



# MUNICIPAL COUNCIL OF MANZINI



# 2024 2030

## INTEGRATED DEVELOPMENT PLAN (IDP)



**Infrastructure  
Development**



**Sustainable  
Development**



**Smart City  
Initiatives**



**Social  
Development**



**Economic  
Development**



A City Inspired by Excellence





THE HEART OF ESWATINI

# MUNICIPAL COUNCIL OF MANZINI



MUNICIPAL COUNCIL OF MANZINI



# TABLE OF CONTENTS

|                                                                                                |         |
|------------------------------------------------------------------------------------------------|---------|
| ABBREVIATIONS:.....                                                                            | 8       |
| Mayor's Remarks .....                                                                          | 10      |
| Councillors.....                                                                               | 12 - 13 |
| Chief Executive Officer's Remarks .....                                                        | 14      |
| The Executives .....                                                                           | 15      |
| Management .....                                                                               | 16 - 17 |
| EXECUTIVE SUMMARY .....                                                                        | 19      |
| CHAPTER 1.0: OVERVIEW OF REVIEW AND DEVELOPMENT OF THE INTEGRATED DEVELOPMENT PLAN (IDP) ..... | 21      |
| 1.1 Introduction .....                                                                         | 21      |
| 1.2 Scope of Review and Development of the Integrated Development Plan (IDP) .....             | 22      |
| 1.3 IDP Methodology and Approach.....                                                          | 22      |
| 1.3.1 Phase 1: Preparation and Organization .....                                              | 22      |
| 1.3.2 Phase 2: Situational Analysis .....                                                      | 23      |
| 1.3.3 Phase 3: Strategic Planning .....                                                        | 23      |
| 1.3.4 Phase 4: Project Identification and Planning.....                                        | 23      |
| 1.3.5 Phase 5: Integration .....                                                               | 23      |
| 1.3.6 Phase 6: Approval of 2024-2030 Integrated Development Plan (IDP).....                    | 23      |
| 1.4 Manzini City Historical Background.....                                                    | 23      |
| 1.5 Manzini City Profile .....                                                                 | 24      |
| 1.6 City Locality .....                                                                        | 26      |
| 1.7 Institutional Profile.....                                                                 | 27      |
| 1.7.1 Mandate .....                                                                            | 27      |
| 1.7.2 Governance Arrangement .....                                                             | 28      |
| 1.7.3 Structural Arrangement.....                                                              | 28      |
| 1.8 Conclusion.....                                                                            | 29      |
| CHAPTER 2: SITUATIONAL ANALYSIS .....                                                          | 31      |
| 2.1 Introduction .....                                                                         | 31      |
| 2.2 Development Planning Framework .....                                                       | 31      |
| 2.3 Legislative Framework .....                                                                | 31      |
| 2.4 Development Analysis.....                                                                  | 32      |
| 2.4.1 Review of the 2019-2024 Integrated Development Plan (IDP) .....                          | 32      |
| 2.5 Sector Analysis.....                                                                       | 36      |
| 2.5.1 Social Perspective .....                                                                 | 36      |
| 2.5.2 City Economy .....                                                                       | 39      |
| 2.5.2.1 Local Economic Development (LED).....                                                  | 40      |
| 2.5.3 Environmental Management .....                                                           | 41      |
| 2.5.3.1 Environmental Policy Regulation.....                                                   | 41      |
| 2.5.3.2 City Greening.....                                                                     | 41      |
| 2.5.3.3 Environmental Health .....                                                             | 41      |
| 2.5.3.4 Water Safety and Water Bodies Management.....                                          | 41      |
| 2.5.3.5 Waste Management.....                                                                  | 42      |
| 2.5.4 Urban Spatial Planning and Community Development.....                                    | 44      |
| 2.5.4.1 Urban Spatial Development .....                                                        | 44      |
| 2.5.4.2 Urbanization .....                                                                     | 44      |
| 2.5.4.3 Land Administration.....                                                               | 44      |
| 2.5.5 Infrastructure Sector.....                                                               | 44      |
| 2.5.5.1 Roads Infrastructure .....                                                             | 45      |
| 2.5.5.2 Utility Infrastrucure.....                                                             | 45      |
| 2.5.5.3 ICT Infrastrucure .....                                                                | 46      |
| 2.6 Community and Stakeholder Consultations .....                                              | 46      |



|                                                                                                                                         |    |
|-----------------------------------------------------------------------------------------------------------------------------------------|----|
| 2.6.1 Safety and Security.....                                                                                                          | 48 |
| 2.6.2 SMEs Business Support initiatives.....                                                                                            | 48 |
| 2.6.3 Infrastructure Maintenance.....                                                                                                   | 48 |
| 2.6.4 Traffic Management and Regulation.....                                                                                            | 48 |
| 2.6.5 Government Agencies' Integration and Collaborations.....                                                                          | 49 |
| 2.6.6 Conclusion.....                                                                                                                   | 49 |
| 2.7 SWOT Analysis.....                                                                                                                  | 50 |
| 2.8 Macro Environment of Business Analysis.....                                                                                         | 51 |
| 2.9 Conclusion.....                                                                                                                     | 53 |
| CHAPTER 3: STRATEGY AND DEVELOPMENT PLANNING.....                                                                                       | 55 |
| 3.1 Introduction.....                                                                                                                   | 55 |
| 3.2 Integrated Development Plan (IDP) Key Performance Areas.....                                                                        | 55 |
| 3.2.1 Basic Service Delivery.....                                                                                                       | 55 |
| 3.2.2 Local Economic Development (LED).....                                                                                             | 56 |
| 3.2.3 Good Governance and Public Participation.....                                                                                     | 56 |
| 3.2.4 Institutional Development and Transformation.....                                                                                 | 56 |
| 3.2.5 Financial Viability.....                                                                                                          | 57 |
| 3.2.6 Spatial Development Framework (SDF).....                                                                                          | 57 |
| 3.2.7 Disaster Management and Climate Change Adaptation.....                                                                            | 57 |
| 3.3 City Envisioning.....                                                                                                               | 59 |
| 3.3.1.1 Vision 2030.....                                                                                                                | 59 |
| 3.3.1.2 Mission Statement.....                                                                                                          | 59 |
| 3.3.1.3 Organizational Shared Values.....                                                                                               | 59 |
| 3.3.1.4 Motto.....                                                                                                                      | 59 |
| 3.3.1.5 IDP Key Thematic Areas.....                                                                                                     | 59 |
| 3.3.1.6 Strategic Objectives.....                                                                                                       | 60 |
| 3.6 Integration of Global And National Planning Frameworks.....                                                                         | 62 |
| 3.6.1 Introduction.....                                                                                                                 | 62 |
| 3.6.2 Global Planning Frameworks Integration.....                                                                                       | 62 |
| 3.6.3 National Planning Framework Integration.....                                                                                      | 63 |
| 3.7 2024 – 2030 Integrated Development (IDP) Implementation Matrix.....                                                                 | 65 |
| THEMATIC AREA 1.0: HUMAN CAPITAL AND ORGANIZATIONAL EFFECTIVENESS.....                                                                  | 66 |
| Strategic Objective 1.1: To Improve Culture of Good Governance and Risk Management Systems by 2030.....                                 | 66 |
| Strategic Objective 1.2: To Improve City Inspections and Effective Monitoring of Core Services by 2030.....                             | 68 |
| Strategic Objective 1.3: To Integrate and Mainstream Sustainable Development Planning Principles by 2030.....                           | 70 |
| Strategic Objective 1.4: To Integrate and Digitize Organizational Systems and Service Delivery Channels by 2030.....                    | 71 |
| Strategic Objective 1.5: To Implement Organizational Development and Design Programme by 2030.....                                      | 72 |
| Strategic Objective 1.6 To Promote Productive Health and Safety of Workforce by 2030.....                                               | 74 |
| Strategic Objective 1.7: To Improve Operational Efficiencies and Organizational Effectiveness by 2030.....                              | 74 |
| THEMATIC AREA 2.0: FINANCIAL SUSTAINABILITY.....                                                                                        | 76 |
| Strategic Objective 2.1: To Diversify and Explore Alternative Sources of Revenue by 2030.....                                           | 76 |
| Strategic Objective 2.2: To Increase Mainstream Revenue Collection by 6% On Year-on-Year Basis by 2030.....                             | 77 |
| THEMATIC AREA 3.0: STAKEHOLDER MANAGEMENT.....                                                                                          | 78 |
| Strategic Objective 3.1: To Improve Inclusive Stakeholder Relationship, Effective Communication and Organizational Imaging by 2030..... | 78 |
| THEMATIC AREA 4.0: URBAN PLANNING AND SUSTAINABLE HUMAN SETTLEMENTS.....                                                                | 80 |
| Strategic Objective 4.1: To Improve the Living Conditions of Residents Living in Low-Income Communities by 2030.....                    | 80 |
| Strategic Objective 4.2: To Increase Spatial Planning Efficiencies and Improve Sustainable Land uses by 2030.....                       | 81 |
| Strategic Objective 4.3: To Improve City-Built Environment and Enhance Sustainable Buildings Services by 2030.....                      | 82 |
| THEMATIC AREA 5.0: SUSTAINABLE ENVIRONMENTAL MANAGEMENT.....                                                                            | 83 |
| Strategic Objective 5.1: To Continuously Improve the City Cleanliness and Integrate Waste Management Practices by 2030.....             | 83 |
| Strategic Objective 5.2: To Safeguard the Protection of Biodiversity and Ecosystem Within the Urban Space by 2030.....                  | 84 |
| THEMATIC AREA 6.0: INTEGRATED ECONOMIC DEVELOPMENT.....                                                                                 | 85 |



|                                                                                                                                       |     |
|---------------------------------------------------------------------------------------------------------------------------------------|-----|
| Strategic Objective 6.1: To Stimulate City Economic Growth and Job Creation by 2030. ....                                             | 85  |
| IDP STRATEGIC THEME 7.0: INTEGRATED INFRASTRUCTURE PROGRAMME.....                                                                     | 87  |
| Strategic Objective 7.1: To Increase Roads Infrastructure Services Upgrading and Rehabilitation Coverage from 62% to 70% by 2030..... | 87  |
| Strategic Objective 7.2: To Improve City Mobility and Public Transport Service Efficiencies by 2030. ....                             | 89  |
| IDP STRATEGIC THEME 8.0: PUBLIC HEALTH, SOCIAL AND SECURITY SERVICES.....                                                             | 90  |
| Strategic Objective 8.1: To increase access to integrated public healthcare and social welfare services by 2030. ....                 | 90  |
| Strategic Objective 8.2: To Provide Effective City Public Order, Safety, and Security Services by 2030. ....                          | 91  |
| 3.8 Conclusion.....                                                                                                                   | 92  |
| CHAPTER 4: CAPITAL INVESTMENT PROGRAMME (CIP).....                                                                                    | 93  |
| 4.1 Introduction.....                                                                                                                 | 93  |
| 4.2 Infrastructure Sustainability .....                                                                                               | 93  |
| 4.3 Smart City Infrastructure.....                                                                                                    | 94  |
| 4.4 Energy Mix Infrastructure .....                                                                                                   | 94  |
| 4.5 Plant and Equipment .....                                                                                                         | 95  |
| 4.6 Infrastructure Policies.....                                                                                                      | 95  |
| 4.6.1 Integrated Infrastructure Plan .....                                                                                            | 95  |
| 4.6.2 Infrastructure Development Policy .....                                                                                         | 95  |
| 4.6.3 Infrastructure and Assets Maintenance Policy.....                                                                               | 95  |
| 4.7 Projects Planning.....                                                                                                            | 95  |
| 4.8 2024-2030 Capital Investment Programme (CIP) .....                                                                                | 97  |
| Table 4.8.1: 2024 -2030 Capital Investment Programme (CIP).....                                                                       | 97  |
| Table 4.8.2: 2024 - 2030 Institutional (Tinkhundla) Partnerships CIP .....                                                            | 98  |
| Table 4.8.3: 2024 -2030 Public-Private Partnerships (PPPs).....                                                                       | 98  |
| Table 4.8.4: 2024 -2030 National Government Projects .....                                                                            | 98  |
| 4.9 Conclusion .....                                                                                                                  | 98  |
| CHAPTER 5: FINANCIAL PLAN 2024-2030 .....                                                                                             | 100 |
| 5.1 Introduction.....                                                                                                                 | 100 |
| Despite these achievements, the municipality has encountered challenges, notably:.....                                                | 100 |
| 5.2 Financing Strategies .....                                                                                                        | 101 |
| 5.2.2 Financial Management Policies .....                                                                                             | 101 |
| 5.2.3 Budget Policy .....                                                                                                             | 101 |
| 5.2.4 Asset Management Policy .....                                                                                                   | 101 |
| 5.2.5 Alternative Sources of Income Policy.....                                                                                       | 101 |
| 5.2.6 Credit Control and Debt Collection Policy.....                                                                                  | 101 |
| 5.2.7 Investment Policy .....                                                                                                         | 101 |
| 5.2.8 Property Taxes Policy.....                                                                                                      | 101 |
| 5.2.9 Financial Sustainability Strategy .....                                                                                         | 101 |
| 5.2.10 Rates Affordability Study .....                                                                                                | 102 |
| 5.2.11 Rating Model Study .....                                                                                                       | 102 |
| 5.2.12 User Fees .....                                                                                                                | 102 |
| 5.3 Financial Plan.....                                                                                                               | 102 |
| CHAPTER 6: MONITORING AND EVALUATION.....                                                                                             | 104 |
| 6.1 Introduction.....                                                                                                                 | 104 |
| 6.1.1 Centralized Integrated Development Planning (IDP) Management.....                                                               | 104 |
| 6.1.2 Integration of Performance Management & Development System (PMDS) .....                                                         | 105 |
| 6.1.3 Structural Monitoring & Evaluation Arrangement .....                                                                            | 105 |
| 6.1.4 Council IDP Oversight .....                                                                                                     | 105 |
| 6.1.5 Community IDP Feedback.....                                                                                                     | 105 |
| 6.1.6 Strategic Risks Management .....                                                                                                | 105 |
| 6.2 Conclusion .....                                                                                                                  | 108 |
| Annexure .....                                                                                                                        | 109 |
| References.....                                                                                                                       | 137 |



## TABLES, FIGURES & PICTURES

|                                                                                                       |     |
|-------------------------------------------------------------------------------------------------------|-----|
| Figure 1.3.1: Showing the IDP Development Methodology and Approach .....                              | 22  |
| Figure 1.4: Showing Manzini city snap-shot historical background .....                                | 24  |
| Figure 1.5.1: Showing the city's general statistics snapshot .....                                    | 25  |
| The city landuse/property categorization is presented in the figure below; .....                      | 26  |
| Figure 1.5.2: Showing Manzini City Property Categorization.....                                       | 26  |
| Figure 1.6 Showing Manzini City Locality Map .....                                                    | 27  |
| Table 1.7.2: Showing accountability platforms .....                                                   | 28  |
| Table 2.3: Showing pieces of legislation applicable to the Municipality.....                          | 32  |
| Figure 2.4.1 Showing Municipality Employees Receiving the 2023 Customer Service Excellence Award..... | 33  |
| Figure 2.4.17: Showing the Municipality 2019-2024 revenue performance .....                           | 34  |
| Figure 2.4.2 Showing the Bosco Bridge .....                                                           | 35  |
| Figure 2.4.3 Showing Trade Hub Facility Operations.....                                               | 35  |
| Figure 2.4.4 Showing the LaMvelase Clinic.....                                                        | 36  |
| Figure 2.4.5 Showing the Youth Attending the 2023 Manzini Career Expo .....                           | 37  |
| Figure 2.4.6 Showing Salesian High School Students .....                                              | 38  |
| Figure 2.5.1 Showing the Autism Centre Facility .....                                                 | 39  |
| Figure 2.5.3.5 Showing Municipality Skip Bin Collection Services.....                                 | 42  |
| Figure 2.5.3.6 Showing Manzini Buy Back Centre Operations .....                                       | 43  |
| Figure 2.5.5 Showing City Road Infrastructure.....                                                    | 45  |
| Figure 2.5.5.3 Showing IDP Stakeholder Consultations in Ward 6.....                                   | 46  |
| Figure 2.6 Showing IDP Stakeholder Consultations in Ward 7 .....                                      | 47  |
| Table 2.6: Showing top-10 service requests by Ward / Constituency .....                               | 47  |
| Figure 2.6.4 Showing Business Forum IDP Stakeholder Consultations .....                               | 48  |
| Figure 2.6.5 Showing Utility Service Providers IDP Stakeholder Consultation Meeting .....             | 49  |
| Table 2.74: Showing the Municipality SWOT analysis.....                                               | 50  |
| Figure 2.9 Showing Manzini Day Event .....                                                            | 53  |
| Figure 3.2.1 Showing Overgrowth Maintenance Services.....                                             | 56  |
| Table 3.3.1.36: Showing Shared Values .....                                                           | 59  |
| Table 3.3.1.57: Showing Thematic Areas Definitions.....                                               | 60  |
| Table 3.3.1.6: Showing 2024-2030 IDP Strategic Objectives.....                                        | 60  |
| Table 3.6.3: Showing Integration of Global and National Planning Frameworks.....                      | 63  |
| Table 3.7.10: Showing Programme Implementation Matrix.....                                            | 66  |
| Figure 4.1 Showing City Surfaced Road Infrastructure-Mahleka Street.....                              | 93  |
| Figure 4.2 Showing Solar Illuminated Street Lighting .....                                            | 94  |
| Table 5.3.115: 2024 - 2030 Revenue Projections .....                                                  | 103 |
| Table 5.3.2: 2024 -2030 Expenditure Projections .....                                                 | 103 |
| Figure 6.1.69: Showing Municipality Strategic Risk Register .....                                     | 106 |
| Annexure 1: Prioritized Unfunded Capital Projects .....                                               | 109 |
| Annexure 2: Showing Pipeline Public Private Partnerships (PPP) Capital Projects.....                  | 109 |
| Annexure 3: Showing Other City Infrastructure Needs.....                                              | 109 |
| ANNEXURE 4– COMMUNITY IDP SUBMISSIONS .....                                                           | 110 |
| ANNEXURE E –Strategic Partners Submissions .....                                                      | 126 |

# ABBREVIATIONS:

- **IDP:** Integrated Development Plan
- **MHUD:** Ministry of Housing and Urban Development<sup>2</sup>
- **PS:** Principal Secretary
- **MCM:** Municipal Council of Manzini
- **MCMz:** Municipal Council of Manzini
- **CEO:** Chief Executive Officer
- **ISO:** International Standards Organization
- **ISO 9001:** International standard for Quality Management System (QMS)
- **ISO 45001:** International standard for Occupational Health and Safety Management Systems
- **ISO 9001:2015:** The 2015 version of ISO 9001, the international standard that specifies requirements for a quality management system (QMS)
- **ISMS:** Information Security Management System
- **QMS:** Quality Management System
- **CCTV:** Closed-Circuit Television
- **EEC:** Eswatini Electricity Company
- **EPTC:** Eswatini Post and Telecommunications Company
- **EWSC:** Eswatini Water Services Company
- **PPP:** Public-Private Partnership
- **CBD:** Central Business District
- **RA:** Regional Administration
- **Wi-Fi:** Wireless Fidelity
- **RFD:** Regional Development Fund
- **MP:** Member of Parliament
- **NCPs:** Neighbourhood Care Points
- **IT:** Information Technology
- **WDC:** Ward Development Committee
- **MICS:** Multiple Indicator Cluster Survey
- **FAO:** Food and Agricultural Organisation
- **UNCC:** United Nations Climate Change
- **SADC:** Southern African Development Community
- **AU:** African Union
- **RISDP:** Regional Indicative Strategic Development Plan
- **NDP:** National Development Plan
- **PRSAP:** Poverty Reduction Strategy and Action Plan repeated
- **KPAs:** Key Performance Areas
- **SME:** Small and Medium-sized Enterprises
- **LED:** Light Emitting Diodes
- **ICT:** Information Communication Technologies
- **GINI-index:** Gini Index, a measure of income inequality
- **KTA:** Key Thematic Areas
- **NMT:** Non-Motorized Transport
- **CSI:** Corporate Social Investment
- **UN:** United Nations



- **RMS:** Risk Management Systems
- **SDGs:** Sustainable Development Goals
- **IC:** Internal Combustion
- **IIP:** Integrated Infrastructure Plan
- **SNAT:** Swaziland National Association of Teachers
- **PFI:** Public-Private Finance Initiatives
- **GRI:** Global Reporting Initiative
- **GIS:** Geographic Information System
- **PMDS:** Performance Management and Development System
- **HR:** Human Resources
- **JE:** Job Evaluation
- **HOS:** Head of Strategy
- **DCorp:** Director of Corporate Services
- **DCOM:** Director of Communications
- **DTech:** Director of Technical Services
- **DF:** Director of Finance
- **LBS:** Location-Based Services
- **BPM:** Business Process Mapping
- **SOER:** State of Environment Report
- **ASD:** Autism Spectrum Disorder
- **CSR:** Corporate Social Responsibility
- **REPS:** Renewable Energy Production System
- **EXCO:** Executive Committee

# MAYOR'S REMARKS



## Dear Stakeholders!

**I**t is a great pleasure for me to present our new 2024-2030 Integrated Development Plan (IDP) aimed at providing the strategic direction and desired future of Manzini City. The National Constitution Act, 2005 and urban Government Act, 1969 and Circular No.1 of 2007 charges the Municipality with the responsibility of producing development plans at the local community level. For us as Councillors, the development plan is about the mandate of our communities and residents. As a new Council, the 2024-2030 Integrated Development Plan (IDP) came at an opportune time for us as we have just resumed our 5-year term of office. This will enable us as Council to own and drive the city 2030 vision in close collaboration with our Management and cooperation with all city stakeholders.

We have produced this development plan at a period when the Municipality was still recovering from the impacts of the covid-19 pandemic which greatly affected our residents. We are inspired and encouraged by the resilience of our citizens, and we commit ourselves to serve our residents and city stakeholders. I can mention that as a Municipality, we have challenged ourselves to develop and package developmental programmes that are responsive to community needs, stakeholders and global expectations. I am pleased to mention that this develop-

...“The development of this IDP was highly consultative through our community engagement programme where over 800 stakeholders made their inputs and comments.”

ment plan consists of robust solutions and interventions that are aimed at addressing service delivery and developmental initiatives aimed at transforming the city for the better. Through the 2024-2030 IDP, the Municipality aspires for a sustainably developed city that uses smart and innovative solutions to address encountered urban challenges but leaving no-one behind. The development of this IDP was highly consultative through our community engagement programme where over 800 stakeholders made their inputs and comments.

Through this public participatory planning approach, residents, city stakeholders, business sector and neighbouring local authorities managed to contribute in the decision making of the developmental direction of the city. As a Municipality we understood and appreciated all the inputs and needs of our residents and stakeholders which have all been factored in the 2024-2030 Integrated Development Plan. It is our belief that through patience, cooperation and collaboration with all city stakeholders, this development plan will be delivered.

In closing, may I appreciate all our constituencies and stakeholders for taking their precious time to attend and participate in all the community consultation meetings. As a Municipality, we cannot be able to develop the city without the inputs and support of our residents and stakeholders. I would also like to thank and appreciate our Management and Honourable Councillors for the great effort in facilitating for the twenty community and stakeholders' meetings and the technical development of the 2024-2030 Integrated Development Plan (IDP).

I Thank You

**Cllr G.Z. Dlamini**

His Worship, The Mayor  
Municipal Council of Manzini



# COUNCILLORS



**Cllr Bongani Ndwandwe**  
Ward 1



**Cllr Sikhumbuzo  
Ngcamphalala** Ward 2



**Cllr Goodwill Dlamini**  
Ward 3



**Cllr Xolani Masuku**  
Ward 4



**Cllr Sandile Nyaweni**  
Ward 5



**Cllr Wesley Dlamini**  
Ward 6



# COUNCILLORS



**Cllr Khanyisile Mamba**  
Ward 7



**Cllr Wandile Mazibuko**  
Ward 8



**Cllr Mzwandile Nkambule**  
Ward 9



**Cllr Quinton Els**  
Ward 10



**Cllr Nozipho Dlamini-  
Gamedze** Ward 11



**Cllr Busisiwe Shongwe**  
Ward 12

# CHIEF EXECUTIVE OFFICER'S REMARKS



## Greetings Stakeholders,

I am honoured to be making this brief overview remarks about the 2024-2030 Integrated Development Plan (IDP) for the city residents and stakeholders. The Integrated Development Plan (IDP) is a public participatory strategic planning framework that guide and integrate all city stakeholders' mutual developmental objectives. It is in that backdrop we engaged all affected and interested stakeholders and residents through our community engagement programme to obtain stakeholders' needs and desired objectives for integration in the 2024-2030 Integrated Development Plan (IDP). In conceptualization and production of this development plan, we ensured that the desires of the citizens and key stakeholders were factored and planned for the duration of the 6-year implementation period.

Cities and towns globally are confronted by a spectrum of urban challenges including but not limited to community safety and security, environmental issues, sanitation, shelter, roads infrastructure gaps, urban sprawl, unemployment and many other urban issues. The Manzini city is no exception to these challenges as substantiated by the submissions and requests made by our communities and stakeholders during the consultation process. As a city we have planned various sustainable, smart and innovative interventions aimed at addressing and meeting the needs and requirements of residents and stakeholders. As the envisioning of the city states, Manzini aspires to be a *Sustainable Smart City that Provides Exceptional Municipal Services*. This IDP is conceptualized through

...“The Integrated Development Plan (IDP) is a public participatory strategic planning framework that guides and integrates all city stakeholders' mutual developmental objectives.”

sustainability planning approached which ensures meeting the needs of current citizens without compromising the opportunity of future generations meeting their needs. The Municipality has also planned to increase its adoption of information communication technology (ICT) solutions, innovation and automation of service delivery processes to support the achievement of the 2024-2030 Integrated Development Plan (IDP).

We also cognisant as a Municipality that the achievement of the city's 2030 vision will be through cooperation and collaborations with all stakeholders and partnering with the private sector. Further, integrating with the neighbouring various local governments and the cluster government agencies at the local government level remains a key enabler for the prosperity of Manzini city and the region at large. As we commence this new 6-year IDP implementation period towards 2030, we are optimistic about the prospects of the transformation of the local government space in the country.

We are looking forward to be working closely with our communities, stakeholders and entire government machinery for a sustainable development of the city and improving the quality of life of the citizens.

I Thank You

**Ms L.P Dlamini**  
Chief Executive Officer  
Municipal Council of Manzini



# THE EXECUTIVES



**Ms. Lungile Dlamini**  
Chief Executive Officer



**Mr. Simphiwe Malaza**  
Director Corporate Services



**Mr. Sizwe Dlamini**  
Head of Strategy



**Ms. Nomcebo Dlamini**  
Director Finance



**Mr. Zweli Maphanga**  
Director Community Services



**Mr. Musa Nkonyane**  
Director Technical Services

# MANAGEMENT



**Mr. Bonginkosi Simelane**  
Public Works & Projects Engineer



**Mr. Musa Sibandze**  
Chief Health Inspector



**Mr. Malusi Dlamini**  
Maintenance Engineer



**Mr. Mduduzi Dlamini**  
Financial Accountant



**Ms. Fikile Mkhonta**  
Human Resources Manager



**Ms. Tive Nxumalo**  
Acting Chief Planning Officer



**Ms. Thabile Ndlovu**  
Diversity, Inclusion, Equity &  
Belonging Coordinator



**Ms. Anna Caetano**  
Accounts Officer: Commercial  
Debtors



**Ms. Khombisile Dlamini**  
Quality & Risk Manager



# MANAGEMENT



**Mr. Wiseman Dlamini**  
Accounts Officer: Residential  
Debtors



**Mr. Mathokoza Thwala**  
Customer and Community  
Engagement Manager



**Ms. Anita Nkambule**  
Procurement Specialist



**Mr. Masiko Dlamini**  
Customer and Community  
Engagement Officer



**Mr. Lungelo Mavuso**  
ICT Manager



**Mr. Banele Tsela**  
Secretariat Manager



**Mr. Mzomuhle Magagula**  
Organizational Performance  
Manager



**Mr. Richard Dlamini**  
Business Development  
Manager



**Ms. Tengetile Nkambule**  
Law Enforcement and Security  
Manager



...“The conceptualization and development of the Municipality 2024-2030 Integrated Development Plan (IDP) adopted a collaborative and cooperative posture due to the understanding that a city can only develop sustainably through involving the communities and integration with all city stakeholders.”

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# EXECUTIVE SUMMARY

**T**he local government sphere developmental role has continued to gain recognition from citizens as they believe that their community needs are better addressed by Municipalities at a community level. This requires robust and sound development plans that are responsive to citizens needs while continually transforming the municipality with contemporary changes. In order to meet the developmental needs of the city and its citizens, the Municipal Council of Manzini (MCM) adopted an Integrated Development Planning (IDP) approach as a principal strategic framework for development planning.

The Municipality Council of Manzini is charged by the Eswatini Constitution Act, 2005, section (221) sub-sections (1) and (2), charges the Municipality as a local government to ensure efficient management and development of the jurisdictional local area, maintain and protect life, public property, promote social and cultural life of the citizens and preserve law and order. In an endeavour to support urban local authorities to actualize this directive, the Ministry of Housing and Urban Development (MHUD), issued a circular directing the urban local authorities to adopt the Integrated Development Planning (IDP) approach as a policy guide for development planning.

An Integrated Development Plan (IDP) is a municipality strategic planning framework for allocating resources on identified objectives and priorities in a coordinated and integrative manner that encourages public participation at the local level (*B. Dlamini and P. S Reddy, 2018*). The Municipal Council of Manzini is at its 3<sup>rd</sup> generation of producing and implementing an Integrated Development Plan (IDP) since its inception in the 2013-2018 planning period. In coming to an end of the implementation period of the 2019-2024 Integrated Development Plan (IDP), the Municipality commenced with the process of review and development of a new 2024-2030 Integrated Development Plan (IDP). This process provided an opportunity for the Municipality and all its stakeholders to reflect on the past performances, review current environment and further project envisioning lenses to the 2030 future and beyond.

In undertaking the the review and development of the 2024-2030 Integrated Development Plan, a process plan was agreed within the institutional arrangements which covered five key stages. The IDP review process plan commenced with the first phase of preparations and organization. This phase involved identification of technical support, institutional coordination structures, scoping of the locality and its presumed structures at community level, stakeholders' mapping, institutional profiling,

deployment of resources and other support activities. During this phase, it was understood that the Municipality is situated under two Tinkhundla Local Authorities which are Manzini North Inkhundla and Manzini South Inkhundla. It was further established that the city is surrounded by seven chiefdoms (*imiphakatsi*) which are also local authorities under the traditional authorities. During this phase, it was evident that the consultation and cooperation with these structures is pivotal for the development of the city.

The second phase of the Integrated Development Plan review and development commenced with a desktop review and Integrated Development Planning (IDP) related literature review for better understanding of the institution and community developmental and service delivery situation. The literature review was meant to benchmark development planning best practices which can be better inform the strategic future of the Municipality. The desktop review process provided key information about the 2019-2024 planning period performance of the Municipality which included challenges encountered, achievements and learnings that can be replicated to the new 2024-2030 Integrated Development Plan. It was also vital that the 2019-2024 Integrated Development Plan (IDP) be reviewed to determine the level of its implementation which was found to be at a very good performance of over 90% implementation rate. This performance was found to be greatly influenced by the construction and rehabilitation of over twelve roads infrastructure projects, five building construction projects namely through Public Private Partnerships (PPPs) and Institutional Partnerships. The review of the previous IDP further indicated that the municipality performed very well on waste management as through consistent refuse removal and recycling initiatives. There were fair performances on the implementation of Local Economic Development (LED) programme through business support initiatives for SM-MEs and youth business initiatives. The review revealed that the Municipality experienced challenges with roads infrastructure, streetlighting maintenance services and illegal waste dumping within the city. It was further established that the Municipality had human resource gaps which impacted its service delivery initiatives. On the financial aspect, it transpired that the revenue collection was good but with a room for improvement as the rate payers debt book was found to be gradually increasing and pose risks on the financial sustainability of the Municipality.

As per the best practice of the Integrated Development Planning (IDP) approach, the city residents were consulted for their views on the performance of the Municipality and making inputs to the new 2024-2030 Integrated Development Plan (IDP). The outcome of the community

and stakeholder consultations corroborated the findings of the conducted desktop reviews and research whereby the Municipality was appreciated for delivering on the projects and programmes which were planned in the 2019-2024 Integrated Development Plan (IDP). The issues of infrastructure, streetlighting and overgrowth maintenance and community safety were prominent as they were submitted to be matters of priority at the community level and the central Business District (CBD). The communities and stakeholders appreciated the Municipality for always consulting them and bringing feedback about the development and service delivery issues of the city.

In an endeavour to better assess the Municipality as an institution to determine its development level and its capacity to deliver the community aspirations and further exploit developmental opportunities, a SWOT (*Strengths, Weaknesses, Opportunities and Threats*) assessment was conducted. The SWOT framework identified various strengths, weaknesses, opportunities and threats which needed to be factored into the 2024-2030 Integrated Development Plan (IDP). On the assessment of the environment of business, the PESTEL (Political, Economic, Social, Technology, Environmental and Legal) framework was applied to scope the external factors to be factored into the 2024-2030 Integrated Development Plan. The outcome of the assessment using the two frameworks indicated that the Integrated Development Planning approach was still not legislated which makes difficult for the Municipality to coordinate and align development and stakeholders located within the jurisdiction of the Manzini city. The assessment indicated that the Municipality has pockets of land which can be used for investment opportunities like Public Private Partnerships (PPPs). It was further noted that the Municipality was still governed and itself regulating development with precolonial pieces of legislation that is not inline with emerging and or contemporary developments. The technology factor presented an opportunity for the Municipality to explore for improving service delivery and meeting the needs of the society at the comfort of their homes. There were also the matters of United Nations Sustainable Development Goals and compliances to environmental sustainability practices.

Having concluded the situational analysis, it was critical for the Municipality to strategise for solutions and interventions to address the challenges and explore opportunities raised during the situational analysis phase. This strategising phase included envisioning the city in 2030 through the 2024-2030 Integrated Development Plan (IDP) in cognisance of the pertaining, emerging and projected factors in the local government space locally and at global level. The outcome of the strategising and envisioning for the city was the city's 2030 vision of being “*An African Smart Sustainable City Providing Exceptional Ser-*

*vices with Economic Opportunities*”. The 2030 vision was thereafter aligned with the reviewed mandate of the city through the mission of “*Providing Sustainable and Quality Municipal Services Through Cooperation with All City Stakeholders*”. In order to create a shared common understanding to support concerted efforts towards achieving the vision, a set of values was agreed that the Municipality shall pursue “*innovation, accountability, integrity, transparency, inclusivity and agility*”.

## ...To become an “African Smart Sustainable City Providing Exceptional Services with Economic Opportunities” by 2030.

This therefore led to the identification of eight strategic goals which sought to prioritize the key areas of focus in the strategy meant to address the issues raised within the organization and at community level. The 2024-2030 IDP shall be focusing on human capital and organizational effectiveness, financial sustainability, stakeholder management, urban planning and sustainable human settlements, sustainable environmental management, integrated economic development, integrated infrastructure development and Public Health, Social, and Security Services. The process identified strategic initiatives that shall be cascaded down to inform programmes and projects that shall support the achievement of the strategy. The infrastructural projects were planned in the Capital Investment Plan (CIP) which shall guide the infrastructure development programme for the 2024-2030 planning period. It was also important that the delivery of the 2024-2030 Integrated Development Plan (IDP) is supported with a robust financial plan, a monitoring and evaluation structure and a risk management mechanism.

The conceptualization and development of the Municipality 2024-2030 Integrated Development Plan (IDP) adopted a collaborative and cooperative posture due to the understanding that a city can only develop sustainability through involving the communities and integration with all city stakeholders. The overall aspirations of the 2024-2030 Strategy is an environmentally friendly city, that is clean, work smart through the deployment of technology and innovation and adheres to principles of sustainable development. Notwithstanding challenges that will be encountered during the course of the strategy execution, the Municipality believe that the extent of attainment of the city vision will be also be determined by level of collaboration and cooperation of all city stakeholders.



## CHAPTER 1.0: OVERVIEW OF REVIEW AND DEVELOPMENT OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

### 1.1 Introduction

The Municipal Council of Manzini (MCM) undertake its development planning through an Integrated Development Planning (IDP) approach as its strategic guide for the city development. An Integrated Development Plan (IDP) is a municipality strategic planning framework for allocating resources on identified objectives and priorities in a coordinated and integrative manner that encourages public participation at the local level (*B. Dlamini and P. S Reddy, 2018*). The Integrated Development Planning approach is considered as the most holistic planning process that coordinates and align the development objectives of local authorities with that of communities, government agencies, non-government organizations (NGOs), business sector and all city stakeholders. The review and development process of the 2024-2030 Integrated Development Plan (IDP) was referenced from the South African Integrated Development Planning Guide

Pack for local governments and other agencies of spheres of government.

The Integrated Development Planning process is meant to arrive at decisions on issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. Integrated Development Plans, however, will not only inform the municipal management; they are also supposed to guide the activities of any agency from the other spheres of government, corporate service providers, NGOs and the private sector within the municipal area. The Municipal Council of Manzini (MCM) is at its 3<sup>rd</sup> generation of producing and implementing an Integrated Development Plan (IDP) since its inception in the 2013-2018 planning period. In coming to an end of the implementation period of the 2019-2024 Integrated Development Plan (IDP), the Municipality commenced with the process of review and development of a new 2024-2030 Integrated Development Plan (IDP).

