
Goal: Establish foundational frameworks, conduct baseline assessments, and initiate pilot projects to build capacity, gather data, and gain community engagement.		
Rationale: The initial phase emphasizes laying a robust foundation across thematic areas. This includes policy development, data collection, community engagement, and pilot initiatives that will provide a solid base for scaling efforts in the medium term. Early stakeholder engagement will also ensure alignment and buy-in for		
Narrative: In the short term, the focus is on establishing necessary policies, conducting comprehensive assessments, and piloting initiatives to determine best practices. Capacity-building workshops and early engagement with local communities, government agencies, and private partners are prioritized to ensure		
THEMATIC AREAS AND MEASURES OF SUCCESS		
	ACTIVITIES	MEASURES OF SUCCESS
National Housing and Human Settlements	Develop affordable housing policies, complete a baseline housing needs assessment, and initiate pilot affordable housing projects.	<ul style="list-style-type: none"> Affordable housing policies developed and approved. Housing needs assessment completed, and 10% increase in housing availability initiated in target areas.
Spatial Development Planning	Launch spatial planning frameworks at the local and regional levels and engage community stakeholders.	<ul style="list-style-type: none"> Frameworks for spatial planning developed and endorsed. 75% community engagement in initial consultation processes
Crown Land Management	Compile an inventory and digitized records of crown land parcels	<ul style="list-style-type: none"> 100% inventory completed and digital records available to stakeholders.
Local Government and Urban	Begin training programs for local government officials on urban governance and transparency.	<ul style="list-style-type: none"> At least 80% of local officials trained on governance standards.
Fire and Emergency Services	Conduct risk assessments, map high-risk areas, and initiate fire safety awareness campaigns.	<ul style="list-style-type: none"> Completion of risk assessment and mapping with community engagement reaching 100% in targeted areas

MEDIUM TERM (3-5 YEARS)

Goal: Scale up pilot projects, enforce regulations, implement standardized practices, and foster inter-agency coordination to ensure alignment and sustainability.

Rationale: By the medium term, the emphasis is on broadening the impact of established programs. Scaling successful pilot projects, enforcing new regulations, and implementing standardized practices across housing, spatial planning, and governance will bring consistency and enhance the overall impact.

Narrative: This phase scales up successful short-term projects and ensures the enforcement of policies and standardized practices. Cross-sector collaboration becomes vital, with inter-agency coordination supporting a streamlined approach to sustainable infrastructure development and accountability.

THEMATIC AREAS AND MEASURES OF SUCCESS

	ACTIVITIES	MEASURES OF SUCCESS
National Housing and Human Settlements	Increase affordable housing units based on pilot data, improve existing infrastructure, and ensure compliance with quality standards	<ul style="list-style-type: none"> • 10% increase in affordable housing units. • Upgraded infrastructure in 50% of targeted informal settlements.
Spatial Development Planning	Strengthen enforcement of zoning policies and implement green infrastructure projects	<ul style="list-style-type: none"> • Zoning policies enforced in high-density areas, with 30% reduction in non-compliant urban zones
Crown Land Management	Standardize procedures for land allocation and complete land audits.	<ul style="list-style-type: none"> • Transparent land allocation practices established; 100% land audits completed and accessible
Local Government and Urban Development	Improve service delivery with compliance monitoring and support sustainable urban projects.	<ul style="list-style-type: none"> • 90% compliance with urban governance standards. • Three major urban projects aligned with sustainability goals initiated.
Fire and Emergency Services	Equip high-risk areas with fire stations and formalize partnerships with emergency agencies	<ul style="list-style-type: none"> • 80% of high-risk areas equipped and emergency partnerships formalized.



