



# ESWATINI NATIONAL TRUST COMMISSION



**5** YEAR  
STRATEGIC PLAN

2018 - 2022

# MINISTER'S FOREWORD

As the Minister responsible for the ENTC, may I express my appreciation and gratitude for the exceptional opportunity to be part of the development and turn-around process as envisaged by the architects of this product. It certainly represents aspirations of the board, executive management and the entire staff. The fact that the staff was involved in the writing of departmental strategies, feeding into the comprehensive strategy document is quite encouraging and worth recognition.

The motivation for this initiative was driven by the necessity to follow on His Majesty the King and the Nation's dream of vision 2022 and attaining First World status. It was also necessitated by changes in government developmental agenda and programmes that are also driven by regional and global challenges and trends. Understandably so, since conservation of natural and cultural heritage is a global phenomenon that constantly demands expedient response and action for humanities survival. The challenges of climate change and its effects cannot be taken lightly, hence efforts towards strengthening biodiversity conservation should be mainstreamed across all services.

The Ministry applauds these efforts, as Ministry officials and the Minister were kept abreast of these developments. The efforts by the CEO and Executive Management and staff enabled ENTC to receive some funding from the UNDP for consolidation, assessment of internal capacity, and engage a consultant to draft a resource mobilization Strategy and Plan. We greatly appreciate and applaud the support from UNDP.

The ENTC Corporate Strategic Plan 2018 to 2022 is a product of a refocused strategic vision to guide the organisation in achieving its targeted objectives. The strategic plan further presents opportunities for fundraising and resource mobilization, thus placing ENTC at a higher pedestal of hope and success.

The Ministry endorses the Strategic Plan, affirms its commitment to supporting and ensuring its implementation.

Hon. MP Moses Vilakati  
**Minister for Tourism and Environmental Affairs**



# **E**SWATINI NATIONAL TRUST COMMISSION OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan was developed by the management of the Eswatini National Trust Commission under the guidance of the ENTC Board. This Strategic Plan takes into account all the relevant policies, legislation and other mandates for which ENTC is responsible. It also accurately reflects the strategic outcome-oriented goals and objectives which the ENTC will endeavour to achieve over the period 2018 - 2022.

**DR. C.S. DLAMINI**  
**CHIEF EXECUTIVE OFFICER**

**APPROVED BY:**

**MR MLUNGISI SIMELANE**  
**CHAIRPERSON OF THE BOARD**



# ACKNOWLEDGEMENTS

The ENTC Board of Commissioners would like to extend gratitude and appreciation to the following organizations and individuals for their invaluable input and support during the development process of this Strategic Plan:

- We would like to acknowledge the enormous support of the Hon. Minister of the Ministry of Tourism and Environmental Affairs (MTEA) and Officials from MTEA for availing themselves during the numerous consultative workshops held during the strategy development process. As well as accomodating intermittent engagements for strategic consultations.
- Further, we also greatly appreciate the contributions by the Global Environment Facility (GEF) through the Strengthening the National Protected Areas System of Eswatini (SNPAS) Project (managed by United Nations Development Programme (UNDP) Eswatini) for availing funds for consolidation of the Departmental Strategic Plans and the Corporate Strategic Plan, as well as providing funds for subsequent enabling processes; assessment of internal capacity; and development of a Resource Mobilization Strategy. Further, UNDP Eswatini is greatly applauded for their invaluable input during stakeholder consultations and the drafting of the strategy documents.
- In addition, special recognition and appreciation is extended to all the stakeholders, for participating in the strategic planning process, making constructive input during consultative engagements.
- The ENTC Board, Executive Management and Staff are highly commended for their priceless efforts during the entire strategic planning process, i.e. The formulation of the various Department Strategic Plans and Corporate Strategic Plan, including: (i) programme log-frames, implementation schedules/ plans, monitoring and evaluation frameworks/ plans and budgets.



# TABLE OF CONTENTS

MINISTER'S FOREWORD .....	II
ESWATINI NATIONAL TRUST COMMISSION OFFICIAL SIGN OFF .....	III
ACKNOWLEDGEMENTS .....	IV
The Strategy process:.....	- 1 -
1.0 INTRODUCTION.....	- 2 -
2.0 ORIENTATION AND CRITICAL ISSUES .....	- 4 -
2.1 SURVIVAL ESSENTIALS.....	- 4 -
2.2 CRITICAL ISSUES FOR THE ENTC (2018-2022) .....	- 5 -
2.2.1 Strategic planning (Conceptual) and Financial Planning .....	- 5 -
2.2.2 Income Diversification.....	- 5 -
2.2.3 Sound Administration and Finance .....	- 5 -
2.2.4 Own Income Generation.....	- 5 -
3.0 STRATEGIC FRAMEWORK.....	- 6 -
3.1 Vision.....	- 6 -
3.2 Mandate .....	- 6 -
3.3 Mission .....	- 6 -
3.4 Transformation Mission.....	- 6 -
3.5 Overall Goal .....	- 6 -
3.6 SITUATION ANALYSES .....	- 6 -
PEST and SWOT Analyses of the ENTC.....	- 6 -
4.0 ENTC Operational Model/Governance.....	- 8 -
5.0 Key Programme Areas and Strategic Objectives.....	- 9 -
5.1 Nature Conservation Department.....	- 9 -
5.2 Cultural Heritage Department .....	- 13 -
5.3 Business Development Unit .....	- 15 -
5.4 Finance Department.....	- 17 -
5.4.1 Financial Management.....	- 17 -
5.4.2 Information Technology .....	- 18 -
5.4.3 Supply Chain Management.....	- 18 -
5.5 Corporate Services Department.....	- 19 -
5.5.1 Human Resource Services .....	- 19 -
5.5.2 Legal services .....	- 19 -
6.0 RISK MANAGEMENT .....	- 21 -
7.0 IMPLEMENTATION FRAMEWORK .....	- 24 -
7.1 Stakeholder Analysis .....	- 24 -
8.0 MONITORING AND EVALUATION (M&E) .....	- 26 -
9.0 SUMMARY BUDGET .....	- 27 -



# ***T**HE STRATEGY PROCESS*

Step 6 - Formation of the Strategic Plan M&E Task Team

Step 5 - Formation of the Strategic Plan Implementation Task Team

Step 4 - The ENTC Board of Commissioners (final approval & adoption)

Step 3 - Presentation to Strategy Advisory Group (for Review)

Step 2 - Extensive Consultations with Key Multi-Stakeholders  
(at Formulation, Development & Review)

Step 1 - Formation of working Groups (within the ENTC) (at  
Formulation & Development)



# 1.0

## INTRODUCTION

The Eswatini National Trust Commission (ENTC) was established by an Act of Parliament No. 9 of 1972, as amended by the King's Order in Council No.22 of 1973 (ENTC, 2006). The ENTC was established because of the recognition by the Government of Eswatini that the country's cultural and natural heritage needed to be protected and conserved. The erosion of natural and cultural heritage has become conspicuous and is manifested by the rate at which natural resources have disappeared since 1972 when the ENTC was established, as seen in the extinction of plant species and disappearance of cultural heritage reported in the findings of the preliminary field assessment of protection - worthy areas carried out by K.G. Roques in 2002.

The ENTC is a government parastatal under the Ministry of Tourism and Environmental Affairs. It has a Board of Commissioners, appointed by the Minister of Tourism and Environmental Affairs in terms of the ENTC Act and the Public Enterprise Unit Act. The Board of Commissioners sets ENTC policy. The Chief Executive Officer of ENTC is a Commissioner.

The ENTC administers the following: The Eswatini National Museum; The King Sobhuza II Park; The Mantenga Nature Reserve, with the Swazi Cultural Village; The Malolotja Nature Reserve, with the adjacent Hawane Dam Reserve; and The Mlawula Nature Reserve.

The Strategic Plan is based on the objectives of the ENTC that are enshrined in the ENTC Act of 1972 as amended by the King's Order in Council of 1973.