## 1.2 Scope of Review and Development of the Integrated Development Plan (IDP)

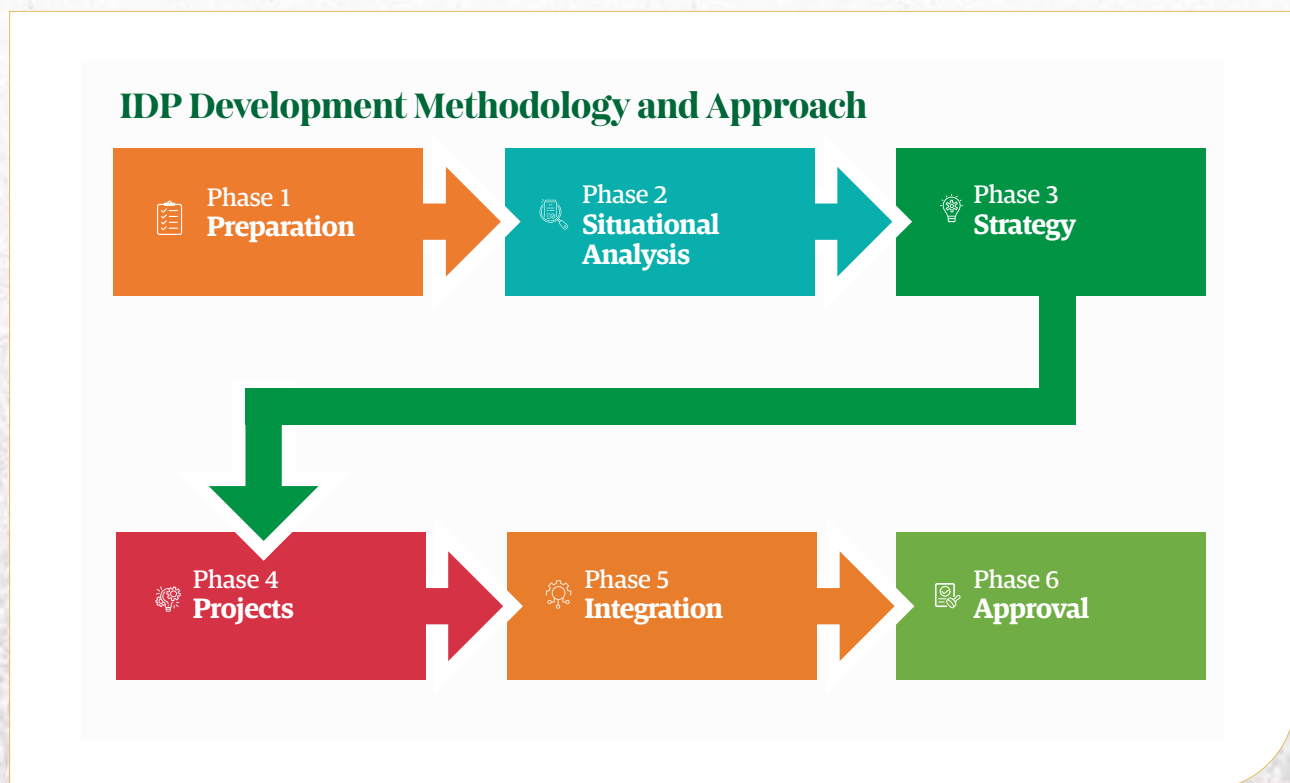
On the eve of the lapse of the 2019 – 2024 Integrated Development Plan (IDP), a decision was taken to review the performance of the last five years of the Municipality and to develop the 2024-2030 Integrated Development Plan (IDP). The scope of the review and development of the 2024-2030 Integrated Development Plan (IDP) covers the time required to develop the development plan, the planning period being planned for and the jurisdictional area. The period for reviewing and developing the 2024-2030 Integrated Development Plan (IDP) was targeted for completion within a period of six-months. The Integrated Development Plan is expected to cover a period of 6-years which also include a review period for the subsequent development plan. The planning period of 6-years was found to be ideal as it coincides with the completing and review of the UN-Sustainable Development Goals (SDGs) global development framework in 2030. The Integrated Development Plan (IDP) is for guiding development and service delivery in the Manzini city jurisdiction which does not necessarily include the jurisdiction that is outside the Municipal Council of Manzini's legal mandate. However, it is worth-mentioning that in the spirit of development, the the review and development of the 2024-2030 Integrated Development Planning (IDP) process further aligned and integrated areas and stakeholders that are outside the jurisdiction and mandate of the Municipal Council of Manzini (MCM).

## 1.3 IDP Methodology and Approach

In undertaking the review and development of the 2024-2030 Integrated Development Plan (IDP) , the Municipality followed a logical methodology as per the best practice to standardize the process and ensure a sound output that can transform the city for the better. In the absence of country specific integrated development planning standardized framework, the Municipality leaned on the Republic of South Africa's Integrated Development Planning Guide Pack as a benchmark framework to review and develop the 2024-2030 integrated Development Plan (*Department of Provincial and Local Government (DPLG) of South Africa IDP Guide Pack, 2001*). The guide pack was benchmarked and thereafter contextualized to the environment of Eswatini, in particular Manzini to create a methodology and approach for conducting this IDP review and development. This culminated into the 5-phases that were followed in reviewing and producing the 2024-2030 Integrated Development Plan (IDP) which can be presented as follows;

### 1.3.1 Phase 1: Preparation and Organization

The first phase of the IDP review and development process which included the internal organizational resources, establishment of a coordination structure, identification of contact persons and a phased approach covering the preparation, analysis, strategy, projects, integration, and approval stages, as shown below.



**Figure 1.3.1:** Showing the IDP Development Methodology and Approach



### 1.3.2 Phase 2: Situational Analysis

This phase entailed desktop and IDP-related literature review in and about the municipality. It was important that before considering what needed to be included in the new strategy, the need to determine and agree on the status quo – i.e. “where are we now” had to be dealt with. Consequently, the starting point was to review the municipality’s 2019 – 2024 IDP performance against the objectives and targets set therein. Information on prevailing economic factors, likely causes and nature of service delivery gaps/challenges was extracted from sources ranging from one-on-one interviews with internal and external stakeholders to reviewing such documents as performance reports, inter alia. This phase included stakeholder consultations and the production of a situation analysis report covering issues of concern raised by key stakeholders – both internal and external. The overall purpose of this phase was to establish the development level of the city, challenges encountered by communities, and success stories for replication purposes. This phase was also critical in understanding contemporary urban development emergent issues and global governance expectations for local governments.

### 1.3.3 Phase 3: Strategic Planning

This phase sought to strategise and provide guidance to the identified solutions to address the findings of the previous phase, particularly community needs, service delivery gaps, and moving the city forward from the current state. This involved crafting this new strategic direction of the municipality, including the creation of the future municipality through envisioning, reviewing and re-purposing the mission, identifying strategic goals and strategic objectives supporting the achievement of the goals and vision. This further involved the identification of high level strategic initiatives to be implemented in support of the achievement of the objectives in a 6-year programming period. This phase also entailed ensuring alignment to the country’s National Development Plan, cascading the African Union Agenda 2063, and the UN’s Sustainable Development Goals, among others. All of these were integrated in a manner that would enhance MCMz’s ability to deliver on its mandate.

### 1.3.4 Phase 4: Project Identification and Planning

This phase encompassed the technical conceptualization, and the designing of critical interventions that are capital in nature, aimed at addressing the identified gaps during the situational analysis. It entailed the identification and prioritisation of projects which were then packaged in the Capital Investment Programme (CIP) for implementation, for the duration of the development plan. The process involved rigorous technical analysis and evaluation of the stakeholder input submissions and

thereafter prioritisation of capital projects against projected income for the next six-year period. This was undertaken through the guidance of the Capital Investment Plan (CIP) Policy, 2014, and its criteria for fitting in projects within the IDP planning period.

### 1.3.5 Phase 5: Integration

The integration phase involved the alignment of identified projects & interventions with the set objectives in the second phase, integration of projects and interventions from other spheres of government. The technical integration further integrated the projects and programmes into different Municipality sector strategies which included Local Economic Development (LED), Environmental Strategies, HIV/AIDS programmes, Human Resources, Capital Investment Plans, Spatial Plans or Town Planning Scheme, and other key strategies and programmes. The development plan was then concluded with a monitoring and evaluation framework which consists of internal structural framework and systemic processes. In ensuring the achievement of the strategy, it was resolved that the strategic objectives should be integrated to the Municipality Enterprise Risk management framework. This phase marked the production of the comprehensive final draft 2024-2030 Integrated Development Plan which was ready to be engaged upon for final inputs and comments.

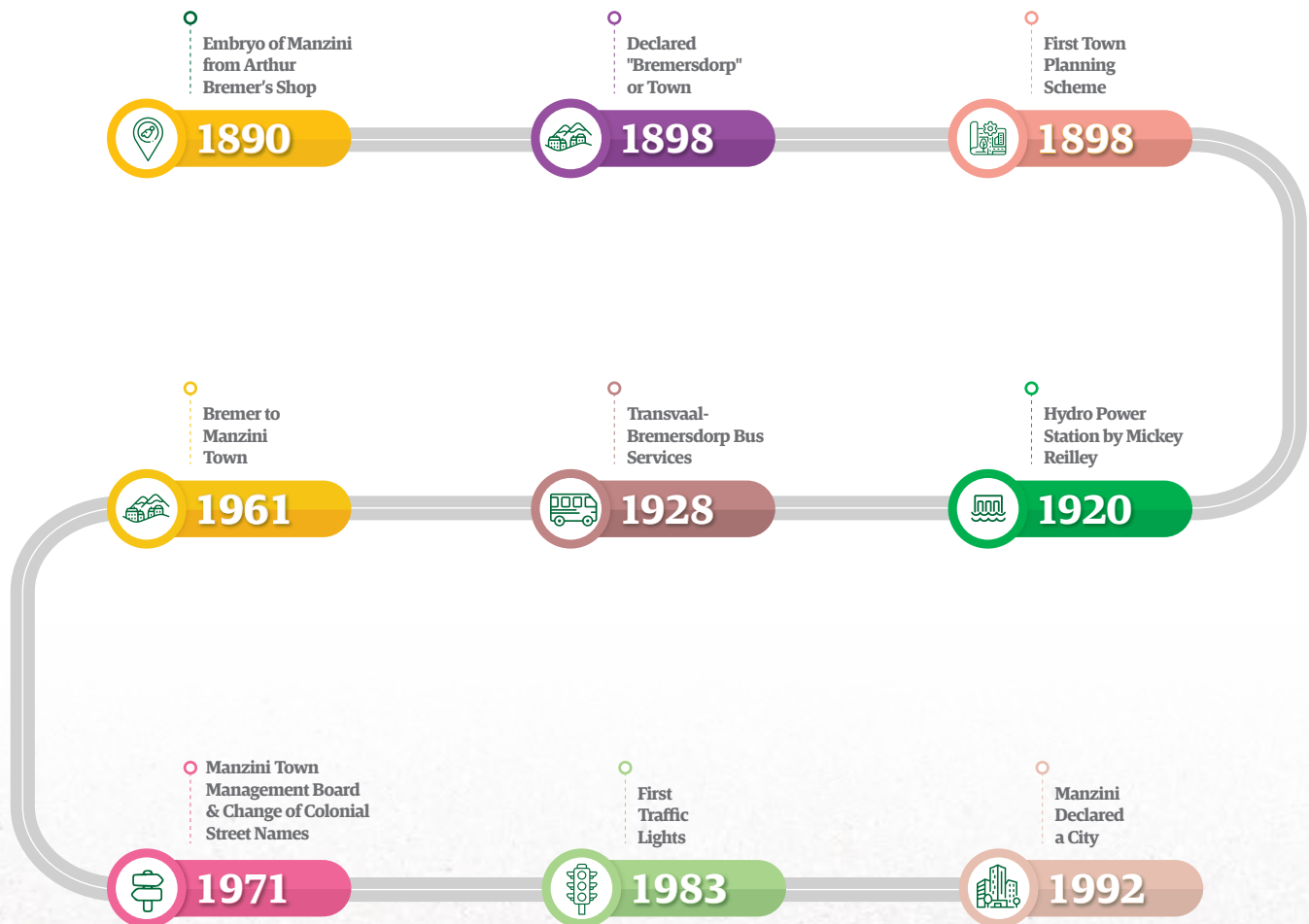
### 1.3.6 Phase 6: Approval of 2024-2030 Integrated Development Plan (IDP)

The produced final draft of the 2024-2030 Integrated Development Plan was presented for inputs, comments and recommendation for approval at the management structures. Thereafter, the development plan was presented and deliberated upon at Council level where inputs and comments were factored. The 2024-2030 Integrated Development was thereafter approved by Council towards stakeholder presentation and validation. The development plan was presented to the city stakeholders for validation and thereafter submitted to the Ministry of Housing and Urban Development (MHUD).

## 1.4 Manzini City Historical Background

The embryo of the city was formed in the 1890s when white settlers descended the Eswatini (formerly Swazi) territory and settled in what is today known as Manzini. At the time, the area was nothing more than just a veld with one homestead situated by the Umzimnene River belonging to one Manzini Motsa. In 1992 King Mswati III declared Manzini a city and, ever since, development in the city has been growing in leaps and bounds under the professional guidance and authority of the Municipal Council of Manzini.

# City Historical Background



**Figure 1.4:** Showing Manzini city snap-shot historical background

## 1.5 Manzini City Profile

The City is located at the central part of the country in the Manzini Region which makes it a central connection point for all travel destinations in the country and to the Southern African Development Community region. The city is located about 7km from the industrial town of Matsapha and about 35km from the capital city, Mba-

bane; sitting on an area size of 2,849 hectares. The city's population growth trend has been on the rise from 6, 081 in 1966; 10, 019 in 1976; 16,396 in 1997; 28,744 in 2007; and 34,248 in 2017. The city's population has a duality of a day-time population, namely day visitors for various purposes and the night-time population consisting of city residents. The population figure of 34,248 is the night-time population and it is currently estimated at around 40, 000 people.



# City General Statistics

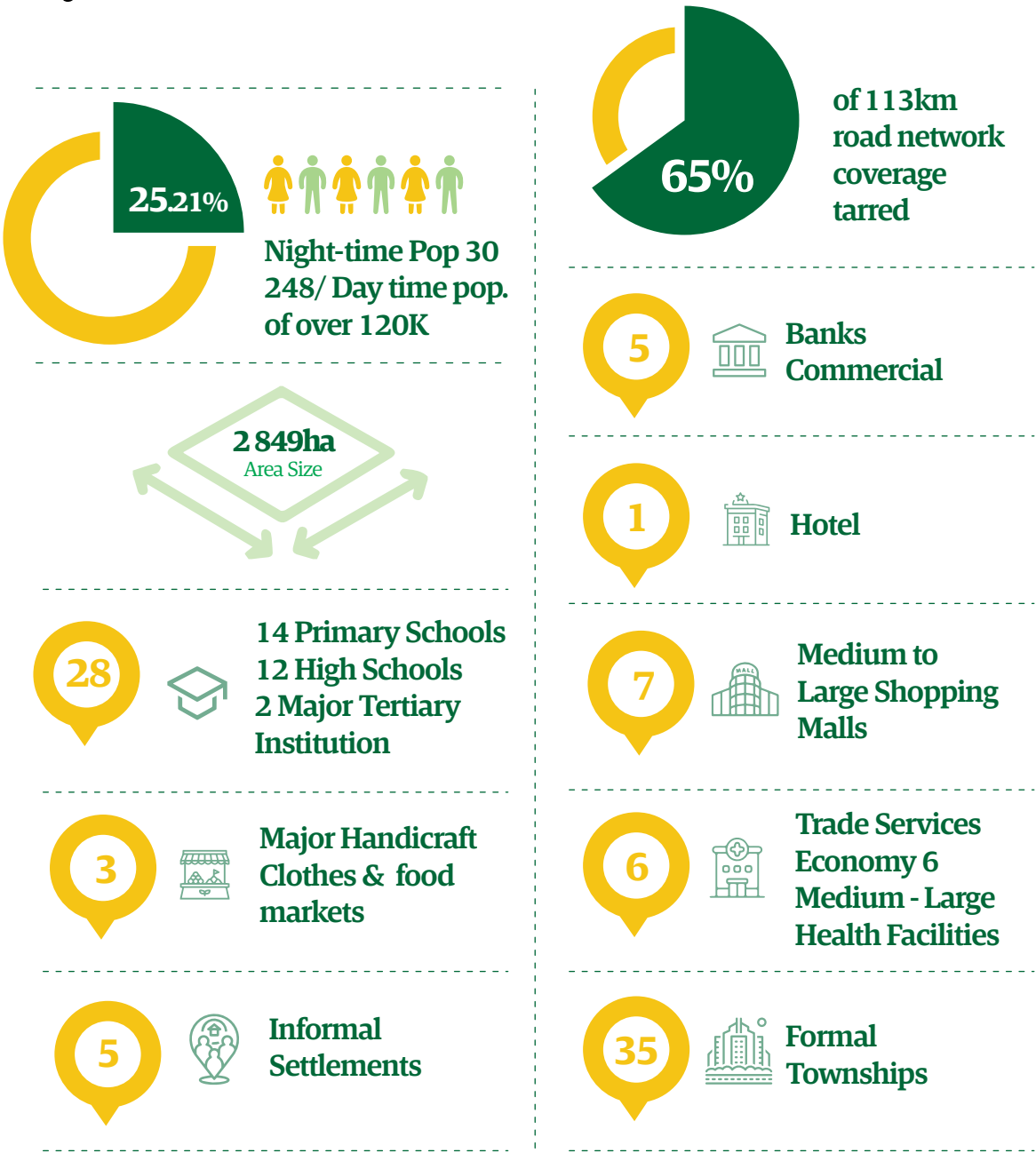
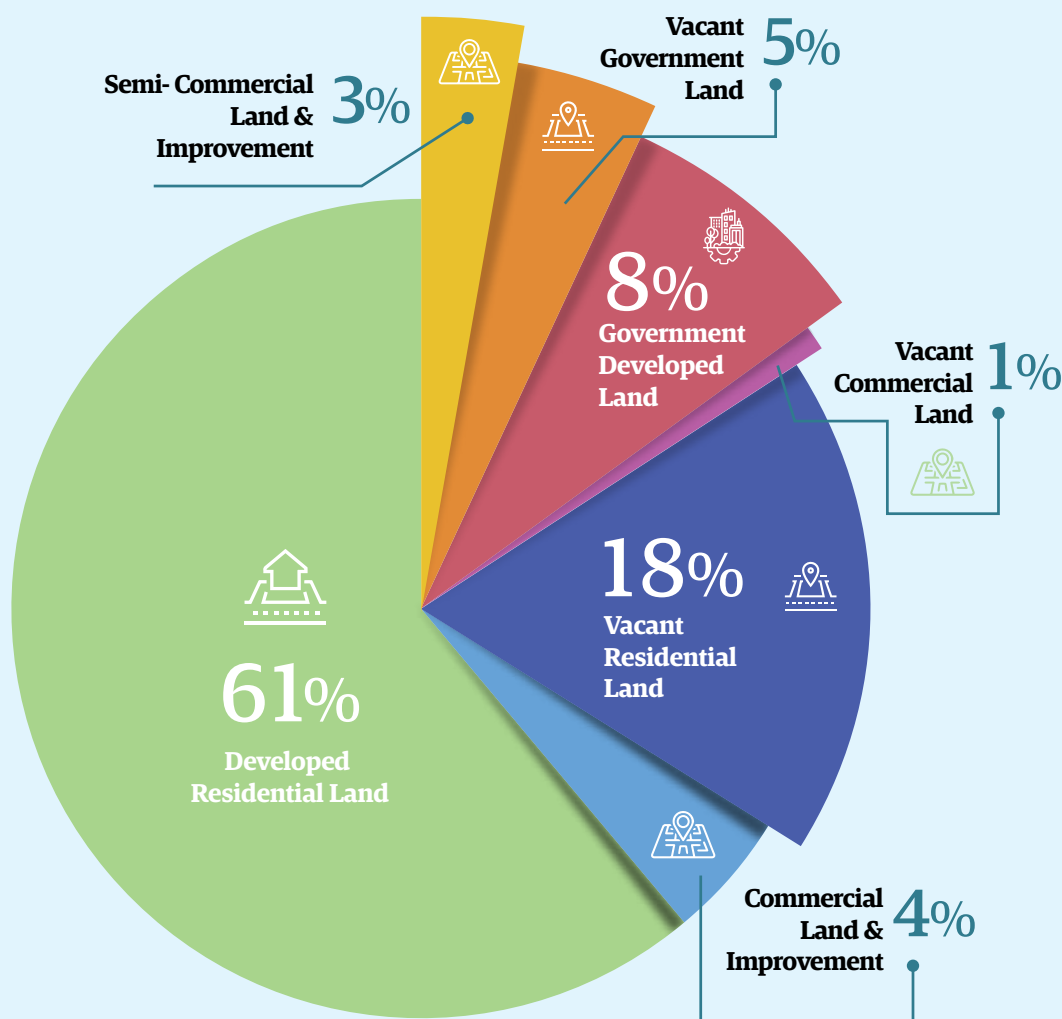


Figure 1.5.1: Showing the city's general statistics snapshot

The city landuse/property categorization is presented in the figure below;

# Manzini City Property Categorization

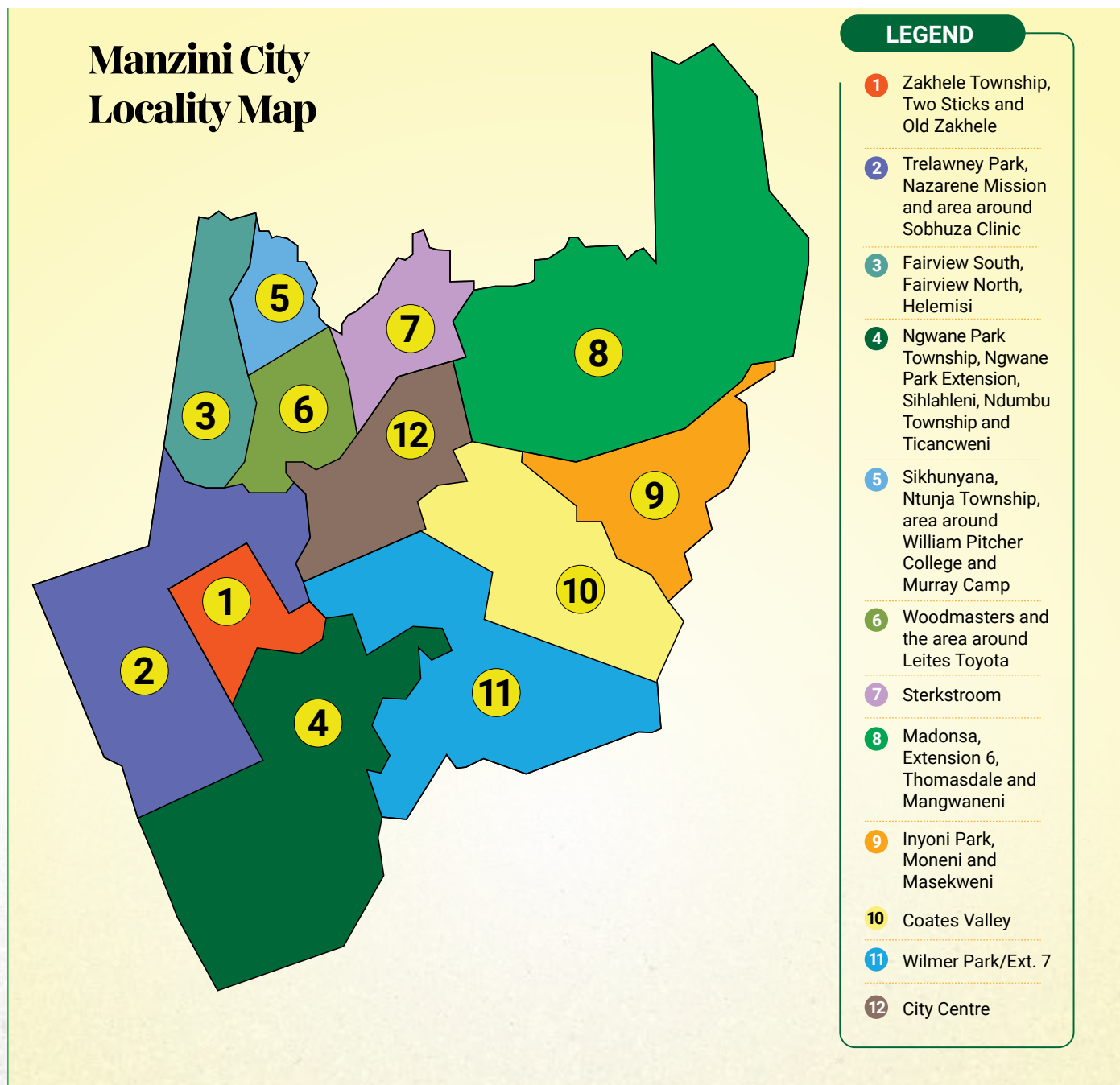


**Figure 1.5.2:** Showing Manzini City Property Categorization

## 1.6 City Locality

The city depicts a an urban island surrounded by farms and rural communities which the land ownership is managed under different authorities of seven (7) Chiefdoms and the Manzini North Inkhundla and Manzini South Inkhundla. The Municipality is spatially demarcated

into twelve (12) constituencies which are titled Wards. The constituencies are categorized into different land uses and zoning as guided by the Town Planning Scheme (TPS). The City has (34) townships including the Central Business District (CBD) and the recently developed Mkhosi Township which is located below Coates Valley.



**Figure 1.6** Showing Manzini City Locality Map

## 1.7 Institutional Profile

The Municipality institutional profile seeks to outline a legal mandate, legal and planning frameworks, structural arrangements, jurisdictional authority, and general capacity of the organization.

### 1.7.1 Mandate

The Municipal Council of Manzini is governed and administered under the Ministry of Housing and Urban Development (MHUD) through the Urban Government Act of 1969.

The Municipality derives its principal mandate from the National Constitution Act, 2005, Chapter 13, Section (221), under the duties of a local government authority which states that “*Depending on its level of development, a local government authority shall determine, plan, initiate and execute policies, taking into account national policy or development plan*”. The mandate is further discharged through the Urban Government Act, 1968, section (55) under general duties which stipulate the functions of the Municipality. The Municipality is directly accountable to national government and Parliament through the Min-

istry of Housing and Urban Development. It is, however, worth mentioning that there is good informal cooperation with the Regional Government, through the Regional Administrator's Office on development and service delivery initiatives.

## 1.7.2 Governance Arrangement

The Council is a statutory body that provides oversight on the administration of the Municipality, through the strategy or Integrated Development Plan (IDP), policies, and other governance instruments. The Council consists of 12 members, who are democratically elected by the

twelve city constituencies termed "Wards", to represent the interests of citizens in the Council. Since members of Council or Councillors are non-executive, the administration of the city is delegated to the Chief Executive Officer (CEO). The Mayor is the chairperson of Council and works closely with the CEO to support and guide the business of Council and its operations. The Management structure accounts to the Council on a monthly basis and further accounts to the national government and Parliament on a quarterly basis. The Municipality has an inside-out accountability platforms which are indicated in table below;

**Table 1.7.2:** Showing accountability platforms

| Platform                                            | Stakeholder                                                                      | Purpose                                                                                                                            |
|-----------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Management Meetings                                 | Middle Management & EXCO                                                         | <ul style="list-style-type: none"> <li>Alignment of strategy and operations</li> <li>Organizational Performance Reviews</li> </ul> |
| Executive Committee Meetings (EXCO)                 | Senior Management                                                                | <ul style="list-style-type: none"> <li>Accountability, Decision Making, Approvals, Performance reviews</li> </ul>                  |
| Statutory Council Meetings                          | Council and its Committees                                                       | <ul style="list-style-type: none"> <li>Accountability, Decision Making, Approvals, Performance reviews</li> </ul>                  |
| IDP Consultations/Feedback Meetings                 | Rate Payers/Residents and different Stakeholders                                 | <ul style="list-style-type: none"> <li>Accountability, Engagements, Feedback on Progress and Challenges.</li> </ul>                |
| Stakeholder Consultations for IDP & Budget Meetings | Rate Payers/Residents and different Stakeholders                                 | <ul style="list-style-type: none"> <li>For stakeholders' inputs and comments to city decision making</li> </ul>                    |
| Annual General Meetings (AGMs)                      | Rate Payers/Residents and different Stakeholders                                 | <ul style="list-style-type: none"> <li>For accountability and performance review by stakeholders.</li> </ul>                       |
| Projects Community Meetings                         | Rate Payers/Residents and different Stakeholders                                 | <ul style="list-style-type: none"> <li>For community buy-ins and transparency purposes</li> </ul>                                  |
| Government and Government Agencies Adhoc Meetings   | Ministry of Housing (government ministerial structures), Parastatals & Utilities | <ul style="list-style-type: none"> <li>For accountability and integration purposes</li> </ul>                                      |

## 1.7.3 Structural Arrangement

The Municipality structural arrangement is a form of service delivery oriented model which enables high performance and ease of monitoring and evaluation of various activities. The Municipality places its citizens at the top of its structural arrangement to indicate its customer centric model of service delivery. The Council is placed below the citizens structure as the Councillors are elected by the citizens but above the management structure as it is an oversight body of the running of the Municipality. Through the Delegation of Powers by Council, the Office of the Chief Executive Officer (CEO) is a linchpin between the Council structure, Management and the rest of the organizational lower level structures as a lead structure. The Office of the Chief executive Officer work closely with the Mayor's Office for ensured synergy and efficient flow of information throughout the organization and the outside stakeholders. The current organizational structure consist of four departments which are accountable to the Office of the Chief Executive Officer. The departments and Office of the CEO's functions are outlined below;

- **The Office of the CEO-** the functions of the section

include the strategic direction of the city, strategy management and organizational performance, overall development of the city, sustainability and going concern of the Municipality, stakeholder management and customer relationship management (CRM) and other critical strategic services.

- **Corporate Services-** the functions of the department include human resources and administration, quality assurance, information communication technology, legal & secretariat services and other support services.
- **Technical Services-** the functions of the department include engineering services, roads infrastructure development and maintenance, city lighting, building regulation, plant & equipment and other city technical services.
- **Finance Department-** the functions of the department include general revenue collection, city property valuation, rates assessment and billing, budgeting, expenditure management and other financial services.
- **Community Services-** the functions of the department include general spatial development services, public and social services, environmental health services, urban planning and other community related services.

# Municipality organogram



**Figure 1.7.6:** Showing the Municipality Organogram

## 1.8 Conclusion

In light of the above, it can be concluded that integrated development planning is a very participative approach of planning which seeks to involve inputs and views of all local level citizens and stakeholders in the decision making process for the development of the city. However, the integrated development planning approach requires contextualization to that particular local authority situational setting and prevailing governance. It can be observed that the Municipal Council of Manzini adopted and contextualized the integrated development planning approach to the country's existing local governance and intergovernmental relation processes and structures. The Manzini city is the largest city in the Manzini region and suitably located in the

central part of the country which gives it an opportunity to influence an integrated development process of the entire region in cooperation with the neighbouring local authorities of the seven imiphakatsi (traditional local authorities and the corridor urban local authorities of Sikhuphe Local Authority, Matsapha Town Council, Ezulwini Town Council and Mbabane Municipality). The adopted integrated development planning methodology of the six phases ensured that the Municipality produces a sound and well structured Integrated Development Plan (IDP) that can attract buy-in from all spheres of government, Non-Governmental Organizations (NGOs) and the Business Community for the sustainable development of the Manzini city.

..."The Municipality structural arrangement is a form of service delivery oriented model which enables high performance and ease of monitoring and evaluation of various activities."



“The Municipality’s 2024-2030 Integrated Development Plan (IDP) has been aligned with the 2023-2028 National Development Plan (NDP) which is also driven through the Ministry of Economic Planning and Development (MEPD).”



# CHAPTER 2: SITUATIONAL ANALYSIS

## 2.1 Introduction

In an endeavour to better understand the Municipality and city at large, it was found prudent to conduct diagnostic exercise to determine the level of development of the city, the encountered challenges and growth opportunities. It was also important that the data and information revealed by the diagnostic process is evaluated and triangulated against that of the regional and global cities for benchmarking and learning purposes. The diagnosis process involved desktop review of the country's local government sphere and within the Municipality, evaluation of the 2019-2024 Integrated Development Plan and other critical city plans and policies.

The diagnostic process was undertaken through different approaches and tools including but not limited to the Industry 5-forces analysis, Value Chain analysis, SWOT and PESTEL analysis. The information produced through the analysis was corroborated to the data and information obtained from the stakeholder consultation process.

## 2.2 Development Planning Framework

In conducting the situational analysis, it was found prudent that the Municipality planning framework is reviewed for better contextualization of the process. The Municipality has been undertaking its development planning process through the Integrated development Planning (IDP) approach for the past ten-years. The 2024-2030 Integrated Development Plan (IDP) is the Municipality's 3<sup>rd</sup> generation of the 5-year Integrated Development Plan since 2013. The Municipality integrated development planning has been aligned with the 1997-2022 National Development Strategy (NDS), the 2005-2015 Poverty Reduction and Action Programme (PR SAP) and the 2000-2015 Millennium Development Goals (MDGs) since 2013.

However post-2015, the Municipality sought to align with the global and national shift of developmental planning frameworks which promulgated the United Nations-Post 2015 Sustainable Development Goals (SDGs),

3-Year Rolling Sector Development Plans (SDPs), Ministry of Housing & Urban Development Strategic Plan and Government Programme of Action (Ministries Action Plan 2018-2022). The 2024-2030 Municipality Integrated Development Plan (IDP) has been aligned with the 2023-2028 National Development Plan (NDP) which is also driven through the Ministry of Economic Planning and Development (MEPD).

During the analysis process, it was established that there is a disconnect between the Municipality and the Ministry of Economic Planning and Development (MEPD) as there is no formal engagement and or legislation or policy guiding and enforcing an integrated planning and alignment framework between MEPD, government agencies and the local government sphere. It is critical for the 2024-2030 Integrated Development Plan (IDP) to align and integrate the emergent global planning frameworks of the UN-Sustainable Development Goals (SDGs), UN-Habitat New Urban Agenda, the Paris Declaration Climate Change Action, Sendai Disaster framework and other recognised development planning protocols which are all reportable through national government.

## 2.3 Legislative Framework

The Municipality is operating in a highly legislated sphere of government with a litany of pieces of legislation imposing compliance requirements and further creating enabling environment and ensuring harmony in the city. The principal legislation that guides daily operations of the city is the Urban Government Act, 1969, which is also empowers the Minister for urban local government to establish urban local authorities as and when the need arise. The Municipality is empowered by the Rating Act, 1995, to levy and collect property taxation within the city jurisdiction. These two pieces of legislation have been under review for some time with a view to modernize and update them for relevance to the contemporary issues occurring in the urban local authorities. Other key legislation applying to the Municipality are the Housing & Building Act, 1968, Public Health Act, 1969, Crownland Disposal Act, 1911 and other relevant legislation. A detail of the pieces of legislation that are most applicable to the Municipality are as indicated in the table below;

**Table 2.3:** Showing pieces of legislation applicable to the Municipality

| Legislation                                 | Legislation                                |
|---------------------------------------------|--------------------------------------------|
| 1. Constitution Act, 2005.                  | 15. Public Finance Management Act, 2017.   |
| 2. Urban Government Act, 1969.              | 16. Commission of Enquiry Act, 1963.       |
| 3. Housing & Building Act, 1968.            | 17. Waste Management Act, 2002.            |
| 4. Public Health Act, 1969                  | 18. Disaster Risk Management Act, 2006.    |
| 5. Rating Act, 1995.                        | 19. Pounds Act, 1966.                      |
| 6. Town Planning Act, 1961.                 | 20. Swaziland Road Traffic Act, 2007.      |
| 7. Human Settlement Act, 1992.              | 21. Deeds Registry Act, 1968.              |
| 8. Environmental Management Act, 2002.      | 22. Citizenship Act, 1992.                 |
| 9. Decentralization Act, 2021.              | 23. Worksmen's compensation Act, 1983.     |
| 10. Industrial Relations Act,1995           | 24. National Archives & Records Act, 2020. |
| 11. Employment Act,1980.                    | 25. Concessions Act, 1904.                 |
| 12. Citizens Economic Empowerment Act,      | 26. Crown Lands Act, 1949.                 |
| 13. Occupational Safety & Health Act, 2002. | 27. Farm Dwellers Control Act, 1982        |
| 14. Procurement Act, 2011.                  |                                            |

As it can be observed in the table above, the guiding legislative framework has quite aged and does not factor the emergent challenges and opportunities in the local government sphere. A greater components of these acts have posed bottlenecks to the development and sustainability of the Municipality. To certain extent, some of the sections in these pieces of legislation are confusing as they tend to contradict the legislation promulgated at the later years, in particular the National Constitution Act, 2006.

It was further established that there are new pieces of legislation being pursued by national government which are expected to support integration and improved service delivery at the local level. The promulgation of the Decentralization Act, 2021 is a positive intent from national government to ensure that services are availed to the citizens at their localities. There is als the draft Tinkhundla Administration Bill being reviewed and finalized with a view to integrate and harmonize the local government system in the country.

The analysis further established that the Municipality is delegated to develop and implement Bylaws for managing developmental issues, regulating and creating harmonious living in the city. However, a limitation on the Bylaws development process was identified as these Bylaws are expected to go via national government for vetting and approved by Parliament. The vetting and approval of the Bylaws took long and or never happen which creates disharmony in the city due to inadequate contemporary legislation and policies for better managing and further enabling developmental needs of all stakeholders.

## 2.4 Development Analysis

In an endeavour to better understand the development

baseline to indicate the city development level and capacity, an analysis of the ended 2019-2024 Integrated Development Plan (IDP) was undertaken. Further analysis was conducted using the Municipality's 5-years annual reports, financial statements, implemented functional strategies and various annual business plans, operational plans and periodic reports produced for internal and external stakeholders.

### 2.4.1 Review of the 2019-2024 Integrated Development Plan (IDP)

The analysis of the just ended Integrated Development Plan (IDP) was analysed and reviewed to determine the performance of the Municipality in executing its strategy. The analysis was crucial for the development of the new 2024-2030 Integrated Development Plan (IDP) in various ways. Firstly, the review indicated the successes of the Municipality which are required for replication to increase the implementation rate of the new strategy. Secondly, the review also revealed the areas where the Municipality did not do well which will assist to prevent repeating same mistakes which can hinder effective execution of the 2024-2030 Integrated Development Plan (IDP).

#### i. Organizational Transformation

It was established that the Municipality commenced the 2019-2024 planning period with the implementation of a turn-around strategy which was meant to introduce a new organizational structure, new skills, new processes and procedures, upgrading of ICTs infrastructural services and equipment and other modern system. The review indicated that the Municipality finalized the implementation of its turnaround strategy which resulted into a new organizational structure that is supported by a skills audit report, job analysis and evaluation report, salary structure and

other critical frameworks supporting the change. The Municipality further acquired new skills sets through strategic recruitments of over twenty new employees.