LONG - TERM (3-5 YEARS)		
Goal: Consolidate gains, ensure sustainability, evaluate impacts, and make refinements for ongoing improvement.		
Rationale: The long-term phase focuses on embedding sustainable practices into institutional frameworks, evaluating project impacts, and refining policies and programs for continued success. This phase ensures resilience and the ability to adapt to evolving community needs.		
Narrative: In the long term, the goal is to consolidate efforts from the previous phases, ensure the sustainability of established systems, and conduct comprehensive evaluations to guide continuous improvement. Deep-rooted practices, cross-sectoral alignment, and responsive strategies will ensure resilience and adaptability to evolving community needs.		
THEMATIC AREAS AND MEASURES OF SUCCESS		
	ACTIVITIES	MEASURES OF SUCCESS
National Housing and Human Settlements	Evaluate the impact of affordable housing initiatives and finalize infrastructure standards.	• 20% increase in affordable housing units; over 80% of settlements meet modern standards.
Spatial Development Planning	Complete environmental compliance reviews and assess green infrastructure projects.	• 90% of urban zones meet environmental standards; community satisfaction ratings exceed 85%.
Crown Land Management	Fully digitize land records and ensure equitable distribution practices.	• 100% digitization of land records and equitable distribution practices sustained.
Local Government and Urban Development	Maintain high-quality governance and complete all urban projects.	• 95% compliance with urban governance benchmarks; over 90% community satisfaction with completed projects
Fire and Emergency Services	Optimize emergency response times and institutionalize community preparedness programs.	• 95% response time compliance in high-risk areas; 85% population engagement in preparedness programs.

This phased implementation plan supports structured progress with clearly defined goals, rationale, and measurable success indicators for each time frame. By structuring activities into short-term, medium-term, and long-term time frames, the plan builds progressively towards achieving resilient, sustainable outcomes across Eswatini’s urban development, housing, and emergency service sectors. Comprehensive stakeholder engagement, transparent communication strategies, and adaptive measures will ensure that thematic goals are met with long-lasting community benefits.





MONITORING AND EVALUATION

The Ministry of Housing and Urban Development (MHUD) has developed a comprehensive Monitoring and Evaluation (M&E) framework to ensure accountability, track progress, and provide timely insights into the implementation of its strategic goals from 2025 to 2030. This framework is designed to guide MHUD in assessing the efficiency, effectiveness, and sustainability of its programs, while ensuring that strategic objectives align with Eswatini's broader development priorities.

The M&E framework incorporates clearly defined indicators across each goal area, structured monitoring and reporting mechanisms, and robust communication channels for internal and external stakeholders. This ensures that MHUD remains transparent, data-driven, and responsive to the evolving needs of Eswatini's urban communities.

To ensure effective management at the highest technical level, the Office of the Principal Secretary will oversee the execution of the M&E framework.

Key Components of the M&E Framework

Indicators & Measurement Tools by Thematic Areas

To accurately assess the impact of its initiatives, MHUD has identified specific indicators and measurement tools for each thematic area within its logical framework. These indicators allow for precise tracking of outcomes, ensuring that all progress aligns with the Ministry's goals. Each indicator is paired with a relevant measurement tool to ensure clarity, consistency, and rigor in data collection.

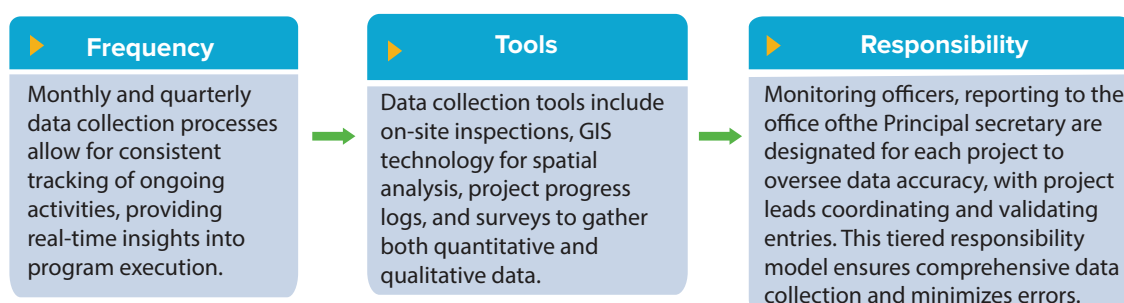
	OBJECTIVE	INDICATOR	MEASUREMENT TOOL
Affordable Housing and Human Settlements Development	Increase the availability of affordable housing for Eswatini's population.	20% increase in affordable housing stock by 2030.	Annual housing inventory reports and housing affordability index assessments to track the quantity and price range of housing units, ensuring affordability standards are met.
	Upgrade informal settlements to meet modern living standards	Number of settlements upgraded with enhanced infrastructure and services.	Progress reports from the National Informal Settlements Upgrading Program, which include completed upgrades, resident satisfaction surveys, and utility service records.
Infrastructure Development and Urban Planning	Implement green building codes and urban infrastructure improvements to promote sustainable development.	Percentage increase in buildings certified as meeting green standards (energy efficiency, water conservation, eco-friendly materials)	Regular audits from urban development units, inspections for compliance with green standards, and certification records.
	Ensure public access to essential services like water, sanitation, and waste management.	Service coverage percentages in urban areas, indicating the extent to which residents can access reliable water, sanitation, and waste management services.	Service provider reports, community satisfaction surveys, and utility usage data to assess both reach and effectiveness.