The objectives of the ENTC are:

- Preservation of natural and cultural heritage;
- Continued development of nature conservation;
- Public awareness and education on conservation of natural and cultural heritage;
- Promoting tourism, nature-based tourism and eco-tourism and cultural heritage;
- Supporting the implementation of local and national programmes, sub-programmes and projects on biodiversity conservation; and
- Participating in the implementation of biodiversity related policies and legislation

The strategy is aligned with international policies and legislations (conventions, treaties, protocols, agreements and declarations), regional policies and legislations (treaties, protocols, declarations, policies and strategies) and national policies and legislations. It essentially contributes to the implementation and fulfilment of the National Biodiversity Strategy and Action Plan (2nd generation), the SADC Protocol on Wildlife conservation and law enforcement (1999), SADC Law Enforcement and Anti - Poaching Strategy (LEAP, 2016-2021) and the UNCDB Strategic Plan for Biodiversity (2011-2020) and the Aichi Targets. In addition, the Strategic Plan seeks to further the implementation of the National Development Strategy, Section 3.7 (Environmental Management). Most of all, this strategy will effectively respond to Section 2.16 (Sub-Section i, Sub-Section ii and Sub-Section iii) of the Constitution of Eswatini on Environment, and Section 60 which makes provisions for Social Objectives (Sub-Section ix and Sub-Section xi, emphasizing



the significance of cultural and customary values). The strategy entails pertinent issues as provided for in other relevant UN Conventions, i.e. the UN Convention to Combat Desertification (UNCCD) and United Nations Framework Convention Climate Change (UNFCCC). The strategy also addresses key issues from the World Heritage Convention and other UN Conventions of relevance to cultural heritage. Poverty reduction is captured in the strategy to advance Section 5.37 (promoting tourism), and Section 9.2 (on Environment) of the Poverty Reduction Strategy and Action Plan.

This Strategic Plan is underpinned by 13 Core Values/ Guiding Principles, presented in Table 1 below:

**Table 1: SNTC Guiding Principles and Core Values**

Core Values	
<b>Ethics</b>	We uphold the highest level of ethics with regard to the conservation and promotion of natural and cultural resources.
<b>Biodiversity Heritage</b>	We conserve the natural heritage of Eswatini which represents a range of indigenous biodiversity, natural resources and land features through the wise use of these resources for the pleasure and benefit of the nation.
<b>Cultural Heritage</b>	We preserve and conserve the traditional tangible and non-tangible heritage for the sake of current and future generations.
<b>Tourism</b>	We are committed to developing tourism products and services that are in line with market demand but do not compromise the natural and cultural integrity of the Kingdom.
<b>Quality</b>	We endeavour to provide high quality service to all our guests and customers.
<b>Respect</b>	We respect our cultural background and social being, as it impacts on human diversity and equality.
<b>Discrimination</b>	We do not discriminate on the basis of race, religion, gender, or disability.
<b>Communication</b>	We are guided by honesty in our dealings within and outside the organisation and professionalism in the execution of our duties.
<b>Information</b>	We are committed to keeping ourselves open to sharing information and maintaining good communication with internal and external stakeholders.
<b>Initiative</b>	We value individual initiative in the advancement of organisational goals.
<b>Passion</b>	We are passionate about the core values of the organisation.
<b>Change</b>	We embrace positive change with regard to developing our organisation and our relations with external stakeholders.
<b>Education</b>	We are acknowledged for our efforts to educate the public in terms of the environmental and cultural heritage of the country.





## 2.1 SURVIVAL ESSENTIALS

The ENTC strategy is underpinned by 8 survival essentials for the ENTC and the conservation sector of Eswatini as briefly discussed in Box 1 below.

### Box 1: The 8 Survival Essentials for the ENTC

**Central/ Core: A robust Strategy:**

The strategy was developed using the balanced scorecard methodology, with clear plans for conservation with a defined management system to implement and monitor them. The four pillars of the balanced scorecard are as follows; enhanced partnerships with stakeholders and customers, enhance financial sustainability, enhance quality service delivery (Internal Business Process), and strengthen institutional capacity.

**Critical: Natural features and Cultural resources:**

The strategy aims to strengthen the capacity and ability for ENTC to deliver on its mandate by mobilising and optimising resources for conservation. Thus, ensuring protection of biodiversity (high quality), landscapes, monuments, antiques, archaeological and geological sites.

**Political support:**

Achieving our mission and delivering customer and stakeholder value will largely depend on policies and practices of national and local government and traditional authorities that are aligned to our strategic focus areas; and to support conservation.

**Financial capacity:**

The strategy articulates the financial sustainability model that the ENTC aims to engage. Underpinned by resource mobilisation, revenue generation and financial processes that are compliant with statutory and regulatory requirements. The resultant outcome will be sufficient funds for effective conservation management.

**Human capacity:**

Implementation of the strategy would demand adequately trained, motivated and committed staff for effective conservation management. This deliverable will be enabled by introduction of a performance management system.

**Physical Infrastructure capacity:**

Infrastructure development and upkeep forms the pillar of our institutional operations. Hence, an appropriate infrastructure/ product development protocol will be advanced to support our business (conservation of natural & cultural heritage, as well as our business unit). This protocol will incorporate a planned maintenance programme.

**Social support:**

Optimise strategic alliances with relevant stakeholders/ partners and communities to support conservation. A stakeholder analysis matrix will be developed.

**Business approach to conservation:**

The strategy seeks to engage a vibrant “tourism and conservation planning process” to ensure a sustainable business case for conservation and development. The process will guarantee, improved tourist facilities, a marketing program to attract more visitors, and the necessary partnerships in place to ensure continued revenue generation and support for conservation at the destination level.



## **2.2 CRITICAL ISSUES FOR THE ENTC (2018-2022)**

The most critical issues for the ENTC for this strategy period are based on financial sustainability and are therefore grouped into the 4 pillars of sustainability in the following section.

**2.2.1 Strategic planning (Conceptual) and Financial Planning** (determining funding requirements & identifying sources of funding). The ENTC's envisioned future incorporates a process of implementing the vision, translated into defined goals and objectives, and the activities to achieve them. The process would also detail the financial needs, objectives and aspirations for the future; and deciding on the most appropriate means to achieving financial sustainability.

**2.2.2 Income Diversification** – Multiple streams of funding, e.g. government (as the main source) and other local, national, international sources, etc. (this is the Business Development Unit task under new Strategy). The strategy will articulate a plan for income diversification under the Business Development Unit. The key objective is to strengthen the overall financial position and to sustain or expand services. This will enable ENTC to avoid excessive dependence on government subvention.

**2.2.3 Sound Administration and Finance** - Efficient policies & procedures for administration and finances. Improved service delivery backed by sound policies and procedures, adherence to standards and compliance for:

(Accounting and finance, expenditures, procurement, human resources and personnel, workforce recruitment and retention, information technology systems, facilities, property and equipment needs. In addition, introduction of performance management systems are an imperative).

**2.2.4 Own Income Generation** – Diversify sources of revenue, e.g. trust/endowment fund, fundraising, public contributions, goods & services, financial management, corporate alliances, etc. (Business Development Unit Task under New Strategy). The need for revenue generation is necessitated by the tight/declining recurrent and capital funding streams and a competitive market in the conservation and tourism industry. Hence the need to re-think creatively about revenue generation strategies that support ENTC's intended objectives and ultimate vision.



# 3.0

# STRATEGIC FRAMEWORK

## 3.1 Vision

To make the natural and cultural heritage of the Kingdom a source of pride to the Swazi nation and international visitors.

## 3.2 Mandate

To conserve, protect and preserve the natural and cultural heritage of Eswatini.

## 3.3 Mission

To instill an understanding of and appreciation for Eswatini's natural and cultural heritage through a sustainable use of resources for the environmental/ecological, social/cultural and economic and financial benefit of the nation.

## 3.4 Transformation Mission

To promote knowledge of biodiversity conservation, responsible tourism and cultural heritage through strengthening programmes for conservation of Eswatini's natural and cultural heritage.

## 3.5 Overall Goal

To effectively and efficiently manage and develop Eswatini's natural and cultural heritage for the benefit of present and future generations.

## 3.6 SITUATION ANALYSES

### PEST and SWOT Analyses of the ENTC

A Summary of Political, Economic, Social and Technological (PEST) Analysis and Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis is given in Table 1. The rich biodiversity and cultural heritage remains the corner stone of the ENTC. The array of policies and legislation that support the conservation of cultural and natural heritage in the country is key to the success of the ENTC. The review and updating of these instruments would provide a good opportunity for the organization to align its mandate to the sustainable development goals (SDGs).