The Municipality introduced new business processes and procedures supported by the continued implementation of the Quality Management System (QMS) of which the Municipality received the Awards of best performing organization award under the large category enterprises in three consequent years from 2021 to 2023.. The Municipality further invested towards improving the Internet bandwidth from 2mbps to 20 mbps, procured over 100 computer equipment and installed computer servers which transformed the ICT service in the municipality.

## ii. Customer Relationship Management (CRM)

The analysis revealed that the Municipality established

an integrated customer relationship management (CRM) programme which greatly improved the engagement and feedback of customers. The CRM process is driven through various platforms which are then streamlined into the Chief Executive Office for distribution to departments and monitoring for ensuring that customers are timely provided with feedback. However, the Customer Relationship Management process still needs improvement as it was found to be managed through forms and excel template. The Municipality was found to be utilizing all forms of media platforms for communication and engagement with customers from traditional media to digital media. The good performance was validated by the nomination of the Municipality by customers to participate in the Annual Customer Service Awards under the Municipality category which the Municipal Council of Manzini eventually won.



Figure 2.4.1 Showing Municipality Employees Receiving the 2023 Customer Service Excellence Award

## iii. Financial Management

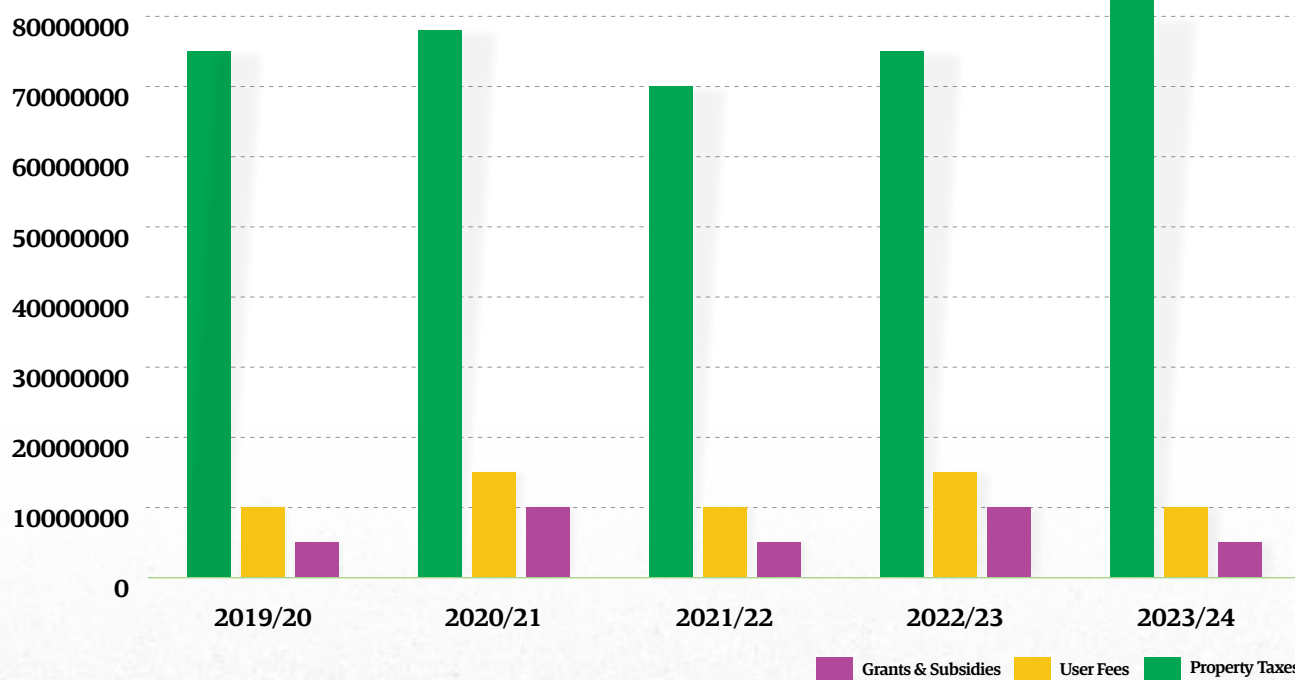
During the implementation of the 2019-2024 Integrated Development Plan (IDP), the Municipality was audit-

ed five times and all audit reports were issued with an unqualified audit opinion. This indicates a good financial management performance in the organization for the duration of the planning period of 2019-2024. It was established that the Municipality continued to heavily rely

on property taxation as its main source of income constituting 70% of its total revenue. The other distribution was 20% from national government and 5% from the Municipality's service charges and rentals. This revenue distribution indicated a decline from the previous planning period of 2013-2019 whereby there were performance grants from the World Bank driven Eswatini Local Government Project (ELGP) and the Commonwealth driven Local Economic Development (LED) programme. However,

following the coming to an end of the financial support from the development partners, the Municipality began to decline leaving funding gap on the infrastructure and local economic development front. The situation was exacerbated by the stopping of capital grants and subvention by national government which reduced the Municipality budget down to E100m which pushed the Municipality to seek alternative revenue options. The Municipality revenue trend is depicted in the graph below

## 2019-2024 Financial Performance



**Figure 2.4.1** : Showing the Municipality 2019-2024 revenue performance

### iv. Environmental Health Services

The review indicated that the Municipality has been investing significantly in the waste management service which include but not limited to refuse collection and disposal, management of the operation of the dumpsite, removal of illegal dumps, clean-up campaigns, recycling and other waste management initiatives. The Municipality further embarked on a tree planting programme which resulted into the planting of over 600 trees in the city. These initiatives were supported by the public education campaigns especially on the waste management and environmental protection aspects.

### v. Economic Development

The review indicated that the Municipality continued

with the implementation of the Local Economic Development (LED) programme aimed at stimulating the city's economic growth in a bottom-up approach. Through the LED programme, the Municipality implemented business support initiatives for the Micro, Small and Medium Enterprises (MSMEs) through business trainings, allocation of trading spaces, business incubation and other business support initiatives aimed at growing small businesses. In endeavoured to support the MSMEs recover from the Covid-19 pandemic, the Municipality waved rental and permit fees to enable the stabilization and recovery of small businesses. The Municipality further explored the Public Private Partnerships (PPPs) concept aimed at creating business opportunities for big businesses through implementing large scale projects.



**Figure 2.4.2** Showing the Bosco Bridge

## vi. Infrastructure Development

The Integrated Development Plan (IDP) review indicated that the Municipality had a great performance on the infrastructure development front. The Municipality rehabilitated and upgraded over 15 roads infrastructure within the city which included the Southern Distributor road, Bosco Bridge, Tenbergen street, Mentjies street,

martin street, Mahlalesikhundleni street, Tikhuba road, Mimosa road to mention but a few. The Municipality further expanded the Manzini Main Market, constructed the Autism Centre, and partnered with the Ministry of Commerce for the construction of the Thursday Market Trade Hub which now accommodates close to 1000 women traders.



**Figure 2.4.3** Showing Trade Hub Facility Operations

## v. Public and Environmental Health Services

The review also indicated that the Municipality performed well in the implementation of public and environmental health initiatives. The Municipality facilitated public education for food establishments operators and conducted health inspections in food and non-food

establishments. It was also established that the Municipality greatly invested in public health services which included the HIV/AIDS programme through preventative programming and treatment services provided through the city clinics and partner institutions i.e AMICALL, AHF.



**Figure 2.4.4** Showing the LaMvelase Clinic

The review of the 2020-2019 Integrated Development Plan (IDP) was evaluated along the strategic objectives and their support strategic programmes and projects. The review indicated that the Municipality performed exceptionally in executing the ended Integrated Development Plan (IDP). This was informed by calculating the planned projects and programmes and evaluate their level of execution by the end of the implementation period. The implementation rate was at 96% which is a very good performance in consideration of the encountered challenges, particularly the Covid-19 virus impact.

### 2.5 Sector Analysis

In an endeavour to contextualize and better understand the business of environment of the city, an analysis of the

various sectors was conducted. This can was undertaken through conducting an analysis of the different key sectors of the city which included socio-economic, environmental and spatial development. The different sectors of the city has transformed greatly from their situation in the year 2019. The detail analysis is presented in the following sections;

#### 2.5.1 Social Perspective

The Manzini region population was counted at 355,945 people with male population recorded at 172,470 and female counted at 183,475 (*Population and Housing Census Report, Kingdom of Eswatini*). The Population and Housing Census report cites the Manzini region as the most populous region as compared to the other three



**Figure 2.4.5** Showing the Youth Attending the 2023 Manzini Career Expo

country's regions. The Manzini city's population is recorded at 34,248 people which can be said to be permanent residents (night time population) population. Due to the country's historical background and the close linkages with the rural areas, the city population increases during the day to over 120,000 people. These population dynamics presents varying challenges on planning for social and health services and infrastructure development as the Municipality plan for the 34,248 residential population.

### i. Social Aspects

The population structure of the city forms a pyramid shape which indicates a broad base consisting of age groups of below 30-years. This indicates that the city is dominated by young population namely the in-school population and young adults population which is either at college and starting or looking to start work life in the city. The International Monetary Fund (IMF) report indicated that 59% of the country's population is living below the national poverty line with 29% of the population living under extreme poverty. The ADB reported that youth unemployment is 56% while inequality stands at 0.55 Gini coefficient in the country. Since there is no specific poverty data for the city, it can be inferred from the national data that urban poverty is prevalent in the city hence the poverty interventions implemented by the Municipality. The emerging of indigent citizens in the city is of great concern to the Municipality as urban centres in the country are assumed to be of affording citizens.

The municipality developed an Indigent Policy aimed at mitigating the impacts of indigency in the city. The Municipality has collaborated with local communities to establish eight social centres in townships like Ngwane Park, Zakhele, Moneni, Murray Camp and Mangwaneni informal settlement of which these areas mostly constitute large numbers of low-income groups of residents.

These social centres provide a daily meal, early childhood development programmes and education for over 1,400 orphaned and vulnerable children. The municipality further provides food hampers and medical treatment for disadvantaged elderly citizens. However there is still a great room for improvement on the Municipality poverty intervention programmes in terms of structuring and resourcing of the programmes.

### ii. Housing and Human Settlements

The city has thirty-five formal townships consisting of old townships like Zakhele, Two-Sticks, Trelawney Park, Ngwane Park, Coates Valley and the new townships of Mkhosi, Ndumbu, Sterksroom which all consist of a mixture of middle and high income group of population. The city has five informal settlements consisting of Mangwaneni, Murray Camp, Ticanweni, Old Zakhele (Skom) and Moneni settlement which consists of medium-low group of people of the city. The city is also experiencing an increased number of homeless people which indicates housing accommodation backlog which results to people putting-up illegal shelter structures. There is an increased peri-urban human settlements which namely dominated by rental units for the working population. There is a noted demand for housing accommodation in the city for different population groups. In the informal settlements, there are still challenges of safe water supply, environmental and sanitation challenges, land ownership and sustainable shelter.

### iii. Education

The city has been experiencing an increased number of educational population categories of primary, secondary and tertiary institutions. The city has experienced increased number of educational population which further 12 primary schools and 14 high schools which attracts school going population from different parts of the country. The increased educational population has resulted into increased demand for accommodation and other social amenities services. The trend of increasing private schools and private tertiary education will continue to attract the young population to the city which may create other social issues.



**Figure 2.4.6** Showing Salesian High School Students

It is worth mentioning that the education function has still not been decentralized to the Municipality from the regional and national sphere of government. The challenge of disconnect between the Municipality and the Ministry of Education and Training negatively impacts the education sector as integration and collaborative initiatives for improving the sector are very minimal. The emergent increase of private schools require strong co-operation between the two spheres of government to better manage issues of legality of the schools, curriculum, their pricing, structures and facilities. There is still a gap on coordination support for orphaned and vulnerable children (OVC) to ensure that they all access education from the city communities.

#### iv. Health

The city has various health facilities namely the regional Releigh Fitkins Memorial hospital, Women and Children

hospital, Manzini Clinic, Autism Centre and other critical health facilities. These health facilities play a pivotal role in servicing the citizens and further attracts populations from rural areas and neighbouring local authorities. The city's health sector indicates a growing trend as new health facilities are being rolled-out in the city. The city was greatly affected by the Covid-19 virus as the city was categorized as a red zone as it is where the pandemic was highly infectious. The Municipality working in collaboration with national government, NGOs and other strategic partners played a key role in eradicating the virus. The Municipality working collaboratively with various partners, continued with the provision of various health programmes, namely HIV/AIDS, non-communicable diseases and The trend further indicates moving towards 2030, the demand of health services in the city will continue to increase which will stimulate further investment on health facilities.



**Figure 2.5.1** Showing the Autism Centre Facility

The national and regional sphere of governments have not yet formally decentralized and devolved the health function to the Municipality which results into various challenges to the city. The Municipality has been proactively working on this sector in a bottom-up approach to mitigate emerging health challenges encountered by the citizens at the community level. These mitigations include the HIV/AIDS programmes, Autism services and other general clinical preventative and treatment services through the Municipality Filter Clinic, Autism Centre, LaMvelase Health centre etc. The health sector in the city do not have an integrated framework to guide the different stakeholders for a concerted efforts and better service the citizens. The Municipality partnered with various NGOs in the city to formulate the Manzini Health Team (MHT) which is a structure collaborating all HIV/AIDS initiatives in the city. This structure present an opportunity for the Municipality to expand it to include other health sector institutions and integrate the sector for improved efficiencies and regulation of malpractices.

## **v. Sports, Recreation and Culture**

The city has a very rich history of culture and sporting activities, particularly football and other recreational activities. In alignment with the cultural history of the country, the Municipality has recognized the role played by King Somhlolo in sustenance of Swati culture through the erection of the declaration of the Somhlolo Park and erection of the statue in the park. The city has a huge sport tourism activities attracted by the Mavuso Sports Centre

namely schools athletics, swimming, premier league soccer games, volleyball international tournaments almost on a weekly basis. The Manzini Club sportfield and the swimming pool provides an alternative venue for local teams and communities. However the recreational and sporting facilities are very limited in the city with those which are existing being difficult for the community to access. The Municipality needs to establish a sports and recreation function that can develop a robust programme to address the needs of the community in the sports and recreation front.

## **2.5.2 City Economy**

The Manzini city economy is divided into two structures of informal and formal economy. The formal economy consists of registered and licensed large enterprises while the informal economy consists of Micro, Small and Medium Enterprises (MSMEs) who are permitted by the Municipality to operate in the city. The city is driven by a commercial economy that is dominated by the secondary and tertiary sectors consisting of retail, real estate, service garages, fuel stations, government services, handicraft markets, financial services and other peripheral economic activities. The formal business sector is regulated and administrated in the Ministry of Commerce, Industry and Trade (MCIT) from registration to their operation.

The distribution of the formal businesses is mainly concentrated in the city's Central Business District (CBD) with an emerging growth nodes in the townships like

Fairview, Ngwane Park, Zakhele and Coates Valley. The critical data and information about the formal business sector is governed and managed by the Ministry of Commerce and its Manzini regional office. The informal sector consists of over 2,200 street vendors and market traders who mainly trade on handicraft products, fruits & vegetables, traditional attire, indigenous medicinal products, second-hand clothing and other similar products.

Due to the size of the country and absence of city specific data, the Manzini city's economy data is always inferred from the national economy data to inform the Municipality planning and programming. The African Development Bank (ADB) reported that the Eswatini's economy grew from 0.5% in 2022 to an estimated 4.8% in 2023, driven by stronger performance of the services sector (*ADB African Economic Outlook Report, 2024*). The Worldbank projected that the medium-term economic outlook projected real GDP to grow by 4.1 percent in 2024, and be moderately favorable by stabilizing at about 3 percent over 2024-26 (*Worldbank Outlook Report, 2023*).

It can be concluded that the analysis and forecasts of the country's economy has been weak and its future outlook is indicated to continue with average growth. The Manzini city economy being one of the major contributors in the country's economic growth, it can be deduced that the city's economy will depicts the forecasted national economic performance and characteristics.

### 2.5.2.1 Local Economic Development (LED)

In an effort to stimulate the city's economic growth, promote entrepreneurship and involve local citizens in creating job and business opportunities, the Municipality adopted and implemented the local economic development process in 2014. The Worldbank explains an LED as process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. Through the LED process, the Municipality managed to partner with various stakeholders including but not limited to the Commonwealth Local Government (CLGF), Ministry of Commerce, SEDCO, and other key stakeholders to provide business support initiatives.

## i. MSMEs Business Support

The city's economy thrives through the entrepreneurial spirit of individual traders and SMEs particularly from the informal sector. The city continued to experience increase of informal traders which results into increased demand for trading spaces, business assistance and regulation issues. The Municipality has been very

supportive and further invested towards business support initiatives for the informal sector including those of youth and women businesses. These included capacity building initiatives on business management, record keeping, trading spaces, seed capital and other business incubation services aimed at growing MSMEs businesses in the city. The Municipality upgraded and expanded the Manzini Main market in an endeavour to accommodate more than 1,000 traders and further partnered with Ministry of Commerce for the construction of the Manzini Trade Hub which accommodates over 1,000 women traders. However there is still a gap on the database, studies and policies for growing the MSMEs and entire informal sector economy in the city.

## ii. Tourism Development

The tourism sector has assumed a prominent posture in the city and country's economy at large. The Municipality has been implementing tourism activation programmes with an objective to support local businesses operating in the hospitality and accommodation industry which has spillovers to the handicraft and other supportive areas. The Municipality has facilitated for the declaration of six tourist attraction sites aimed at growing the tourism sector in the city. The Municipality signed a Memorandum of Understanding (MoU) with Eswatini Tourism Authority(ETA) for technical support and advisory in growing the city's tourism sector to significantly contribute to the city economy. The strategic partnerships with Eswatini Cycling Association and Hynenna Motorcycle Club has seen some milestones in attracting regional tourists who visited the city and promoted the tourism sector while creating sensitization to industry players. It can be highlighted that to significantly grow this economic sector, the Municipality needs to move beyond the tourism activation towards tourism policies, strategies and research and development.

## iii. City Investment

Global cities grow and thrive through sustaining existing investments and be able to attract new investments. Investment attraction has become one of the difficult and competitive areas amongst countries and cities as it is a proven vehicle for stimulating economic growth and creation of jobs. The city has received good investments during the 2019-2024 planning period namely in the fuel stations, retail and real estate sector whereby new estates and shopping centres emerged despite the negative impacts of the covid-19 virus pandemic. There are numerous blocks of flats and housing units in areas of Mkhosi township, Ngwane Park township, Ndumbu township and other areas which has been established for rental and home ownership purposes.

In the fuel and retail sector, the city's landscape has been transformed by the establishment of new shopping



centres which included the Cardo Capital Squarther, OK Gateway Shopping centre, Junction shopping centre, the Sobhuza Engen Fuel station, Nazarine and Mzimmene Total Fuel station, Galp & Puma Fuel stations, Mitra Fuel station and other key investment developments which increased rates revenues and created new jobs in the city. As it can be observed on the highlighted investments, the Municipality needs to play an active role in the diversification of the city investments, particularly on the industrial investment policy direction which can propel the economy to greater heights.

#### **iv. Public Private Partnerships (PPPs)**

The Public Private Partnerships (PPPs) concept has played a key role in contributing towards stimulating countries and cities, economic growth globally. The Municipality has been working and partnering with different stakeholders and private sector companies in trying to explore the use of the PPPs concept for creation of investment and employment opportunities in the city. The Municipality has directly availed investment opportunities for the private sector to partner for the management of the parking service in the city, rehabilitation and operation of the Abattoir facility and development of a Mixed-Use Commercial facility at Fairview. It can be reported that these PPPs initiatives are bearing fruits as the parking service is operated by a private company while the Mixed-Use Commercial Centre and Abattoir are towards completion through partnership with the private sector.

### **2.5.3 Environmental Management**

The concept of environment management refers to an integrated approach in understanding, coordinating and managing the multi-dimensional relationships of environment with human socio-economic and cultural activities towards that of co-existence sustainable status. The environmental status of the city is good as the harmony of the environment and the human socio-economic activities is monitored and maintained at a good level. The Municipality ensures that through developing and implementing policies and strategies which bear good practices of sound environment of a healthy and habitable city.

#### **2.5.3.1 Environmental Policy Regulation**

The Municipality has played a pivotal role in the regulation and enforcement of environmental laws in the city. Through the Environmental Management Act, 2002 and its regulations, the Municipality regulate environmental issues through collaborative efforts with the Eswatini Environmental Authority (EEA). The Municipality further ensures environmental safety through policy guidelines which include but not limited to the city's State of the Environment Report and the ISO 14001:2014 Environmental Management System and its supporting procedures. The

Municipality has still got gaps in terms of a city Environmental Management Policy and Environmental Bylaws that can strengthen the existing legislation and further involve the local communities to actively participate on environmental matters.

#### **2.5.3.2 City Greening**

The Municipality has been pursuing a greening programme that sought to increase the number of indigenous trees and further replace the aging trees within the city. During the past planning period of 2019-2024, the Municipality planted over 1000 trees, landscaped and further beautified the city streets with flora. The Municipality had recently commenced with the green city programme which is being implemented through the support of the Food Agricultural organization (FAO). The programme seeks to technical support the Municipality to expand its greening initiatives by improving policies and planning, management of green open spaces, urban bushes, urban agriculture and data collection. The city is challenged with the increase of the stubborn Invasive Alien Plant Species (IAPS) which have negative impact on the city environment.

#### **2.5.3.3 Environmental Health**

The World Health Organization (WHO) mentions that prerequisites for good health include but not limited to clean air, stable climate, adequate water, sanitation and hygiene, safe use of chemicals, protection from radiation, healthy and safe workplaces, sound agricultural practices, and built environments etc. As guided by the Public Health Act, 1969, the Municipality work collaboratively with the Regional Health department and the Environmental Authority (EEA) to ensure that the city's environmental health is at the required level.

The Municipality has an inspection programme for residential premises, business premises and all public buildings inspection for hygiene and sanitary cleanliness. The Municipality further inspects retail and food outlets for food health compliances to ensure that citizens are consuming safe food in city. However there is still a gap on the occupational health of work places within the city as this mandate sits with the Regional Health Office. In view of the concerns raised by stakeholders on non-compliances on occupational health in some companies, there is a great need for the Municipality to integrate and collaborate with the Regional Health Office to improve the compliance in this aspect.

#### **2.5.3.4 Water Safety and Water Bodies Management**

The city has various water bodies which contribute into the state of the environment of the Municipality. The Municipality working with the Environmental Authority continued to ensure the protection and safety of the

Mzimnene and Mgubudla Rivers through cleaning and consistent testing for contamination and pollution. The Municipality further ensured the protection of the city wetlands and continued to sensitize the public about the importance of water bodies in the city conducting the global commemorations on an annual basis. The Municipality further conducts water inspections and water testings of boreholes water, piped water and bottled water to ensure that citizens consume safe drinking water in the city. However there is a great opportunity for the Municipality to collaborate and integrate with Eswatini Water Services Corporation, Department of Water Affairs and the WASH structure to bridge the water management and protection gaps i.e protection of rivers, licensing of boreholes and continuous monitoring, water harvesting and drought preparedness.

### 2.5.3.5 Waste Management

The United Nations Environment Programme (UNEP) defines waste management as the total supervision of waste production, handling, processing, storage, and transport from its point of generation to its final acceptable disposal. The Municipality has made great strides on the waste management front as the Manzini city is one of the cleanest cities in the region. It is worth mentioning that as the world evolve, the capital world introduce high end innovated products and society develop, the produced waste and its sophistication present multiple challenges to the Municipality. The Municipality has numerous waste management programmes aimed at protecting the environment in a sustainable manner.



**Figure 2.5.3.5** Showing Municipality Skip Bin Collection Services

#### i. Waste Regulation

The Municipality developed an Integrated Waste Management Plan (IWMP) which guides the management of waste and further provides interventions for a sustainable waste management programme. The IWMP is implemented in alignment with the national waste

management frameworks which include the Waste Regulation, 2000, National Waste Management Strategy and the Anti-Litter Regulations. These frameworks are implemented in tandem with the Environmental laws in endeavoured to bridge the gaps and further integrate efforts directed towards eradication of environmental degradation. It is worth-mentioning that the city is confront-

ed with pockets of illegal dumping of waste, littering and environmental degradation. There is also inadequate enforcement of the pieces of legislation and regulations which water down the great efforts and investments injected in the waste management industry.

## ii. Waste Recycling

Through the Integrated Waste Management Plan (IWMP), the Municipality introduced the waste recycling programme with an aim of minimizing waste being disposed in the landfill facility. The Municipality has been engaging different stakeholders including the residents

to partake in the waste recycling process i.e the segregation of waste from source by residents. The Municipality has also partnered with the private sector to introduce waste recycling centres which greatly improved the waste management programme and city cleanliness in the city. The unintended effects of the recycling programme is the theft of recyclable material like drain covers and water meters for sell at the recycling centres. There is a great need for the Municipality to strengthen the recycling programme as it has great opportunity in involving all stakeholders to keep the city clean, protect the environment while also making a living.



**Figure 2.5.3.6** Showing Manzini Buy Back Centre Operations

## iii. Waste Management Infrastructure

The Municipality had planned to upgrade, operate and manage a functional sanitary landfill facility that manage waste at sustainable standards. This was in view of the increased volumes of different types of waste generated within the city and outside of the city. The upgrading of the waste facility commenced during the 2013-2018 planning period at a phased approach which crossed into the planning period of 2019-2024. However due to resource constraint, the upgrading of the waste facility could not proceed as the Municipality resorted to managing and operating the waste facility in an incomplete state. The current landfill facility is not at a good state as it is not yet a functionally certified landfill facility and it does not absorb all forms of waste.

The upgrading of the MR3 highway has exposed the unsightly waste management facility which is also affecting the neighbouring community of Madonsa and with its drastically shrunk life span. There is a great need for the Municipality to invest in the waste management infrastructure and equipment to better manage the waste at the expected standards. The city is also overwhelmed with e-waste, medical waste and hazardous waste which require special equipment to dispose. The waste management facility is also located in a prime zone which close to a high-income households who are not happy about having the facility next to their township as it devalues their properties. The Municipality has big tasks of finding an alternative site for a waste management and also investing in developing a sustainable landfill facility that is of environmental friendly certified standard.

## 2.5.4 Urban Spatial Planning and Community Development

The UN Habitat explains that urban and spatial planning is about the process of making decisions on achieving medium and longterm territorial or spatial goals about the arrangement and development of socio-cultural, economic and environmental aspects of a defined area at national and local government level. It further states the purpose of spatial planning to being facilitating and articulating political decisions and actions that can transform the physical and social space and affect the distribution and flows of people, goods and activities (*UN Habitat III Report, 2016*). The Municipality utilizes various frameworks for transforming and improving the city land use and spatial arrangement in relation to socio-economic activities. A further analysis is presented in the following sections;

### 2.5.4.1 Urban Spatial Development

The country's spatial planning is guided by the national Physical Development Plan (PDP), 1996 which is cascaded through the Regional Physical Plans, including that of the Manzini Region. National government through the Ministry of Tinkhundla Administration and Development work in tandem with the Regional offices and Traditional Local Authorities are responsible for the spatial arrangement of the areas outside the declared Municipalities like the Manzini city. The Municipal Council of Manzini is charged by the Town Planning Scheme Act, 1961, to develop medium to longterm urban spatial planning framework termed town planning scheme. The Municipality has been guiding the urban development of the city through the Town Planning Scheme, 2010 which is currently towards the finalization of its review. The scheme further consist of development codes which seeks to guide allocation of socio-economic activities in the city in cognisance of other environmental compliances and creating of harmonius co-existence of different sectors.

The developments occurring within the city are all approved by the Municipality in accordance with the Town Planning Scheme and the housing and Building Act, 1968. It can be highlighted that the city is still experiencing issues of non-compliances of illegal constructed structures and businesses operating outside the provided frameworks. There is also an enforcement gap amongst the cluster policing and judiciary service which needs to be strengthened for enhancement of the enforcement and prosecution of offenders. There is a great need for collaboration and cooperation between the Municipality and the seven traditional authorities responsible for the peri-urban areas surrounding the Municipality jurisdiction.

### 2.5.4.2 Urbanization

The International Institute for Environment and Development (IIED) explains urbanization as a process of broad-based rural-to-urban transition or transformation involving population, land use, economic activity and culture. The country's urbanization is projected to continue slowly increasing mainly due to rural-urban migration. The forecast indicates that urban population will increase from 23.8 percent of the total population in 2017 to 26.4 percent in 2038, and then about 35 percent in 2050 (UNICEF, 2023). The Manzini city depicts an island within the surrounding peri-urban areas under the Traditional Local Authorities and are termed the Greater Manzini. The Greater Manzini peri-urban areas cuts an urban sprawl around the Manzini city characterised by lack of spatial planning, sanitation and environmental management practices. The city peri-urban areas are putting pressure to the Municipality in terms of sanitary and environmental services as they dispose their waste in the city townships indiscriminately. The areas include but not limited to Ticantfini, Makholweni, Sichelwini, KaShali, Nhlabeni and other surrounding areas.

### 2.5.4.3 Land Administration

The country's land administration responsibility is dual in nature whereby the rural areas are administered under the national government through a cluster of Ministries of Housing & Urban Development, Natural Resources & Energy, Agriculture & Forestry and the Urban Local governments (ULAs). The Municipality is charged with the responsibility of managing and administering the land owned by Council and national government which is legally referred as Crownland. The City is comprised of 5,451 demarcated plots of which 70% of which are privately owned. The national Government owns the second largest number of plots in the City with a percentage share of 11% of all the plots. A greater proportion of of approximately 80%, of the land is developed while the remainder consist of undeveloped plots. The categories of land uses in the city consist of commercial, residential, industrial, and public spaces.

### 2.5.5 Infrastructure Sector

The infrastructure sector mandate is being managed by a cluster of infrastructure government agencies in the city and country at large. This situation requires a greater form of cooperation and integration amongst the cluster infrastructure agencies for improved efficiencies and sustainability in the sector.



### 2.5.5.1 Roads Infrastructure

The city has 114.63 km of roads infrastructure, of which 62% of it is tarred and 38% is still gravel roads. The city roads consist of four main roads owned by national government while the rest are owned by the Municipality. The city roads are categorized as CBD and townships roads infrastructure. It is worth-mentining that these roads are quite old except those in the newer townships

and this present increased maintenance challenges to the Municipality. The city has been investing namely on a replacement infrastructure through its infrastructure rehabilitation programme especially in townships like Ngwane Park, Coates Valley, Zakhele, Madonsa and other areas. This created a backlog in the CBD roads as the rehabilitation was more bias towards the townships.



**Figure 2.5.5** Showing City Road Infrastructure

There is a need of a greater focus and prioritisation of the CBD roads to revive and support the business sector. It can be highlighted that some of the city roads has exceeded their lifespan hence they require constant maintenance which overstretches the Municipality budget. The city needs to collaborate and cooperate with the other cluster infrastructure agencies for an integrated approach on planning and developing the a sustainable infrastructure programme.

### 2.5.5.2 Utility Infrastructure

The utilities infrastructure is mandated to the Eswatini Electricity Company (EEC) and Eswatini Water services Corporation (EWSC). The electricity and water infrastructure in the city can be reported to be at good state as it is validated by the consistent supply of water and electricity in the city. It is worth highlighting that the community connectivity to these services can be estimated at 95% with noted limitations in the informal settlements within the city. The utilities are faced with increased theft

of electricity cables and water meters which causes great inconveniences to the business sector and city residents as it compromises their operations and quality of life.

The area of improvement is on the planning and rollout of the utilities' projects which are not integrated with the Municipality infrastructure development programme. The lack of integration of the city infrastructure programme results in destruction of the roads infrastructure which is unsustainable for the city to re-invest on same roads, only for the utilities to destroy the created value.

### 2.5.5.3 ICT Infrastructure

The ICT infrastructure in the city is regulated by the Eswatini Communication Commission (ESCCOM) through

licensing telecommunication and technology service providers to lay infrastructure in the city. The city assists the service providers by allocating space and servitudes for laying and erecting the required infrastructure. The city is well serviced on internet connectivity from various Internet service providers including but not limited to the Eswatini Post and Telecommunications (EPTC), MTN Eswatini Mobile, Jenny Internet, Real Image and other service providers. This industry have been experiencing challenges with the fiber cable thefts which affects businesses and residents in the city. There is a need for collaborations amongst the service providers and the Municipality to introduce security measures for the ICTs infrastructure in the city.



**Figure 2.5.5.3** Showing IDP Stakeholder Consultations in Ward 6

## 2.6 Community and Stakeholder Consultations

The Integrated Development Planning (IDP) approach emphasizes the importance of public participation and involvement of stakeholders charting a new direction of the future of the city. In alignment with the best practice of the integrated development planning process, the Municipality management to involve all 12 city constituencies through a community consultation programme that lasted a period of one month. The Municipality further facilitated for engagement of seven different categories of stakeholders which included the education sector,

government agencies within the city, utilities, neighbouring Traditional Local Authorities, the two Tinkhundla Authorities, Ministry of Housing & Urban Development and other key stakeholders. The 12 communities and the engaged stakeholders made varying comments and critical inputs which were factored in the development plan of the city. There were also prominent service delivery issues which were raised whereby the Municipality was urged to prioritize the 2024-2030 Integrated Development Plan (IDP). A highlight of the most requested service delivery issues are presented in table 2.6;



**Figure 2.6** Showing IDP Stakeholder Consultations in Ward 7

**Table 2.6:** Showing top-10 service requests by Ward / Constituency

| PROJECT                               | CONSTITUENCIES/WARDS |   |   |   |   |   |   |   |   |    |    |    | # of Wards Requested Service |
|---------------------------------------|----------------------|---|---|---|---|---|---|---|---|----|----|----|------------------------------|
|                                       | 1                    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |                              |
| 1. Safety & Security                  | X                    | X | X | X | X | X | X | X | X | X  | X  | X  | 12                           |
| 2. SMEs Business Support Initiatives  | X                    | X | X | X | X | X | X | X | X | X  | X  | X  | 12                           |
| 3. Waste Management                   | X                    | X | X | X | X | X | 0 | X | X | X  | X  | X  | 11                           |
| 4. Sports & Recreational Facilities   | X                    | X | X | X | 0 | X | X | X | X | X  | X  | X  | 11                           |
| 5. Traffic Management & Accessibility | X                    | X | X | 0 | 0 | X | X | X | X | X  | X  | X  | 10                           |
| 6. Roads Infrastructure Maintenance   | X                    | X | X | X | X | 0 | X | X | X | X  | X  | 0  | 10                           |
| 7. Overgrowth Control                 | 0                    | X | X | X | 0 | X | X | X | 0 | X  | X  | X  | 9                            |
| 8. City Lighting                      | 0                    | X | 0 | X | 0 | 0 | X | X | X | X  | 0  | X  | 9                            |
| 9. Youth Empowerment Initiatives      | X                    | X | 0 | X | 0 | X | X | 0 | X | X  | X  | 0  | 8                            |
| 10.Stormwater Drainage Management     | X                    | X | X | X | 0 | 0 | 0 | X | X | 0  | X  | 0  | 7                            |

As it can be observed in the table above, there are quite a number of service delivery issues that are pressing to communities and stakeholders which the Municipality has planned in this development plan. A highlight discussion of these issues is as outlined below;

### 2.6.1 Safety and Security

The Municipality still relies heavily on the national police service for safety and security in the city. On its capacity, the Municipality engage security companies to support the police in providing safety and security in the city. However, as highlighted by the stakeholders, these measures are not adequate to cover the whole city needs in terms of safety and security. This emanates from the spate of criminal activities occurring in the CBD and at township level which include but not limited to house-breakings, cable thefts, water meters thefts, robberies and other related criminal acts. The Municipality has prioritized the stakeholders needs of safety and security in this development plan.

### 2.6.2 SMEs Business Support initiatives

The Municipality has been providing business support initiatives for the MSMEs operating in the city. However based on the stakeholders submissions, it can be agreed

that what the Municipality has been doing is not enough and this development plan has prioritized business support initiatives.

### 2.6.3 Infrastructure Maintenance

The infrastructure maintenance issues are glaring especially in the city roads infrastructure. This could be attributed to the fact that the city's roads infrastructure is old and some of the roads has passed their lifespan. The development plan has prioritized to strike a balance between the rehabilitation and the maintenance programme to address the raised needs.

### 2.6.4 Traffic Management and Regulation

It emerged from the consultations that stakeholders and communities are inconvenienced by the traffic congestion, reckless driving and damage of infrastructure by truck owners and drivers. It was established that the city streets are blocked by trucks and public transport operators do as they please in the city streets which further compromises road safety measures in the city. The Municipality also observed these traffic violations and has since planned various interventions aimed at improving traffic efficiencies in the city.



**Figure 2.6.4** Showing Business Forum IDP Stakeholder Consultations



### 2.6.5 Government Agencies' Integration and Collaborations

Through the consultations it transpired that it will be difficult for the Municipality to achieve the city's new vision if the fragmented development approach persist as it requires more resources and results into duplication of efforts. During the consultations, various stakeholders expressed their willingness to collaborate and integrate with the Municipality for better planning and develop-

ment of the city and its surrounding into a sustainable metropolitan area. The neighbouring communities needs the basic municipal services and the Traditional leadership is amenable to collaborate with the Municipality to better manage the development in the peri-urban areas. The utility service providers are willing to collaborate with the Municipality for integration of their infrastructure plans and come-up with one city integrated infrastructure plan.



**Figure 2.6.5** Showing Utility Service Providers IDP Stakeholder Consultation Meeting

### 2.6.6 Conclusion

It is worth-mentioning that the community and stakeholders' submissions are appended herewith as annexures of the Integrated Development Plan (IDP). In as much as this report highlights mostly the pain points of the stakeholders, it can be reported that there were appreciations from the submissions where communities

acknowledged the great work done by the Municipality during the planning period of 2019-2024. These are the learnings that the Municipality has factored in this development plan to replicate the good work underscored during the consultations. The inputs which appeared to be thorny issues to stakeholders and communities, have been prioritized in the 2024-2030 Integrated Development Plan (IDP).