	OJECTIVE	INDICATOR	MEASUREMENT TOOL
Land Management	Establish and manage a comprehensive database of Crown land parcels.	Completion and maintenance of a verified inventory of government land parcels.	Digital Land Registry and Management System metrics, tracking the number of parcels cataloged, accuracy checks, and system access frequency
	Promote equitable land distribution through effective land disposal practices.	Compliance with Crown land disposal regulations, aiming to ensure that land is distributed fairly and used appropriately.	Annual compliance audits and records of land transactions.
Local Governance and Accountability	Build capacity and ensure financial transparency in local governance to foster accountable leadership.	Number of officials trained in governance, ethical practices, and financial management.	Training logs, evaluations of participants' knowledge before and after training, and post-training assessments.
	Enhance transparency in financial operations.	Publication of budgets, financial reports, and audit results accessible to the public.	Published reports and records of audit compliance, ensuring full visibility into local governance financial practices.
Climate Resilience and Environmental Protection	Increase the resilience of infrastructure against climate-induced risks, focusing on areas prone to natural hazards	Number of climate-resilient projects completed, such as reinforced infrastructure and eco-friendly building materials.	Climate resilience assessment reports, highlighting completed projects and evaluating their effectiveness in mitigating climate-related risks.

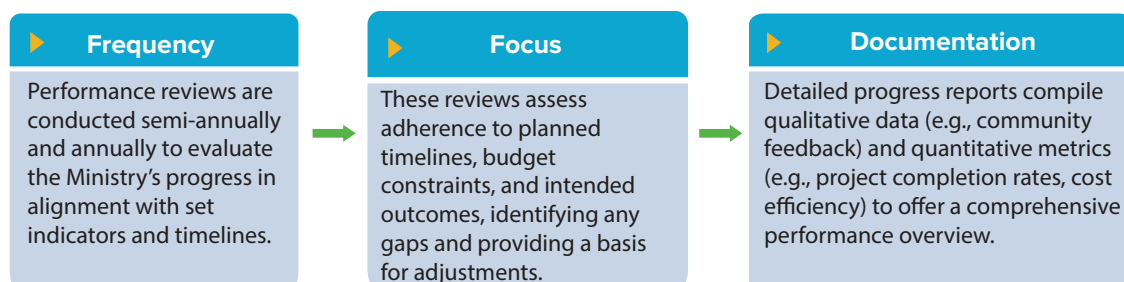
Monitoring and Reporting Mechanisms

The M&E framework outlines structured mechanisms for routine monitoring, timely reporting, and stakeholder engagement to ensure the efficient implementation of activities. Each mechanism is designed to maintain high data accuracy, transparency, and consistency in tracking performance.