**Table 2: PEST and SWOT Analyses of the ENTC**  
**Summary of Political, Economic, Social & Technological (PEST) Analysis**

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> <li>• Absence of a Land Policy</li> <li>• The delayed conclusion of the ENTC Bill</li> <li>• Challenges around the declaration of monument and sites e.g. Mdzimba Mountains</li> <li>• Difficulty in obtaining artifacts</li> <li>• Merging of Public Enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Volatility of the world economy</li> <li>• Reduction in SACU receipts</li> <li>• Fluctuations in interest rates affecting interest income</li> <li>• Well-developed infrastructure</li> <li>• High rates for mobile phone access</li> <li>• High unemployment rates</li> <li>• Emerging tourism markets</li> <li>• Business development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of an outgoing culture among locals to local tourism sites</li> <li>• HIV and AIDS pandemic</li> <li>• Bad publicity of conservation sites, e.g. public relations between parks and communities</li> <li>• Friendly and relatively safe environment</li> <li>• Unique and versatile culture</li> <li>• Defined calendar of national events</li> <li>• Culture erosion due to globalization</li> </ul>	<ul style="list-style-type: none"> <li>• Development of the communication sector</li> <li>• GoS's commitment to ICT development</li> <li>• Fast paced technological changes</li> <li>• Relatively reliable internet access facilities</li> <li>• Tele-conferencing facilities</li> <li>• Website development</li> <li>• Recruitment of IT Officer</li> <li>• GIS System / MESA / Dedicated Biodiversity Portal</li> </ul>

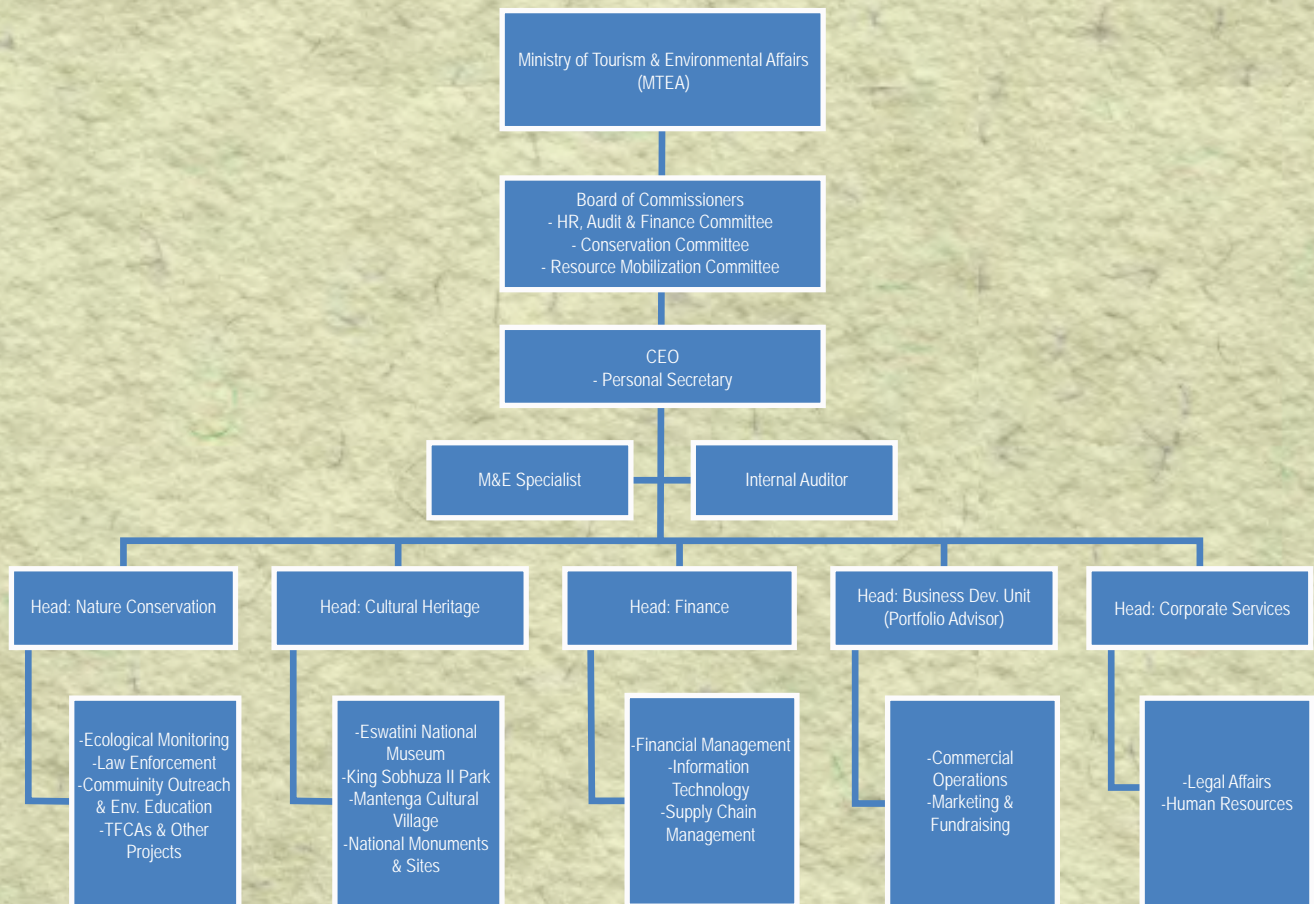
**Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• GoS subvention</li> <li>• Relatively adequate asset base, functional work tools, resources and infrastructure</li> <li>• Operational for over 40 years</li> <li>• Affiliation to international organizations</li> <li>• Website with relatively detailed information</li> <li>• GoS's commitment to developing infrastructure</li> <li>• Radio programme</li> <li>• Legislative framework supporting the functions of the ENTC</li> <li>• Specialized skills especially with regard to management &amp; technical staff</li> <li>• Commencement of capital project development</li> <li>• Board committed and objective</li> <li>• Competitive advantage among tourism operators e.g. treetop canopy, culture program</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed implementation of the restructuring process, e.g. HR related issues, commercial department</li> <li>• Failure to domesticate some international conventions</li> <li>• Low morale and lack of team work leading to poor commitment</li> <li>• Poor internal communication and information dissemination</li> <li>• Absence of a performance appraisal system</li> <li>• Incomplete technical skills base at board level</li> <li>• Inadequate ICT skills among staff</li> <li>• Deficiency in Policies e.g. confidentiality, communication &amp; training policies/ plan</li> <li>• Functional overlaps with EEA with regards bio-diversity conservation (Biodiversity Management Bill)</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of social partners e.g. union, establishes a forum for deliberating and addressing issues</li> <li>• Development of a structured capacity building program e.g. (utilization of SPEA) Twin with similar organizations - skills transfer</li> <li>• Develop comprehensive advocacy strategy</li> <li>• Diversified funding streams; e.g. fundraising, access to donor funding</li> <li>• Conservation is steadily becoming a priority in the world agenda</li> <li>• TFCA's are opening markets previously inaccessible</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed implementation of some components of the restructuring e.g. HR related issues, commercial department</li> <li>• Failure to domesticate some international conventions</li> <li>• Low morale and lack of team work leading to poor commitment</li> <li>• General global recession</li> <li>• Poor internal communication and information dissemination</li> <li>• Loss of credibility due to the perception of lack of value of services rendered.</li> </ul>



# 4.0 ENTC OPERATIONAL MODEL/ GOVERNANCE

There are two levels of governance, i.e. the Board of Commissioners and Executive Committee (Executive Management). The Board has three Subcommittees namely, the HR, Audit and Finance Committee, the Conservation Committee and the Resource Mobilization Committee (which is an Ad Hoc Committee under the HR, Audit and Finance Committee). Operationally, there are 4 Departments and a Business Development Unit.



# 5.0 **KEY PROGRAMME AREAS AND STRATEGIC OBJECTIVES**

The SNTC has two core programmes, i.e. Nature Conservation (with 5 Sub-programmes as operational units) and Cultural Heritage (with 4 Sub-programmes as operational facilities), and these two core programmes are also referred to as Departments. These Departments are supported by the following:

The Office of the CEO, the Finance and Administration Department, and Business Development.