## 2.7 SWOT Analysis

In an endeavour to better understand the capacity of the Municipality to drive the city towards 2030, a SWOT (Strength, Weaknesses, Opportunities & Threats) analysis was conducted. The SWOT technique is a strategic

planning mechanism for diagnosing the the capacity of an organization before setting strategic goals and vision. The Municipality SWOT analysis is presented in the table below;

**Table 2.7 : Showing the Municipality SWOT analysis**

| Strengths                                                                                                                                                                            | Impacts                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Geographical location</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>Centrally located for travel connection to all destinations, resulting in high day-population for increased trade opportunities.</li> </ul>                                                                                          |
| <ul style="list-style-type: none"> <li>Competent and experienced staff.</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>Enable effective implementation of Municipality plans &amp; improve services delivery.</li> </ul>                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Good working relations between the MCM administration and politicians.</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Creates conducive environment for quick and sound decisions for improved effective service delivery and city development.</li> </ul>                                                                                                 |
| <ul style="list-style-type: none"> <li>Well planned city with availability of basic infrastructure.</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>Creates conducive environment for investment attraction and economic growth.</li> </ul>                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Established Management Systems and operating mechanisms.</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Improve operational efficiencies and continuous improvement.</li> </ul>                                                                                                                                                              |
| Weaknesses                                                                                                                                                                           | Impact                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Existing criminal activities and city crime reputation.</li> <li>Inadequate city policing coverage</li> </ul>                                 | <ul style="list-style-type: none"> <li>Creates inconveniences, loss of property &amp; life of residents and city visitors.</li> <li>Discourages investment &amp; result into city bad reputation.</li> <li>Affects economic growth and overall city development.</li> </ul> |
| <ul style="list-style-type: none"> <li>Low &amp; slow rates payment by property owners.</li> <li>Stopping of grants &amp; subventions by national government.</li> </ul>             | <ul style="list-style-type: none"> <li>Results into reduced budget and inconsistent cashflows which limit city development and service delivery.</li> </ul>                                                                                                                 |
| <ul style="list-style-type: none"> <li>Old pieces of legislation for city regulation</li> <li>Protracted process for development &amp; approval of city Bylaws.</li> </ul>           | <ul style="list-style-type: none"> <li>Constrain development and service delivery</li> <li>Retards transformational and innovative solutions.</li> </ul>                                                                                                                    |
| <ul style="list-style-type: none"> <li>Political interferences</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>Negatively impacts city development and development planning.</li> </ul>                                                                                                                                                             |
| <ul style="list-style-type: none"> <li>Lack of a clear intergovernmental relations framework.</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>Negatively impacts cooperation &amp; integration amongst government agencies for efficient city development.</li> </ul>                                                                                                              |
| <ul style="list-style-type: none"> <li>Absence of integrated infrastructure development plan.</li> <li>Infrastructure upgrading backlog &amp; aging roads infrastructure.</li> </ul> | <ul style="list-style-type: none"> <li>Results into dilapidation of infrastructure by utility service providers.</li> <li>Results into poor service delivery &amp; community inconveniences.</li> </ul>                                                                     |
| <ul style="list-style-type: none"> <li>Limited alternatives of financial resources</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>Results to the Municipality not fully meeting its mandate.</li> </ul>                                                                                                                                                                |
| Opportunities                                                                                                                                                                        | Impact                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>First city from and enroute to KMIII International Airport.</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Provides competitive advantage for the tourism sector, investment opportunities and developmental linkages with Sikhuphe Town.</li> </ul>                                                                                            |
| <ul style="list-style-type: none"> <li>Availability of Municipality and Government land.</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Provides opportunities for exploration of investments attraction and exploration of alternative sources of revenue innovations i.e PPPs.</li> </ul>                                                                                  |
| <ul style="list-style-type: none"> <li>Good relations with neighboring traditional local authorities.</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>Provides conducive environment for collaborations and integration with neighboring local authorities.</li> </ul>                                                                                                                     |
| <ul style="list-style-type: none"> <li>Participative and active communities in Municipality programmes.</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>Provides opportunities for community partnerships and collaborations for service delivery and developmental programmes.</li> </ul>                                                                                                   |
| <ul style="list-style-type: none"> <li>Availability of declared tourists' attraction sites.</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>Establish key resource for growing tourism sector and stimulating city economic growth.</li> </ul>                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Existing Country development partners &amp; donors</li> </ul>                                                                                 |                                                                                                                                                                                                                                                                             |



| Threats                                                                                                                                           | Impacts                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| ▪ Political interventions                                                                                                                         | ▪ Disrupts city development plans and erode resources.                               |
| ▪ Community activism & riots                                                                                                                      | ▪ Disrupts service delivery & destroy city infrastructure.                           |
| ▪ Absence of formal working frameworks with Tinkhundla Centres and neighbouring Traditional Authorities.                                          | ▪ Slows down development & results into inefficiencies and resource wastages.        |
| ▪ Vandalization of city infrastructure by motorists & utility service providers.                                                                  | ▪ Waste Municipality resources & affects service delivery.                           |
| ▪ Stopping of grants & subventions                                                                                                                | ▪ Derails Municipality development plans & operations                                |
| ▪ Absence of formal intergovernmental fiscal relations.<br>▪ Control of rates tariff & user fees<br>▪ Inconsistent remittance of government rates | ▪ Results into poor planning & budgeting for the Municipality.                       |
| ▪ Inadequate decentralization of services                                                                                                         | ▪ Limits service delivery to communities and compromise quality of life of citizens. |

The SWOT analysis presented above indicates that the Municipality has huge capacity and potential to transform the locality into a magnificent livable city with improved quality of life of the citizens. The identified

threats and weaknesses are lower than the strengths and opportunities which better position the Municipality for success.

## 2.8 Macro Environment of Business Analysis

A *Political, Economic, Social, Environment and Legal* (PESTEL) analysis was conducted in an endeavour to better understand the macro environment where the Municipality operates and the consequent external factors that may impact the 2024-2030 Integrated Development Plan

(IDP). The factors consist of uncertainties that require the Municipality to devise mitigations for better managing the eventualities and their impacts. The analysis is presented in the table below;

**Table 2.8 :** Indicating external factors

| Industry Factors                                                                                                                                                                                                                           | Likely Upside Impact                                                                                                                                                                                                                                                                                                                          | Likely Downside Impact                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Political</b>                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>▪ Resumption of office by new Council, government &amp; Parliament.</li> <li>▪ Political unrest, riots &amp; demonstrations.</li> <li>▪ Political directives &amp; national assignments.</li> </ul> | <ul style="list-style-type: none"> <li>▪ New ideas &amp; solutions with better support for city development.</li> <li>▪ Ignite national Government support &amp; provision of resources.</li> <li>▪ Accelerate expansion of Municipal services &amp; boundaries beyond city jurisdiction and opportunities for additional revenue.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Lack of understanding of local government and inadequate support of city development.</li> <li>▪ Derail Municipality development plans, destruction of property, loss of life &amp; bad reputation.</li> <li>▪ Overstretching and depletion of Municipal resources &amp; operations.</li> </ul>     |
| <b>Economic</b>                                                                                                                                                                                                                            | <b>Likely Upside Impact</b>                                                                                                                                                                                                                                                                                                                   | <b>Likely Downside Impact</b>                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>▪ Inconsistent economic growth.</li> <li>▪ Fluctuation of economic variables i.e inflation rates, interest rate, exchange rates, COLA</li> </ul>                                                    | <ul style="list-style-type: none"> <li>▪ Trigger National Government to review and promulgate supportive economic policies.</li> <li>▪ Government will change its monetary policies to curb inflation &amp; maintain reasonable interest rates.</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>▪ It will result into inconsistent rates payment.</li> <li>▪ Inflation increase will push-up cost of living, costs of supplies &amp; material and increase rates tariffs.</li> <li>▪ Cost of living will reduce property owners' disposable income and results into poor payment of rates.</li> </ul> |

| Social                                                                                                                                                                                                                                                                                                                    | Likely Upside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                          | Likely Downside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Persistent urban poverty.</li> <li>Increased vulnerability amongst citizens.</li> <li>Hosting of national events.</li> <li>Land administration &amp; city boundary disputes.</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>Will necessitate discussions with national government for budget redistribution towards urban local governments.</li> <li>Will compel national government into improving social security policies.</li> <li>Provide opportunities for the city promotion, lobbying opportunities &amp; MSMEs trade opportunities.</li> <li>Provide opportunities for engagements with neighbouring traditional authorities.</li> </ul> | <ul style="list-style-type: none"> <li>Put pressure on the Municipality to provide robust poverty reduction interventions.</li> <li>It will increase number of citizens not being able to pay property tax.</li> <li>It will overstretch the Municipality resources in preparations of the national events.</li> <li>Creates conflicts and retard development.</li> </ul>                                                                                                                                                                                                                              |
| Technology                                                                                                                                                                                                                                                                                                                | Likely Upside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                          | Likely Downside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Unbundling of the Information Communication and Technology industry.</li> <li>New technology &amp; innovations</li> </ul>                                                                                                                                                          | <ul style="list-style-type: none"> <li>Increase usage of social media for ease of communication &amp; engagements.</li> <li>Digitization &amp; transformation of Municipality services.</li> <li>Enablement of Smart City development.</li> </ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Will increase usage of ICT usage by citizens to put pressure on Municipality to upgrade its ICT infrastructure.</li> <li>Creation of community platforms that will hold Municipality accountability.</li> <li>Increased cyber-crime &amp; systems attack.</li> </ul>                                                                                                                                                                                                                                                                                            |
| Environment                                                                                                                                                                                                                                                                                                               | Likely Upside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                          | Likely Downside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Increase of Climate Change impacts i.e. draught, severe storms, high temperatures etc.</li> <li>Outbreak of pandemic</li> <li>Increased growth of Invasive Alien Plant Species (IAPS).</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Increased rain for sustainability of city biodiversity.</li> <li>Stimulate strategic partnerships with disaster agencies and national government.</li> <li>Integrated intergovernmental Disaster Risk Reduction planning.</li> <li>Stimulate intergovernmental collaborations for alleviating IAPS).</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>Destruction of properties, life &amp; city infrastructure by irregular weather patterns.</li> <li>Overstretching of Municipality resources in dealing with repercussions.</li> <li>Loss of life and negative impact to city image.</li> <li>Destruction of city biodiversity.</li> </ul>                                                                                                                                                                                                                                                                        |
| Legal                                                                                                                                                                                                                                                                                                                     | Likely Upside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                          | Likely Downside Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>Promulgation of new legislation i.e Tinkhundla Administration &amp; Development Bill, Review of Rating Act.</li> <li>Transformation of the Urban Local Governance i.e integration of Rural/Urban local authorities.</li> <li>Promulgation of anti-plastics regulations.</li> </ul> | <ul style="list-style-type: none"> <li>Improve integration with rural local authorities and stimulate sustainable development.</li> <li>Creation of developmental engagement platforms.</li> <li>Improve intergovernmental relations and collaborations.</li> <li>Stimulate local government prominence and unlock grants &amp; subventions.</li> <li>Improve city cleanliness and serve resources.</li> </ul>                                                | <ul style="list-style-type: none"> <li>Creation of distability &amp; anxiety about the future of the Municipality.</li> <li>Reduction of rates revenue due to exemption of properties owned by certain stakeholders.</li> <li>Rate payers revolt against rates payment due to free-riding property owners.</li> <li>Absobtion of Urban Local Authority by Tinkhundla Local Authority.</li> <li>Creation of conflicts and tensions between the Municipality &amp; neighbouring traditional authorities.</li> <li>Creation of tensions and riot bey stakeholders against banning of plastics.</li> </ul> |

The above presented analysis indicates that the local government sphere is in the process of transformation through institutional and legal restructuring that may have varying impacts to the Municipality. This transformation will create uncertainties and anxiety in the sphere which may present upheavals and also opportu-

nities for the Municipality. However, the organization needs to develop mechanism that will guide and support the strategy implementation to minimize hindrances and prevent deviations towards the vision-2030.



## 2.9 Conclusion

The situational analysis of the city indicates that Manzini has developed tremendously during the past 5-year review period. The level of development of the city is demonstrated by the infrastructure services being provided in the city which include but not limited to roads network, water connectivity, electricity connectivity, Internet connectivity, city lighting and other support services. The analysis also indicate that the city has improved on waste and refuse collection, city cleanliness, sewer connectivity, spatial planning and other relevant services.

The situational analysis further indicates that the Municipality has established good relationship with its communities, improved its communication and community engagements which makes the city a more conducive for both residential and commercial location. However there are quite a number of areas of improvement for the Municipality which were demonstrated by collected information and pointed out the city residents and stakeholders. The city is still challenged by the lack of a sustainable

waste disposal and management facility, well planned street vending support programme, use of ICT solutions for service provision and attraction of industrial Foreign Direct Investment (FDIs) in the city. The Municipality needs to improve on research and development for the city to establish the city development and service delivery database and indicators for ease of monitoring and evaluation of the city development.

In strategising for the next 5-year planning period, the service delivery issues raised by communities and stakeholders, identified by the conducted desktop reviews and consultations and the opportunities identified through the analysis have been planned in the 2024-2030 development trajectory of the city. Through the subsequent sections, the Municipality has identified strategies, programmes and projects and service delivery interventions which are planned for 2024-2030 and beyond



**Figure 2.9** Showing Manzini Day Event



... "The Municipality has planned various sustainable, smart and innovative interventions aimed at addressing and meeting the needs and requirements of residents and stakeholders."

# CHAPTER 3: STRATEGY AND DEVELOPMENT PLANNING

## 3.1 Introduction

The strategic planning component sought to establish the Municipality strategic intent that will guide the cause of actions aimed at addressing the identified current issues in alignment with global perspectives for the achievement of the preferred future state of the city. This is realized through technical crafting and integration of the Municipality strategic intent and strategic activities with national, continental/regional, and national policy including but not limited to the UN-Sustainable Development Goals (SDGs), the AU Agenda 2063 (*Africa We Want*), the SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030, the National Development Plan (NDP 2023/24–2027/28), the Poverty Reduction Strategy and Action Plan (PRSAP), Sector Development Plans (SDPs) and other relevant strategies..

## 3.2 Integrated Development Plan (IDP) Key Performance Areas

The development and implementation of the Integrated Development Plan (IDP) framework is underpinned by Key Performance Areas (KPA) which integrate the city development planning and the Municipality's core mandate with its financial sustainability. The IDP KPAs include *Service Delivery*, *Local Economic Development (LED)*, *Governance and Public Participation*, *Municipal Institutional Development and Transformation*, *Financial Viability and Spatial Development Framework*. In turn, these IDP key performance indicators are discussed in detail below;

### 3.2.1 Basic Service Delivery

Municipal basic service delivery is a key IDP component for improving the quality of life of citizens and residents. The Municipality basic services include, but not limited to, road infrastructure maintenance, overgrowth maintenance, street cleansing, refuse collection, and other basic services. The IDP expectation is that all programmes and projects should incorporate elements of improvement in the delivery of basic services, in accordance with the mandate of the municipality. As it is highlighted in the situational analysis, issues of safety & security, MSMEs business support issues, waste management as well shortage of recreational and sporting facilities were of passionate concern from the city stakeholders.





**Figure 3.2.1** Showing Overgrowth Maintenance Services

### 3.2.2 Local Economic Development (LED)

The purpose of Local Economic Development (LED) is to build up the economic capacity of a local area in order to improve its economic future and the quality of life for all (*World Bank LED Primer Report, 2006*). The Local Economic Development (LED) process is a key performance area of an Integrated Development Plan (IDP) as it creates a conducive economic environment for business opportunities and growth, job creation, investment attraction and stimulation of the local economic growth. The Municipality shall intentionally pursue a comprehensive implementation of a local economic development programme aimed at stimulating the city's economy. This is to be achieved through the finalization and robust execution of the LED Strategy which was being developed at the time of developing the 2024-2030 Integrated Development Plan (IDP).

### 3.2.3 Good Governance and Public Participation

Good governance and public participation is a lubricant for the development at the local government sphere and as such, the Integrated Development Planning (IDP) approach places significant emphasis on this perfor-

mance area. The development of the urban area can, to a large extent, be enhanced or hindered by the existence and or lack thereof and execution of governance structures, systems, processes, and principles. The Municipal area is a community for a mixture of people including the residents, business community, visitors and interested stakeholders whom their involvement and participation is key for the sustainable development of the city. In the 2024-2030 planning period, the Municipality shall continue to enhance the good governance and public participation in its programmes as per the dictates of the Integrated Development Planning principles.

### 3.2.4 Institutional Development and Transformation

Institutional development and organizational transformation is pivotal for the sustenance of business and meeting of customer needs on a continuous basis. It is vital for the Municipality to continuously enhance its institutional growth and transform its business in alignment with global development standards and society advancements. The IDP itself prioritizes establishing strong institutional systems and structures to deliver on its strategic objectives. The world and society are evolving at a greater pace in all spheres of life which further put pressure to the Municipality to keep abreast in all fronts for its relevance and upholding its legal mandate.



The factors of geo-politics, social, technology, and environment in conjunction with the advent of the Municipality new 2024-2030 Integrated Development Plan (IDP) demand an organizational review and analysis in alignment with contemporary emergencies. During the IDP situational analysis, it was established that the Municipality has human resource gaps in terms of vacancies which can limit the implementation of the Integrated Development Plan (IDP). During the 2024-2030 period, the municipality will require transformation and re-positioning of its organizational structure, functions that is aligned with new skills that can meet the demands of the communities and stakeholders at large.

### 3.2.5 Financial Viability

The financial viability key performance area is a critical component of the Integrated Development Plan (IDP) as it enables the Municipality to achieve the desired strategic goals and while sustaining quality service delivery. The financial viability further indicates the capacity of the Municipality to generate adequate revenue to fund its operational expenditures, honour its debt payments, and invest in capital projects and other investments while maintaining the delivery of quality services to citizens. In undertaking the implementation of the 2024-2030 Integrated Development Plan (IDP), the Municipality will be exploring different avenues and strategies for ensuring its financial viability for radical growth and improvement on delivering its mandate. The Municipality will also be improving on its collaborations and cooperation with other government agencies and key stakeholders for enhanced delivery of the 2024-2030 Integrated Development Plan. The Municipality has further planned to undertake a Financial Turn Around Strategy that will inform and guide the organizational financial viability performance area.

### 3.2.6 Spatial Development Framework (SDF)

Spatial planning is undertaken with the aims of creating a more rational territorial organization of land uses in alignment with socio-economic development and environmental objectives. The SDF is a critical performance area of the Integrated Development Plan (IDP) as all planned developments, human activities and biodiversity take place on a fixed factor of production called *land*. In an endeavour to create harmony and ensure sustainable development of the city, it is pivotal for the Municipality to provide clear technical spatial guidance and spatial development direction for appropriate integration and alignment of all stakeholders. The city's spatial development is guided through the 10-year Town Planning Scheme framework which can be reviewed in a five year period when the need arise. The Town Planning Scheme framework embraces measures to coordinate the spatial impacts of other sectoral policies to achieve a

more even distribution of land uses and socio-economic activities within the different constituencies of the city in a sustainable and harmonious manner. The finalization, implementation and enforcement of the city's Town Planning Scheme framework will be a key enabler for the success of the 2024-2030 Integrated Development Plan (IDP). It will be important for the reviewed Town Planning Scheme to align and be integrated with the Manzini Regional Physical Plan and the national Physical Plan for effective and sound spatial development. This will be achieved through stimulation of the city regeneration and renewal, expansion of the urban spatial growth, investment attraction and other support land use activities.

### 3.2.7 Disaster Management and Climate Change Adaptation

The World Bank reports that by 2050 the urban population is expected to reach 68 percent and over 90 percent of this increase will occur in the urban areas of low-income countries, especially in Africa and Asia. The Municipality is cognisant that it is no exception from the peri-urban urbanization which is further exacerbated by the consistent rural-urban migration into the city. The increased urbanization and urban population increase demand for municipal services including land energy supply, water, infrastructure, and sustainable human settlements. It is stated that urban centres consume 70% of global food supply and 80% of energy while producing 70% of global waste.

Through national government efforts and collaboration with the Food Agricultural Organization, the Municipality is participating in the Green Cities initiative aimed at improving the city disaster risk resilience and increasing citizens' safety and well-being through better strengthening urban and peri-urban open spaces, urban forestry, agriculture, and food systems and green infrastructure technologies. This is to be achieved through improving the number and quality of urban forests, green spaces, food systems, adoption of green technologies, data, and spatial information for disaster vulnerabilities, policies, etc. Through the 2024-2030 Integrated Development Plan (IDP), the city will leverage the Green Cities initiative to transform its urban spaces, urban agriculture, city resilience, climate change actions, and other environmental initiatives. At the time of developing the Integrated Development Plan (IDP), the Municipality was reviewing its Disaster Risk Management Plan (DRMP) which is a framework for guiding the city and its stakeholders on disaster risk initiatives and strengthening the city's resilience against climate change impacts and disaster incidents.

# 2024 - 2030 Beyond 2030





### 3.3 City Envisioning

The city envisioning sought to provide a sneak peek view for the Manzini city in year 2030 and beyond as propelled by the current state of development and service delivery issues. This was informed by the future aspira-

tions of the city as envisaged by the different stakeholders of the city and residents whom were engaged during the consultation process.

#### 3.3.1 Strategic Intent

In congruent with the residents and all city stakeholders’ aspirations, the envisioned future state of Manzini is that of “a sustainable city that utilizes smart technologies to improve the quality of life of its citizens and resolve urban challenges of socio-economic issues, community amenities, infrastructure services, environmental aspects, health and safety issues”. This is planned to be achieved through the involvement of all key city stakeholders, public participation in particular the city residents, and the private sector, leaving no one behind. Upon analysing the level of development that the municipality is currently at, consideration of stakeholders inputs and prevailing global trends, a compelling strategic intent was agreed to encompass the below strategic choices;

*To be an African Smart Sustainable City Providing Exceptional Services with Economic Opportunities.*

#### 3.3.1.2 Mission Statement

*To Provide Sustainable and Quality Municipal Services Through Cooperation with All City Stakeholders*

#### 3.3.1.3 Organizational Shared Values

The Municipality is committed to its shared values as guiding principles to galvanize the organization’s leadership and for its employees to deliver value to the residents and general public. The Municipality’s values are outlined below;

#### 3.3.1.1 Vision 2030

Table 3.3.1.3 : Showing Shared Values

| Organizational Value | Description                                                                                                                           |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Innovation           | We are an organization that is committed to having innovative ways to develop new solutions that meet customer needs and expectations |
| Accountability       | We are an accountable organization that ensures optimal service delivery to the satisfaction of our stakeholders/interested parties   |
| Integrity            | We are committed to honesty and scrupulous adherence to the highest professional, moral, and ethical standards                        |
| Transparency         | Openness and accessibility of information about the municipality’s operations, finances, and decision-making processes.               |
| Inclusivity          | We value the full participation of staff, communities, and individuals and embrace all forms of diversity                             |
| Agility              | We commit to adapt and respond quickly to changing needs and circumstances.                                                           |

#### 3.3.1.4 Motto

The Municipality’s motto is meant to express organizational beliefs and purpose in a concise structure. The city’s motto is as depicted below.  
“The heart of Eswatini!”

matic areas. The thematic areas are meant to act as anchors or pillars for ensuring a comprehensive coverage of issues raised during the community-consultation process of the IDP. In strategising for addressing the community needs and encountered organizational challenges, the issues were used to conceptualize the Key Thematic Areas (KTAs) to guide the 6-year development process. The six key thematic areas channel the efforts and resources towards the key development needs of the city. Below are the agreed thematic areas on which the projects and programmes of the IDP will be anchored.

#### 3.3.1.5 IDP Key Thematic Areas

The Municipality’s development planning process has identified eight carefully and strategically selected the-

**Table 3.3.1.5 : Showing Thematic Areas Definitions**

| #    | Thematic Area                                           | Interpretation                                                                                                                                                                                                                                                                                                                                                                                                |
|------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I.   | <b>Human Capital and Organizational Effectiveness</b>   | Implementation of measures to develop and grow the Municipality institutional capability in its human capital, operational processes, and technological advancements to enhance the organization's ability to achieve its mandate better                                                                                                                                                                      |
| II.  | <b>Financial Sustainability</b>                         | Ability to raise and manage sufficient resources to fulfil new and ongoing operational & capital costs, as well as debt repayments as per stakeholder expectations and central government mandate.                                                                                                                                                                                                            |
| III. | <b>Stakeholder Management</b>                           | It is about establishing and ensuring good working relationships with all stakeholder and also creating optimal stakeholder friendly environment. The purpose is to optimize service delivery by the municipality by leveraging stakeholder input advantages.                                                                                                                                                 |
| IV.  | <b>Urban Planning and Sustainable Human Settlements</b> | To determine the direction of development through strategies related to the city's social, cultural, and economic development to achieve a smart city.                                                                                                                                                                                                                                                        |
| V.   | <b>Sustainable Environmental Management</b>             | This thematic area emphasizes the Council's focus on conserving natural resources and the protection of ecosystems to support the health and well-being of present and future generations. This area also focuses on the Council's ability to recognize, interpret, and respond to social situations within the town in alignment with the Sustainable Development Goals (SDGs) 3,5,6,7, 11,12,13,14, and 15. |
| VI   | <b>Integrated Economic Development</b>                  | A strategy to drive inclusive economic growth to stimulate local economic activities, resulting in a resilient and sustainable economy in alignment with SDG number 1 (No Poverty) & 8 (Decent Work and Economic Growth) to mention the prominent ones.                                                                                                                                                       |
| VII  | <b>Integrated Infrastructure Programme</b>              | Provision of adequate public facilities such as roads, storm-water drainage systems, pedestrians, and Non-Motorized Transport (NMT) facilities such as walkways, and improved lighting, which enhance mobility and promote economic growth.                                                                                                                                                                   |
| VIII | <b>Public Health, Social, and Security Services</b>     | According to this thematic area, health refers to the state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. To ensure the provision of compliant public health services through compliance standards enforcement, provision of security services, and provision of social support services                                                            |

### 3.3.1.6 Strategic Objectives

The Municipal Council of Manzini's IDP priorities and objectives for the period running from 2024 to 2030 are presented in the table below:

**Table 3.3.1.6: Showing 2024-2030 IDP Strategic Objectives**

| Thematic Area                                | Strategic Objective                                                                      |
|----------------------------------------------|------------------------------------------------------------------------------------------|
| Human Capital & Organizational Effectiveness | To improve Culture of Good Governance and Risk Management Systems by 2030.               |
|                                              | To improve city inspections and effective monitoring of core services by 2030.           |
|                                              | To integrate and mainstream sustainable development planning principles by 2030.         |
|                                              | To integrated and digitize organizational systems and service delivery channels by 2030. |
|                                              | To implement organizational development and design programme by 2030.                    |
|                                              | To promote productive health and safety of workforce by 2030.                            |
|                                              | To improve operational efficiencies and organizational effectiveness by 2030.            |



| Thematic Area                                 | Strategic Objective                                                                                         |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Financial Stability                           | To diversify and explore alternative sources of revenue by 2030.                                            |
|                                               | To increase mainstream revenue collection by 6% on year-on-year basis by 2030.                              |
| Stakeholder Management                        | To improve inclusive stakeholder relationships, effective communication and organizational imaging by 2030. |
| Urban Planning & Sustainable Human Settlement | To improve the living conditions of residents living in low-income communities by 2030.                     |
|                                               | To increase spatial planning efficiencies and improve sustainable land uses by 2030.                        |
|                                               | To improve the city-built environment and enhance sustainable building services by 2030.                    |
| Sustainable Environmental Management          | To continuously improve the city cleanliness and integrate waste management practices by 2030.              |
|                                               | To safeguard the protection of biodiversity and ecosystem within the municipal space by 2030.               |
| Integrated Economic Development               | To stimulate city economic growth and job creation by 2030.                                                 |
| Integrated Infrastructure Development         | To increase roads infrastructure services upgrading and rehabilitation coverage from 62% to 66% by 2030.    |
|                                               | To improve city mobility and public transport service efficiencies by 2030.                                 |
| Public Health, Social & Security Services     | To increase access to integrated public healthcare and social welfare services by 2030                      |
|                                               | To provide effective city public order, safety, and security services by 2030.                              |

## 3.6 Integration of Global And National Planning Frameworks

The Municipality as a local government is an extended arm of national government in terms of implementation of global and national development policy directives. This is achieved through integration of the global and national development priorities into local-level development plans as demonstrated in this 2024-2030 Integrated Development Plan (IDP).

### 3.6.1 Introduction

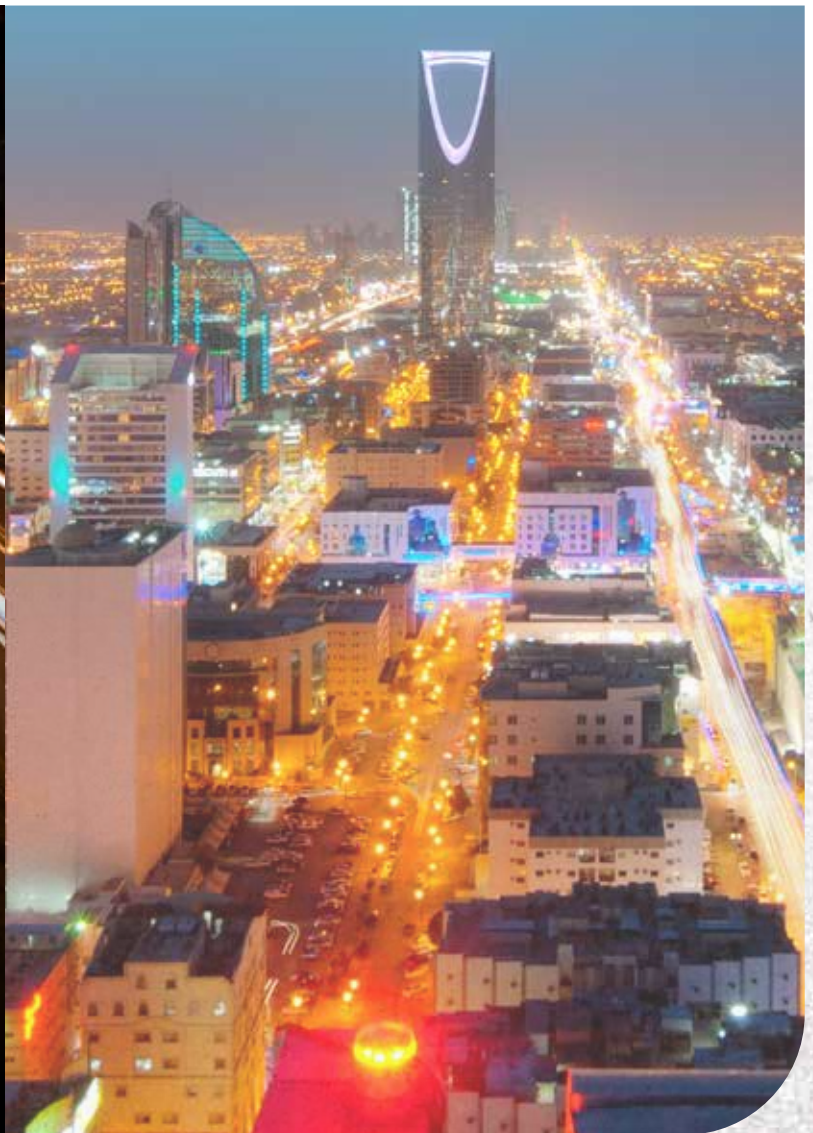
Through the Integrated Development Plan (IDP), the Municipality has managed to compile and plan the local-level development aspirations informed by the inputs of the local residents, key city stakeholders, and government agencies located within the city. The city's developmental aspirations were thereafter horizontally integrated with neighbouring local authorities and further vertically integrated with the national and international development plans. This approach sought to leverage and

create opportunities for sharing and integrating financial and non-financial resources towards a common goal of sustainable development.

The international development agencies would include but not limited to: The United Nations (UN) agencies, the Commonwealth, the African Union (AU), the Southern Africa Development Community (SADC), and other institutions.

### 3.6.2 Global Planning Frameworks Integration

Through the 2024-2030 Integrated Development Plan (IDP), the Municipality integrated and aligned its with various ratified global frameworks. This was achieved through conceptualizing interventions and solutions aimed at addressing urban challenges that are well aligned with the regional and global frameworks as ratified by His Majesty's Government. In this Integrated De-





velopment Plan, the Municipality managed to factor and integrate the subsequent global planning and reporting frameworks;

- **United Nations Post-2015 Sustainable Development Goals-** this framework is targeted at 2030 to ensure a global sustainable development through all member states leaving no-one behind. The SDG framework is accounted for on an annual basis through the Ministry of Economic Planning and Development whereby the municipality managed to integrate and mainstream fifteen of the seventeen SDGs.
- **2016 UN-Habitat (Habitat III) New Urban Agenda (NUA)-** this is an action-oriented framework that mobilizes member states and other key stakeholders to drive sustainable urban development at the local level. Its implementation contributes to the localization of the 2030 Agenda for Sustainable Development in an integrated manner, and to the achievement of the Sustainable Development Goals and targets, including Goal 11 of making cities and human settlements inclusive, safe, resilient and sustainable. The Municipality managed to integrate and cascade the NUA principles through the strategic objectives and programming in the 2024-2030 Integrated Development Plan. Further, the Municipality will develop a Sustainability Framework which will integrate all the global sustainable development planning with the local planning framework for ease of guidance.
- **African Union Agenda 2063** – this framework is cited as Africa’s blueprint aimed at achieving member states main goal of inclusive and sustainable development and a solid propagation of pan-African initiative for unity, self-determination, freedom, progress and collective prosperity. The municipality has integrated this framework with an endeavour to reinforce its aspirations of being an inclusive liveable African city that demonstrates sustainable development practices.
- **SADC 2030 Regional Indicative Strategic Development Plan (RISDP) and SADC Vision 2050-** these frameworks seeks to inculcate the Southern African integration and ensure a sustainable development for member states in the southern part of Africa. The municipality has ensured that these frameworks are integrated and further, proposes operational frameworks which shall enable cascading of relevant programmes.
- **2015 Paris Agreement-UN Climate Change Conference (COP21)-** is a binding international treaty aimed at reducing global average temperatures to below 2°C

and pursue efforts to limit emissions of greenhouse gases to 1.5°C. The Municipality has committed itself to contribute to the COP21 climate action through the country’s Nationally Determined Contributions (NDCs) as drive through the Ministry of Tourism and Environmental Affairs. The 2024-2030 Integrated Development Plan (IDP) has integrated and aligned its actions in guidance of the country’s Climate Change Policy, 2016 and National Climate Change Strategy and Action Plan (2016-2020).

- **UN Sendai Conference -Framework On Disaster Risk Reduction 2015-2030 – provides guidance on disaster risk reduction through seven clear targets and four priorities for action to prevent new and reduce existing disaster risks.** These are (i) Understanding disaster risk; (ii) Strengthening disaster risk governance to manage disaster risk; (iii) Investing in disaster reduction for resilience and; (iv) Enhancing disaster preparedness for effective response, and to “Build Back Better” in recovery, rehabilitation and reconstruction. It aims to achieve the substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries over the next 15 years. The Municipality found it prudent to incorporate the principles of the Sendai Disaster Risk Framework in the 2024-2030 Integrated Development Plan for ensured safety of citizens and their properties.

3.6.3 National Planning Framework Integration

In conceptualization and developing the 2024-2030 Integrated Development Plan (IDP), the Municipality managed to factor various development policy frameworks aimed at improving the quality of life of the citizens through poverty alleviation, stimulating economic growth, ensured socio-cultural development and sound environmental management and sanitation. This was achieved through the National Development Plan (NDP), Poverty Reduction Strategy and Action Programme (PR-SAP), Sector Development Plan (SDP), the Ministry of Housing & Urban Development (MHUD) and other key national development policies. This table below indicates the integration of the Global and National Planning Frameworks with the 2024-2030 Integrated Development Plan with the 2022-2027 National Development Plan (NDP);

Table 3.6.3: Showing Integration of Global and National Planning Frameworks

| SDG 11 Targets                                                                                                                                                                                                                                                                                                            | National Development Plan Priority Sectors                                 | AU Agenda 2063 Priority Areas                                                                                                                                | Sendai Framework for Disaster Risk Reduction Priority Areas                                                                                                                                                                                                                                                                                                          | IDP Thematic Area                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| 11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums                                                                                                                                                                                                         | 3.3. Enhanced Social & Human Capital Development                           |                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                      | Urban Planning and Sustainable Human Settlements                        |
| 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons                 | 3.6. Infrastructure, Housing and Information, Communication and Technology | 1) A Prosperous Africa, based on Inclusive Growth and Sustainable Development                                                                                |                                                                                                                                                                                                                                                                                                                                                                      | Integrated Infrastructure Programme                                     |
| 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries                                                                                                                                         |                                                                            | 6) An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children |                                                                                                                                                                                                                                                                                                                                                                      | Urban Planning and Sustainable Human Settlements                        |
| 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations |                                                                            |                                                                                                                                                              | <b>Priority 1:</b> Understanding disaster risk<br><b>Priority 2:</b> Strengthening disaster risk governance to manage disaster risk<br><b>Priority 3:</b> Investing in disaster risk reduction for resilience<br><b>Priority 4:</b> Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction | Sustainable Environmental Management<br>Integrated Economic Development |
| 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management                                                                                                                                                 | 3.5. Well Managed Natural Resources & Environmental Sustainability         |                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                      | Sustainable Environmental Management<br>Integrated Economic Development |



| SDG 11 Targets                                                                                                                                                                       | National Development Plan Priority Sectors                         | AU Agenda 2063 Priority Areas | Sendai Framework for Disaster Risk Reduction Priority Areas | IDP Thematic Area                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities | 3.5. Well Managed Natural Resources & Environmental Sustainability |                               |                                                             | Urban Planning and Sustainable Human Settlements<br>.....<br>Sustainable Environmental Management<br>Integrated Economic Development |

### 3.7 2024 – 2030 Integrated Development (IDP) Implementation Matrix

In an endeavour to actualize the Integrated Development Plan (IDP) strategic intent, the Municipality identified 8-key thematic areas /strategic goals which are the IDP priority areas formulated to guide programmes and projects to be undertaken up to financial year 2029/2030. The thematic areas are thereafter aligned and supported by measurable (smart) strategic objectives consisting of high-level targets for achieving the 8-strategic goals. The strategic objectives provide line of sight and city desires, providing an enabling space for creating suitable strategic initiatives and programmes that cascade the strategic intent to the operational level. The above-highlighted different categories of the strategic mechanisms have been integrated and aligned through the IDP implementation matrix table as detailed below.