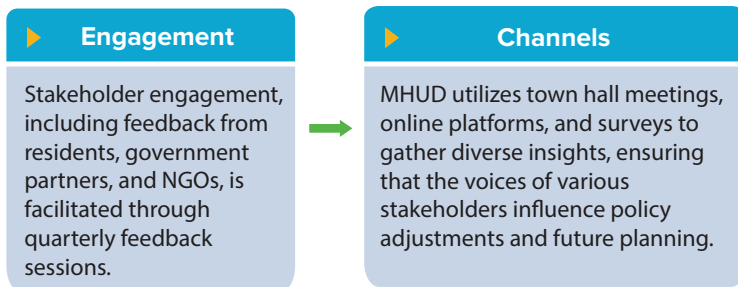
Routine Data Collection and Tracking



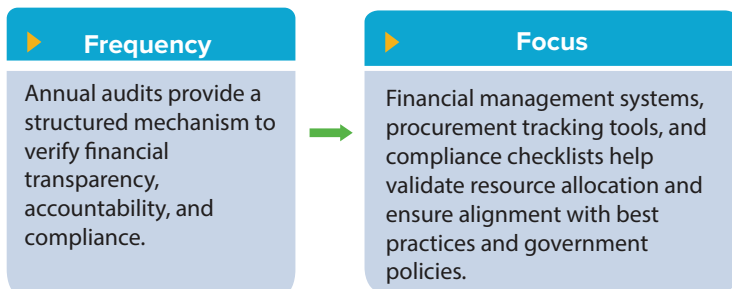
Quarterly and Annual Performance Reviews



Stakeholder Feedback Mechanisms



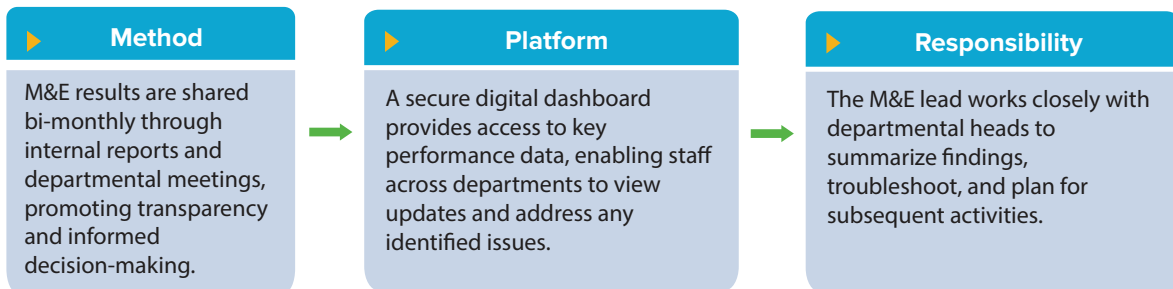
Audit and Compliance Reviews



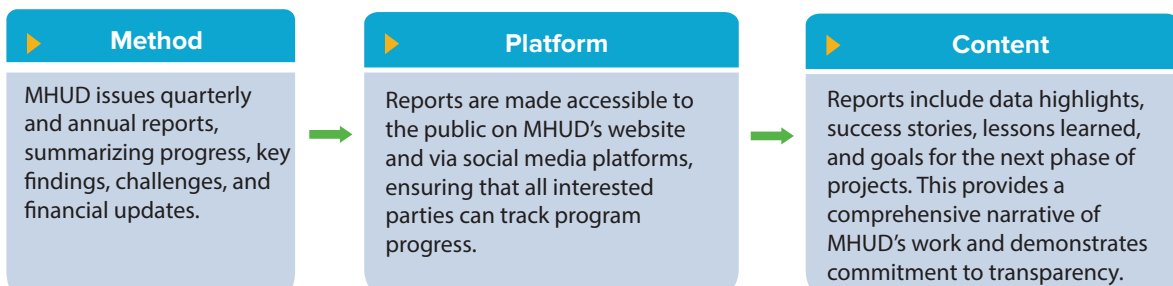
Communication of Data and Results to Stakeholders

MHUD prioritizes transparency in communicating M&E findings to all relevant stakeholders. Clear communication channels ensure that MHUD’s progress, challenges, and successes are accessible and understandable, enhancing trust and collaboration. Each communication strategy is tailored to specific stakeholder groups to maximize impact and clarity.