At the strategy level, the Nature Conservation and Cultural Heritage Departments are guided by strategic issues that inform strategic objectives, impact indicator, operational objectives and expected results.

## **5.1 Nature Conservation Department**

### **The overall objective/Goal:**

To Safeguard and effectively manage biodiversity assets within the proclaimed and gazetted Protected Areas (PAs) through innovative approaches towards ensuring their long-term persistence.

### **Sub-programme 1: Management Effectiveness of Protected Areas**

#### **Strategic Issue 1: Management Plans with Business Plans and Financial Plans**

There is lack of up-to-date Protected Areas Management Plans. Hence lack of effective and efficient implementation of Management effectiveness assessment tools.

**Associated Strategic Objective:** To develop, implement and continuously monitor and evaluate up-to-date Protected Areas Management Plans.

#### **Impact Indicator**

- Number of revised and implementable Protected Areas Management Plans
- Number of implementable and viable Protected Areas Business Plans and positive increase in revenues
- Number of effective Financial Plans for Protected Areas and financial achievements as per financial sustainability score cards

#### **Operational Objective**

- To assess and monitor Protected Area Management Effectiveness (PAME) across ENTC Parks.

#### **Expected Results (Outputs/Outcomes):**

- Effective and efficient Protected Areas Management plans in place Plans and Financial Plans
- Appropriate Tools for the assessment of Management Effectiveness of Protected Areas developed
- Enhanced capacity of staff to efficiently and efficiently implement programmes



<b>Management Effectiveness of Protected Areas</b>	
<b>Expected Deliverable</b>	<b>Target</b>
Game re-introductions in all ENTC nature reserves.	Genetic pool and reproductive performance of game enhanced through game re-introductions at Malolotja and Mlawula by 2022.
Establishment of commercial nurseries of flagship indigenous flora species.	Three commercial nurseries up and running at Malolotja, Mantenga and Mlawula by 2021.
Establishment of a botanical garden at Mantenga Nature Reserve.	A thematic botanical garden established by 2020/21
Old hiking trails rehabilitated, and new hiking trails established at Malolotja and Mlawula.	All hiking trails rehabilitated by end of 2019 and 2 new hiking trails established at Malolotja and Mlawula by 2020.
Increase in game numbers.	Game increased by 30% in all nature reserves by end of 2020.
Cold rooms for sustainable sale of game meat in all nature reserves.	At least two (2) cold rooms available at (Mlawula and Malolotja) by 2019. All nature reserves have a cold room by 2022.
Game species Watering holes to combat effects of drought and loss of game.	At least five (5) watering holes established at Mlawula Nature Reserve by 2020.

## **Sub-programme 2: Ecological Research and Monitoring**

### ***Strategic Issue 1: Scientific data and information***

There is a need to effectively update information on the status of the fauna and flora within the parks through long-term monitoring thus resulting in improved ecological knowledge for decision making. Currently, there is lack of strategic planning for species conservation.

***Associated Strategic Objective:*** To continuously generate information through ecosystem monitoring, ecosystem management, and ecological research for decision making and policy making.

#### **Impact Indicator**

- Number of species databases developed.
- Number of species conservation management plans in place

#### **Operational Objective**

-To ensure that ecological data is updated

#### **Expected Results (Outputs/Outcomes):**

- Available up-to-date ecological information, e.g. species conservation status review
- Evidence-based and effective biodiversity conservation planning
- Enhanced capacity of staff to efficiently and efficiently implement conservation management programmes.



<b>Ecological Research and Monitoring</b>	
<b>Expected Deliverable</b>	<b>Target</b>
Sustainable ecosystem management programmes tools.	Healthy ecosystems in all nature reserves by 2022.
Invasive Alien Plant Species IAPS combating strategies.	IAPS reduced by 50% in 2021.
Research outputs (incl. Targeted Scenario Analysis: Business As Usual vs Sustainable Ecosystem Management)	To produce two working papers and one journal publication per year from 2020.

### **Sub-programme 3: Law Enforcement**

#### **Strategic Issue 1: *Anti-Poaching***

There is alarming poaching of wild fauna and flora hence the urgent need to reduce the threats on the biodiversity

#### ***Associated Strategic Objective:***

To ensure effective and efficient Law enforcement and anti-poaching units and strategies are in place.

#### **Impact Indicator**

- Reduced poaching or threat incidents
- Increased wildlife numbers
- Staff compliment of law enforcement officers in accordance with required standards

#### **Operational Objective**

-To intensify law enforcement activities through continuous strategic patrols

#### **Expected Results (Outputs/Outcomes)**

- Improved law enforcement capacity
- Established partnerships with law enforcement/security cluster agencies
- Adoption of the SADC Law Enforcement and Anti-Poaching Strategy
- Adequate number of Rangers recruited
- Enhanced capacity of staff to efficiently and efficiently implement programmes

<b>Law Enforcement</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Increased and intensified Spatial Monitoring and Reporting Tool (SMART) patrols.	Patrols to improve by 50 % by 2021.
Reduced poaching incidents.	Poaching to drop 80% by the of 2022.
Community volunteers programme.	To have approx. 10 community volunteers in each nature reserve by 2021.

### **Sub-programme 4: Community Outreach and Environmental Education**

#### **Strategic Issue 1: *Public awareness, education and participation***

There is a need to enhance awareness raising, education and public participation (inclusivity in conservation) and knowledge management.

***Associated Strategic Objective:*** To increase awareness through the National Environmental Education and Community Outreach Programmes.

**Impact Indicator:** Number of awareness raising programmes developed

#### **Operational Objectives**

- To develop innovative programmes





- To improve relations with neighboring communities

**Expected Results (Outputs/Outcomes):**

- Using social media as an awareness raising platform
- Developing an internship and volunteer programme
- Enhanced and upgraded education centres
- Improved sustainable utilization of natural resources
- Enhanced capacity of staff to efficiently and efficiently implement programmes

<b>Community Outreach and Environmental Education</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Innovative community outreach programme/Community engagement platforms.	To have revitalized community outreach programmes in all three (3) nature reserves by end of 2019/beginning of 2021 Financial year.
Refurbished Environmental Education Centres.	By end of 2019 at least one (1) EECs is up and running. All EECs fully operational by 2022.
Local, regional and international researchers.	Increase bookings by 50% by 2021.
Increased Visitors and patronage.	Increase visitor numbers by 100% by 2022.

**Sub-programme 5: Transfrontier Conservation Areas (TFCAs) (Incl. SNPAS project)**

**Strategic Issue 1: *Mainstreaming biodiversity and protected area expansion***

Mainstreaming biodiversity and protected area expansion through landscape initiatives and investment in ecological infrastructure is critical.

**Associated Strategic Objective:** To create linkages with Mozambique and South Africa through transboundary conservation of the natural and cultural heritage.

**Impact Indicator:** Number of Community Conservancies developed

**Operational Objective**

- To effectively conserve biodiversity across the three (3) countries

**Expected Results (Outputs/Outcomes):**

- Established functional transboundary governance structure
- Cross-border fire management programme implemented
- Enhanced capacity of staff to efficiently and efficiently implement programmes

<b>Lubombo Transfrontier Conservation Areas (LTFCAs)</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Eco lodges established.	At least one community ecolodge fully operational by end of 2019.
Cross-border tourism products.	At least new cross-boarder products launched by 2021.
Champions Forum of entry-point conservationists.	A conservation champion's forum launched by 2021.



### Other key initiatives under consideration during this Strategy period:

#### At Malolotja Nature Reserve:

- Development of a Snake Park
- Butterflies Hub
- A 9-hole Golf Course (under consideration)
- A Protea botanical garden
- A horticultural botanical garden (adaptable fruit trees, apples, peas, plums, peaches, etc.)
- Horses/Camels for riding
- Development of world class hiking trails
- Infrastructure development (road network)
- Robust marketing

## 5.2 Cultural Heritage Department

### The overall objective/Goal:

To effectively and efficiently promote Eswatini's cultural heritage preservation by applying best practice, environmental justice, culture sharing and sustainable use.