# THEMATIC AREA 1.0: HUMAN CAPITAL AND ORGANIZATIONAL EFFECTIVENESS

## Strategic Objective 1.1: To Improve Culture of Good Governance and Risk Management Systems by 2030.

**Table 3.710:** Showing Programme Implementation Matrix

| Prg.                              | Strategic initiative                                                           | Performance indicator                                                                                                                                                                                                                                                                                                                                                       | Target                                                                                                                                                                                                                                                                                                                                                                                                                 | Resp.      | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|-----------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                   |                                                                                |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                        |            | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Good Governance & Risk Management | i. Coordinate and implement organizational internal controls.                  | <ul style="list-style-type: none"> <li>✓ No. of Internal Audit Plans produced &amp; implemented.</li> <li>✓ No. of Conducted Internal Audits.</li> <li>✓ Produced &amp; implemented Internal Audit Charter.</li> <li>✓ No. of implemented Global Internal Audit Standard Principles.</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>✓ Full compliance with internal controls</li> <li>✓ Improve internal controls effectiveness.</li> <li>✓ Sound Internal Audit guidelines.</li> <li>✓ Continuous monitoring of internal controls.</li> <li>✓ Quarterly Internal Audits.</li> </ul>                                                                                                                                | CEO/HOS    | 357                               | 400   | 400   | 400   | 400   | 400   | 2,357 |
|                                   | ii. Establish Organizational Resilience and Business Continuity.               | <ul style="list-style-type: none"> <li>✓ Established Risk Management Mechanisms.</li> <li>✓ No. of Identified &amp; Mitigated Risks.</li> <li>✓ No. of Established Risk Management Structures.</li> <li>✓ No. of Implemented Business Continuity activities.</li> <li>✓ No. of Implemented Crisis Management activities.</li> </ul>                                         | <ul style="list-style-type: none"> <li>✓ Improve organizational disaster preparedness.</li> <li>✓ Effective Risk management Mechanisms.</li> <li>✓ Level of employees Risk awareness.</li> <li>✓ Operational Risk Management Committee (RMC).</li> <li>✓ Operational Business Continuity Plan (BCP).</li> <li>✓ Operational Crisis Management Plan (CMP).</li> <li>✓ Zero cost due to preventable disasters</li> </ul> | CEO/HOS    | 100                               | 200   | 200   | 200   | 300   | 300   | 1,300 |
|                                   | iii. Establish and maintain stable and reliable ICT support management service | <ul style="list-style-type: none"> <li>✓ Established off-site Disaster Recovery site.</li> <li>✓ Developed &amp; implemented Cyber Security frameworks.</li> <li>✓ ICT support Mmanagement</li> </ul>                                                                                                                                                                       | <ul style="list-style-type: none"> <li>✓ Improved ICT services efficiency.</li> <li>✓ Operational ICT Recovery site.</li> <li>✓ 98% uptime ICT service.</li> <li>✓ 100% Employee awareness of ICT risks &amp; disasters.</li> </ul>                                                                                                                                                                                    | DCorp      | 100                               | 100   | 100   | 100   | 100   | 100   | 600   |
|                                   | iv. Improve Culture of Good Governance                                         | <ul style="list-style-type: none"> <li>✓ No. of Corporate Governance trainings conducted for staff.</li> <li>✓ No. of Corporate Governance trainings conducted for Council.</li> <li>✓ No. of reviewed Corporate Governance instruments.</li> <li>✓ No. of developed Corporate Governance instruments.</li> <li>✓ No. of implemented anticorruption initiatives.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Sound and effective Good Governance systems.</li> <li>✓ Good Governance awareness for all Councillors.</li> <li>✓ Good Governance awareness for all employees</li> <li>✓ Reduced / minimal organizational reputational damage.</li> <li>✓ Full resolution of any governance issues</li> </ul>                                                                                 | CEO/DCorp. | 0                                 | 150   | 150   | 150   | 150   | 150   | 750   |



| Prg.  | Strategic initiative                                            | Performance indicator                                                                                                                                                                                                                                                                                                                                                                                                                                   | Target                                                                                                                                                                                                                                        | Resp. | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|-------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|       |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                               |       | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
|       | v. Develop and implement an automated records management system | <ul style="list-style-type: none"> <li>✓ Operational automated records management system</li> <li>✓ Records &amp; documents Gap Analysis report.</li> <li>✓ Records appraisal &amp; retention schedule.</li> <li>✓ No. of appraised records &amp; documents.</li> <li>✓ Installed records &amp; documents management system.</li> <li>✓ No. of automated documents &amp; Records.</li> <li>✓ No. of digitally filed records &amp; documents.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Reduced stationery costs.</li> <li>✓ Improved efficiencies &amp; turnaround times.</li> <li>✓ Secured records &amp; documents.</li> <li>✓ ISO 15489:2016 Certificate</li> </ul>                      | DCorp | 70                                | 300   | 250   | 250   | 250   | 250   | 1,370 |
|       | vi. Review and Enforce Organizational Legal Compliance.         | <ul style="list-style-type: none"> <li>✓ Legal Compliance Gap analysis report.</li> <li>✓ Organizational Legal register.</li> <li>✓ No. of identified pieces of legislation requiring compliances.</li> <li>✓ No. of legal issues against the organization.</li> <li>✓ No. Legal Compliance Audits conducted.</li> </ul>                                                                                                                                | <ul style="list-style-type: none"> <li>✓ Establish legal compliance processes.</li> <li>✓ Establish legal compliance best practices.</li> <li>✓ Full adherence to legal compliance systems.</li> <li>✓ Legal Compliance Framework.</li> </ul> | DCorp | X                                 | 150   | 150   | 100   | 100   | 100   | 100   |
| Total |                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                               |       | 627                               | 1,300 | 1,250 | 1,200 | 1,300 | 1,300 | 6,977 |

## Strategic Objective 1.2: To Improve City Inspections and Effective Monitoring of Core Services by 2030.

| Prg.                                      | Strategic initiative                                                    | Performance indicator                                           | Target                                                      | Resp. | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|-------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------|-------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                           |                                                                         |                                                                 |                                                             |       | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| City Regulations & Inspectorate Programme | i. Develop and implement a robust proactive city inspections programme. | ✓ No. of conducted proactive environmental inspections.         | ✓ Improve environmental compliances and city cleanliness.   | DComm | 250                               | 300   | 350   | 400   | 450   | 500   | 2,250 |
|                                           |                                                                         | ✓ No. of conducted proactive food health inspections.           | ✓ Improve health compliances and food safety.               | DTech |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of conducted proactive roads maintenance inspections.     | ✓ Improve roads infrastructure maintenance services.        |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of conducted overgrowth maintenance inspections.          | ✓ Timely improve city tidiness & cleanliness.               |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of conducted proactive building inspectorate inspections. | ✓ Improved construction & building compliances.             |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of streetlighting proactive inspections.                  | ✓ Improve and maintain high level of city lighting service. |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of conducted nuisance & public order inspections.         | ✓ Improve city public order & cleanliness.                  |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of illegal structure inspections reported.                | ✓ Improved compliance to building regulations.              |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         | ✓ No. of illegal advertisements reported.                       | ✓ Adherence to advertisement regulations.                   |       |                                   |       |       |       |       |       |       |
|                                           |                                                                         |                                                                 | Adherence to development code.                              |       |                                   |       |       |       |       |       |       |

| Prg.         | Strategic initiative                                                   | Performance indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Resp.         | Financial Year and Budget (E'000) |              |              |              |              |              |               |
|--------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
|              |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               | 24/25                             | 25/26        | 26/27        | 27/28        | 28/29        | 29/30        | Total         |
|              | ii. Develop and implement robust statutory city inspections programme. | <ul style="list-style-type: none"> <li>✓ No. of improved non conforming businesses monitored.</li> <li>✓ No of civic education and sensitisation initiatives conducted.</li> <li>✓ No of public health nuisances attended.</li> <li>✓ No. of robust statutory city inspections on public order Act 2017 conducted.</li> <li>✓ No. of implemented robust statutory city inspection on the Urban Government Act 1969 against illegally operating vendors.</li> <li>✓ No. of robust inspections conducted against illegal vending.</li> <li>✓ No. of robust statutory city inspections conducted on Litter Regulations of 2011 compliance inspections conducted.</li> <li>✓ No. of robust statutory city inspections for statutory city compliance.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Compliance to public health regulations</li> <li>✓ Civic education program implemented</li> <li>✓ Adherence to public health regulations</li> <li>✓ Improved compliance to the Public Order Act of 2017 within the city.</li> <li>✓ Reduced no. of non-compliance cases against city statutes i.e. reduced stray animals roaming the city.</li> <li>✓ Reduced illegal vending issues.</li> <li>✓ Improved compliance to the Litter Regulations.</li> </ul> <p>Improved statutory compliance to city law</p> | DCom<br>DCorp | 1,950                             | 2,360        | 2,370        | 2,380        | 2,390        | 2,400        | 13,850        |
|              | iii. Develop and implement robust survey city inspections programme.   | <ul style="list-style-type: none"> <li>✓ No of business surveys conducted</li> <li>No of businesses in full compliance with environmental health laws.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>✓ Robust city survey inspections conducted</li> <li>Improved level of compliance of businesses within the City.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    | DCom          | 80                                | 100          | 140          | 150          | 160          | 170          | 800           |
|              | iv. Develop and implement special consent & rezoning compliances       | <ul style="list-style-type: none"> <li>✓ No of illegal land uses reported.</li> <li>✓ No. of special consent application processed and monitored.</li> <li>✓ No of rezoning applications processed and monitored.</li> <li>✓ No. of subdivisions processed and monitored.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>✓ Adherence to development code.</li> <li>Improved compliance to land use regulations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                             | DCom          | 100                               | 110          | 120          | 150          | 150          | 150          | 780           |
| <b>Total</b> |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               | <b>2,380</b>                      | <b>2,870</b> | <b>2,980</b> | <b>3,080</b> | <b>3,150</b> | <b>3,220</b> | <b>17,680</b> |

## Strategic Objective 1.3: To Integrate and Mainstream Sustainable Development Planning Principles by 2030.

| Prg.                             | Strategic initiative                                                        | Performance indicator                                                                                                                                                                                                                                                                                                                                                                                      | Target                                                                                                                                                                                                                                                                                                                                                                                        | Resp.      | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|----------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                  |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                               |            | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Sustainable Development Planning | i. Implement and monitor a sustainable development planning approach.       | <ul style="list-style-type: none"> <li>✓ Sustainable Development Concept paper.</li> <li>✓ Conducted presentations &amp; sensitization on sustainability principles.</li> <li>✓ No. of identified relevant UN SGGs &amp; targets.</li> <li>✓ No. of identified relevant New Urban Agenda principles.</li> <li>✓ No. of Identified relevant Environment, Social and Governance (ESG) principles.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Sustainability planning guideline.</li> <li>✓ Improved development planning efficiency.</li> <li>✓ Empowering employees on sustainability planning.</li> <li>✓ Global Reporting Initiative (GRI) on sustainability principles.</li> <li>✓ Align municipality programmes and projects and contribute towards city sustainable development.</li> </ul> | CEO HOS    | 100                               | 200   | 200   | 200   | 200   | 200   | 1,100 |
|                                  | ii. Implement & Monitor 2024 -2030 Integrated Development Plan (IDP).       | <ul style="list-style-type: none"> <li>✓ Periodic implementation-rating of the IDP</li> <li>✓ No. of people sensitized about the 2024-2030 IDP.</li> <li>✓ No. of conducted IDP Reviews.</li> <li>✓ No. of IDP implementation support mechanisms established.</li> </ul>                                                                                                                                   | <ul style="list-style-type: none"> <li>✓ On-time and within budget implementation of the IDP.</li> <li>✓ Improved public buy-in and understanding of the IDP implementation.</li> <li>✓ IDP M/E mechanisms.</li> </ul>                                                                                                                                                                        | CEO HOS    | 100                               | 200   | 150   | 100   | 100   | 100   | 750   |
|                                  | iii. Establish a well-coordinated city research and data collection system. | <ul style="list-style-type: none"> <li>✓ Research Unit.</li> <li>✓ Research instruments.</li> <li>✓ Socio-economic research report.</li> </ul>                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>✓ Resourced research function.</li> <li>✓ Research guideline.</li> <li>✓ Improve sound planning and decision-making.</li> <li>✓ Establish a city database.</li> </ul>                                                                                                                                                                                  | CEO DCorp  | X                                 | 250   | 250   | 200   | 200   | 200   | 1,100 |
|                                  | iv. Establish an integrated and sustainable city database.                  | <ul style="list-style-type: none"> <li>✓ No. of conducted city surveys.</li> <li>✓ No. of integrated datasets.</li> </ul>                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>✓ Fully Integrate different city datasets.</li> <li>✓ Improve decision-making process.</li> </ul>                                                                                                                                                                                                                                                      | CEO HOS    | 200                               | 500   | 500   | 500   | 300   | 200   | 2,200 |
|                                  | v. Conduct a city property rates and affordability study.                   | <ul style="list-style-type: none"> <li>✓ Produced city property rates study report.</li> <li>✓ Produced property rates benchmark report.</li> <li>✓ Property rates data sets.</li> </ul>                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>✓ Develop efficient and effective property rates model.</li> <li>✓ Establish city property rates affordability levels.</li> </ul>                                                                                                                                                                                                                      | DF CEO HOS | X                                 | 500   | 200   | 200   | 100   | 100   | 1,100 |



| Prg.  | Strategic initiative                                        | Performance indicator                                                                                                                                                                                                                            | Target                                                                                                                                                                                                                                                  | Resp.   | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|-------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|       |                                                             |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                         |         | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
|       | vi. Establish an integrated data management system. (IDMS)  | <ul style="list-style-type: none"> <li>✓ An operational IDMS</li> <li>✓ No. of digital data collection platforms.</li> <li>✓ No. of established office data collection forms.</li> <li>✓ Installed integrated data management system.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Improved development planning efficiency.</li> <li>✓ Data collection platform/channels</li> <li>✓ Fully operational IDMS.</li> </ul>                                                                           | CEO HOS | X                                 | 500   | 500   | 400   | 300   | 100   | 1,800 |
|       | vii. Design, Implement and coordinate Smart City solutions. | <ul style="list-style-type: none"> <li>✓ Smart City Concept Paper.</li> <li>✓ No. of conducted sensitization &amp; trainings on Smart city Concept.</li> <li>✓ No. of Implemented Smart City solutions.</li> </ul>                               | <ul style="list-style-type: none"> <li>✓ Smart City planning framework.</li> <li>✓ Improve efficiencies and service delivery.</li> <li>✓ Empowered employees and citizens on smart city solutions.</li> <li>✓ Improve city development rate.</li> </ul> | CEO HOS | 100                               | 400   | 400   | 200   | 200   | 100   | 1,400 |
| Total |                                                             |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                         |         | 500                               | 2,550 | 2,200 | 1,800 | 1,400 | 1,000 | 9,450 |

### Strategic Objective 1.4: To Integrate and Digitize Organizational Systems and Service Delivery Channels by 2030.

| Prg.                                    | Strategic initiative                                                          | Performance indicator                                                                                                                                                                                                                             | Target                                                                                                                                                                                                                                                                                                                                               | Resp.        | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|-----------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                         |                                                                               |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                      |              | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Automation and Digitization of Services | i. Implement and digitize organizational services.                            | <ul style="list-style-type: none"> <li>✓ Service management digitization system in place.</li> <li>✓ Services automation Gap Analysis report.</li> <li>✓ Digitization Framework.</li> <li>✓ No. of Automated &amp; digitized Services.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Digitization and automation guidelines.</li> <li>✓ Improved service delivery turn-around times.</li> <li>✓ Automation and digitization of city services.</li> <li>✓ Adoption of new technologies &amp; applications solutions.</li> <li>✓ Improve service delivery and reduce operational costs.</li> </ul> | DCorp HOS DF | 350                               | 300   | 300   | 200   | 100   | 100   | 1,350 |
|                                         | ii. Develop and implement an integrated ICT management system for all systems | <ul style="list-style-type: none"> <li>✓ Operational integrated ICT management system</li> <li>✓ No. of integrated ICT systems.</li> <li>✓ No. of upgraded ICT systems.</li> <li>✓ No. of upgraded software, applications</li> </ul>              | <ul style="list-style-type: none"> <li>✓ Improved organizational efficiencies.</li> <li>✓ Full Integration of organizational ICT systems i.e (GIS, Promun, People's Ware etc).</li> </ul>                                                                                                                                                            | DCorp        | 500                               | 500   | 500   | 550   | 600   | 600   | 3,250 |
|                                         | iii. Replace and upgrade ICT Infrastructure and equipment.                    | <ul style="list-style-type: none"> <li>✓ 5 Computers replaced per year.</li> <li>✓ 10 new computers procured per year.</li> <li>✓ No. of upgraded infrastructure and software solutions.</li> <li>✓ Size of bandwidth provided.</li> </ul>        | <ul style="list-style-type: none"> <li>✓ Optimal ICT operational efficiency.</li> <li>✓ New ICT equipment.</li> <li>✓ New ICT software &amp; applications</li> <li>✓ Increased Internet Bandwidth &amp; coverage.</li> </ul>                                                                                                                         | DCorp        | 270                               | 400   | 400   | 400   | 400   | 500   | 2,370 |
|                                         | Total                                                                         |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                      |              | 1,120                             | 1,200 | 1,200 | 1,150 | 1,100 | 1,200 | 6,970 |

## Strategic Objective 1.5: To Implement Organizational Development and Design Programme by 2030.

| Prg.                      | Strategic initiative                                                                       | Performance indicator                                                                                                                                                                                                                                                                                                     | Target                                                                                                                                                                                                                                                                                                                                                                          | Resp.               | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|---------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                           |                                                                                            |                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                 |                     | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Human Capital Development | i. Review and realignment of organisational structure.                                     | <ul style="list-style-type: none"> <li>✓ Developed organizational Structure.</li> <li>✓ Job analysis &amp; evaluation reports.</li> <li>✓ Benchmarking Reports.</li> </ul>                                                                                                                                                | <ul style="list-style-type: none"> <li>✓ New &amp; aligned organisational structure that supports delivery of IDP.</li> <li>✓ Aligned &amp; effective functions.</li> <li>✓ Relevant &amp; aligned jobs.</li> <li>✓ Industry competitive remuneration structure.</li> </ul>                                                                                                     | CEO<br>HOS<br>DCorp | 450                               | 200   | 100   | 100   | 100   | 500   | 1,450 |
|                           | ii. Implement and coordinate organisational transformation and culture change initiatives. | <ul style="list-style-type: none"> <li>✓ Baseline culture survey report.</li> <li>✓ No. of implemented change management initiatives.</li> <li>✓ Employee engagement reports.</li> </ul>                                                                                                                                  | <ul style="list-style-type: none"> <li>✓ Culture and change management framework.</li> <li>✓ High performance culture.</li> <li>✓ Improve employee engagement.</li> <li>✓ Improved employee job satisfaction.</li> <li>✓ Improved employee value proposition.</li> <li>✓ Positive work environment.</li> <li>✓ Increased participation in organizational activities.</li> </ul> | CEO<br>HOS<br>DCorp | 150                               | 300   | 150   | 150   | 150   | 150   | 1,050 |
|                           | iii. Review and automate Performance Management and Development System (PMDS).             | <ul style="list-style-type: none"> <li>✓ Reviewed &amp; improved PMDS.</li> <li>✓ No. of employees trained &amp; sensitized on PMDS.</li> <li>✓ Installed &amp; automated PMDS.</li> <li>✓ Percentage increase in employee performance ratings post-automation.</li> <li>✓ Time saved through PMDS automation.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Measure &amp; improve employees' performance.</li> <li>✓ Improved efficiency and understanding of PMDS.</li> <li>✓ Reduced turn around times in completing PMDS forms.</li> <li>✓ Individual performance linked to overall organizational performance.</li> <li>✓ Motivated and productive workforce.</li> </ul>                       | CEO<br>HOS<br>DCorp | 300                               | 600   | 450   | 450   | 450   | 450   | 2,700 |
|                           | iv. Implement and monitor HR strategy                                                      | <ul style="list-style-type: none"> <li>✓ Operational HR strategy</li> <li>✓ No. of introduced &amp; reviewed hr policies.</li> <li>✓ No. of implemented hr solutions.</li> <li>✓ No. of trained employees.</li> <li>✓ Employee satisfaction with HR services.</li> </ul>                                                  | <ul style="list-style-type: none"> <li>✓ Reduce HR challenges.</li> <li>✓ Improved employees' relations.</li> <li>✓ Improved HR administrative efficiencies.</li> <li>✓ Improved customer satisfaction.</li> </ul>                                                                                                                                                              | CEO<br>HOS<br>DCorp | 120                               | 50    | 50    | 100   | 50    | 200   | 570   |



| Prg.  | Strategic initiative                                                                 | Performance indicator                                                                                                                                                                                                                                                                                   | Target                                                                                                                                                                                                                                                            | Resp.         | Financial Year and Budget (E'000) |       |       |       |       |       |        |
|-------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------|-------|-------|-------|-------|-------|--------|
|       |                                                                                      |                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                   |               | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total  |
|       | v. Improve organizational talent acquisition and retention capacity improvement plan | <ul style="list-style-type: none"> <li>✓ Operational Improvement plan in place</li> <li>✓ Skills audit report.</li> <li>✓ Talent acquisition and retention framework.</li> <li>✓ Workforce succession management framework</li> <li>✓ No. of special talent required to acquired skills.</li> </ul>     | <ul style="list-style-type: none"> <li>✓ Availability of all critical talent.</li> <li>✓ Retain critical talent.</li> <li>✓ Developed critical talent.</li> <li>✓ Enhanced employee value proposition.</li> </ul>                                                 | CEO HOS DCorp | 905                               | 1,200 | 1,000 | 1,200 | 1,000 | 1,200 | 6,505  |
|       | vi. Develop and implement a robust employee relations programme.                     | <ul style="list-style-type: none"> <li>✓ Operational employee relations enhancement programme</li> <li>✓ Employee perception report.</li> <li>✓ Number of consultation and negotiation meetings.</li> <li>✓ Number of policies reviewed.</li> <li>✓ Number of policy sensitization sessions.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Fully engaged employees.</li> <li>✓ A harmonious industrial relations climate.</li> <li>✓ A conducive work environment.</li> <li>✓ Healthy industrial climate.</li> <li>✓ High positive teamwork spirit level</li> </ul> | CEO HOS DCorp | 100                               | 100   | 120   | 120   | 140   | 140   | 720    |
| Total |                                                                                      |                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                   |               | 2,025                             | 2,450 | 1,870 | 2,120 | 1,890 | 2,640 | 12,995 |

## Strategic Objective 1.6 To Promote Productive Health and Safety of Workforce by 2030.

| Prg.         | Strategic initiative                                                                                | Performance indicator                                                                                                                                                                                      | Target                                                                                                                                                                                                                                              | Resp.               | Financial Year and Budget (E'000) |              |              |              |              |              |              |
|--------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|              |                                                                                                     |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                     |                     | 24/25                             | 25/26        | 26/27        | 27/28        | 28/29        | 29/30        | Total        |
|              | i. <b>Review and improve Employee Assistance Programme.</b>                                         | <ul style="list-style-type: none"> <li>✓ No. of implemented employee assistance initiatives.</li> <li>✓ Employee Assistance Framework.</li> <li>✓ No. of employees off sick per year.</li> </ul>           | <ul style="list-style-type: none"> <li>✓ Productive and healthy workforce</li> <li>✓ Reduced absenteeism at work.</li> <li>✓ Improved productivity.</li> </ul>                                                                                      | CEO<br>HOS<br>DCorp | 1,172                             | 1,207        | 1,000        | 1,000        | 1,000        | 1,000        | 6,379        |
|              | ii. Develop, Implement and maintain ISO45001:2018 Occupational Health and Safety Management System. | <ul style="list-style-type: none"> <li>✓ OHS (ISO45001-2018) management system in place</li> <li>✓ OHS Gap analysis report.</li> <li>✓ Conformance to standards requirements and certifications</li> </ul> | <ul style="list-style-type: none"> <li>✓ Safe and healthy working environment</li> <li>✓ Maintain ISO 45001:2018 QMS Certificate.</li> <li>✓ Meet internal customer requirements.</li> <li>✓ Improved efficiencies and service delivery.</li> </ul> | CEO<br>HOS<br>DCorp | 50                                | 200          | 300          | 200          | 200          | 200          | 1,150        |
| <b>Total</b> |                                                                                                     |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                     |                     | <b>1,222</b>                      | <b>1,407</b> | <b>1,300</b> | <b>1,200</b> | <b>1,200</b> | <b>1,200</b> | <b>7,529</b> |

## Strategic Objective 1.7: To Improve Operational Efficiencies and Organizational Effectiveness by 2030.

| Prg.             | Strategic initiative                                                                      | Performance indicator                                                                                                                                                                                                                                                                             | Target                                                                                                                                                                                                                                                                                                                               | Resp.        | Budget (E'000) |       |       |       |       |       |       |
|------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----------------|-------|-------|-------|-------|-------|-------|
|                  |                                                                                           |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                      |              | 24/25          | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| <b>Programme</b> | i. <b>Review, Streamline, and implement improvements to the management of operations.</b> | <ul style="list-style-type: none"> <li>✓ Established Operations function.</li> <li>✓ Established Organizational Operations Framework.</li> <li>✓ Reviewed &amp; developed Business Process Mapping (BPM).</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>✓ Allocate and establish operations functional unit.</li> <li>✓ Improve organizational effectiveness.</li> <li>✓ Improve and integrate management of organizational operations.</li> <li>✓ Operations Management Framework.</li> <li>✓ Operations function and resource personnel.</li> </ul> | CEO<br>DCorp | X              | 150   | 150   | 200   | 300   | 400   | 1,200 |
|                  | ii. <b>Integrate and improve internal business operations.</b>                            | <ul style="list-style-type: none"> <li>✓ No. of replaced office furniture.</li> <li>✓ Well-maintained offices.</li> <li>✓ Improved access controls.</li> <li>✓ 99% telephone lines uptime.</li> <li>✓ % of employees accommodated needs addressed.</li> <li>✓ No. of insurance claims.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Integrate management and maintenance of office assets.</li> <li>✓ Improve insurance and liability management.</li> <li>✓ Improve telephone usage efficiencies.</li> <li>✓ Improve utility usage efficiencies.</li> <li>✓ Improve municipality access control and safety.</li> </ul>         | CEO<br>DCorp | 150            | 150   | 150   | 150   | 150   | 150   | 900   |



| Prg.                   | Strategic initiative                                                                            | Performance indicator                                                                                                                                                                                                    | Target                                                                                                                                     | Resp.      | Budget (E'000) |       |       |       |       |       | Total |
|------------------------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------|-------|-------|-------|-------|-------|-------|
|                        |                                                                                                 |                                                                                                                                                                                                                          |                                                                                                                                            |            | 24/25          | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 |       |
|                        | iii. <b>Develop and implement an asset management system</b>                                    | ✓ Operational asset management system                                                                                                                                                                                    | ✓ To cover all municipality assets                                                                                                         |            |                |       |       |       |       |       | -     |
| ISO Management Systems | iv. <b>Implement and maintain ISO9001:2015 Quality Management System.</b>                       | ✓ Valid ISO9002:2015 Certificate<br>✓ External Audit reports.<br>✓ QMS Database.<br>✓ No. of trained employees on QMS.<br>✓ Operational QMS Technical Committee.                                                         | ✓ Continuously maintain ISO 9001:2015 QMS Certification.<br>✓ Meet customer requirements.<br>✓ Improved efficiencies and service delivery. | DCorp CEO  | 267            | 400   | 300   | 250   | 250   | 250   | 1,717 |
|                        | v. <b>Integrate ISO management systems in the organization.</b>                                 | ✓ External audit reports<br>✓ No. of trained employees on IMS<br>✓ IMS database<br>✓ Operational IMS Technical Committee                                                                                                 | ✓ Integrated management systems<br>✓ Cost efficient<br>✓ Meet customer requirements.<br>✓ Improved efficiency and service delivery         | CEO DCorp  | 145            | 300   | 300   | 300   | 300   | 300   | 1,645 |
|                        | vi. <b>Implement and maintain ISO 270001:2022 Information Systems Management System (ISMS).</b> | ✓ Conducted ISO ISMS 270001:2022 Gap Analysis report.<br>✓ ISO 270001:2022 ISMS Policy & procedures<br>✓ No. of implemented ISMS 270001:2022 best practices.<br>✓ Conformance to standards requirements                  | ✓ Improve information system management.<br>✓ Establish ISMS ISO 270001:2022 management system.<br>✓ ISO 270001:2022 ISMS Certification.   | DCorp      | X              | 200   | 200   | 150   | 100   | 100   | 750   |
|                        | vii. <b>Implement and maintain ISO 14001:2015 Environmental Management System</b>               | ✓ External EMS Audit reports.<br>✓ Environmental system database.<br>✓ No. of trained employees on environmental Management system.<br>✓ Operational Environmental Management system.                                    | ✓ ISO 1401:2015 EMS certification.<br>✓ Improved EMS compliance.                                                                           | DCom Dcorp | 380            | 200   | 200   | 250   | 250   | 250   | 1,530 |
|                        | viii. <b>Implement and maintain ISO 17025:2017 Laboratory Management System (LBS).</b>          | ✓ An operational ISO1725:2017 LBS<br>✓ External Audit reports.<br>✓ Laboratory Management system database.<br>✓ No. of trained employees on Laboratory Management system.<br>✓ Operational Laboratory Management system. | ✓ Fully implemented and compliant ISO1725:2017 LBS                                                                                         | DCORP      | 150            | 200   | 250   | 300   | 350   | 500   | 1,750 |

| Prg.                                    | Strategic initiative                                     | Performance indicator                                                                                                                                                                                                                                                                        | Target                                                                                                                                                                                                                                                                     | Resp.            | Budget (E'000) |       |       |       |       |       | Total |
|-----------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------|-------|-------|-------|-------|-------|-------|
|                                         |                                                          |                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                            |                  | 24/25          | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 |       |
| Procurement and Supply Chain Management | i. Integrate procurement and Supply Chain management.    | <ul style="list-style-type: none"> <li>✓ Aligned procurement and supply chain functions.</li> <li>✓ No. of integrated procurement &amp; supply chain procedures.</li> <li>✓ No. of streamlined procurement and stores processes.</li> <li>✓ Installed stores monitoring controls.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Integrated procurement and supply chain management.</li> <li>✓ Integrate procurement and Supply Chain functions.</li> <li>✓ Streamline and align procurement &amp; stores processes.</li> </ul>                                   | CEO<br>DF<br>HOS | X              | 200   | 100   | 100   | X     | X     | 400   |
|                                         | ii. Review and monitor procurement management processes. | <ul style="list-style-type: none"> <li>✓ No of transformed procurement processes.</li> <li>✓ No. of procurement trainings conducted.</li> <li>✓ No. of procurement procedures.</li> <li>✓ No. of suppliers trained and sensitized on procurement.</li> </ul>                                 | <ul style="list-style-type: none"> <li>✓ Procurement management framework.</li> <li>✓ Procurement training &amp; sensitization for employees.</li> <li>✓ Suppliers and service providers development.</li> <li>✓ Procurement transformation and value creation.</li> </ul> | CEO<br>DF<br>HOS | X              | X     | X     | X     | X     | X     | x     |
| Total                                   |                                                          |                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                            |                  | 1,092          | 1,800 | 1,650 | 1,700 | 1,700 | 1,950 | 9,892 |

## THEMATIC AREA 2.0: FINANCIAL SUSTAINABILITY

### Strategic Objective 2.1: To Diversify and Explore Alternative Sources of Revenue by 2030.

| Prg.                                                      | Strategic initiative                                        | Performance indicator                                                                                                                                                                                                      | Target                                                                                                                                                                                                   | Resp.            | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|-----------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                                           |                                                             |                                                                                                                                                                                                                            |                                                                                                                                                                                                          |                  | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Establishment of alternative sources of revenue programme | i. Implement Public Private Partnerships.                   | <ul style="list-style-type: none"> <li>✓ No. of PPPs projects Concept Notes.</li> <li>✓ No. of advertised PPPs projects.</li> <li>✓ No. of signed PPPs Agreements.</li> <li>✓ No. of PPPs Projects Implemented.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Shareholding and equities in investment projects.</li> <li>✓ Increased % of revenue stream from PPPs.</li> </ul>                                                | CEO<br>HOS<br>DF | 100                               | 150   | 150   | 150   | 150   | 150   | 850   |
|                                                           | ii. Develop and implement a resource mobilization framework | <ul style="list-style-type: none"> <li>✓ Developed Resource Mobilization Framework.</li> <li>✓ No. of implemented resource mobilization initiatives.</li> <li>✓ Number of donor application forms processed.</li> </ul>    | <ul style="list-style-type: none"> <li>✓ Funding strategic partnerships with multilateral organizations, institutions &amp; NGOs.</li> <li>✓ Increase donor funded projects &amp; programmes.</li> </ul> | CEO<br>HOS<br>DF | 100                               | 200   | 200   | 250   | 250   | 300   | 1,300 |
| Total                                                     |                                                             |                                                                                                                                                                                                                            |                                                                                                                                                                                                          |                  | 200                               | 350   | 350   | 400   | 400   | 450   | 2,150 |



## Strategic Objective 2.2: To Increase Mainstream Revenue Collection by 6% On Year-on-Year Basis by 2030.

| Prg.         | Strategic initiative                                                               | Performance indicator                                                                                                                                                                                                                                                 | Target                                                                                                                                                                                                                                                      | Resp.               | Financial Year and Budget (E'000) |            |            |            |            | 29/30      | Total        |
|--------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------|------------|------------|------------|------------|------------|--------------|
|              |                                                                                    |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                             |                     | 24/25                             | 25/26      | 26/27      | 27/28      | 28/29      |            |              |
|              | i. Establish and improve an organizational financial sustainability.               | <ul style="list-style-type: none"> <li>✓ Developed Financial sustainability Frameworks.</li> <li>✓ No. of revenue collection initiatives implemented.</li> <li>✓ % increase of mainstream annual revenue.</li> <li>✓ No. of revenue collection line items.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Established municipal revenue sustainability.</li> <li>✓ Improved rates billing and collection efficiencies.</li> <li>✓ Increase revenue collection line items.</li> <li>✓ Improved mainstream revenue.</li> </ul> | DF                  | 650                               | 200        | 150        | 100        | 100        | 100        | 1,300        |
|              | ii. <b>Coordinate and improve land, properties and facilities leasing revenue.</b> | <ul style="list-style-type: none"> <li>✓ Produced land &amp; property leasing situational /gap analysis report.</li> <li>✓ No. of identified land and properties for leasing.</li> <li>✓ No. of new land &amp; properties leased.</li> </ul>                          | <ul style="list-style-type: none"> <li>✓ Framework for Revenue collection through land &amp; property leasing.</li> <li>✓ Improve revenue collection through property &amp; land leases.</li> </ul>                                                         | DF<br>DCOM<br>DTech | X                                 | X          | 150        | 160        | 180        | 200        | 690          |
|              | ii. <b>Review and improve municipal financial management systems.</b>              | <ul style="list-style-type: none"> <li>✓ Review report</li> <li>✓ No. of financial management mechanisms.</li> <li>✓ No. of financial management initiatives.</li> <li>✓ Financial performance ratios.</li> </ul>                                                     | <ul style="list-style-type: none"> <li>✓ Financial management framework.</li> <li>✓ Establish healthy revenue to expenditure % baseline.</li> <li>✓ Improve financial management efficiencies.</li> </ul>                                                   | DF                  | x                                 | x          | 250        | 300        | 200        | x          | 750.00       |
|              | iv. Improve and align property ownership with rates billing system.                | <ul style="list-style-type: none"> <li>✓ No. of property audits.</li> <li>✓ No. of new billed properties.</li> <li>✓ % of revenue collected from previously uncollected properties.</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>✓ 100% alignment of property ownership and rates billing system</li> <li>✓ Improve property billing system and rates collection.</li> <li>✓ Link properties on ground to reflected owners in the system.</li> </ul>  | DF                  | 200                               | 100        | 100        | 50         | 50         | 50         | 550.00       |
| <b>Total</b> |                                                                                    |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                             |                     | <b>850</b>                        | <b>300</b> | <b>650</b> | <b>610</b> | <b>530</b> | <b>350</b> | <b>3,290</b> |

## THEMATIC AREA 3.0: STAKEHOLDER MANAGEMENT

### Strategic Objective 3.1: To Improve Inclusive Stakeholder Relationship, Effective Communication and Organizational Imaging by 2030.