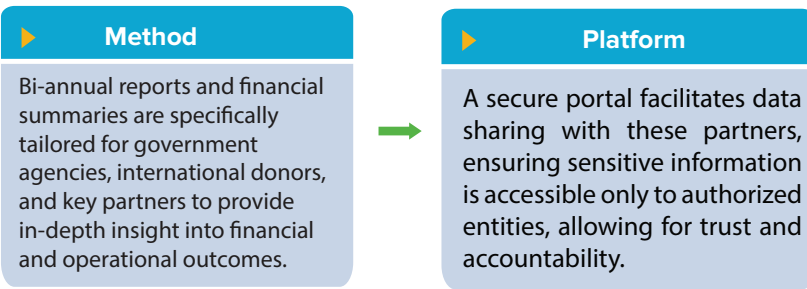
Internal Stakeholder Communication



External Stakeholder Engagement



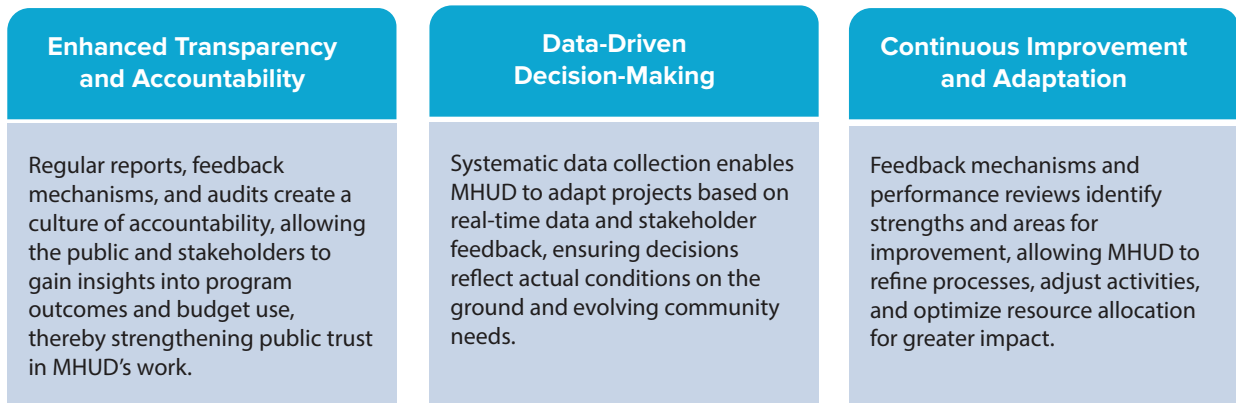
Targeted Communication for Donors and Government Partners



Expected Outcomes of the M&E Framework

The M&E framework is a cornerstone of MHUD's commitment to responsible, data-driven urban development. By tracking and evaluating each initiative's progress, MHUD ensures that all projects remain impactful, effective, and aligned with Eswatini's long-term urban development goals.

The M&E framework positions MHUD to achieve its mission of fostering safe, resilient, and vibrant urban communities. It emphasizes continuous learning, transparent communication, and proactive adjustments, ensuring that Eswatini's urban development is both sustainable and inclusive.





RISK MATRIX

The implementation of the Ministry of Housing and Urban Development's (MHUD) strategic plan is essential for advancing Eswatini's urban development, housing, and emergency services goals. However, with any ambitious plan, there are potential risks that could impact its success across various domains. This risk and mitigation strategy aims to identify these risks proactively and establish effective responses to minimize their potential impact. By assessing strategic, operational, environmental, technological, regulatory, community, financial, and governance risks, MHUD can ensure a resilient and adaptive approach. The following plan outlines specific risks, potential impacts, and corresponding mitigation measures, creating a robust framework to support the seamless and sustainable execution of MHUD's goals. This approach not only safeguards MHUD's initiatives but also aligns with broader national objectives, fostering collaboration, transparency, and resilience throughout the implementation process

	RISK	IMPACT	MITIGATION
1. STRATEGIC RISKS	Misalignment with National Development Priorities	MHUD's initiatives may face reduced support or funding, leading to delays or unachieved targets.	<ul style="list-style-type: none"> • Conduct regular alignment meetings with central government agencies to ensure MHUD initiatives match national priorities. • Engage in strategic dialogues with key national leaders to align MHUD's goals and adapt plans to evolving national needs. • Integrate national development indicators into MHUD's planning process for ongoing relevancy checks.
	Limited stakeholder buy-in for co-design and HCD-focused initiatives	Resistance or slow engagement from stakeholders, hindering implementation.	<ul style="list-style-type: none"> • Conduct early-stage stakeholder consultations to identify concerns and foster collaboration from the start. • Actively promote the benefits of human-centered design (HCD) by presenting case studies and success stories to build understanding. • Establish a clear communication and engagement plan that includes regular updates, feedback loops, and stakeholder recognition.
2. OPERATIONAL RISKS	Inadequate Funding and Resource Constraints	Insufficient financial resources could limit MHUD's ability to implement key projects, particularly infrastructure and emergency services.	<ul style="list-style-type: none"> • Develop a robust resource mobilization strategy targeting diverse funding sources, including PPPs, international grants, and alternative financing channels. • Prioritize high-impact, low-cost projects in the initial phases to demonstrate results and attract further funding. • Regularly review and adjust resource allocations based on shifting project priorities and resource availability.
	Staffing and Skills Shortages	Insufficient or inadequately trained staff could impact service delivery and the effective operation of fire and emergency services	<ul style="list-style-type: none"> • Implement capacity-building programs in partnership with local and international educational institutions. • Conduct a staffing needs assessment to identify critical skill gaps and develop targeted recruitment plans. • Assess and adjust staffing models regularly to align with the current needs of each department.