### Sub-programme 1: Eswatini National Museum, Sub-programme 2: King Sobhuza II Park and Sub-programme 3: Mantenga Cultural Village (Living Museum)

The purpose of these unique facilities is the preservation and presentation of the richness of Swazi culture, history and way of life. The National Museum is a repository of Swazi culture, history and national heritage presented through exhibitions. The King Sobhuza II Park documents King Sobhuza II's history relating to development in Eswatini. The Mantenga Cultural Village is a living museum showcasing Swazi lifestyle and living; appropriately located in the traditional cultural precinct of Lobamba.

### **Strategic Issue 1: *Decimation of cultural and historical heritage artefacts and values***

Intangible and tangible cultural artefacts documented and preserved.

### **Strategic Issue 2: *Knowledge management***

Information, skills and indigenous knowledge systems in place.

### **Strategic Issue 3: *Implementation of international, and regional conventions and agreements***

Strengthened institutional capacity to engage in processes of proclaiming identified cultural heritage and historical sites, as accorded by the signing and ratification of international and regional agreements.

### **Associated Strategic Objective (long term):**

Preserve cultural heritage artefacts and intangible cultural heritage.

### **Impact Indicator (Objectively verifiable indicator):**

Effective functioning under the National Museum.



### **Operational Objective**

- To enhance the preservation of Swazi culture; both tangible and intangible, history and way of life.

### **Expected Results (Outputs/Outcomes):**

- National Collections Policy for the Museum developed and implemented.
- Regional Museums and a National Art Gallery development initiated
- Improved documentation and exhibitions of cultural heritage (i.e. Swazi culture, history and way of life).
- A living museum of cultural heritage maintained through a prototype Swazi Homestead and live cultural performances.
- Increased and diverse proclaimed cultural heritage and historical sites.
- Knowledge management strategy for indigenous knowledge systems developed and implemented
- Enhanced capacity of staff to efficiently and efficiently implement programmes.

<b>Eswatini National Museum</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Museums	To establish 4 museums in 4 towns by 2022
Revamped national museum	To have the national museum revamped and upgraded by 2022.
Domesticate 2003 Convention	To translate the 2003 Convention and ICH at least 150 elements documented by 2022
Increased revenue	Revenue increased by 50% by 2021.

<b>King Sobhuza II Park</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Revamped King Sobhuza Park	To have a refurbished KSP by 2022.
Gardens weddings	To host at least 4 garden weddings per month from 2021.
Increased revenue	Revenue increased by 50% by 2021.

<b>Mantenga Cultural Village (Living Museum)</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Local, national, regional and international visitors	Increase visitor numbers by 300% by 2022.
Cultural products	Diversified cultural performances and events (Incl. traditional dishes).
Increased revenue	Revenue increased by 300% by end of 2021.

### **Sub-programme 4: National Monuments and sites**

- i. Ngwenya Mines Interpretation Centre (Identification and development of monuments to tourist facilities)
- ii. Archaeological/historical research



**Strategic Issue 1: Declaration of heritage sites**

Some heritage sites and monuments to be declared as national monuments for protection through the ENTC Act.

**Strategic Issue 2: Stakeholder engagements**

Improved partnerships and stakeholder engagements.

**Associated Strategic Objective:**

To enhance tourism in the country through the protection of monuments and heritage sites.

**Impact Indicator:**

-Number of monuments and heritage sites protected, proclaimed and gazetted.

**Operational Objective**

- To increase awareness through engagement of partners and stakeholders.

**Expected Results (Outputs/Outcomes):**

- Increase in proclaimed National Monuments.
- Updated national register for monuments in the country
- Partnerships developed and formalized.
- Enhanced capacity of staff to efficiently and efficiently implement programmes.

National Monuments and sites	
Expected Deliverables	Target
National monuments	Add six new national monuments by 2021.
Community partnerships	Create at least six new community partnerships by 2021.
Business plans	To develop and finalize six new business plans by 2022.
Visitors	Increase visitor numbers by 500% by 2022.

**5.3 Business Development Unit****The overall objective/Goal:**

To ensure financial sustainability, through the provision of environmentally, socially and economically sustainable ecotourism products and services, and robust fundraising.

**Sub-programme 1: Commercial Operations:****Strategic Issue 1: Revenue generation**

The ENTC hospitality/commercial services to maximize revenue.

**Strategic Issue 2: Competitive business model**

Ensure competitive business model in place.

**Service delivery**

Provision of efficient, effective and economic service delivery.

**Marketing and sales**

Establishments and activities adequately marketed.

**Associated Strategic Objective (long term objective):**

-To contribute to financial sustainability.

**Impact Indicator (Objectively verifiable indicator):**

-Profit generated



- At least one competitive business model in place
- 50% positive feedback on service delivery
- Number of marketing and promotional products in place

<b>Commercial Operations</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Public-private partnerships/Joint-venture	To enter into three partnerships with 3 Commercial Operators by 2022.
E - Business	Venture into E- Business by 2022.
E- Marketing	Develop and Adopt an effective and efficient E- marketing system by 2022.
Marketing Management System (including a Robust Marketing Strategy).	Develop a robust marketing management system in order to increase Profits by 50% by 2020.
Improved Financial Performance	Enter into three effective Public-private partnerships/Joint-venture by 2022.
Business Analysis and management System	Develop and adopt an effective business and financial analysis tool by 2022
Quality Management System	Develop and adopt a quality management system by 2020.
ENTC Amendment Bill approved	New ENTC Amendment Bill approved by 2020 to enable Public Private Partnerships
Public-private partnerships/Joint-venture	To enter into three partnerships with 3 Commercial Operators by 2022.
<b>Other Expected Deliverables &amp; Targets</b>	
New Cabins at Malolotja Nature Reserve	To add 8 new cabins by 2022.
New premium Chalets at Mantenga Nature Reserve	To add at least 4 premium chalets by 2022.
Establish a new Team-building Campsite at Mantenga	New team building camp at Mantenga by 2020.
Tented camps	To add 2 tented camps at Malolotja Nature Reserve
Local, national, regional and international visitors	To increase visitor numbers to business unit by 500% by 2022.
Local, national, regional and international visitors	To increase occupancy rate by 500% by 2022.
Revenue	To increase revenue by 500% by 2022.

### **Sub-programme 2: Fundraising:**

The purpose of the sub-programme is to augment ENTC financial base through initiating and implementing a robust fundraising strategy. Attached herewith is a list of possible strategies that will be implemented.

#### **Strategic Issues:**

##### **Strategic Issue 1: Fundraising**

The reliance on government subvention has rendered ENTC unable to raise funds to support conservation and commercial services.



## Strategic Issue 2: Partnerships

Engagements with strategic partners for product development, investment in conservation of natural and cultural heritage, as well as business operations.

### Associated Strategic Objective:

Optimise organisational financial sustainability through income diversification (i.e. multiple streams of funding).

### Impact Indicator:

ENTC to be financially sustainable by year 5 of strategy period.

### Operational Objective:

Operationalise fundraising programme and engage strategic Public Private Partnerships (PPPs).

### Expected Results (Outputs/Outcomes):

- Profile PPPs and signed MOUs
- Realised growth in revenue generation through various streams of funding
- Long term financial sustainability for ENTC
- Enhanced capacity of staff to efficiently and efficiently implement programmes

Fundraising	
Expected Deliverables	Target
Major Donor (Large Gift) fundraising	To have at least 3 major donors by 2021.
Legacy fundraising	To have at least 4 agreements by 2022.
Membership (Small Gift) fundraising	To have at least 50 members by 2021.
Merchandising fundraising	To have a variety of ENTC merchandise by end of 2019
Corporate fundraising	To establish funding relations with at least 2 corporates by 2021.
Business and Industry Engagements fundraising	To establish at least 2 business/industry deals by 2022.
Government and Aid Agencies (GAA) fundraising	To leverage 2 major funding deals by 2022.
Foundation fundraising	To establish relations with at least 2 Foundations by 2022.