| Prg.                             | Strategic initiative                                                               | Performance indicator                                                                                                                                                                                                                                                                                                                   | Target                                                                                                                                                                                                                                                                                                                                                                                   | Resp.   | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|----------------------------------|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                  |                                                                                    |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                          |         | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Customer Relationship Management | i. Improve City Marketing and Branding                                             | <ul style="list-style-type: none"> <li>✓ City Marketing and Branding Framework.</li> <li>✓ No. of implemented branding &amp; marketing initiatives.</li> </ul>                                                                                                                                                                          | <ul style="list-style-type: none"> <li>✓ Marketing &amp; branding guide.</li> <li>✓ Improved city global positioning &amp; attractiveness.</li> <li>✓ Improve city brand image and public reviews.</li> </ul>                                                                                                                                                                            | CEO HOS | 0                                 | 150   | 100   | 100   | 100   | 100   | 550   |
|                                  | ii. Implement of effective communication channels and improve city relations.      | <ul style="list-style-type: none"> <li>✓ No. of communication channels.</li> <li>✓ No. of communication frameworks.</li> <li>✓ No. city eventing programmes implemented.</li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>✓ Improved information sharing and two-way communication culture.</li> <li>✓ Effective guiding communication frameworks.</li> </ul>                                                                                                                                                                                                               | CEO HOS | 300                               | 300   | 300   | 300   | 300   | 300   | 1,800 |
|                                  | iii. Implement Customer Relationship Management (CRM) Programme.                   | <ul style="list-style-type: none"> <li>✓ Established customer service structures.</li> <li>✓ Streamlined and integrated customer service channels.</li> <li>✓ (6) Customer Service week Commemorations.</li> <li>✓ No. of Implemented Customer Service Initiatives.</li> <li>✓ No. of employees trained on customer service.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Full implementation of the programme</li> <li>✓ Operational and effective customer service Team.</li> <li>✓ Establish &amp; operationalize customer service charter.</li> <li>✓ Streamline and integrate service delivery channels.</li> <li>✓ Improved Customer Satisfaction.</li> <li>✓ Improved understanding of city programmes.</li> </ul> | CEO HOS | 100                               | 100   | 100   | 120   | 120   | 200   | 740   |
|                                  | iv. Coordinate implementation and improvement of customer satisfaction.            | <ul style="list-style-type: none"> <li>✓ No. of customer satisfaction surveys undertaken.</li> <li>✓ No. of actioned customer service requests.</li> <li>✓ No. of received customer complaints.</li> <li>✓ No. of received customer complaints.</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>✓ 95% customer satisfaction rating.</li> <li>✓ Atleast 2% customer complaints</li> </ul>                                                                                                                                                                                                                                                          | CEO HOS | 250                               | 120   | 300   | 120   | 350   | 100   | 1,240 |
| Stakeholder Engagement           | v. i. Improve coordination and implementation of stakeholder engagement programme. | <ul style="list-style-type: none"> <li>✓ Stakeholder relations management in place</li> <li>✓ Fully established stakeholder engagement function.</li> <li>✓ Stakeholder engagement Frameworks.</li> <li>✓ No. of stakeholders engaged.</li> <li>✓ No. of signed MoUs with stakeholders.</li> <li>✓ Engagements reports.</li> </ul>      | <ul style="list-style-type: none"> <li>✓ Fully operational stakeholder engagement function.</li> <li>✓ Stakeholder engagement guidelines.</li> <li>✓ Improve city-stakeholder relations.</li> </ul>                                                                                                                                                                                      | DComm   | 80                                | 90    | 90    | 100   | 100   | 100   | 560   |



| Prg.         | Strategic initiative                                                                               | Performance indicator                                                                                                                                                                                                                                                                                                                                                             | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Resp.              | Financial Year and Budget (E'000) |              |              |              |              |              |              |
|--------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|              |                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    | 24/25                             | 25/26        | 26/27        | 27/28        | 28/29        | 29/30        | Total        |
|              | i. Coordinate and monitor Ward Development Committees (WDCs).                                      | <ul style="list-style-type: none"> <li>✓ No. of coordinated WDCs meetings.</li> <li>✓ WDCs performance reports.</li> </ul>                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>✓ Operationalize WDCs.</li> <li>✓ Improve communities-city relations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                  | DComm              | X                                 | 50           | 50           | 50           | 50           | 50           | 250          |
|              | ii. Coordinate and implement public participatory and local government democratic election system. | <ul style="list-style-type: none"> <li>✓ (6) Annual Accountability Reports.</li> <li>✓ (6) Annual General Meetings.</li> <li>✓ (6) Stakeholder Budget Submissions Meetings.</li> <li>✓ No. of local govt elections civic education.</li> <li>✓ No. of people participated in local govt elections.</li> <li>✓ Completed inclusive and democratic local govt elections.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Proactive accountability and transparency.</li> <li>✓ Improve stakeholder &amp; customer relations.</li> <li>✓ Improve public participation in city programmes.</li> <li>✓ Improve public participation in local govt elections.</li> <li>✓ Strengthen local government political systems.</li> </ul>                                                                                                                           | CEO<br>DCOM<br>HOS | 200                               | 250          | 250          | 300          | 700          | 300          | 2,000        |
|              | iii. Coordinate and implement public consultations and education on city programmes and policies.  | <ul style="list-style-type: none"> <li>✓ No. of implemented property rates public education.</li> <li>✓ No. of implemented IDP public consultations.</li> <li>✓ No. of implemented town planning public education.</li> <li>✓ No. of implemented disaster management public education.</li> <li>✓ No. of municipal regulation &amp; strategies public education.</li> </ul>       | <ul style="list-style-type: none"> <li>✓ Improve rate payers understanding of rating system.</li> <li>✓ Improve payment of property rates.</li> <li>✓ Improve public participation in municipality programmes.</li> <li>✓ Improve residents' and developers understanding of zonings and town planning scheme requirements.</li> <li>✓ Improve public understanding of disaster preventative measures.</li> <li>✓ Improve public understanding of city rules.</li> </ul> | CEO<br>DComm<br>DF | 100                               | 100          | 100          | 150          | 150          | 200          | 800          |
|              | iv. Coordinate and improve implementation of Twinning programme.                                   | <ul style="list-style-type: none"> <li>✓ No. of sister-city engagements.</li> <li>✓ No. of sister-city relations operating.</li> <li>✓ No. of established sister-city relations.</li> <li>✓ No. of sister-city exchange visits.</li> <li>✓ No. of sister-city benchmarking reports.</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>✓ Improved sister-city international relations.</li> <li>✓ Improved city management knowledge.</li> <li>✓ Improved municipality management best practices.</li> </ul>                                                                                                                                                                                                                                                             | CEO<br>HOS         | 100                               | 150          | 150          | 150          | 150          | 150          | 850          |
| <b>Total</b> |                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                    | <b>1,130</b>                      | <b>1,310</b> | <b>1,440</b> | <b>1,390</b> | <b>2,020</b> | <b>1,500</b> | <b>8,790</b> |

## THEMATIC AREA 4.0: URBAN PLANNING AND SUSTAINABLE HUMAN SETTLEMENTS

### Strategic Objective 4.1: To Improve the Living Conditions of Residents Living in Low-Income Communities by 2030.

| Prg.                       | Strategic initiative                                                    | Performance indicator                                                                                                                                                                                                                                 | Target                                                                                                                                                                                                                                                | Resp.        | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|----------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                            |                                                                         |                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                       |              | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Human Settlement Programme | i. Develop & implement an Informal Settlement upgrading programme.      | <ul style="list-style-type: none"> <li>✓ Developed informal settlements development framework.</li> <li>✓ No. of plot allocations made in informal settlement.</li> <li>✓ Conducted needs assessment and number of initiatives implemented</li> </ul> | <ul style="list-style-type: none"> <li>✓ Framework to guide support and development of informal settlement.</li> <li>✓ Increase land tenure and security of informal settlement residents.</li> <li>✓ Ensure availability of basic service</li> </ul> | DCom DTech   | 315                               | 40    | 45    | 50    | 55    | 60    | 565   |
|                            | ii. Develop and implement informal settlement social support services.  | <ul style="list-style-type: none"> <li>✓ Feasibility Assessment with action plan to support informal settlers</li> <li>✓ No. of implemented initiative from the feasibility study</li> </ul>                                                          | <ul style="list-style-type: none"> <li>✓ To identify willingness from residents for Community-led upgrading initiatives.</li> <li>✓ Housing start-ups capital support.</li> <li>✓ Provision of different housing options</li> </ul>                   | DCom         | X                                 | 200   | 500   | 300   | 200   | 200   | 1,400 |
|                            | iii. Develop and implement a corporate social responsibility programme. | <ul style="list-style-type: none"> <li>✓ Corporate Social Responsibility (CSR) Strategy.</li> <li>✓ No. of implemented corporate social responsibility initiatives.</li> <li>✓ No. of beneficiaries of municipality CSR.</li> </ul>                   | <ul style="list-style-type: none"> <li>✓ Guideline for municipality corporate social responsibility.</li> <li>✓ Improve municipality good corporate citizenry.</li> <li>✓ Improve standard of living of destitute citizens.</li> </ul>                | CEO DCom HOS | 100                               | 150   | 150   | 200   | 200   | 300   | 1,100 |
|                            | iv. Develop and implement urban poverty reduction programme.            | <ul style="list-style-type: none"> <li>✓ Poverty reduction framework.</li> <li>✓ No. of income generating projects implemented.</li> <li>✓ No. of beneficiaries from low-income communities.</li> </ul>                                               | <ul style="list-style-type: none"> <li>✓ Guidelines for poverty reduction.</li> <li>✓ Reduce poverty from low-income communities.</li> </ul>                                                                                                          | CEO HOS DCOM | 100                               | 150   | 200   | 200   | 300   | 400   | 1,350 |
|                            | v. Develop and implement an urban food security framework.              | <ul style="list-style-type: none"> <li>✓ Food security framework.</li> <li>✓ No. of sustainable food production projects implemented.</li> <li>✓ No. of beneficiaries from low-income communities.</li> </ul>                                         | <ul style="list-style-type: none"> <li>✓ Urban food security guidelines.</li> <li>✓ Establish urban food systems.</li> <li>✓ Reduce food hunger in urban low-income communities.</li> </ul>                                                           | CEO HOS DCOM | 50                                | 100   | 150   | 150   | 150   | 200   | 800   |



| Prg.         | Strategic initiative                                                    | Performance indicator                                                                                                                                                                                                               | Target                                                                                                                                                                                                                                 | Resp.              | Financial Year and Budget (E'000) |            |              |              |              |              |              |
|--------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------|------------|--------------|--------------|--------------|--------------|--------------|
|              |                                                                         |                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                        |                    | 24/25                             | 25/26      | 26/27        | 27/28        | 28/29        | 29/30        | Total        |
|              | vi. Develop and implement empowerment programme for vulnerable groups.  | <ul style="list-style-type: none"> <li>✓ Produced vulnerable groups empowerment frameworks.</li> <li>✓ No. of vulnerable groups empowerment initiatives implemented.</li> <li>✓ No. of vulnerable groups beneficiaries.</li> </ul>  | <ul style="list-style-type: none"> <li>✓ Vulnerable groups empowerment guidelines.</li> <li>✓ Inclusive empowerment programming.</li> </ul>                                                                                            | CEO<br>HOS<br>DCOM | 100                               | 150        | 150          | 200          | 200          | 200          | 1,000        |
|              | vii. Develop and implement a corporate social responsibility programme. | <ul style="list-style-type: none"> <li>✓ Corporate Social Responsibility (CSR) Strategy.</li> <li>✓ No. of implemented corporate social responsibility initiatives.</li> <li>✓ No. of beneficiaries of municipality CSR.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Guideline for municipality corporate social responsibility.</li> <li>✓ Improve municipality good corporate citizenry.</li> <li>✓ Improve standard of living of destitute citizens.</li> </ul> | CEO<br>DCom<br>HOS | 100                               | 150        | 150          | 200          | 200          | 300          | 1,100        |
| <b>Total</b> |                                                                         |                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                        |                    | <b>765</b>                        | <b>940</b> | <b>1,345</b> | <b>1,300</b> | <b>1,305</b> | <b>1,660</b> | <b>7,315</b> |

## Strategic Objective 4.2: To Increase Spatial Planning Efficiencies and Improve Sustainable Land uses by 2030.

| Prg.               | Strategic initiative                                                          | Performance indicator                                                                                                                                                                                                                                                                                | Target                                                                                                                                                                                                                           | Resp. | Financial Year Budget (E'000) |              |            |            |              |              |              |
|--------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------|--------------|------------|------------|--------------|--------------|--------------|
|                    |                                                                               |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                  |       | 24/25                         | 25/26        | 26/27      | 27/28      | 28/29        | 29/30        | Total        |
| Land Use Programme | i. Develop and implement an effective management of physical space programme. | <ul style="list-style-type: none"> <li>✓ Developed land use management frameworks.</li> <li>✓ Approved Manzini Town Planning Scheme and Master Plan.</li> <li>✓ Integrated Geographical information System.</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>✓ Improve land use development and Management.</li> <li>✓ Prevent urban sprawl.</li> <li>✓ Create informed decision making and promotes equity in spatial development planning</li> </ul> | DCom  | X                             | 900          | X          | X          | 900          | 900          | 2,700        |
|                    | ii. Develop and implement precinct development code.                          | <ul style="list-style-type: none"> <li>✓ Precinct development code</li> <li>✓ Developed urban renewal frameworks.</li> <li>✓ No. of developed precinct plans.</li> <li>✓ No. of Implemented initiatives through partnerships.</li> <li>✓ No. of identified implementing partners engaged.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Encourage city regeneration and revitalization.</li> <li>✓ Improve built infrastructure and mixed used development.</li> <li>✓ Collaborations towards development</li> </ul>            | DCom  | 500                           | 300          | 300        | 200        | 200          | 200          | 1,700        |
|                    | <b>Total</b>                                                                  |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                  |       | <b>500</b>                    | <b>1,200</b> | <b>300</b> | <b>200</b> | <b>1,100</b> | <b>1,100</b> | <b>4,400</b> |

## Strategic Objective 4.3: To Improve City-Built Environment and Enhance Sustainable Buildings Services by 2030.

| Prg.  | Strategic initiative                                                        | Performance indicator                                                                                                                                                                                                                                                                                                                                                   | Target                                                                                                                                                                                                                                              | Resp.       | Financial Year and Budget (E'000) |       |        |        |        |        |        |
|-------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------|-------|--------|--------|--------|--------|--------|
|       |                                                                             |                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                     |             | 24/25                             | 25/26 | 26/27  | 27/28  | 28/29  | 29/30  | Total  |
|       | i. Implement and improve sustainable buildings controls.                    | <ul style="list-style-type: none"> <li>✓ Built environmental frameworks developed.</li> <li>✓ No. of implemented eco-friendly buildings initiatives.</li> <li>✓ No. of green certificates issued.</li> <li>✓ No. of new buildings constructed that adopted green initiatives.</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>✓ Guiding Eco friendly building frameworks.</li> <li>✓ Green development practises to save water and energy.</li> <li>✓ Reduction of environmental impacts.</li> <li>✓ Increased green foot print</li> </ul> | DComm DTech | 3,760                             | 4,250 | 4,500  | 5000   | 5,350  | 6,000  | 28,860 |
|       | ii. Upgrade and improve city public open /green spaces.                     | <ul style="list-style-type: none"> <li>✓ Open Space Plan Developed</li> <li>✓ Inventory of Green spaces mapped and zoned appropriately.</li> <li>✓ No. of improved open spaces</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>✓ Guiding Frameworks.</li> <li>✓ Green infrastructure enhancement</li> <li>✓ Art and culture integration</li> </ul>                                                                                          | DComm DTech | 1,966                             | 2,400 | 2,150  | 2,900  | 3,100  | 3,500  | 16,016 |
|       | iii. Upgrade and maintain sports and recreational facilities.               | <ul style="list-style-type: none"> <li>✓ No. of top class outdoor facilities developed.</li> <li>✓ No. of collaborations on agreed used of recreational facilities with private and public entities.</li> <li>✓ No. of recreational facilities upgraded and maintained.</li> <li>✓ No. of Community events coordinated.</li> </ul>                                      | <ul style="list-style-type: none"> <li>✓ Accessible safe and inclusive sporting facilities</li> <li>✓ Shared recreational facilities.</li> <li>✓ Boost sport tourism and stimulate local economies</li> </ul>                                       | DComm DTech | 222                               | 1,450 | 1,500  | 1,550  | 1,610  | 1,650  | 7,982  |
|       | iv. Develop and implement a robust city landscaping and greening programme. | <ul style="list-style-type: none"> <li>✓ Overgrowth management strategy developed.</li> <li>✓ No. of landscaping initiatives implemented.</li> <li>✓ Conducted feasibility study on the transformation of city river frontage into recreational areas.</li> <li>✓ No. of trees planted within the urban area</li> <li>✓ No of community gardens established.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Private and public space overgrowth management framework.</li> <li>✓ Improved environmental quality.</li> <li>✓ Achieve city aesthetics and liveable space.</li> </ul>                                     | DComm DTech | 682                               | 1,320 | 1,920  | 2,130  | 2,190  | 2,400  | 10,642 |
| Total |                                                                             |                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                     |             | 6,630                             | 9,420 | 10,070 | 11,580 | 12,250 | 13,550 | 63,500 |



## THEMATIC AREA 5.0: SUSTAINABLE ENVIRONMENTAL MANAGEMENT

### Strategic Objective 5.1: To Continuously Improve the City Cleanliness and Integrate Waste Management Practices by 2030.

| Prg.  | Strategic initiative                                                 | Performance indicator                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Target                                                                                                                                                                                                                                                               | Resp.  | Financial Year and Budget (E'000) |       |       |       |       |       |        |
|-------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------------------------------|-------|-------|-------|-------|-------|--------|
|       |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                      |        | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total  |
|       | i. Develop and Implement an integrated waste management programme.   | <ul style="list-style-type: none"> <li>✓ Documented integrated system of waste management</li> <li>✓ No. of initiative implemented to reduce reuse, recycle refuse and repurpose.</li> <li>✓ No. of employment created</li> <li>✓ Waste segregation program implemented</li> <li>✓ One stop facility feasibility study that integrate different waste management processes, including collection, sorting, recycling, composting, and landfilling.</li> <li>✓ No. of waste receptacles procured.</li> <li>✓ Procured incinerator</li> </ul> | <ul style="list-style-type: none"> <li>✓ Achieve circular economy.</li> <li>✓ Sustainable waste management practices.</li> <li>✓ minimization Reduced environmental impacts.</li> <li>✓ Increase green economy.</li> <li>✓ Optimised resource utilization</li> </ul> | DCom   | 2,320                             | 4,700 | 4,705 | 4,710 | 4,715 | 4,120 | 25,270 |
|       | ii. Develop and implement a comprehensive Waste Management framework | <ul style="list-style-type: none"> <li>✓ Reviewed Integrated Waste Management Plan (IWMP).</li> <li>✓ Waste Developed Management By-law.</li> <li>✓ Developed waste information management system.</li> <li>✓ No. of delegated function on waste management</li> </ul>                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>✓ Integrated waste management frameworks</li> <li>✓ Promote global sustainable goals and practises on waste management.</li> <li>✓ Promote informed decision-making and sustainable waste management practices</li> </ul>     | DcommS | -                                 | 300   | 400   | 400   | 200   | -     | 1,300  |
| Total |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                      |        | 2,320                             | 5,000 | 5,105 | 5,110 | 4,915 | 4,120 | 26,570 |

## Strategic Objective 5.2: To Safeguard the Protection of Biodiversity and Ecosystem Within the Urban Space by 2030.

| Prg                                 | Strategic initiative                                                                        | Performance indicator                                                                                                                                                                                                                                                                                                                        | Target                                                                                                                                                                                                                                                                                                                                                                                 | Resp.         | Budget (E'000) |              |              |              |              |              | Total        |
|-------------------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                     |                                                                                             |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                        |               | '24/25         | '25/26       | '26/27       | '27/28       | '28/29       | '29/30       |              |
| Biodiversity & Ecosystem protection | i. <b>Review and implement the state of the environment programme.</b>                      | <ul style="list-style-type: none"> <li>✓ Status of SOER review</li> <li>✓ Number of Implemented program and project from the SOER plan.</li> </ul>                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>✓ Review of SOER approved</li> <li>✓ Promote environmental stewardship, guiding policies, and fostering sustainable development</li> </ul>                                                                                                                                                                                                      | DcommS        | X              | 400          | 300          | 300          | 400          | 500          | 1400         |
|                                     | ii. <b>Develop and implement a strategy to eradicate alien invasive species in the City</b> | <ul style="list-style-type: none"> <li>✓ Strategy developed and implemented</li> <li>✓ Developed alien invasive species frameworks.</li> <li>✓ No. of green infrastructure program implemented.</li> </ul>                                                                                                                                   | <ul style="list-style-type: none"> <li>✓ Strategy approved</li> <li>✓ Improve enforcement and regulations related to biodiversity conservation and environmental protection.</li> <li>✓ Promote green spaces within the city, such as parks, green roofs, and urban gardens. These areas enhance biodiversity, improve air quality, and provide recreational opportunities.</li> </ul> | DCom          | X              | 200          | 150          | 160          | 270          | 300          | 1080         |
|                                     | iii. <b>Develop and implement a climate change mitigation and adaptation strategy</b>       | <ul style="list-style-type: none"> <li>✓ Climate change mitigation and adaptation frameworks developed</li> <li>✓ No. of protected and established forest</li> <li>✓ No. of community awareness on behavioural changes for adaptation</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>✓ Climate change mitigation and adaptation frameworks</li> <li>✓ Promote an environment that curbs emissions.</li> <li>✓ Ensure citizen are well informed in changes as results of climate for preparedness etc</li> </ul>                                                                                                                      | DCom          | X              | 200          | 200          | X            | X            | X            | 400          |
|                                     | iv. <b>Develop and implement the Disaster Risk Management Plan</b>                          | <ul style="list-style-type: none"> <li>✓ Operational Disaster Risk Management Plan</li> <li>✓ Identified natural and man-made potential hazards</li> <li>✓ Updated response strategy and standard operational procedure.</li> <li>✓ No. of identified command centres.</li> <li>✓ No. of trainings awareness and drills conducted</li> </ul> | <ul style="list-style-type: none"> <li>✓ Ensure community readiness and safety.</li> <li>✓ Collaborated stakeholder approach to avoid duplication gaps</li> <li>✓ Ensure coordinated communication and resource centres.</li> <li>✓ Practise drilling to enhance readiness</li> </ul>                                                                                                  | DCom<br>DTech | 280            | 800          | 800          | 900          | 900          | 800          | 4,480        |
| <b>Total</b>                        |                                                                                             |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                        |               | <b>280</b>     | <b>1,600</b> | <b>1,450</b> | <b>1,360</b> | <b>1,570</b> | <b>1,100</b> | <b>7,360</b> |



## THEMATIC AREA 6.0: INTEGRATED ECONOMIC DEVELOPMENT

### Strategic Objective 6.1: To Stimulate City Economic Growth and Job Creation by 2030.

| Prog.                                | Strategic initiative                                                          | Performance indicator                                                                                                                                                                                                                                                                                                                                    | Target                                                                                                                                                                                                                                                                                                                                                      | Resp.              | Financial Year and Budget (E'000) |       |       |       |       |       |       |
|--------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------|-------|-------|-------|-------|-------|-------|
|                                      |                                                                               |                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                             |                    | 24/25                             | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | Total |
| Local Economic Development Programme | i. Develop and Implement a robust Local Economic Development (LED) programme. | <ul style="list-style-type: none"> <li>✓ Established LED functions.</li> <li>✓ Developed &amp; implemented LED Strategy.</li> <li>✓ Developed LED Policy.</li> <li>✓ No. of implemented LED initiatives &amp; projects.</li> <li>✓ No. of directly created jobs.</li> <li>✓ No. of supported SMMEs.</li> <li>✓ No. of formal business forums.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Fully established LED functions.</li> <li>✓ Fully operationalize LED programme.</li> <li>✓ LED guidelines.</li> <li>✓ Improve city economic growth.</li> <li>✓ Improve job creation &amp; business opportunities.</li> <li>✓ Increase number of businesses.</li> <li>✓ Reduce unemployment and poverty.</li> </ul> | CEO<br>DCOM<br>HOS | 218                               | 300   | 300   | 350   | 350   | 350   | 1,868 |
|                                      | ii. Review and improve the youth economic empowerment programme.              | <ul style="list-style-type: none"> <li>✓ Reviewed &amp; implemented Youth economic empowerment programme.</li> <li>✓ No. of youth start-up businesses established.</li> <li>✓ No. of youth businesses supported.</li> <li>✓ No. of youth capacitated on business management.</li> <li>✓ No. of youth trained on vocational skills.</li> </ul>            | <ul style="list-style-type: none"> <li>✓ Increase youth involvement on entrepreneurship.</li> <li>✓ Empower youth towards self-sustenance.</li> <li>✓ Improve youth economic empowerment.</li> <li>✓ Increase youth involvement / participation in city economy.</li> </ul>                                                                                 | CEO<br>HOS<br>DCom | 567                               | 650   | 670   | 700   | 700   | 700   | 3,987 |
|                                      | iii. Develop, coordinate and implement women economic empowerment programme.  | <ul style="list-style-type: none"> <li>✓ No. of disadvantaged women start-up businesses established.</li> <li>✓ No. of disadvantaged women businesses supported.</li> <li>✓ No. of disadvantaged women capacitated on business management.</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>✓ Increase disadvantaged women involvement on entrepreneurship.</li> <li>✓ Empower disadvantaged women towards self-dependence.</li> <li>✓ Improve disadvantaged women standard of living.</li> <li>✓ Involve disadvantaged women in city economy.</li> </ul>                                                        | CEO<br>HOS<br>DCOM | 80                                | 100   | 150   | 200   | 250   | 300   | 1,080 |
|                                      | iv. Coordinate and implement tourism development programme.                   | <ul style="list-style-type: none"> <li>✓ Developed tourism development frameworks.</li> <li>✓ No. of implemented tourism promotion initiatives.</li> <li>✓ No. of businesses involved in tourism activation activities.</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>✓ Increase tourism contribution to city economy.</li> <li>✓ Increase tourism contribution on job creation.</li> <li>✓ Increase tourists visiting Manzini.</li> <li>✓ Increase tourism business growth.</li> </ul>                                                                                                    | CEO<br>DCom<br>HOS | 806                               | 850   | 850   | 850   | 900   | 900   | 5,156 |

| Prog.        | Strategic initiative                                                                      | Performance indicator                                                                                                                                                                                                             | Target                                                                                                                                                                                                                                    | Resp.    | Financial Year and Budget (E'000) |              |              |              |              |              |               |
|--------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
|              |                                                                                           |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                           |          | 24/25                             | 25/26        | 26/27        | 27/28        | 28/29        | 29/30        | Total         |
|              | i. Develop and implement city investment promotion programme.                             | <ul style="list-style-type: none"> <li>✓ Developed city investment frame-works.</li> <li>✓ No. of implemented investment promo-tion initiatives.</li> <li>✓ No. of investments attracted to the city.</li> </ul>                  | <ul style="list-style-type: none"> <li>✓ Improve investment enabling environ-ment.</li> <li>✓ Create city invest-ment attractive-ness.</li> <li>✓ Stimulate city eco-nomic growth &amp; job opportunities.</li> </ul>                     | HOS DCom | X                                 | 400          | 450          | 500          | 550          | 600          | 2,500         |
|              | ii. Develop and Implement an LED capacity building and stakeholder involvement programme. | <ul style="list-style-type: none"> <li>✓ LED capacity build-ing programme.</li> <li>✓ Conducted busi-ness forums.</li> <li>✓ Implemented com-munity contracting projects.</li> <li>✓ No. of trained em-ployees on LED.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Improved under-standing of LED by employees.</li> <li>✓ Improved business development ca-pacity of business community.</li> <li>✓ Improved commu-nity involvement on LED initiatives.</li> </ul> | HOS DCom | 80                                | 150          | 150          | 250          | 250          | 250          | 1,130         |
| <b>Total</b> |                                                                                           |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                           |          | <b>1,751</b>                      | <b>2,450</b> | <b>2,570</b> | <b>2,850</b> | <b>3,000</b> | <b>3,100</b> | <b>15,721</b> |

## IDP STRATEGIC THEME 7.0: INTEGRATED INFRASTRUCTURE PROGRAMME

**Strategic Objective 7.1: To Increase Roads Infrastructure Services Upgrading and Rehabilitation Coverage from 62% to 70% by 2030.**

| Prg                                         | Strategic initiative                                                                     | Performance indicator                                                                                                                                                                                                                                                                                                                                                                          | Target                                                                                                                                                                                                                                                                                                                          | Resp. | Budget (E'000) |        |        |        |        |        | Total |
|---------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------|--------|--------|--------|--------|--------|-------|
|                                             |                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                 |       | '24/25         | '25/26 | '26/27 | '27/28 | '28/29 | '29/30 |       |
| Infrastructure rehabilitation and upgrading | i. Develop, Implement and improve a robust infrastructure development programme.         | <ul style="list-style-type: none"> <li>✓ Produced infrastructure development frameworks.</li> <li>✓ Produced 3-year rolling Capital Investment Plan.</li> <li>✓ No. of roads infrastructure projects implemented.</li> <li>✓ No. of KMs of gravel roads infrastructure upgraded.</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>✓ Infrastructure development guidelines.</li> <li>✓ 8% increase proportion of tarred roads infrastructure coverage.</li> <li>✓ Increase road infrastructure services quality.</li> </ul>                                                                                                 | DTech | 1,00           | 15,0   | 200    | 250    | 300    | 350    | 1,350 |
|                                             | ii. Develop, Implement and improve robust roads infrastructure rehabilitation programme. | <ul style="list-style-type: none"> <li>✓ Conducted Fairview North &amp; Ngwane Park Geo-Technical Survey</li> <li>✓ Produced infrastructure rehabilitation frameworks.</li> <li>✓ No. of roads infrastructure rehabilitation projects implemented.</li> <li>✓ No. of KMs of roads infrastructure rehabilitated.</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>✓ Implemented 100% of Geo-Technical Survey Recommendations.</li> <li>✓ Increase length of rehabilitated roads infrastructure coverage.</li> <li>✓ Increase road infrastructure services quality.</li> <li>✓ % increase of rehabilitated roads infrastructure.</li> </ul>                 | DTech | X              | 250    | 250    | 250    | 250    | 250    | 1,250 |
|                                             | iii. Establish and monitor roads infrastructure innovation and standards.                | <ul style="list-style-type: none"> <li>✓ No. of established infrastructure services standards.</li> <li>✓ No. of infrastructure services innovations.</li> </ul>                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>✓ Improve roads infrastructure riding quality services.</li> <li>✓ Improve roads infrastructure life span.</li> </ul>                                                                                                                                                                    | DTech | 85             | 94     | 98     | 103    | 114    | 125    | 619   |
| Infrastructure maintenance Programme        | iv. Develop, Implement and monitor robust roads infrastructure maintenance programme.    | <ul style="list-style-type: none"> <li>✓ Developed and operational infrastructure maintenance frameworks.</li> <li>✓ Established roads infrastructure database.</li> <li>✓ No. of roads infrastructure condition assessments conducted.</li> <li>✓ No. of roads infrastructure condition assessment conducted per/year.</li> <li>✓ No. of roads infrastructure maintained per year.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Efficient and timely maintenance of roads infrastructure services.</li> <li>✓ Predetermined roads infrastructure maintenance &amp; required resources.</li> <li>✓ Extend roads infrastructure life span.</li> <li>✓ Improved quality of city roads infrastructure services.</li> </ul> | DTech | 250            | 275    | 303    | 333    | 366    | 403    | 1,929 |

| Prg   | Strategic initiative                                                     | Performance indicator                                                                                                                                                                                                                                                                                                                                                                                   | Target                                                                                                                                                                                                                                                                                                                                                                                                                              | Resp. | Budget (E'000) |        |        |        |        |        | Total  |
|-------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------|--------|--------|--------|--------|--------|--------|
|       |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                     |       | '24/25         | '25/26 | '26/27 | '27/28 | '28/29 | '29/30 |        |
|       | v. Implement and improve walkways infrastructure maintenance programme.  | <ul style="list-style-type: none"> <li>✓ Developed infrastructure maintenance framework for walkways.</li> <li>✓ Established walkways infrastructure database.</li> <li>✓ No. of walkways infrastructure condition assessments conducted.</li> <li>✓ No. of walkways infrastructure condition assessment conducted per/ year.</li> <li>✓ No. of walkways infrastructure maintained per year.</li> </ul> | <ul style="list-style-type: none"> <li>✓ To cover all walkway sites</li> <li>✓ Efficient and timely maintenance of walkways infrastructure services.</li> <li>✓ Predetermined walkways required resources.</li> <li>✓ Extend walkways infrastructure life span.</li> <li>✓ Improved quality of city walkways</li> </ul>                                                                                                             | DTech | 130            | 3,850  | 4,235  | 4,659  | 5,125  | 5,637  | 23,636 |
|       | vi. Implement and maintain city energy lighting infrastructure services. | <ul style="list-style-type: none"> <li>✓ Developed infrastructure maintenance framework for all lighting systems.</li> <li>✓ Established high masts and streetlights infrastructure database.</li> <li>✓ No. of streetlights and high masts infrastructure condition assessments conducted.</li> <li>✓ No. of streetlights and high masts maintained per year.</li> </ul>                               | <ul style="list-style-type: none"> <li>✓ Efficient and timely maintenance of streetlights infrastructure services.</li> <li>✓ Predetermined streetlights maintenance &amp; required resources.</li> <li>✓ Extend high masts and streetlights infrastructure life span.</li> <li>✓ Improved quality of city lighting system infrastructure services.</li> <li>✓ Increase lighting coverage for the city by an increased %</li> </ul> | DTech | X              | 300    | 300    | 400    | 400    | 450    | 1,850  |
|       | vii. Establish and improve city-wide stormwater drainage system.         | <ul style="list-style-type: none"> <li>✓ Developed stormwater management master plan.</li> <li>✓ Conducted a deterministic stormwater evaluation criteria.</li> <li>✓ No. of constructed unpaved roads stormwater.</li> <li>✓ Length of constructed stormwater and stormwater disposal structures constructed in KM</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>✓ % increase of refurbished stormwater infrastructure.</li> <li>✓ Improve efficiency of the existing stormwater infrastructure</li> <li>✓ Improve newly constructed infrastructure designs and implementation to cater for future climate change scenarios.</li> <li>✓ Develop a city-wide stormwater byelaw to improve stormwater maintenance and disposal.</li> </ul>                      | DTech | X              | 200    | 200    | 250    | 250    | 300    | 1,200  |
| Total |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                     |       | 465            | 4,969  | 5,586  | 6,245  | 6,805  | 7,515  | 31,384 |



## Strategic Objective 7.2: To Improve City Mobility and Public Transport Service Efficiencies by 2030.

| Prg                           | Strategic initiative                                               | Performance indicator                                                                                                                                                                                                                                                                                                                        | Target                                                                                                                                                                                   | Resp. | Financial Year Budget (E'000) |        |        |        |        |        | Total  |
|-------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------------------|--------|--------|--------|--------|--------|--------|
|                               |                                                                    |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                          |       | '24/25                        | '25/26 | '26/27 | '27/28 | '28/29 | '29/30 |        |
| Sustainable Transport systems | ix. Coordinate and improve public transport efficiencies.          | <ul style="list-style-type: none"> <li>✓ Conducted feasibility studies for the establishment and operationalization of Satellite Bus Ranks and Drop-Off/Pick Up points within the urban area</li> <li>✓ Conducted Nazerene/Fairview Localised Traffic Study and produced report.</li> <li>✓ Upgraded Manzini Club Traffic Circle.</li> </ul> | ✓ 100% efficient use of the satellite bus rank                                                                                                                                           | DTech | 10                            | 1,000  | 1,500  | 1,500  | 600    | 250    | 4,860  |
|                               | x. Develop and implement robust eco-mobility transport systems.    | <ul style="list-style-type: none"> <li>✓ Prepared guiding framework for all eco-mobility modes of transport.</li> <li>✓ No. of eco-mobility parking bays to labelled.</li> </ul>                                                                                                                                                             | ✓ Improve areas of demarcated lanes for eco-mobility transport                                                                                                                           | DTech | 150                           | 645    | 800    | 500    | 549    | 600    | 3,244  |
|                               | xi. Develop and implement an improved city transportation systems. | <ul style="list-style-type: none"> <li>✓ Established and implemented 10-year Traffic Study</li> <li>✓ Prepare an intra public transportation plan.</li> <li>✓ No of designated commuter shelters</li> <li>✓ Prepare a non-motorised transportation framework</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>✓ 10-year Traffic Study Document with recommendation</li> <li>✓ Prioritise and establish a non-motorised modes of transport guidelines</li> </ul> | DTech | -                             | 2,830  | 1,200  | 1,400  | 1,670  | 1,900  | 9,000  |
| Total                         |                                                                    |                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                          |       | 160                           | 4,475  | 3,500  | 3,400  | 2,819  | 2,750  | 17,104 |

## IDP STRATEGIC THEME 8.0: PUBLIC HEALTH, SOCIAL AND SECURITY SERVICES.

**Strategic Objective 8.1: To increase access to integrated public healthcare and social welfare services by 2030.**

| Prg          | Strategic initiative                                                  | Performance indicator                                                                                                                                                                                                                                                                                                                             | Target                                                                                                                                                                                                                                                                         | Resp.              | Financial Year and Budget (E'000) |            |              |              |              |              |              |
|--------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------|------------|--------------|--------------|--------------|--------------|--------------|
|              |                                                                       |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                    | '24/25                            | '25/26     | '26/27       | '27/28       | '28/29       | '29/30       | Total        |
|              | i. Coordinate and improve implementation of HIV and AIDS programme.   | <ul style="list-style-type: none"> <li>✓ Established HIV/AIDS function.</li> <li>✓ Developed HIV/AIDS Frameworks.</li> <li>✓ No. of Implemented HIV Prevention initiatives.</li> <li>✓ Implemented HIV/AIDS Treatment services.</li> <li>✓ No. of people enrolled on ART.</li> <li>✓ Number of people provided with HIV/AIDS services.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Fully operationalize HIV/AIDS function.</li> <li>✓ HIV/AIDS services Guidelines.</li> <li>✓ Effective HIV/AIDS preventative services.</li> <li>✓ Effective HIV/AIDS treatment services.</li> </ul>                                    | CEO<br>HOS<br>DCOM | 80                                | 200        | 250          | 250          | 250          | 250          | 1,280        |
|              | ii. Develop and implement an integrated healthcare services framework | <ul style="list-style-type: none"> <li>✓ Developed and operational integrated healthcare services frameworks.</li> <li>✓ No. of healthcare services provided at community level.</li> <li>✓ No. of community outreach healthcare services provided.</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>✓ Provide guidelines for health services.</li> <li>✓ Establish partnerships for providing healthcare services.</li> <li>✓ Increase integrated healthcare services community coverage.</li> </ul>                                        | DCOM<br>CEO        | X                                 | 300        | 500          | 500          | 500          | 500          | 2,300        |
|              | iii. Coordinate and increase Autism treatment Services.               | <ul style="list-style-type: none"> <li>✓ Established autism spectrum disorder services (ASD) function.</li> <li>✓ Developed ASD frameworks.</li> <li>✓ No. of ASD services provided.</li> <li>✓ No. of clients serviced.</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>✓ Establish ASD functions and resource personnel.</li> <li>✓ Fully operationalize Autism Centre.</li> <li>✓ Establish partnerships for operating the Autism centre.</li> <li>✓ Provide efficient and effective ASD services.</li> </ul> | CEO<br>HOS<br>DCOM | 220                               | 300        | 300          | 500          | 500          | 500          | 2,320        |
| <b>Total</b> |                                                                       |                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                |                    | <b>300</b>                        | <b>800</b> | <b>1,050</b> | <b>1,250</b> | <b>1,250</b> | <b>1,250</b> | <b>5,900</b> |



## Strategic Objective 8.2: To Provide Effective City Public Order, Safety, and Security Services by 2030.

| Prg                            | Strategic initiative                                                     | Performance indicator                                                                                                                                                                                                                                                                                                                                                                                               | Target                                                                                                                                                                                                                                                                                                                                                                                 | Resp.          | Budget (E'000) |               |               |               |               |               |                |
|--------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|
|                                |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                        |                | '24/25         | '25/26        | '26/27        | '27/28        | '28/29        | '29/30        | Total          |
| Public Safety and Security     | i. Implement and improve city public order services.                     | <ul style="list-style-type: none"> <li>✓ Developed public order frameworks.</li> <li>✓ Established partnerships / arrangement with REPS.</li> <li>✓ No. of public order initiatives implemented.</li> <li>✓ No. of riots and disruptions managed.</li> </ul>                                                                                                                                                        | <ul style="list-style-type: none"> <li>✓ Guiding frameworks for dealing with public order and disturbances.</li> <li>✓ Improved working relationship/arrangement with REPS.</li> <li>✓ Improve city movement convenience and safety.</li> <li>✓ Improved protection of businesses and public.</li> <li>✓ Reduce violent protests, riot, picketing and public inconvenience.</li> </ul> | DCorp          | X              | 150           | 150           | 100           | 100           | 100           | 600            |
|                                | ii. Implement and improve city safety and security services of citizens. | <ul style="list-style-type: none"> <li>✓ Developed public Safety &amp; security strategy.</li> <li>✓ No. of implemented public safety and security interventions.</li> <li>✓ Scope of security coverage.</li> <li>✓ Established City surveillance central command centre.</li> <li>✓ No. of integrated CCTV Cameras &amp; lighting installed.</li> <li>✓ Established tactical response security service.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Public safety and security guideline.</li> <li>✓ Improved public safety and security.</li> <li>✓ Improved city monitoring &amp; surveillance.</li> <li>✓ Increase security coverage towards townships.</li> <li>✓ Reduce number of criminal activities in the city.</li> <li>✓ Establish security emergency response.</li> </ul>              | DCorp<br>DTech | 3,354          | 3,500         | 3,500         | 4,000         | 4,000         | 5,000         | 23,354         |
|                                | iii. Develop and implement a stray animals' alleviation programme.       | <ul style="list-style-type: none"> <li>✓ Developed Stray Animals Strategy.</li> <li>✓ No. of stray animals' removal initiatives implemented.</li> <li>✓ No. of stakeholders' engagements facilitated.</li> </ul>                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>✓ Improved community safety &amp; convenience.</li> <li>✓ Improved residents understanding and compliance on dog safe keep.</li> </ul>                                                                                                                                                                                                          | DCorp<br>DCom  | 20             | 150           | 150           | 200           | 200           | 300           | 1,020          |
|                                | iv. Develop and implement a robust crime prevention programme.           | <ul style="list-style-type: none"> <li>✓ Developed &amp; implemented crime prevention strategy.</li> <li>✓ No. of community-based Crime prevention initiatives.</li> <li>✓ Established crime prevention community structures.</li> </ul>                                                                                                                                                                            | <ul style="list-style-type: none"> <li>✓ Crime prevention guide.</li> <li>✓ Community involvement in crime prevention.</li> <li>✓ Improve community vigilance &amp; awareness.</li> </ul>                                                                                                                                                                                              | DCorp          | 120            | 120           | 150           | 150           | 150           | 200           | 890            |
|                                | v. Establish and operationalize Municipal police service.                | <ul style="list-style-type: none"> <li>✓ Produced consultation reports on establishment of municipal police.</li> <li>✓ Municipal police benchmarking reports.</li> <li>✓ Established municipal police functional structure.</li> </ul>                                                                                                                                                                             | <ul style="list-style-type: none"> <li>✓ Establish municipal police function.</li> <li>✓ Operationalize municipal police service.</li> <li>✓ Reduce crime and improve safety.</li> </ul>                                                                                                                                                                                               | DCorp<br>CEO   | X              | 500           | 1000          | 1000          | 1000          | 1000          | 4,500          |
| <b>Total</b>                   |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                        |                | <b>3,494</b>   | <b>4,420</b>  | <b>4,950</b>  | <b>5,450</b>  | <b>5,450</b>  | <b>6,600</b>  | <b>30,364</b>  |
| <b>Programmes Grand Totals</b> |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                        |                | <b>24,317</b>  | <b>46,391</b> | <b>45,866</b> | <b>47,945</b> | <b>49,704</b> | <b>50,955</b> | <b>265,427</b> |

“In consideration of the increased sustainability requirements and the increased climate change impacts, the Municipality is expected to implement an integrated sustainable infrastructure programme.”