	RISK	IMPACT	MITIGATION
3. ENVIRONMENTAL AND CLIMATE RISKS	Increased Vulnerability to Climate-Induced Disasters	The frequency and severity of natural disasters could disrupt urban development and increase emergency response needs.	<ul style="list-style-type: none"> • Incorporate climate resilience as a core criterion in all infrastructure and urban planning projects. • Engage in disaster risk reduction initiatives, focusing on early warning systems and resilient infrastructure. • Partner with environmental agencies and experts to continuously update risk models and emergency response plans.
4. TECHNOLOGICAL RISKS	Limited ICT Infrastructure and Digital Adoption	Limited digital infrastructure could hinder the transition to efficient digital systems and data management, impacting operational efficiency.	<ul style="list-style-type: none"> • Prioritize ICT upgrades and ensure high-impact areas like emergency response and data management are digitized first. • Partner with technology providers to access affordable digital tools, software, and consulting expertise. • Implement staff training programs on digital platforms and data management, promoting digital literacy across all levels.
5. LEGAL AND REGULATORY RISKS	Outdated or Inadequate Legal Frameworks	Outdated laws and regulations could limit the enforcement of new policies and impact project compliance.	<ul style="list-style-type: none"> • Fast-track the review of existing legislation, prioritizing critical regulatory areas that directly impact MHUD initiatives. • Align new policies with international standards and best practices to future-proof legislation. • Engage with lawmakers and regulatory bodies to advocate for reforms that address emerging challenges and support MHUD's long-term goals.
6. COMMUNITY AND STAKEHOLDER RISKS	Public Opposition to Urban Development Projects	Lack of public support could lead to delays or cancellations of planned projects.	<ul style="list-style-type: none"> • Conduct extensive community engagement and awareness campaigns that transparently address project impacts and benefits. • Actively involve local leaders and community representatives in project planning, ensuring that community priorities are integrated. • Establish open communication channels where the public can provide feedback, with responses provided to address concerns
7. FINANCIAL MANAGEMENT RISKS	Inconsistent Budget Allocations and Delays	Budget delays may impact project timelines and resource availability.	<ul style="list-style-type: none"> • Engage proactively with the Ministry of Finance to ensure timely fund disbursements and clarity on budget cycles. • Develop a financial management system for tracking budget utilization and optimizing resource use to avoid delays. • Prepare contingency plans for critical projects to mitigate impacts from budget delays.
8. GOVERNANCE AND COMPLIANCE RISKS	Non-Compliance with Policies and Procedures	Lack of adherence to internal policies could lead to inefficiencies, reduced accountability, and reputational damage.	<ul style="list-style-type: none"> • Strengthen monitoring and evaluation systems to ensure compliance with policies and procedures at every stage. • Conduct regular internal audits and provide staff training on governance best practices to improve compliance culture. • Encourage a culture of accountability by regularly reporting compliance results to stakeholders and recognizing strong adherence to policies.

Each risk area will require continuous monitoring and adaptive management to ensure the strategic plan's effective implementation. Regular stakeholder reviews, timely communication, and a proactive approach to risk mitigation will help MHUD advance its strategic objectives while addressing any emerging challenges.







KINGDOM OF ESWATINI

**MINISTRY OF HOUSING
& URBAN DEVELOPMENT**