## 5.4 Finance Department

### 5.4.1 Financial Management

To make sure that timely, accurate and transparent financial information is produced for the users of the ENTC financial statements. To advise the CEO on financial decisions that enhance sustainability of the organization. Management of the ENTC cash flow. Evaluation of the ENTC financial performance. To ensure that the ENTC financial operations are compliant with the international financial reporting standards as well as the national statutory requirements. To attend to debtor and creditor queries and problems by ensuring prompt payment and collection of all ENTC dues. To supervise stock taking and controlling/monitoring stocks within ENTC. To liaise with the auditors to facilitate auditing of ENTC books of accounts and stocks. To supervise payment of wages and salaries to all ENTC officers on or just before 20th of each month.



<b>Financial Management</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Financial and accounting policy	Revised and approved Accounting Manual and Procedures in place by end of 2019. Compliancy with ENTC and government policies guaranteed by 2019.
Revenue Management System	To Develop and integrate the revenue management system with the financial system by 2021
Effective Control environment	Build an effective system of internal <b>controls</b> and operate it in order to achieve strategic objectives and provide reliable financial reports
IFMIS (COA and TSA)	To integrate ENTC Financial system with the Treasury accounting system (Fully comply with public sector financial reforms by 2022)
Cash Management System	To achieve zero Payment arrears by 2022
Full Adoption of PFM and IFRS	Full compliance with PFM act and full adoption of IFRS by 2022
Unqualified Audit Opinions	To achieve timely and accurate reporting by 2021

#### **5.4.2 Information Technology**

Monitoring and maintaining computer systems and networks. Installing and configuring computer hardware operating systems and operations. Oversee the administration and maintenance of company's technological infrastructure. Update computer software's and networks. Test and evaluate new technology.

<b>Information Technology</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Revenue and booking system	Robust IT system delivered by 2021.
ENTC Website	A new innovative and more interactive website by 2019
HI-TEC Security system	Direct domain service for ENTC staff and backup it in the cloud.by 2022
A wireless Hotspot management system	A world class wireless Hotspot management system for the parks by 2020

#### **5.4.3 Supply Chain Management**

To ensure that value for money is achieved in the sourcing of goods and services. To obtain goods and services in response to internal operations of the ENTC. Manage the procurement process and the supply efficiently and effectively through identifying opportunities and managing internal operations. To efficiently and effectively manage accounts receivables and accounts payables. To ensure proper management of inventory and other assets.



<b>Procurement/Supply Chain Management</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Supply chain management system/Procurement policy	Revised and updated Procurement Policy in place by end of 2019. Compliancy with ENTC and Government policies guaranteed by 2019.
Appointment of Supply Chain Manager/Procurement	A Supply Chain Manager/Procurement Manager appointed by 2022.
E- procurement system	Develop an E- procurement system in line with the public sector SCM by 2022
Inventory Management System	Develop and adopt an effective and efficient inventory management system by 2020

## **5.5 Corporate Services Department**

### **5.5.1 Human Resource Services**

Maintain the work structure by updating job requirements and job descriptions. Develop and implement policies including working conditions, performance management and disciplinary procedures. Design appropriate systems and methods for implementation of policies. Analysing training needs in conjunction with departmental managers and administer training budget. Administering and maintaining staff record. Ensure welfare of staff. Interpret human resource policies to staff. Conduct recruitment of staff in conjunction with management. Engage in negotiations between staff and their representatives. Deal with industrial relations issues.

<b>Human Resource Services</b>	
<b>Expected Deliverables</b>	<b>Target</b>
A compendium of HR policies	Revised and new HR policies approved by end of 2020.
Performance Management System	New PFM unveiled and implemented by beginning of 2020. Performance enhanced by end of 2020.
High performing teams	All departments comprise high performing teams for effective and efficient delivery of ENTC mandate by 2022.
Acceptable Staff Turnover	Reduced staff turnover by enhancing benefits and rewards.
Stable Work Environment	Enhanced Job Security for all employees and increase in staff betterment by 2022.

### **5.5.2 Legal services**

Advise all departments on legal issues. Conduct legal analysis and research. Assist in drafting legal documents, memoranda, opinions and other briefings. Work with relevant stakeholders in harmonising conservation policies and Legal instruments. To perform company secretarial duties for ENTC Board. Manage and critically analyse contractual agreements between the Commission and other stakeholders. Provide legal support to the CEO. Provide timely and accurate legal advice to the Commission





on all Laws, regulations and policies. Actively involved in the preparation and drafting of Acts, legal submissions and legal authoritative opinions. Assist Human Resource department on industrial relations and other legal issues. Assist in reviewing legal documents and draw up formalities regarding settlement of disputes and monitoring implementation of legal documents and clauses.

<b>Legal services</b>	
<b>Expected Deliverables</b>	<b>Target</b>
Multi-disciplinary in-house edge legal services	By 2020 the ENTC has a highly effective and efficient legal office.
Good Corporate image and efficient stakeholder relationships.	Ensure that by 2020 the ENTC has a good corporate image and efficient stakeholder relationships.
Defend and protect the interests of the Company	Ensure that by 2020 the ENTC's interest should be safeguarded and protected. Make compliance easy.
Deliver on strategic transactions, initiatives and key Corporate development transactions	Ensure that the ENTC enters into legal, well-structured and compliant agreements and MOU's with law, company values, and strategic objectives.
Deliver on a conducive and appropriate legal environment within and without the ENTC.	Ensure and provide counsel to minimize legal risk and costs, reduce litigation exposure, and ensure legal compliance, and to do so efficiently, expeditiously, reliably and professionally, by 2020.



# 6.0 RISK MANAGEMENT

Risk is an inherent component of strategic processes and governance at the ENTC, hence the necessity to articulate associated potential and anticipated risks through rigorous risk analysis within the context our legal and regulatory requirements, business drive and strategic objectives. A risk analysis will inform management and the board on resources needed to regulate and manage risk, in order to minimize exposure and ultimate failure.

Table 3 below is a list of 12 key risks that may affect realisation of our strategic objectives:

**Table 3: Detailed Risk Analysis Matrix for the ENTC**

<b>Risk Name</b>	<b>Risk Description</b>	<b>Impact of Risk</b>	<b>Mitigation Measures</b>
<b>1. Government support, funding</b>	Declining government subvention and capital funding	<ul style="list-style-type: none"> <li>• Uncertainty in implementation of mandate and objectives.</li> <li>• Security of natural and cultural resources not guaranteed due to lack of resources for protection and conservation.</li> <li>• Job insecurity,</li> <li>• compromised human capacity</li> </ul>	<ul style="list-style-type: none"> <li>○ Present focused strategic plan to Government</li> <li>○ Implement financial sustainability strategy</li> <li>○ Improved operational efficiency</li> <li>○ Engage private sector to facilitate partnerships</li> <li>○ Strengthen Business development initiatives</li> </ul>
<b>2. Ecological Research and Monitoring</b>	Species management including control of AIPS	<ul style="list-style-type: none"> <li>• Lack of a focused ecology and research plan; and</li> <li>• An implementation strategy</li> <li>• Lack of resources and adequately qualified personnel.</li> <li>• No strategy for eradication of AIPS</li> <li>• No conclusive biodiversity survey</li> </ul>	<ul style="list-style-type: none"> <li>○ Conduct a biodiversity survey for all the parks to have a precise status report.</li> <li>○ Propose an implementation plan with a budget for ecosystem services monitoring</li> <li>○ Implementation strategy for eradication of AIPS.</li> <li>○ Capacity enhancement for staff.</li> </ul>
<b>3. Awareness raising and community engagements</b>	<p>Awareness raising programmes on conservation of Natural and Cultural Heritage not adequate and responsive.</p> <p>Inadequate Community engagement programmes.</p>	<ul style="list-style-type: none"> <li>• Public not well informed on ENTC objectives, hence their role as citizens towards conservation.</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop a comprehensive awareness and community engagement programme;</li> <li>○ Develop a communications strategy to complement awareness; use of social media, outreach programmes, etc</li> </ul>
<b>4. Lack of resources and capacity for planning and undertaking Cultural heritage research, documentation and inventory</b>	The National Museum is a repository for all artefacts of cultural and historical import (tangible and intangible)	<ul style="list-style-type: none"> <li>• Collection of artefacts hindered by lack of resources,</li> <li>• Stagnation of Inventory, research and documentation</li> <li>• Inadequate artefacts to use for exhibitions on thematic subjects</li> </ul>	<ul style="list-style-type: none"> <li>○ Drafting and implementing a collections policy</li> <li>○ Capacitate staff to undertake research</li> <li>○ Budget and equipment to undertake research and collections</li> </ul>