## 3.8 Conclusion

**T**he strategic planning process sought to identify critical policy directives and initiatives that can transform the current state of the city to the new envisioned Manzini city of 2030. The process further involved the determination of the 8-key areas of focus that the Municipality is prioritizing for the achievement of the city vision 2030. It was important that the areas of focus are integrated with the national and global development frameworks which include but not limited to the country’s National Development Plan (NDP), UN-Sustainable Development Goals (SDGs), Sendai Disaster Framework, the Paris Declaration and other relevant mechanisms. This was to ensure that all the interventions and solutions in the strategy are in alignment with the sustainability agenda.

The 2024-230 Integrated Development Planning process further identified 20-strategic objectives which are targets identified to be more relevant to actualize the 8-key performance focus areas termed “Thematic Areas” aimed at supporting the achievement of the vision. Thereafter the strategy process identified interventions and solutions aimed at addressing the needs and expectations of residents and stakeholders established during the situational analysis process. The solutions included the planned strategic initiatives, programmes and projects are all tied into the strategic objectives and key thematic areas for ease of planning, implementation and monitoring. The identified projects and programmes are planned in the implementation matrix above at an estimated costs of **E265.427M**, excluding the Capital Investment Programme (CIP) consisting of capital projects in the ensuing chapter. Through the guidance of the identified thematic areas, strategic objectives and initiatives, the Municipality will further innovatively create additional interventions on an annual basis through its annual business planning process.



# CHAPTER 4: CAPITAL INVESTMENT PROGRAMME (CIP)

## 4.1 Introduction

**T**he Integrated Development Planning (IDP) approach requires the municipality to develop a Capital Investment Programme for that planning period that guides an infrastructure development which is aligned to the long-term financing plan. The said infrastructure programme is implemented through a rolling Capital Investment Plan that is reviewable on an annual basis for budget alignment and evaluation of planned capital relevance. Generally, a capital investment plan (CIP) is usually a multiyear program of prioritized capital investment projects with commencement and completion dates, annual estimated costs, and proposed financing methods. In the context of the public sector, capital investment is understood as an investment in the acquisition or building of new assets (buildings, roads infrastructure, equipment), or as major rehabilitation and replacement of existing assets that have an

economic life longer than one year and a value above a specified threshold.

The Manzini vehicular volume visiting and living within and around the city has increased and put pressure on the city infrastructure services which are marred by backlog, aging, and limited space for expansion purposes. The city has 135 official roads of which 62% being surfaced or tarred roads, and 38% being untarred or gravel roads. The municipality's past 10-year planning period of 2014–2024 infrastructure investment has seen an increased percentage of new roads infrastructure upgrading from 55% to 62% which indicates that the city investment had a bias towards more on replacement infrastructure investment (rehabilitation) as opposed to new infrastructure investment (upgrading of gravel roads). In this 2024–2030 Integrated Development Planning, the municipality shall seek a balance of its Capital Investment Programming (CIP), with a greater focus on improving the percentage of tarred roads from 62% to at least 72%.



**Figure 4.1** Showing City Surfaced Road Infrastructure- Mahleka Street

## 4.2 Infrastructure Sustainability

In consideration of the increased sustainability requirements and the increased climate change impacts, the Mu-

municipality is expected to implement an integrated sustainable infrastructure programme during the planning period of 2024-2030. During the 2019-2024 planning period, the Municipality greatly suffered from the climate change impacts which resulted in financial losses that set back the organization. The integration of Sustainable Development Goal (SDG) 13- Climate Action, the infrastructure development is key for the sustainability of the city infrastructure through the use of tree planting and greening concepts which minimizes storm water overflows that is destructive to city infrastructure. The city greening concepts will require a reduction of unnecessary over concreting, increase green spaces and tree planting that can minimize running storm water and storm destructions.

### 4.3 Smart City Infrastructure

In planning for the 2024-2030 infrastructure investment programme, the municipality is expected to plan and implement its capital projects in a smart city approach. This approach requires the city to develop and maintain its infrastructure through the use of information and communication technologies (ICT) and data or information systems that serve the needs of the citizens and improve their quality of life. During the 2024-2030 period, the municipality shall be integrating technology and city data to improve its pavement management and

streetlighting infrastructure, safety, and security infrastructure (CCTVs & solar), internet connectivity infrastructure, and other related solutions.

### 4.4 Energy Mix Infrastructure

In consideration that the Municipality is a huge consumer of the conventional energy mainly generated from coal imported from the Republic of South Africa, which its sustainability is not guaranteed, the exploration of energy mix technologies is critical for the 2024-2030 infrastructure development. The drivers of energy consumption in the municipality infrastructure are streetlighting, traffic lights and the Municipality city facilities of civic offices, depot, service delivery properties like the markets and other related facilities which need to be transformed, civic offices and the main markets. The broader strategy of the municipality is to integrate the UN Sustainable Development Goal (SDG) 7- through investment on sustainable energy mix technologies including but not limited to solar powered streetlights, high mast, roof-top photovoltaic (PVs) systems, light emitting diodes (LED) systems and other emerging energy solutions. In the 2024-2030 planning period, the Municipality has prioritized the exploration of the establishment of the city solar plant and further promoting the roof-top solar PVs at community level to contribute to the country's goal of green economy.



**Figure 4.2** Showing Solar Illuminated Street Lighting



## 4.5 Plant and Equipment

To drive a robust infrastructure maintenance and effective service delivery, the municipality has planned to invest in plant and equipment which is also packaged under the capital investment programme. In investing on the plant and equipment programme, the Municipality has planned to integrate with the UN SDG7- energy efficient target by introducing electric vehicles (EVs), hybrids, conversion of internal combustion (ICs) vehicles into EVs and establishing battery charging facilities.

## 4.6 Infrastructure Policies

To support the development of a robust infrastructure development programme, it is critical that the Municipality develops and implements policies that can guide the programme, sustain the infrastructure life span, and further optimize the use of same.

### 4.6.1 Integrated Infrastructure Plan

The Municipality has prioritized the development of the city's Integrated Infrastructure Plan (IIP) that is aimed at consolidating roads infrastructure, water infrastructure, electricity infrastructure, telecommunication, internet and other related infrastructure. The IIP shall be captured in the Geographic Information System and super imposed on the spatial plan to guide all stakeholders on the infrastructure database, layouts and future plans of infrastructure development.

### 4.6.2 Infrastructure Development Policy

During the 2024-2030 planning period, the Municipality has planned to review the Capital Investment Plan (CIP) Policy, 2014 to incorporate contemporary CIP concepts prevailing in the space. A comprehensive Infrastructure Development policy is key for guiding the planning and funding of the city infrastructure services.

### 4.6.3 Infrastructure and Assets Maintenance Policy

The Municipality has a huge volume of infrastructure and assets which require a strong and proactive maintenance support guideline. The Municipality has planned to prioritise the development of Infrastructure Maintenance Policy and Plant Maintenance Policy.

## 4.7 Projects Planning

The process of conceptualization and planning the capital projects was guided by the Capital Investment Policy, 2014 which also consists of the projects prioritisation criteria. The projects planned in this 2024-2030 IDP were informed by the analysis conceptualized from the previously planned infrastructure programme, from national government engagements, and the submissions made by communities and stakeholders during consultations.

The projects were analysed in terms of costs, feasibility, and affordability against projected revenue for the six-year planning period. The projects were prioritized, categorized and phased along the six-year IDP running from 2024 to 2030 as presented in the enlisted tables on the next page.





## 4.8 2024-2030 Capital Investment Programme (CIP)

**Table 4.8.1: 2024 -2030 Capital Investment Programme (CIP)**

| No. | Project Name                                                                                                                                                                                | Financial Year and Budget |                  |                  |                  |                  |                  |                |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
|     |                                                                                                                                                                                             | 2024/25<br>E'000          | 2025/26<br>E'000 | 2026/27<br>E'000 | 2027/28<br>E'000 | 2028/29<br>E'000 | 2029/30<br>E'000 | Total<br>E'000 |
| 1.  | Implementation of Office Redesign. [R9]                                                                                                                                                     | 3,280                     | 3,509            | 3,755            | 3,000            | 3,000            | 3,000            | 19,544         |
| 2.  | Package II -Rehabilitation of CBD Roads {Mancishane (1.0KM), Ternbergen (2.35KM); Villiers (0.6KM), Esselen (0.55KM), and Du Toit (0.55KM)}. [R8]                                           | 1,520                     | 1,626            | 1,740            | 6,000            | 6,000            | 6,000            | 22,886         |
| 3.  | Package III-Upgrading of Thomasdale Roads { Phemphetfwane (0.5KM), Indlondlo (0.8KM), Libululu (0.3KM), Libululu close (0.15KM) and section of Madonsa roads /Golf Course RD (0.5KM)}. [R8] |                           | 2,000            | 2,000            | 2,500            | 2,500            | 2,500            | 11,500         |
| 4.  | Solarization of the city (Feasibility Study, Land Acquisition, Procurement & Installation of PVs). [R8]                                                                                     | 3,616                     | 1,800            | 2,000            | 2,500            | 2,500            | 2,500            | 14,916         |
| 5.  | Rehabilitation of Ngwane (2.15KM) & Nkoseluhlaza (2.18KM) Streets. [R8]                                                                                                                     | 2,000                     | 2,140            | 2,289            | 3,000            | 3,000            | 3,000            | 15,429         |
| 6.  | Procurement & Installation of Incinerator. [R8]                                                                                                                                             |                           |                  |                  | 1,500            |                  |                  | 1,500          |
| 7.  | Construction of Vending Shelters. [R8]                                                                                                                                                      | 780                       | 500              | 500              | 500              | 500              | 500              | 3,280          |
| 8.  | Procurement & Supply of Skip Bins. [R7]                                                                                                                                                     | 175                       | 200              | 200              | 200              | 200              | 200              | 1,175          |
| 9.  | Replacement of Plant & Equipment. [R7]                                                                                                                                                      | 1,044                     | 1,117            | 1,196            |                  |                  |                  | 3,357          |
| 10. | Rehabilitation of Fairview Road (1.0 km).[R7]                                                                                                                                               |                           | 3,000            | 3,000            | 3,000            |                  |                  | 9,000          |
| 11. | Upgrading of Sterksroom Roads { Ingabisa (0.8KM), Gcina (0.88KM), Umsizi (0.78KM) & Lunyatsi (0.1KM) Streets. [R7]                                                                          |                           | 1,500            | 2,000            | 2,000            | 2,000            | 2,000            | 9,500          |
| 12. | Construction/Renovation of Zakhele Tennis Courts. [R6]                                                                                                                                      | 340                       | 200              | 200              | 200              | 200              |                  | 1,140          |
| 13. | Fencing of Controlled Dumpsite. [R6]                                                                                                                                                        | 300                       | 300              |                  |                  |                  |                  | 600            |
| 14. | Rehabilitation of Louw Street [0.3KM]. [R5]                                                                                                                                                 |                           |                  | 1,000            |                  |                  |                  | 1,000          |
| 15. | Construction of Lishongolo & Linda Str. Storm Water Drains. [R5]                                                                                                                            | 2,000                     | 2,140            | 2,289            |                  |                  |                  | 6,429          |
| 16. | Construction of Masalesikhundleni (SNAT/ Standard Traders) Storm Water Drains. [R5]                                                                                                         | 2,000                     | 2,140            | 2,289            |                  |                  |                  | 6,429          |
|     | <b>TOTAL BUDGET</b>                                                                                                                                                                         | <b>17,055</b>             | <b>22,172</b>    | <b>24,458</b>    | <b>24,400</b>    | <b>19,900</b>    | <b>19,700</b>    | <b>127,685</b> |

**Table 4.8.2: 2024 - 2030 Institutional (Tinkhundla) Partnerships CIP**

| No.          | Project Name                                                                       | Financial Year and Budget |                  |                  |                  |                  |                  |                |
|--------------|------------------------------------------------------------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
|              |                                                                                    | 2024/25<br>E'000          | 2025/26<br>E'000 | 2026/27<br>E'000 | 2027/28<br>E'000 | 2028/29<br>E'000 | 2029/30<br>E'000 | Total<br>E'000 |
| 1.           | Procurement and Installation of Makholweni Highmast Light ( <b>Manzini North</b> ) |                           | 600              |                  |                  |                  |                  | 600            |
| 2.           | Construction of Mzimnene Road Culvert. ( <b>Manzini North</b> )                    |                           |                  | 3,000            |                  |                  |                  | 3,000          |
| 3.           | Construction of Madonsa Bridge. (Manzini North)                                    |                           | 3,000            |                  |                  |                  |                  | 3,000          |
| 4.           | Construction of Old Zakhele Footbridge. (Manzini South)                            |                           | 1,800            |                  |                  |                  |                  | 1,800          |
| 5            | Upgrading of Lwandle Road & Construction of Bridge. (Manzini South)                |                           |                  | 10,000           | 10,000           | 10,000           | 4,000            | 34,000         |
| TOTAL BUDGET |                                                                                    |                           | 5,400            | 13,000           | 10,000           | 10,000           | 4,000            | 42,400         |

**Table 4.8.3: 2024 -2030 Public-Private Partnerships (PPPs)**

| No.          | Project Name                                                                          | Financial Year and Budget |                  |                  |                  |                  |                  |                |
|--------------|---------------------------------------------------------------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
|              |                                                                                       | 2024/25<br>E'000          | 2025/26<br>E'000 | 2026/27<br>E'000 | 2027/28<br>E'000 | 2028/29<br>E'000 | 2029/30<br>E'000 | Total<br>E'000 |
| 1.           | Development of Mkhosi Township Bulk Infrastructure Services.                          | 1,000                     | 15,000           | 24,000           |                  |                  |                  | 40,000         |
| 2.           | Development of Mkhosi Medium Shopping Complex.                                        |                           | 10,000           | 15,000           | 15,000           |                  |                  | 40,000         |
| 3.           | Development of Mkhosi Township Rental Flats                                           |                           | 10,000           | 10,000           | 10,000           |                  |                  | 30,000         |
| 4.           | Development of Fairview Shopping Complex Phase II                                     |                           |                  | 30,000           | 40,000           |                  |                  | 70,000         |
| 5.           | Development of William Pitcher Sectional Title Housing Scheme Project.                |                           |                  | 15,000           | 15,000           | 10,000           |                  | 40,000         |
| 6.           | Construction of Municipality Amphitheatre.                                            |                           |                  | 2,000            | 5,000            | 5,000            |                  | 12,000         |
| 7.           | Construction of Satellite Bus Terminals & Introduction of Intra-City Transit Systems. |                           | 2,000            | 5,000            | 5,000            |                  |                  | 12,000         |
| 8.           | Relocation and Development of Landfill Facility                                       |                           | 1,000            | 10,000           | 15,000           | 20,000           | 20,000           | 66,000         |
| 9.           | Relocation and Development of Municipality Office Park                                |                           | 500              | 5,000            | 20,000           | 30,000           | 20,000           | 75,500         |
| 10           | Relocation and Development of Golf Course                                             |                           | 3,000            | 20,000           | 20,000           | 20,000           | 10,000           | 73,000         |
| TOTAL BUDGET |                                                                                       | 1,000                     | 41,500           | 136,000          | 145,000          | 85,000           | 50,000           | 446,000        |

**Table 4.8.4: 2024 -2030 National Government Projects**

| No. | Project Name                                 |
|-----|----------------------------------------------|
| 1.  | Development of Manzini Mall                  |
| 2.  | Development of Manzini Arch Shopping Complex |
| 3.  | Development MR3 Road                         |

## 4.9 Conclusion

During the planning of the 2024 -2030 CIP, it was observed that the infrastructure needs of the city were beyond the projected Municipality resource envelope. This meant that the projects could not all be fitted in the 2024-2030 CIP planning period but remains the infrastructure needs of the city

for future planning. However, should the Municipality realize a windfall of financial resources, the unplanned projects will be considered as it transpired in the 2019 -2024 Capital Investment Programme. The 2024 -2030 Capital Investment Programme (CIP) is planned to be executed through the Municipality funding, institutional arrangements through the Tinkhundla Regional Development Fund, Public Private Partnership (PPPs), and those undertaken by the national government. The 6-year Capital Investment Programme for the city requires a total of **E615.685m** investment which is planned to be funded through public funds and private financing.





# CHAPTER 5: FINANCIAL PLAN 2024-2030

## 5.1 Introduction

The financial planning section outlines the Municipality's capacity to fund the 2024-2030 Integrated Development Plan (IDP) through support strategic initiatives, revenue projections, and projected expenditure for the duration of the six-year period. Key aspects include revenue generation, expenditure control, and strategies for financial sustainability.

Over the past five years (2019-2024), the Municipality has demonstrated commendable growth, development, and consistent provision of quality municipal services. Financial performance indicators such as revenue collection, budget adherence, and cost management have contributed to the city's progress. The Municipality audited financial statements for the past 5-years indicate a revenue performance of E525m which is 98% of what was

projected in 2019-2024 and an expenditure performance of E525m which is 103% of what was projected during the 2019-2024 period. However, it's essential to consider the broader context and challenges faced by the Council:

**Despite these achievements, the municipality has encountered challenges, notably:**

Government Subventions: the cessation of government subventions since 2022/2023 financial year, has impacted the municipality's financial with a financial gap of E7.4m. These subventions, which previously supported various programs and services, are no longer available.



Non-Remittance of Infrastructure Grants: additionally, the non-remittance of grants owed to the municipality has strained its financial capacity with an infrastructure funding gap of E52.5m. These grants play a crucial role in funding capital projects and maintaining service delivery.

Other key challenges faced by the city, being aging infrastructure, rapid growth, limited funding tools, inflationary pressures and declining tax and non-tax revenues. In addition, uncertainty exists in regulatory changes (e.g. environmental).

The Municipal Council of Manzini faces both opportunities and challenges in its financial planning. As it embarks on the 2024-2030 IDP, strategic decisions will be crucial to ensure sustainable development and continued service excellence.

## 5.2 Financing Strategies

In an endeavour to better position the Municipality to be able to improve and strengthen its revenue base while also improving its financial management capacity, the under listed strategic initiatives will be undertaken during the 2024-2030 period;

### 5.2.1 Escalation of Public Private Partnerships (PPPs)

The Municipality has gained quite an experience on the implementation of Public-Private Partnerships (PPPs) during the past 5-year period. Through the PPPs concept, the Municipality managed to improve its financial plan to deliver key infrastructure projects. During the 2024-2030 period, the Municipality will be escalating the implementation of the PPPs concept with an endeavour to tap into private funding to support the 2024-2030 financial plan. The pursuance of the PPPs will be mainly towards funding of infrastructure and critical city services.

### 5.2.2 Financial Management Policies

The aim of the financial policies is to provide guidance in terms of financial management and ultimately to ensure sound and sustainable management of the fiscal and financial affairs of the Municipality. The Municipality will review its policies annually and very specifically adopt the following;

### 5.2.3 Budget Policy

The budget policy will enhance the integration of the projections into the overall municipal budget. It will also enhance the control, management and monitoring of the budgeted costs against actual costs.

### 5.2.4 Asset Management Policy

The asset management policy will provide a set of guiding principles, intensions, goals and methods for asset management. The policy will provide a template for the

acquisition, management and disposal of assets in the municipality.

### 5.2.5 Alternative Sources of Income Policy

The policy will seek to explore ways to diversify income generating streams besides property tax to deal with current increasing costs of delivering municipal quality services. This policy will seek to explore opportunities for council to maximise collection from other revenue sources.

### 5.2.6 Credit Control and Debt Collection Policy

The Credit Control and Debt Collection Policy in the Municipal Council of Manzini seeks to establish sound customer management to also ensure effective credit control procedures and mechanisms.

### 5.2.7 Investment Policy

This policy will describe the parameters for investing municipal funds, and identify the investment objectives, preferences or tolerance for risk, constraints on the investment portfolio, and how the investment program will be managed and monitored.

### 5.2.8 Property Taxes Policy

The Municipality's rates policy purports to ensure compliance with the Rating Act of 1995. The policy is also intended to ensure the equitable treatment of persons liable for rates determine criteria to be applied for the levying of differential rates for different categories of properties and also to determine criteria to be applied for granting exemptions, rebates, and reductions.

### 5.2.9 Financial Sustainability Strategy

The intent of the Financial Sustainability Plan is to lay out the City's existing financial policies and practices, as well as identify strategies available to fund the City's needs over the next five to ten years. The Financial Sustainability plan should also provide flexibility to react to changes in economic realities, including the potential for high variability in growth rates affecting the need to spend and the ability to fund. The Financial Sustainability Strategy aims to create a fiscal sustainability framework in recognition that the current financial practices need to evolve to meet the more complicated needs of the organization.

## 5.2.10 Rates Affordability Study

The strategic for the Rates Affordability Study in the Municipal Council of Manzini over the next 5 years will seek to understand rates affordability status of the city in comparison with other cities. This shall inform the Municipality if the city is expensive or not and further inform policies for balancing property and real estate development and investment in the city. This study shall also inform various programmes aimed at empowering the property owners in the city in terms of improving their properties and property taxation education.

### 5.2.11 Rating Model Study

In an endeavour to align with global best practices and contemporary emergencies in the property rating industry, the Municipality shall be conducting a Property Rating Model Study. The aim is to develop a responsive and relevant rating model that is fair and reflective of the city economic environment.

### 5.2.12 User Fees

The Finance Department of the Municipal Council of

Manzini plays a crucial role in managing the financial business of the council. To enhance the functionality of the organization and facilitate the completion of capital projects and service delivery, it's essential to focus on improving collections in the service charges section. This shall include but not limited to enhanced billing and collection processes, debt recovery strategies, public awareness campaigns, incentives and penalties, technology and automation etc.

## 5.3 Financial Plan

Taking into account the pressing developmental needs of the city, as expressed in the capital projects and development programs, as well as the recurring operational expenses of the Municipal Council, the different categories of revenue generation projected for the next five years are presented in the table below. Notably, property tax (rates) makes 78% of total revenue in the projections. The picture will change once determination for grant finance, government subventions and Public Private Partnerships is secured. User fees take up 10%. This picture shows a heavy reliance on property tax.



**Table 5.3.1** : 2024 - 2030 Revenue Projections

| Income                                      | Financial Year and Budget |                  |                  |                  |                  |                  |                | Change %   |
|---------------------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------|
|                                             | 2024/25<br>E'000          | 2025/26<br>E'000 | 2026/27<br>E'000 | 2027/28<br>E'000 | 2028/29<br>E'000 | 2029/30<br>E'000 | Total<br>E'000 |            |
| Government subvention                       | 3,677                     | -                | -                | -                | -                | -                | 3,677          | 0.45       |
| Property Tax Income (1)                     | 91,478                    | 97,881           | 110,733          | 112,064          | 119,908          | 120,908          | 652,973        | 80         |
| User fees                                   | 9,667                     | 10,344           | 11,068           | 11,843           | 12,672           | 12,672           | 68,264         | 8          |
| External Finance Income (Loan) (2)          | 25,000                    | -                | -                | -                | -                | -                | 25,000         | 3          |
| PFI Funding                                 | -                         | -                | 5,000            | -                | 5,000            | -                | 10,000         | 1          |
| Other Resource Mobilization Initiatives (3) | -                         | -                | 1,200            | -                | 1,500            | -                | 2,700          | 0.33       |
| Finance Income                              | 168                       | 180              | 192              | 202              | 212              | 212              | 1,166          | 0.14       |
| Mkhosi Township                             | 3,000                     | 1,500            | -                | -                | 7,000            | 7,000            | 18,500         | 2          |
| Turn Around Strategy (TAS)                  | 35,000                    | -                | -                | -                | -                | -                | 35,000         | 4          |
| <b>TOTALS</b>                               | <b>167,991</b>            | <b>109,905</b>   | <b>128,193</b>   | <b>24,108</b>    | <b>146,292</b>   | <b>140,792</b>   | <b>817,281</b> | <b>100</b> |

**Table 5.3.2:** 2024 -2030 Expenditure Projections

| Expenditure                         | Financial Year and Budget |                  |                  |                  |                  |                  |                | Change %   |
|-------------------------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------|
|                                     | 2024/25<br>E'000          | 2025/26<br>E'000 | 2026/27<br>E'000 | 2027/28<br>E'000 | 2028/29<br>E'000 | 2029/30<br>E'000 | Total<br>E'000 |            |
| Personnel Costs                     | 40,380                    | 43,206           | 46,231           | 48,542           | 48,669           | 48,969           | 275,998        | 35         |
| Special Expenditure                 | 24,990                    | 18,837           | 21,017           | 20,825           | 20,112           | 18,912           | 124,693        | 16         |
| Capital Expenditure (CIP)           | 17,055                    | 27,086           | 30,543           | 34,000           | 45,200           | 46,350           | 200,234        | 25         |
| Establishment Costs (Recurring) (1) | 45,980                    | 26,600           | 27,650           | 25,900           | 25,200           | 22,400           | 173,730        | 22         |
| Turn Around Strategy (TAS)          | 4,000                     | 4,000            | 4,000            | 4,000            | 4,000            | 4,000            | 24,000         | 3          |
| <b>TOTAL</b>                        | <b>132,405</b>            | <b>119,729</b>   | <b>129,441</b>   | <b>133,267</b>   | <b>143,181</b>   | <b>140,631</b>   | <b>798,655</b> | <b>100</b> |



# CHAPTER 6: MONITORING AND EVALUATION

## 6.1 Introduction

The delivery of the planned strategic initiatives and achievement of the city 2030 vision depends on a consistent execution, monitoring and evaluation of the entire 2024-2030 Integrated Development Plan (IDP). It is a fact that “a bad strategy that is well executed is always better than a good strategy that is badly executed”, hence the Municipality shall thrive to establish measures that will ensure effective execution of this Integrated Development Plan (IDP).

### 6.1.1 Centralized Integrated Development Planning (IDP) Management

The development and implementation of the Integrated Development Plan (IDP) is coordinated and monitored in the CEO’s Office through the Strategic Services Unit. This unit will be key in monitoring the execution of the



2024-2030 Integrated Development Plan (IDP). The unit ensures a continuous monitoring and evaluation of the Integrated Development Plan (IDP) through cascading the programmes and projects into the Annual Business Plans (ABPs) and Annual Operational Plans (AOPs) being implemented by the entire Municipality.

It is key that this unit is further well resourced with support personnel and investment on ICTs. This will enable automation of the strategy and plans which will save time and make it easier for the organization to have real-time performance review of the Integrated Development Plan (IDP). The Strategy Unit shall coordinate and facilitate for the technical Midterm-IDP /Strategy review to determine the level and progress made on the implementation of the Integrated Development Plan (IDP) for corrective measures where necessary.

### **6.1.2 Integration of Performance Management & Development System (PMDS)**

The Municipality has a performance management system known in the organization as “PMDS” adopted in 2014 for planning and monitoring employees work on an annual basis. It is recommended that the PMDS is tightly integrated with the IDP through the agreed 8-Thematic Areas and 20-Strategic Objectives through structuring individual employee’s work activities in alignment with each of the Objectives relevant to the employee’s portfolio. This culminates into the Management By Objectives (MBO) model popularized by Peter Drucker in the 1950s which has proven time and again to be simple but very effective in aligning employees with the organizational strategy. The MBO model enables employees to appreciate their contribution towards organizational strategic goals as agreed in the 2024-2030 Integrated Development Plan (IDP).

### **6.1.3 Structural Monitoring & Evaluation Arrangement**

Strategic internal structural arrangement is vital for coordination, monitoring and evaluation of progress made on strategy execution. The Municipality shall establish an IDP Steering Committee (IDP-S Committee) of mixed membership of the Executive, Management and Professionals. The IDP-S Committee shall meet at least twice per quarter whereby progress and challenges on the IDP implementation will be deliberated upon and a

report produced for Council reporting.

### **6.1.4 Council IDP Oversight**

Governance and leadership is pivotal in strategy execution and monitoring in any organization and or company. Through the monthly reporting of the Municipality Annual Business Plans (ABPs) and Annual Operational Plans (AOPs), Council through its oversight role shall monitor the implementation of the Integrated Development Plan (IDP). Through the quarterly Council strategic meetings, the monitoring of the IDP implementation shall be reported for appreciation, deliberations and resolve of any execution hindrances.

### **6.1.5 Community IDP Feedback**

Effective two-way communication and timely information dissemination is pivotal in the monitoring of strategy execution. This is crucial for all stakeholders and residents to appreciate the progress and challenges in implementing the city Integrated Development Plan (IDP). The Municipality shall at least facilitate an annual community IDP feedback meetings to account to residents and stakeholders on progress made on the IDP implementation. This is to be supported by the use of other Municipality platforms to disseminate the IDP implementation information.

### **6.1.6 Strategic Risks Management**

Strategy execution is the most difficult and complicated process in the strategy management concept. This is as a result of the various impediments experienced by organizations and companies while executing their strategies. This is due to uncertainties and eventualities and factors which need to be better managed in minimizing the negative impacts that might derail the achievement of the strategic goals and vision. To better manage the Integrated Development Plan (IDP), the Municipality shall integrate the IDP with the Organizational Enterprise Risk Framework. This is technically crafted through integrating the 20-Strategic Objectives into the organizational Enterprise Risk Framework whereby strategic risks will be Identified, Assessed, Rated and Mitigations identified along the strategic objectives.

The organizational Enterprise Risk Management process is reviewed on a quarterly basis which aligns with the quarterly IDP reviews which are reported at EXCO and Council level.