<p><b>5. Stalled progress in proclamation of natural and cultural heritage assets</b></p>	<p>ENTC mandate includes proclamation of other assets of intrinsic value, which has been slow to take full effect.</p>	<ul style="list-style-type: none"> <li>• Destruction and dilapidation of some assets continues unabated</li> <li>• Exposure to elements, like climate change and exploitation</li> <li>• Loss of invaluable tangible assets</li> <li>• Communities losing opportunities for sustainable livelihoods through conservation and sustainable use of assets</li> </ul>	<ul style="list-style-type: none"> <li>○ Listing of known assets that are conservation and protection worthy</li> <li>○ Budget to resume process of proclamation; including engagement with communities where assets are found</li> </ul>
<p><b>6. Inadequate Promotion and marketing of Eco-tourism products and services</b></p>	<p>Lack of marketing strategy renders ENTC Eco-tourism products and service not exposed tourism markets,  Road signage limiting access to facilities</p>	<ul style="list-style-type: none"> <li>• Loss of revenue and potential to attract more clients</li> <li>• Losing clients to other tourism industry operators.</li> <li>• No improvement in product and service offerings</li> </ul>	<ul style="list-style-type: none"> <li>○ Drafting and implementing a vibrant Business and marketing strategy</li> <li>○ Development of Business plans to focus on the potential for each facility.</li> <li>○ Ongoing Product development and enhancement</li> <li>○ Regular monitoring and reporting</li> </ul>
<p><b>7. Lack of coordination for Conservation of Biodiversity</b></p>	<p>Biodiversity conservation is a core mandate of ENTC, but without a concerted strategy and implementation plan, the natural resources are not well captured and documented</p>	<ul style="list-style-type: none"> <li>• The natural resources are exposed and lost to poaching, climate change, AIPS invasion.</li> <li>• Value of ecosystems not captured.</li> <li>• Biodiversity programmes and activities not reflecting capacity for ENTC as lead agency.</li> </ul>	<ul style="list-style-type: none"> <li>○ Development and introduction of Integrated Management Plan</li> <li>○ Implementation of a comprehensive biodiversity conservation strategy, incorporating SDGs</li> <li>○ Conduct a study to determine the value of ecosystem services.</li> <li>○ Capacity enhancement for staff in GIS, project management, field surveys and monitoring</li> <li>○ Wildlife and law enforcement policy at national level</li> </ul>
<p><b>8. Conflicting Land use interests</b></p>	<p>Threats of other land use interests within protected areas has been on the agenda in various fora.  Mining has been cited as imminent</p>	<ul style="list-style-type: none"> <li>• Further reduction in the estate under conservation would reverse the objective of meeting the IUCN targets as well as the AICHI targets</li> <li>• Loss of species and value of ecosystems services.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>○ Engaging government to seriously consider prioritizing biodiversity conservation</li> <li>○ Passing of the ENTC Bill into law</li> <li>○ Presenting to government and other stakeholders an empirical study on the value of ecosystem services</li> </ul>
<p><b>9. Persistent Natural disasters</b></p>	<p>Due to climate change elements and human interference conservation assets are susceptible to natural hazards like Veld fires, flooding, drought,</p>	<p>The natural hazards expose cultural and natural resources to loss, possible extinction, loss of habitat and protection.</p>	<ul style="list-style-type: none"> <li>○ In the Biodiversity conservation strategy include a disaster preparedness and resilience component.</li> <li>○ Present an empirical study on the value of ecosystem services.</li> </ul>



<p><b>10. Domestication and implementation of MEAs</b></p>	<p>Eswatini is a signatory to a number of MEAs; which require resources for domestication and implementation.</p>	<ul style="list-style-type: none"> <li>• Opportunities for further support by international agencies are limited due to failure to domesticate MEAs</li> <li>• Conflicting interests assess and use of natural and cultural resources compromise implementation of some MEAs.</li> </ul>	<ul style="list-style-type: none"> <li>○ Mainstreaming of MEAs within relevant stakeholders to augment resources for implementation</li> <li>○ Mobilise strategic partnerships with relevant partners</li> <li>○ Engage end-user stakeholders in the process of domestication and implementation.</li> <li>○ Improve capacity at strategic organisation level; e.g. legal, finance and technical.</li> </ul>
<p><b>11. Inadequate Human resource capacity</b></p>	<p>The anticipated transformation of ENTC would require appropriately qualified staff with specialized skills; e.g. IT, Project management, programmes development, business plan development,</p>	<ul style="list-style-type: none"> <li>• Inability to execute functions at strategic and technical level,</li> <li>• No performance appraisal system</li> <li>• Lack of monitoring and evaluation of programmes and activities to determine level of success.</li> <li>• Undefined organizational structure to determine appropriately the nomenclature</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop and implement a Recruitment, retention and training policy.</li> <li>○ Introduction of a performance appraisal system Upskilling and motivation of staff</li> <li>○ Skills redeployment for maximum efficiency and delivery of services</li> </ul>
<p><b>12. Lack of policy for maintenance of infrastructure</b></p>	<p>Most infrastructure developed without maintenance plan.  Maintenance of infrastructure is done haphazardly.</p>	<ul style="list-style-type: none"> <li>• The level of dilapidation of infrastructure and assets is high due to lack of maintenance plan and budget.</li> <li>• Vulnerability of Infrastructure is exacerbated by exposure to extended usage and the elements; extreme weather,</li> </ul>	<ul style="list-style-type: none"> <li>○ Imperative to develop a maintenance plan.</li> <li>○ Source capital funding for maintenance of infrastructure</li> </ul>



# 7.0

# IMPLEMENTATION FRAMEWORK

Departmental<sup>1</sup> Implementation Schedules have been developed and shall guide the implementation process of this Strategic Plan. Further, the various roles and responsibilities of key stakeholders in implementing the Strategic Plan will be inspired by the Stakeholder Analysis presented in Table 4. Most importantly, implementation of the Strategic Plan will be through the Annual Performance Plans called Work Plans.

## 7.1 Stakeholder Analysis

Key stakeholders were identified and engaged and analyzed accordingly as presented in the table below (see Table 4).

**Table 4: Detailed Stakeholder Analysis**

Stakeholder	Interest from SNTC	SNTC Expectations
<b>Eswatini Government (MTEA)</b>	<ul style="list-style-type: none"> <li>• Implementation of conservation mandate.</li> <li>• Implementation of ministry's strategic plan</li> <li>• Lead agency on matters of cultural and natural heritage conservation</li> <li>• Product development and provision of Eco-tourism services</li> <li>• Contribution to the Eswatini's GDP through tourism and hospitality services</li> </ul>	<ul style="list-style-type: none"> <li>○ Continued support from government; financial and resource input, since conservation is a public responsibility</li> <li>○ Prioritisation of conservation as a means for supporting sustainable livelihoods and mitigation of climate change challenge.</li> </ul>
<b>UNDP (other UN agencies)</b>	<ul style="list-style-type: none"> <li>• Implementation of MEAs concerned with conservation of cultural and natural heritage.</li> <li>• Implementation of SDGs,</li> <li>• Compliance with IUCN targets; AICHI targets</li> </ul>	<ul style="list-style-type: none"> <li>○ Support (financial and resource input) in implementation of MEAs, SDGs and compliance to IUCN, AICHI targets.</li> <li>○ Linkages to other strategic support agencies.</li> </ul>
<b>Public Enterprise Unit (PEU)</b>	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Reporting</li> <li>• Implementation of periodic circulars</li> </ul>	<ul style="list-style-type: none"> <li>○ Support ENTIC strategic plan by providing linkage with various government departments, ministries and cabinet.</li> <li>○ Provide surety for ENTIC.</li> </ul>
<b>ENTC Board of Commissioners</b>	<ul style="list-style-type: none"> <li>• Implementation of policies and programmes</li> <li>• Achievement of planned KPI and targets</li> <li>• Preparation and delivery of management and operational plans.</li> <li>• Adherence and compliance with relevant legislation and policies; including financial accountability and procurement.</li> </ul>	<ul style="list-style-type: none"> <li>○ Policy direction and oversight role</li> <li>○ Instill Corporate governance culture,</li> <li>○ Adoption and approval of Strategic plan (with implementation plan and budget)</li> <li>○ Courtesy visits to ENTC facilities for familiarisation</li> <li>○ Attend ENTC functions and events (as and when requested)</li> </ul>
<b>UNISWA</b>	<ul style="list-style-type: none"> <li>• Facilitate a memorandum of collaboration and cooperation</li> <li>• To offer a platform for research on various themes both cultural and natural heritage.</li> <li>• Afford students a place for Internships and learnerships.</li> </ul>	<ul style="list-style-type: none"> <li>○ Structured research programmes</li> <li>○ Collaboration in research, training and community engagements on sustainable livelihoods programmes</li> <li>○ Mainstreaming of environment and sustainability programmes.</li> </ul>
<b>Local Communities</b>	<ul style="list-style-type: none"> <li>• Facilitate awareness raising and education on sustainable use of natural resources,</li> <li>• Exposure to skills and empowerment on sustainable livelihoods</li> <li>• Facilitate linkages with other relevant agencies for support</li> <li>• Community outreach programmes</li> </ul>	<ul style="list-style-type: none"> <li>○ Cooperation and participation in conservation efforts, sustainable livelihoods and contribution to cultural inventory</li> <li>○ Undertake activities that seek to promote and maintain Swazi cultural values</li> </ul>

<sup>1</sup> Key Programme Areas.



<b>Institutions of Learning Schools / students (Education fraternity)</b>	<ul style="list-style-type: none"> <li>• Provide a platform for Experiential learning</li> <li>• Feature exhibition themes relevant to topical issues.</li> <li>• Conduct extensive schools outreach activities</li> <li>• Contribute to revision of schools curriculum</li> </ul>	<ul style="list-style-type: none"> <li>○ Infuse conservation topics in the curriculum</li> <li>○ Undertake excursions to ENTC facilities for experiential learning</li> <li>○ Mainstream environment and sustainability in education programmes and activities</li> </ul>
<b>Eswatini Tourism Authority (ETA)</b>	<ul style="list-style-type: none"> <li>• Eco-tourism product development</li> <li>• Improved domestic tourism service offerings</li> <li>• Improved and well maintained tourism infrastructure</li> <li>• Grading and standards compliance</li> </ul>	<ul style="list-style-type: none"> <li>○ Marketing of ENTC tourism business products and services</li> <li>○ Facilitating platforms for growth of tourism business; e.g. Tourism Indaba, hosting tour operators</li> <li>○ Promotion of responsible tourism</li> </ul>
<b>Eswatini Environment Authority (EEA)</b>	<ul style="list-style-type: none"> <li>• Implementation of relevant environmental policies and programmes</li> <li>• Compliance and adherence to environment best practice in our operations, programmes and activities</li> <li>• Collaboration and cooperation in various thematic areas of common interest</li> </ul>	<ul style="list-style-type: none"> <li>○ Partner with ENTC in implementation of various MEAs,</li> <li>○ Avail resources through NEF for ESD related projects and activities</li> <li>○ Collaboration in implementing UN calendar of activities; World Environment Day, Wetlands day, Biodiversity day,</li> <li>○ Key stakeholders on Biodiversity Conservation related matters</li> </ul>
<b>Government Departments</b>	<ul style="list-style-type: none"> <li>• Collaboration and cooperation on implementation of relevant strategic areas of common interest.</li> <li>• Compliance with relevant legislation and policy.</li> <li>• DATA sharing</li> </ul>	<ul style="list-style-type: none"> <li>○ Collaborative support in implementation of programmes and activities.</li> <li>○ Strategic interventions in implementing of strategic plan.</li> </ul>
<b>Private sector</b>	<ul style="list-style-type: none"> <li>○ Competitive hospitality service offering</li> <li>○ Facilitation of procurement and service contracts.</li> </ul>	<ul style="list-style-type: none"> <li>○ Adoption of Public and Private Partnerships,</li> <li>○ Opportunities for Investment in infrastructure and product development (e.g. Zoological and botanical theme park).</li> <li>○ Boost ENTC revenue collection by using our hospitality facilities.</li> <li>○ Support domestic tourism</li> <li>○ Stakeholders in support responsible tourism initiatives</li> </ul>
<b>Tourists</b>	<ul style="list-style-type: none"> <li>• Competitive tourism products and services</li> <li>• Excellent customer service,</li> <li>• Expansion of eco-tourism products and adventure packages.</li> </ul>	<ul style="list-style-type: none"> <li>○ Appreciation of tourism service offerings</li> <li>○ Constructive commentary on customer service</li> <li>○ Ambassadors for sharing the Eswatini experiences in destination countries.</li> </ul>
<b>Researchers</b>	<ul style="list-style-type: none"> <li>• Sharing of empirical data and ancillary information.</li> <li>• Research agenda focused on achieving biodiversity and cultural heritage goals.</li> <li>• Contribute resources and logistical support for conducting research</li> </ul>	<ul style="list-style-type: none"> <li>○ Contribute to the ENTC research agenda on the conservation of natural and cultural heritage.</li> <li>○ Strategic engagements through signing of MOUs on research agenda</li> <li>○ Donation of research publications.</li> </ul>
<b>Big Game Parks (Kings Office)</b>	<ul style="list-style-type: none"> <li>• Recognition</li> <li>• Co-management of the conservation agenda</li> </ul>	<ul style="list-style-type: none"> <li>○ Cooperation and collaboration</li> <li>○ Good governance</li> </ul>
<b>Traditional Healers and Herbalists</b>	<ul style="list-style-type: none"> <li>• Access to natural and cultural assets held by ENTC</li> <li>• Recognition</li> </ul>	<ul style="list-style-type: none"> <li>○ Cooperation on research and knowledge sharing</li> <li>○ Assist in data sharing and information packaging</li> <li>○ Good practice</li> </ul>
<b>MEDIA</b>	<ul style="list-style-type: none"> <li>• Access to information</li> <li>• Access to content on natural and cultural related issues</li> <li>• Access to ENTC tourism and hospitality facilities</li> </ul>	<ul style="list-style-type: none"> <li>○ Balanced and responsible reporting</li> <li>○ Engagement on publication of specific articles and advertising.</li> <li>○ Marketing of ENTC products and services</li> <li>○ Conservation stewardship</li> </ul>



## 8.0 *M*ONITORING AND EVALUATION (M&E)

After relevant Business Score Cards have been established for multiple levels of the organization, a strategy monitoring and evaluation process will be put in place to ensure that performance is reviewed and analyzed on a periodic basis. This strategy will further be subjected to a mid-term and end-term external review. The process will take into account emergent issues, why targets were not met, and changes in the environment that affect this plan. M&E frameworks have been formulated and developed for each Department, and these will serve as the basis for evaluation of performance and progress. Over and above that, all Work Plans shall have annual M&E Plans for continuous monitoring and assessment of progress to inspire mid-term Strategic Plan and Programmes re-design.



# 9.0

# SUMMARY BUDGET

To effectively implement this 5-year Strategic Plan Departmental Budgets were formulated and developed, and a summary is presented in Table 5 below.

**Table 5: Budget Summary for 2018 - 2022 and Medium Term**

Budget Control Items	2018	2019	2020	2021	2022
Fuel	0.456*	0.845*	1.224*	1.3464*	1.481*
Salaries	19.515*	23.861*	25.360*	25.568*	28.125*
Travel, Transport and Communication	0.564*	0.700*	1.140*	1.254*	1.380*
Professional Services	5.185*	4.721*	3.412*	3.753*	4.129*
Consumables	3.057*	3.725*	4.995*	5.495*	6.044*
Durables	0.020*	0.122*	8.473*	9.320*	10.252*
External transfers	0	0	0.400*	0.440*	0.482*
<b>TOTAL</b>	<b>28.797*</b>	<b>33.974*</b>	<b>45.004*</b>	<b>49.504*</b>	<b>54.455*</b>

\*Millions of Emalangi

**NB.** Financing for the implementation of the Strategic Plan will be based on the following sources: Government subvention with co-financing from international donor agencies, and revenue generated from the Business Development Unit. The ultimate aim is to gradually move away from Government subvention and become financially self-sustaining.