**Figure 6.1.6 : Showing Municipality Strategic Risk Register**

|        |                                                                                  | The threat or event that will hinder you from achieving the set strategic objectives? | What are the causes or factors that contribute give rise to the risk? - WITHOUT CONTROLS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Impact should the risk materialise?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Assessment of the Impact and Likelihood of the Risk In the Absence of Controls |               |                |                   |
|--------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------|----------------|-------------------|
| Risk # | Link to strategic objective                                                      | Risk Description                                                                      | Root cause                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Consequence of risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Impact                                                                         | Impact Rating | Likelihood     | Likelihood Rating |
| R1     | 1.1 To improve Good Governance and Risk Management Systems by 2030               | Non-Compliance & inadequate adoption of governance frameworks.                        | <ul style="list-style-type: none"> <li>Inadequate awareness or understanding of governance frameworks.</li> <li>Inadequate understanding of roles and responsibilities</li> <li>Inadequate clarity Council charters or terms of reference (or understanding thereof)</li> <li>Lack of accountability and transparency resulting in organizational inefficiencies.</li> <li>Insufficient internal controls and monitoring mechanisms.</li> <li>Inefficient structures to implement the policies</li> <li>Differing political agendas</li> <li>Political uncertainty (Frequent changes in Council positions)</li> <li>Fraud and Corruption</li> <li>Outdated legislation (1969 etc)</li> <li>Undeclared conflict of interests</li> <li>Bureaucratic red tape</li> <li>Changes in executives</li> <li>Lack of agility within the structures and people (change management)</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Exposure to litigation</li> <li>Limit access to grants</li> <li>Stagnant development</li> <li>Loss of credibility</li> <li>Loss of staff morale, high staff turnover and instability within the organisation</li> <li>Loss of income</li> <li>Compromised impartiality in decision making</li> <li>Rampant fraud and corruption practises</li> <li>Disruptions in operations</li> <li>Poor service delivery</li> <li>Unrest (riots)</li> <li>Impact on partnerships and sponsorships</li> <li>Negative media and publicity including poor credit rating</li> </ul> | Catastrophic                                                                   | 100           | Almost certain | 90%               |
| R2     | 1.1 To improve Good Governance and Risk Management Systems by 2030               | Non-compliance with legislation, regulations & policies.                              | <ul style="list-style-type: none"> <li>Absence of by-laws &amp; policies</li> <li>Outdated legislation &amp; policies</li> <li>Lack of awareness of legislation &amp; policies</li> <li>Constant changes in legislation &amp; policies</li> <li>Unwillingness to comply with current legislations, policies, circulars and pronouncements</li> <li>Lag time taken to approve by-laws &amp; policies</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Exposure to litigation</li> <li>Limit access to grants</li> <li>Stagnant development</li> <li>Loss of credibility</li> <li>Poor service delivery</li> <li>Unrest (riots)</li> <li>Impact on partnerships and sponsorships</li> <li>Negative media and publicity including poor credit rating</li> </ul>                                                                                                                                                                                                                                                            | Catastrophic                                                                   | 100           | Almost certain | 90%               |
| R4     | To integrate and mainstream sustainable development planning principles by 2030. | Misaligned short term priorities with long term sustainable development goals         | <ul style="list-style-type: none"> <li>Lack of sensitisation and awareness of sustainable development principles</li> <li>Lack of political will</li> <li>Political interference</li> <li>Inadequate understanding of roles and responsibilities</li> <li>Lack of accountability</li> <li>Inefficient structures to implement the sustainability principles</li> <li>Political uncertainty (Frequent changes in Council positions)</li> <li>Lack of enabling legislation</li> <li>Bureaucratic / red tape</li> <li>Changes in executives</li> <li>Lack of agility within the structures and people (change management)</li> <li>Limited resources to implement sustainable development</li> <li>Interests that conflict with sustainability principles</li> <li>Lack of integrated planning</li> <li>Lack of technology (e.g. advanced GIS technology)</li> <li>Global economic pressures/requirements</li> <li>Negative public perception on sustainable development</li> <li>Lack of capacity and competent personnel</li> <li>Lack of guiding frameworks</li> <li>Lack of data collection mechanisms</li> </ul> | <ul style="list-style-type: none"> <li>Resource misallocation</li> <li>Poor urban planning/unsustainable development</li> <li>Missed opportunities to tap into global grants/lack of donor confidence</li> <li>Environmental degradation (i.e. disasters)</li> <li>Loss of life as a result of poor public health</li> <li>Destruction of property</li> <li>Loss of investments and development partners</li> <li>Damage to city reputation</li> <li>Social inequities/ imbalance amongst city citizens</li> </ul>                                                                                        | Critical                                                                       | 70            | Possible       | 40%               |

|                        |                      | What are the existing key management controls in place to mitigate identified contributing factors?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            | Management's Assessment of the adequacy and effectiveness of existing controls |      |                        |       |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                        |                                                                                          |               |
|------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------|------|------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------|
| Inherent risk exposure | Inherent Risk Rating | Current business processes / controls in place to manage identified risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Risk owner | Perceived control effectiveness                                                |      | Residual risk exposure | RRR   | Mitigating action plans to further address the residual risk exposure                                                                                                                                                                                                                                                                                                                              | Target date for completion                                                                                                                                                                                             | Action owner                                                                             | Status Update |
| Extreme                | 90                   | <ol style="list-style-type: none"> <li>1. Approved policies and procedures (policy inventory with 58 approved policies)</li> <li>2. By-laws and existing standing orders</li> <li>3. Regular audits and reviews (internal and external)</li> <li>4. Governance structures with approved charters (Board Charter and sub-committee charters)</li> <li>5. Approved delegation of powers</li> <li>6. Regular training of governance structures and management</li> <li>7. ERM process in place (with frequent monitoring of registers and reports)</li> <li>8. Council Governance Assessment Tool</li> <li>9. ELGP Assessment Tool</li> <li>10. Existing legislation and constant introduction of new legislation</li> <li>11. Annual declaration of interest form</li> <li>12. Code of conduct (included in standing orders)</li> </ol> | Dcorp      | Good                                                                           | 0.80 | Low                    | 18.00 | <ol style="list-style-type: none"> <li>1. Drafting fraud and corruption policy</li> <li>2. Fraud and Corruption Hotline</li> <li>3. Change management policy and function</li> <li>4. Development of a charter for the declaration of interest</li> <li>5. Development of the ethics charter</li> <li>6. Succession plan included in employment contract</li> <li>7. Retention strategy</li> </ol> | <ol style="list-style-type: none"> <li>1. 30 Sep 2025</li> <li>2. 31 Mar 2026</li> <li>3. 30 June 2025</li> <li>4. 30 June 2025</li> <li>5. 31 Mar 2026</li> <li>6. 31 March 2026</li> <li>7. 31 March 2028</li> </ol> | Dcorp                                                                                    |               |
| Extreme                | 90                   | <ol style="list-style-type: none"> <li>1. Compliance universe and Framework in place (regulatory risk register) Section 27 legislation</li> <li>2. Approved policies and procedures (policy inventory with 58 approved policies)</li> <li>3. By-laws and existing standing orders</li> <li>4. Regular audits and reviews (internal and external)</li> <li>5. Implemented legal compliance initiatives</li> <li>6. Legal representation and consultation (internal and external consultation).</li> <li>7. Monthly and quarterly reporting on compliance to various Governance Structures</li> <li>8. SLA's including minimum compliance standards</li> <li>9. Periodic review of policies to ensure alignment with legislations</li> <li>10. Whistle-blowing procedure</li> </ol>                                                     | Dcorp      | Very good                                                                      | 0.90 | Low                    | 9.00  | <ol style="list-style-type: none"> <li>1. Conduct compliance audits</li> <li>2. Develop a policy review framework for monitoring on Policies reviews</li> <li>3. Develop a legal register</li> <li>4. Conduct sensitisation sessions to departments on statutes and legislation</li> </ol>                                                                                                         | <ol style="list-style-type: none"> <li>1. 31 Dec 2025</li> <li>2. 30 June 2025</li> <li>3. 31 March 2026</li> <li>4. 31 March 2026</li> </ol>                                                                          | DCorp                                                                                    |               |
| Moderate               | 28                   | <ol style="list-style-type: none"> <li>1. Town Planning Scheme</li> <li>2. Integrated Development Plan (IDP)</li> <li>3. Draft Municipality Sustainability framework</li> <li>4. Annual Planning and Budgeting Paper</li> <li>5. Medium Term Expenditure Framework</li> <li>6. Capital Investment Programme</li> <li>7. SHERQ Management Systems</li> <li>8. Annual Business Plans</li> <li>9. National Development Strategy</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                               | HOS        | Good                                                                           | 0.80 | Insignificant          | 5.60  | <ol style="list-style-type: none"> <li>1. Finalization and Implementation of Sustainability Framework</li> <li>2. Conduct Annual IDP Reviews</li> <li>3. Partnering with other stakeholders in data sharing</li> </ol>                                                                                                                                                                             | <ol style="list-style-type: none"> <li>1. 30th Sep 2025</li> <li>2. 30th Sep 2025</li> <li>3. 31st March 2026</li> </ol>                                                                                               | <ol style="list-style-type: none"> <li>1. HOS</li> <li>2. HOS</li> <li>3. HOS</li> </ol> |               |

## 6.2 Conclusion

The Integrated Development Planning (IDP) approach is touted as an ideal framework for delivering a local areas' sustainable development that is inclusive of residents and all stakeholders. This is the 3<sup>rd</sup> generation Integrated Development Plan (IDP) for the Municipality which has been developed through a public participatory approach in congruence with the Integrated Development Planning (IDP) best practices. This 2024-2030 Integrated

Development Plan (IDP) is conceptualized and planned in alignment with the sustainable development planning insights and foresights with a view to ensure that the city develop into an ideal better future for all, "Leaving No-One Behind". The 2024-2030 Integrated Development Plan (IDP) requires a total budget of **E881.112 million** for the duration of the 6-year planning period.



## Annexure

### Annexure 1: Prioritized Unfunded Capital Projects

| #  | Project Name                                                                                           | TOTAL E'000   |
|----|--------------------------------------------------------------------------------------------------------|---------------|
| 1. | Upgrading of Sidvudvu Road (0.2KM). <b>[R4]</b>                                                        | 2,600         |
| 2. | Construction of Stormwater Drains (Msezane, Forbes, Lihlokohloko, Dvoye & Weeden Streets). <b>[R4]</b> | 5,000         |
| 3. | Upgrading of Wisteria Road (0.2KM). <b>[R3]</b>                                                        | 2,600         |
| 4. | Upgrading of Silver Tree Road (0.2KM). <b>[R3]</b>                                                     | 2,600         |
|    | <b>Total Budget</b>                                                                                    | <b>12,800</b> |

### Annexure 2: Showing Pipeline Public Private Partnerships (PPP) Capital Projects

| Project Name                                             |
|----------------------------------------------------------|
| 1. Development of Manzini Parkade                        |
| 2. Management and Operationalization of Bhunu Trial Area |
| 3. Upgrading and Management of Somhlolo Park             |
| 4. Development of Zakhele Sports Complex                 |
| 5. Development of Manzini Industrial Site                |

### Annexure 3: Showing Other City Infrastructure Needs

| #   | Project Name                                                                                                                                                                                                     | Budget ('E000) |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1.  | Rehabilitation of Ntunja Roads                                                                                                                                                                                   | 4,500          |
| 2.  | Rehabilitation of Sobhuza Roadside Road.                                                                                                                                                                         | 9,000          |
| 3.  | Upgrading of Harrongate, Mendip, Akras, Lyne, Caswall, Altana, Tallis, <b>(Fairview North)</b> .                                                                                                                 | 34,650         |
| 4.  | Upgrading of Lishongololo St., Mvangati Crescent and Mhlaba St. <b>(Ngwane Park)</b>                                                                                                                             | 6,300          |
| 5.  | Upgrading of Ligwababa, Swallow & Lingangane.                                                                                                                                                                    | 6,750          |
| 6.  | Upgrading of Fuscia Street, Bauhinia, Kurrajong, Syringa, & Flamboyant street.                                                                                                                                   | 19,800         |
| 7.  | Upgrading of Mdzimba, Sibebe, Logoba, & Sigwe rd                                                                                                                                                                 | 7,200          |
| 8.  | Upgrading Komati, Mlumati, Ngwavuma, Lomati, Ngwempisi, Mbuluzana, Lusushwana, Mzimpofu, Mponono, Mzimnene, Luphati, Phophonyane. <b>(Fairview North)</b> .                                                      | 28,800         |
| 9.  | Upgrading Galane, Mfundo, Mpumelelo, Vumani, Simangele & Vusumuzi st                                                                                                                                             | 10,350         |
| 10. | Upgrading of Umkhubu (200), Makhubu (500), Vovovo, Imbolwane, Mahleka Crescent, Lusololo, Gwayigwayi, Inkonzane, Tsekwane, Ngwane Road, Umdebe, Lihlokohloko, Lingce, Mganu, Pam, Len st. <b>(Ngwane Park)</b> . | 45,000         |
| 11. | Upgrading of Peter Crescent, Robert, Ntshiyane, Lituba, Dvoye, Sambane, Umsiphane, Umzilazembe, Gwalagwala & Mandanda st. <b>(Ngwane Park)</b> .                                                                 | 45,000         |
| 12. | Upgrading of Lilanda, Elwandle Street (D98), Hettie, Rita, River Road, Simon, Church, Park Lane, Nicholas, Ian, Eric, Tom & Dick st. <b>(Ngwane Park)</b> .                                                      | 45,000         |

| #                   | Project Name                                                                                                                          | Budget ('E000)  |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 13.                 | Upgrading of Harry, Jane, Michael, Smith, Elizabeth, Peggy, Major, Barry, Msezane, Weeden, Samuel & Thomas rd, <b>(Ngwane Park)</b> . | <b>45,000</b>   |
| 14.                 | Upgrading of Paulos (250), Linda (1000), Jennifer (550), Bess (150), Fred (200), Gillian (310)- <b>(Ngwane Park)</b> .                | <b>20,000</b>   |
| 15.                 | Upgrading of Lwandle Road to Lutheran School                                                                                          | <b>13,050</b>   |
| 16.                 | Construction of Nazarene and Central Coss-Over Pedestrian Bridge                                                                      | <b>10,000</b>   |
| 17.                 | Construction of Nazarene Overhead Bridge                                                                                              | <b>100,000</b>  |
| <b>Total Budget</b> |                                                                                                                                       | <b>469, 750</b> |

#### ANNEXURE 4– COMMUNITY IDP SUBMISSIONS

| WARD 1 (Zakhele)    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Priority            | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Safety and security | <ul style="list-style-type: none"> <li>✓ There are currently 2 high mask lights in the whole ward, showing progress in urban planning and infrastructure development. However, there is a need for a total of 8 high mask lights in ward 1.</li> <li>✓ The community neighborhood watch is good but it lacks resources to fully perform its function.</li> <li>✓ There is too much overgrown grass and trees especially along the road in the ward which also compromises the effectiveness of the high mask lights. There is too much littering in the ward.</li> <li>✓ The residents noted that there are a few high mast lights to cover the Ward 1 area, indicating a need for more.</li> <li>✓ Residents of Nxumalo Street reported incidents of electricity cable theft</li> <li>✓ The residents expressed concern over prevalent crime in the area. They mentioned an initiative by the Commerce Ministry to buy scrap metal from residents through issued permits but noted that copper is being stolen from meters and walls of residences. They also mentioned the expense of making police reports for such matters.</li> <li>✓ Residents of Nxumalo Street reported incidents of electricity cable theft.</li> <li>✓ A need for stronger security measures</li> <li>✓ The residents of Nxumalo Street expressed concern about frequent power outages in their area. They suggested that the EEC needs to be engaged to address this issue.</li> </ul> |



| WARD 1 (Zakhele)                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Road Infrastructure              | <ul style="list-style-type: none"> <li>✓ Drivers drive dangerously fast along Musi and Nxumalo streets. (Speed humps installation)</li> <li>✓ There is poor street and property/houses naming as some street names fell off and some houses/properties have no visible numbers on them.</li> <li>✓ There is no abattoir food bridge. There are still gaps in the working relationship between MCMz and ESWSC especially in the maintenance of water pipes and manholes. There is a tendency to engage non-Manzini companies for local jobs.</li> <li>✓ Too many potholes and some are deep and very dangerous. Not enough pavements along our roads. Nxumalo, Two Sticks and Mazibuko Streets are in a very bad state.</li> <li>✓ Ward 1 as there are still serious potholes even worse than 5 years ago and the park is so dilapidated and close to non-usability.</li> <li>✓ Residents identified a need for improved infrastructure. Phesheya Motsa requested the construction of a bridge to connect the city with Zakhele, noting that residents are seen crossing through an unstable walkway bridge by Old Zakhele Inkhundla, SEDCO, and Savelight area.</li> <li>✓ The residents have noticed soil blocking the drainage on Mazibuko main street, which subsequently causes damage to the road by Bhengu St. A lack of supervision in the soil cleanup of the city has been observed.”</li> <li>✓ Road servitude is small, there are no tar roads, and the municipality only sprays water.</li> <li>✓ Nxumalo St. has been identified as needing a road. Additionally, there is a request for the rehabilitation of the drainage system in the roads in Ward 1, such as Bhengu Street and Mazibuko Street.”</li> </ul> |
| Traffic Congestion               | <ul style="list-style-type: none"> <li>✓ When going to Madonsa from town, the road is stretching and confusing. The residents requested a resolution for the entrance to the highway from Madonsa and expanded exit roads from CBD. They also requested an alternative road connecting the ward to the highway to reduce traffic on Hynd Road</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Public Participation             | <ul style="list-style-type: none"> <li>✓ There is weak stakeholder engagement with youth, parents, and residents. There is limited participation by MCMz staff in our ward meetings.</li> <li>✓ The MCMz removed streetlights without consultations with the ward. This falls under stakeholder management as it involves the communication and relationship between the municipality and the residents.</li> <li>✓ A challenge was identified where most residents were not present during the consultation. It might have been hard for them to match the schedule of the set Ward 1 meeting by the municipality. This indicates a need for more flexible scheduling or alternative methods of engagement to ensure wider participation</li> <li>✓ The residents felt that the municipality holds meetings having already decided what they are going to do. They suggested that development committees should be established to ensure a more participatory decision-making process.</li> <li>✓ The residents expressed concern that the needs of disabled populations are not adequately considered when permitting buildings</li> <li>✓ The residents noticed that rate hikes are happening every year for each house, even for those houses that have not done any development. They questioned what is considered when increasing the rates because the value of their properties has not changed but the rates are increased every year</li> </ul>                                                                                                                                                                                                                                                                     |
| Spatial Planning and Development |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

### WARD 1 (Zakhele)

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste Management           | <ul style="list-style-type: none"> <li>✓ The residents noted that Manzini, from Ward 1 to the town CBD, is dirty. They observed municipal workers by the prison wall and noticed trash by Skom, which seemed to remain there for some time.</li> <li>✓ There is too much littering in the ward.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Nuisance Abatement         | <ul style="list-style-type: none"> <li>✓ The residents noted that the police structures in Ward 1 are dilapidated and need attention.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Recreational Facilities    | <ul style="list-style-type: none"> <li>✓ There are poor recreation facilities for youth and children in the ward.</li> <li>✓ The park is so dilapidated and close to non-usability. This falls under environmental management as it involves the maintenance and improvement of public spaces.</li> <li>✓ The residents noted that there is only one park for the ward, which is insufficient for the community's needs.</li> <li>✓ The residents expressed a desire for a Market Theater where international and local plays can be taken advantage of.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Local Economic Development | <ul style="list-style-type: none"> <li>✓ Must have clear youth empowerment programmes especially for local tenders such as grass cutting, drainage and other tenders such as managing potholes.</li> <li>✓ There are no market stalls in the ward, especially at new and old Zakhele.</li> <li>✓ Need for MCMz to support youth talent as a way of empowering the youth.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Social Service             | <ul style="list-style-type: none"> <li>✓ A criteria for elderly to pay reduced rates.</li> <li>✓ The residents expressed concern that the needs of disabled populations are not adequately considered when permitting buildings.</li> <li>✓ Phesheya Motsa noticed an influx of population migrating from peri-urban and rural areas to Manzini City without proper residence to accommodate them. The residents suggested that the municipality explore housing scheme projects to enhance the less privileged households.</li> <li>✓ a lot of blind people soliciting for money in town, which they found disturbing.</li> <li>✓ The residents noted the effects coming from St Josephs who have stopped their programs to manage such issues.</li> <li>✓ The residents observed prevalent homelessness in the city.</li> <li>✓ The residents suggested that the city should have ways of removing the mentally challenged individuals sleeping next to the road along Louw Street by the Manzini Police Station.</li> <li>✓ Care-givers lack proper mentoring and training in their job</li> </ul> |

### WARD 2 (Trelawney Park & the area around Sobhuza Clinic)

| Priority            | Problem Statement                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safety and security | <ul style="list-style-type: none"> <li>✓ High level of crime, caused and/or perpetuated by the following, inter alia – an informal path leading from Mitra Filling Station to the Zakhele sports ground; non-functioning streetlights by the park at Trelawny Park; non-availability of streetlights from SANU to Beaufort School; incomplete building structure owned by Super Signs at the Louis shopping outlet.</li> </ul> |



| WARD 2 (Trelawney Park & the area around Sobhuza Clinic) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Road Infrastructure Maintenance                          | ✓ Bad and/or dusty roads, e.g. one leading to Inkhanyeti School, one leading to the Public Works depots at Trelawney Park, next to Inyatsi Head Office, one leading to Sobhuza Clinic from the by-pass; one stretching from the RFM Hospital/SANU to the Beaufort School, one leading to the Louis shopping outlet, one leading from the Tibiyo Flats opposite the Riverstone Mall to the Nazarene traffic lights replete with potholes, one leading from Riverstone Mall to the Y2k complex also replete with potholes. |
| Road Infrastructure Traffic Congestion                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Public Participation Spatial Planning and Development    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Waste Management                                         | ✓ Increased illegal dumping across the Ward.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Nuisance Abatement                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Local Economic Development                               | <ul style="list-style-type: none"> <li>✓ Informal traders conduct their businesses in shabby make-shift structures, others are treated as criminals and are often chased away or dispossessed of their merchandise by the MCM.</li> <li>✓ Must have clear youth empowerment programmes, especially for local tenders such as grass cutting and bush clearing, drainage clearing, and other tenders such as the filling up of potholes.</li> </ul>                                                                        |
| Community/Youth Engagement Programme                     | ✓ Need for MCMz to support youth talent as a way of empowering the youth of Manzini.                                                                                                                                                                                                                                                                                                                                                                                                                                     |

### WARD 3 (Fairview (South and North) and Helemisi)

| Priority                         | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safety and security              | <ul style="list-style-type: none"> <li>✓ The Lighting Systems such as high masts have not been adequately attended to.</li> <li>✓ The increase of drug and substance abuse.</li> <li>✓ The establishment of a Fairview North Neighborhood Watch and programs to combat crime.</li> <li>✓ Having a police post at Fairview North Business Precinct would improve the security of the area.</li> <li>✓ Upgrade of police post to a police station due to security concerns.</li> <li>✓ An increase in stolen EWSC meters has been noticed.</li> <li>✓ Concerns about an unmanaged forest area near the river, prone to violent attacks.</li> <li>✓ Security concerns that extend to neighboring communities outside the municipality's boundaries.</li> <li>✓ Criminal activities in the neighboring Murray Camp area.</li> <li>✓ Parks are noted to be not secure.</li> </ul>                                                                                                                                                                                                                                                                                                                         |
| Road Infrastructure              | <ul style="list-style-type: none"> <li>✓ MCM had no engineer for some time, therefore infrastructure was not attended to, and storm water drains became a problem.</li> <li>✓ Service stakeholders such as EPTC and EEC must be approached to ensure that they repair where they have damaged roads or infrastructure when they carry out their repairs.</li> <li>✓ Fairview Road has a lot of potholes that need to be fixed.</li> <li>✓ Mendip, Caswall, Mzimpofu and Lynn Roads need taring.</li> <li>✓ The residents have reiterated their concerns about the ward's roads being rundown and gravelly, highlighting the need for significant maintenance. They specifically mention that roads like Ngwavuma need to be paved to improve conditions.</li> <li>✓ Drainage Issues on Metropolitan Road "The residents have identified Metropolitan Road as being particularly affected by drainage issues, signaling a need for urgent attention to prevent further complications."</li> <li>✓ Road's improvement and paving as well as the development of parks are a priority.</li> <li>✓ The development of proper drainage to improve water flow and prevent flooding is essential.</li> </ul> |
| Traffic Congestion               | <ul style="list-style-type: none"> <li>✓ The transport system is inefficient and needs to be improved because currently it is causing crowding in the city. (Traffic Management initiatives to cap traffic congestion)</li> <li>✓ Heavy traffic and congestion near Nazarene road and next to pre-schools during morning drop-offs.</li> <li>✓ Address traffic congestion along Dr David Hyde just opposite Nazarene mission.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Public Participation             | <ul style="list-style-type: none"> <li>✓ The elderly people who own property and who are not able to pay rates due to unemployment or lack of finance. There is a need to review the Rating Act in order to accommodate this.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Spatial Planning and Development | <ul style="list-style-type: none"> <li>✓ The peri-urban creep into the ward will draw on the services which they are not paying for, such as refuse collection or increase dumping in the area. (Free raiders)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



| WARD 3 (Fairview (South and North) and Helemisi) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste Management                                 | <ul style="list-style-type: none"> <li>✓ Waste management and dumpsite is not up to standard because a lot of material is still being buried due to insufficient sorting. Most waste is not sufficiently utilized to gain energy from the waste.</li> <li>✓ Overgrowth on the road reserves is a problem and causes blockage in the drains.</li> <li>✓ The residents have observed a prevalence of E-waste in the ward and request the municipality to provide collection services for proper disposal.</li> <li>✓ The residents have noted that the municipality does not adhere to the waste collection schedule, resulting in bins being left out and vulnerable to theft."</li> <li>✓ The residents have noticed that vacant properties are becoming un-kept and suggest that the municipality engage with property owners to address this issue.</li> <li>✓ The residents report that individuals from Makholweni are dumping their waste in our ward, leading to sanitation concerns.</li> </ul>                                                                                              |
| Nuisance Abatement                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| LED                                              | <ul style="list-style-type: none"> <li>✓ <b>Encouragement of Non-Formal Businesses in the City:</b> This shows the council's commitment to supporting all types of businesses, contributing to a diverse economy.</li> <li>✓ Improve the marketing and small business stalls.</li> <li>✓ Get the youth to participate in the youth Chamber of Commerce.</li> <li>✓ There is the challenge of increasing unemployment for the youth. This can be alleviated by providing skills development for youth and getting the youth involved in providing MCM services such as grass cutting.</li> <li>✓ Create services with the youth that can be exported to other areas.</li> <li>✓ Developing a system to drive businesses to contribute to social development of the ward.</li> <li>✓ Creating Wi-Fi hotspot zones for youth to improve their knowledge and online self-development and growth.</li> <li>✓ Having all services that are provided and must be in order.</li> <li>✓ To have businesses acting in a socially responsible manner and leading in issues of social responsibility</li> </ul> |
| PPPs                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Revenue                                          | <ul style="list-style-type: none"> <li>✓ MCM has lost some potential income generation services such as the incinerator to other municipalities.</li> <li>✓ Public toilets need to be outsourced to improve the service and to assist in moving Manzini towards a green city status.</li> <li>✓ <b>Residential Development Costs:</b> High surveyor costs for residential development applications are a concern.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Social services                                  | <ul style="list-style-type: none"> <li>✓ Provide opportunities for private entities to establish health facilities such as clinics and pharmacies, etc.</li> <li>✓ <b>Ward 3 Clinic:</b> The need for a clinic in Ward 3 is emphasized by the Councillor.</li> <li>✓ <b>Park Activities:</b> Ungodly behavior or public indecency has been observed in park areas.</li> <li>✓ <b>Park Maintenance:</b> "The residents are concerned about the un-kept state of the Ward 3 park and urge the municipality to maintain it regularly."</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## WARD 4 (Ngwane Park Township, Ngwane Park Extension, Ndumbu Township, Sihlahleni & Ticancweni)

| Priority             | Problem Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Safety and security  | <ul style="list-style-type: none"> <li>✓ We request initiatives for dealing with the high crime rate in the ward. We request the municipality to consider deploying rangers to patrol.</li> <li>✓ We request for solutions to abandoned houses which gets occupied by the criminals.</li> <li>✓ We request the municipality to facilitate development of a Police Post at Ludwala</li> <li>✓ We request high mast lights between Stanely and Peter Crescent.</li> <li>✓ <i>We request for a Police Post</i></li> <li>✓ We request the municipality to facilitate for revenue sharing on money collected on law breakers in the city.</li> <li>✓ We heard there is a plot allocated for a Police Post and Soup Kitchen next to the Vibe</li> <li>✓ <i>We request for reviving the street naming initiative for ease of directing police to our houses when we attacked by criminals.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Road Infrastructure  | <ul style="list-style-type: none"> <li>✓ We request construction of drainage on Forbes Street, Msezane Street and Linda</li> <li>✓ We request upgrading of road connecting to The Xchange.</li> <li>✓ Request rehabilitation of Weeden Street</li> <li>✓ We request for upgrading of road near my property next to where I live (Mahleka Crescent)</li> <li>✓ We request for the construction of drainage on Luhlokohla (Lihlokohloko) Street since the storm water floods our houses</li> <li>✓ We request the municipality to have ways for ensuring due diligence in the construction of infrastructure.</li> <li>✓ We request for proper drainage and walkways</li> <li>✓ We request for the tarring of the road connecting to Samuel Street Bridge (<i>Samuel Street/Linda Street</i>)</li> <li>✓ We request for reviving the street naming initiative for ease of directing police to our houses when we attacked by criminals.</li> <li>✓ We request for surfacing of Peter Crescent</li> <li>✓ We also have an issue of the utilities damaging infrastructure and not repairing it.</li> <li>✓ <i>Let us improve storm water drainages</i></li> <li>✓ We request completion of the upgrading of Mvongotsi road (<i>Mvangati Road</i>)</li> <li>✓ We request for the construction of drainage on Dvoye Street.</li> <li>✓ We request for upgrading of the road (Dvoye Street)</li> <li>✓ We request for construction of drainage on Msezane Street, Forbes Street</li> <li>✓ We request proper monitoring of contractors.</li> <li>✓ <i>We request fixing of drainage issues</i></li> <li>✓ We request tarring of 12th and 13th street (Ngwane Park)</li> </ul> |
| Traffic Congestion   | <ul style="list-style-type: none"> <li>✓ We request for the development of a parkade to minimize congestion in the CBD.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Public Participation | <ul style="list-style-type: none"> <li>✓ We request for incorporation of people in my township on the vulnerable groups support initiatives</li> <li>✓ What will the green cities initiative</li> <li>✓ We request for economic empowerment initiatives for unemployed graduates</li> <li>✓ We request the municipality to facilitate income generating projects</li> <li>✓ We are having a challenge on overgrowth-we request the municipality to explore community contracting to resolve this issue.</li> <li>✓ We request the municipality to prioritize support initiatives for businesses based in the townships.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |



| WARD 4 (Ngwane Park Township, Ngwane Park Extension, Ndumbu Township, Sihlahleni & Ticancweni) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Spatial Planning and Development                                                               | <ul style="list-style-type: none"> <li>✓ We request for the development of a park in the ward</li> <li>✓ We request for the development of recreational facilities in the ward.</li> <li>✓ We request for the development of a foot bridge on the Mgubudla River connecting to the schools.</li> <li>✓ We request for the development of a social centre at Township</li> <li>✓ <i>We request for the development of recreational facilities in the ward.</i></li> <li>✓ We request for initiatives for promoting greening through</li> <li>✓ Green Climate Fund- we request the municipality to ensure the urban areas are included in the drafting of the national concept paper for accessing this fund. It is led by the Ministry of Agriculture</li> <li>✓ Let us protect wet lands</li> <li>✓ We request for improvement of city aesthetics by developing the Old Trade Fair property.</li> </ul> |
| Waste Management                                                                               | <ul style="list-style-type: none"> <li>✓ We appreciate the waste separation at source initiative</li> <li>✓ We request the municipality to have initiatives for ensuring the city is clean throughout the day- could explore rigorous public education in the CBD.</li> <li>✓ We request for initiatives for facilitate connectivity of residents to sewer line.</li> <li>✓ <i>We request connecting to sewer line (Ngwane Park)</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Nuisance Abatement                                                                             | <ul style="list-style-type: none"> <li>✓ We request the municipality to engage property owners of vacant plots for</li> <li>✓ We request the establishment of a programme eradicating littering and illegal dumping</li> <li>✓ <i>We are having a challenge on overgrowth-we request the municipality to explore community contracting to resolve this issue.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Finance Initiatives                                                                            | <ul style="list-style-type: none"> <li>✓ We request the municipality to improve rates collection by not doing business with owing companies</li> <li>✓ We request the municipality to explore development of a cultural village or an educational centre for revenue generation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Public Health Issues                                                                           | <ul style="list-style-type: none"> <li>✓ We request the municipality to look into the quality of water consumed in our township.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Innovative Ideas                                                                               | <ul style="list-style-type: none"> <li>✓ We request for the municipality to explore solar energy in all her buildings to reduce electricity costs.</li> <li>✓ We request the integration of CCTV in the High Mast Lights</li> <li>✓ We request for the municipality to consider having an office responsible for sports and recreation.</li> <li>✓ We request the municipality to further have initiatives for promoting harvesting and use of grey water and storm water for reuse.</li> <li>✓ We request for the development of a community multi-purpose hall.</li> <li>✓ We request for initiatives for managing erosion on the Mgubudla river which encroaches into our properties.</li> </ul>                                                                                                                                                                                                     |

### WARD 5 (Sikhunyana, Murray Camp, Ntunja & the area around William Pitcher)

| Priority                         | Problem Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Road Infrastructure              | ✓ We are requesting for roads upgrading at Murray Camp.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Public Participation             | ✓ Fairview Complex- what will be its impact on the livelihoods of the surrounding communities e.g value of properties                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Spatial Planning and Development | <ul style="list-style-type: none"> <li>✓ We request clarity on when the formalization of Murray Camp will be finalized and how much will the plots costs.</li> <li>✓ The Rates performance would have been much better if Murray Camp and a portion of Sikhunyane had been formalized.</li> <li>✓ We request for the establishment of business centres (vending shelters) in the ward to stimulate economic activities through SMEs.</li> <li>✓ We request the municipality to engage the farm owners to formalize the township and sell the plots.</li> <li>✓ The municipality should consider relocating the market shelters in the township to places next to the road.</li> <li>✓ We request for the review of the legislation prohibiting the formalization of Murray Camp</li> </ul> |

### WARD 6 Baha'i

| Priority            | Problem Statement                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safety and security | <ul style="list-style-type: none"> <li>✓ Abandoned building-can the municipality assist in eradicating the activities happening there.</li> <li>✓ We request for the establishment of a rehabilitation facility for drug addicts.</li> <li>✓ Can the municipality look into structuring the illegal vending activities and set minimum standards to make it look professional drawing inspiration.</li> </ul> |
| Road Infrastructure | <ul style="list-style-type: none"> <li>✓ Establish a parking space on the Central Primary School, using probase for both the parking and roads leading there.</li> <li>✓ Welcome to Manzini signage- let us develop monuments to tell someone coming to the city that he has arrived.</li> <li>✓ Public transport using roads in the ward-is it acceptable.</li> </ul>                                        |



| WARD 6 Baha'i                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Traffic Congestion               | <ul style="list-style-type: none"> <li>✓ Traffic Alleviation- let us consider connecting the road below Mavuso Trade Centre to the CBD</li> <li>✓ Can the municipality identify land for construction of a multi-storey parkade for revenue generation and traffic alleviation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Public Participation             | <ul style="list-style-type: none"> <li>✓ Can the city look into licensing uber concept.</li> <li>✓ Can the Bus Rank be upgraded to be a double storey to alleviate traffic.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Spatial Planning and Development | <ul style="list-style-type: none"> <li>✓ Regular updating of residents the progress being made in IDP projects that affect them.</li> <li>✓ Development of Fairview Complex- what will be the benefit to residents-will there be an alleviation rates bills.</li> <li>✓ Let us consider community contracting for maintenance works.</li> <li>✓ Can the municipality develop programmes for empowering out of school youth and unemployed graduates.</li> <li>✓ <i>The municipality should look into conceptualizing initiatives for keeping the youth engaged to keep the away from drugs e.g entrepreneurship.</i></li> <li>✓ <i>Can the municipality develop vending shelters in the trading area in the ward</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                  | <ul style="list-style-type: none"> <li>✓ The community lacks recreational facilities.</li> <li>✓ The Ward urgently needs a multipurpose recreational hall for its residents.</li> <li>✓ There is a need for the revival of the tennis court and playground in the area below William Pitcher Teacher Training College.</li> <li>✓ Support residents to mitigate poverty and create wealth for themselves. Construct market stalls in strategic locations in the Ward and regulate their use and occupation.</li> <li>✓ Free Enterprise- the issue of arresting illegal vendors is contributing to the increase in criminal activities. Let us find lasting solutions to promote trading in the city.</li> <li>✓ Bus Rank- we request an upgrading of the Bus Rank to world standards.</li> <li>✓ <i>We request the development of a recreational facility in the ward.</i></li> <li>✓ <i>Request finalization of trading area in the ward</i></li> <li>✓ <i>Request the development of recreational facilities in the ward.</i></li> <li>✓ Can the municipality working together with us residents conceptualize tourist attraction initiatives.</li> <li>✓ Tennis Court- we grew up knowing it belongs to Council, now we do not have access to it as it now belongs to Guava. Can the municipality engage the school</li> <li>✓ The city can look into formalizing the trading area in the ward</li> <li>✓ The municipality should also look into beatifying the Mzimnene river</li> <li>✓ The municipality should look into hosting tournaments for the wards</li> <li>✓ Can the municipality look into establishing an outdoor gym.</li> <li>✓ We request information on the zoning of our properties and how upcoming projects will affect us e.g the Development of the MR3 Highway.</li> </ul> |
| Nuisance Abatement               | <ul style="list-style-type: none"> <li>✓ Overgrowth next to my property is also a haven for youth taking drugs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

### WARD 6 Baha'i

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| Finance Initiatives  | <ul style="list-style-type: none"> <li>✓ Rates Payment- we request that the municipality conducts an analysis of the rates payment performance of the ward to come up with the owing households. Then engage the unemployed out-of-school youth to follow-up on owing residents. This will assist in identifying the underlying issues in the poor payment of rates which can lead to conceptualization meaningful programme</li> <li>✓ <i>There is a need for robust sensitization programmes for encouraging residents to pay their dues</i></li> </ul> |
| Public Health Issues | <ul style="list-style-type: none"> <li>✓ Food outlet at G.V not adhering to health standards.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                      | <ul style="list-style-type: none"> <li>✓ Can we look to add more activites at the Mavuso Trade Centre e.g Outdoor Gym, Kiddies Games Facilities</li> <li>✓ I encourage my fellow residents to pay rates</li> <li>✓ Sports Ground at Willam Pitcher- can the municipality look into engaging the institution for upgrading of the facility for use by the community.</li> </ul>                                                                                                                                                                            |

### WARD 7 (Mangwaneni and Sterkstroom)

| Priority         | Problem Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Human Settlement | <ul style="list-style-type: none"> <li>✓ The building of affordable housing for low-income people to assist alleviate housing problems.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Public Order     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Town Planning    | <ul style="list-style-type: none"> <li>✓ Installing a communal water system could greatly alleviate or prevent the rape and robbery of people who are going to collect water from the stream.</li> <li>✓ Ward Boundary Delineation: There is a call from the community for a clear delineation of Ward 7's boundaries to understand population distribution better and facilitate electoral processes.</li> <li>✓ Mall Development Prioritisation: Residents have observed a trend of new mall developments being prioritized over existing ones and are advocating for a more balanced approach to development.</li> </ul> |



### WARD 7 (Mangwaneni and Sterkstroom)

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| Infrastructure Development | <ul style="list-style-type: none"> <li>✓ The dust from unpaved roads is a problem</li> <li>✓ The development of townhouses that are owned by the council to generate additional revenue which would help in alleviating the cost of rates and also provide or promote employment would be greatly appreciated.</li> <li>✓ The important thing is to pave the roads as well as install high masts and also to control the bushes that are proliferating at the edges of the roads and in the vacant plots, all of which are contributing to the increase in crime.</li> <li>✓ There is a potential for increased ailments due to the dust in the roads which are not being paved and this will affect particularly the elderly who comprise most residents of the area.</li> <li>✓ Improvements that need to be made include the paving of Nkanyeti and Gcina roads.</li> <li>✓ Installing solar powered lights along the Bypass Road would also assist in lighting up the area.</li> <li>✓ Traffic Management at Madonsa Golf Course: The community has noted the high traffic at the Madonsa golf course interchange and is seeking effective management solutions, particularly in light of proposed developments.</li> <li>✓ Drop-Off Zones and Satellite Bus Rank: The identification of a need for drop-off zones or a satellite bus rank for students has been brought forward by residents to ease congestion and improve safety.</li> <li>✓ High Mast Lights Request at Extension 19: To combat the prevalent crime in the area, residents have requested the installation of high mast lights at Extension 19.</li> <li>✓ Sewer Line Installation: "There is a strong call for the installation of a sewer line in the ward to replace the current septic system."</li> <li>✓ Community Environment and Animal Welfare</li> <li>✓ Another concern raised by the residents of Manzini Ward 8 pertains to the location of the animal pound within the residential area of the ward.</li> </ul> |
| Waste Management           | <ul style="list-style-type: none"> <li>✓ There will likely be burning of refuse if the skips are not distributed in the right places.</li> <li>✓ relocate the current dump site in view of this proposed development.</li> <li>✓ Expired goods and foodstuffs dropped at the dump site need to be destroyed to prevent the recollection and sale of these goods.</li> <li>✓ Overgrown Vegetation Management: "There is a call for effective solutions to manage the issue of overgrown vegetation next to roads."</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Local Economic Development | <ul style="list-style-type: none"> <li>✓ There is a vacant site which was previously utilized by Stocks and Stocks which could be utilised to develop an area for youth driven projects.</li> <li>✓ If there are no income generating projects, unemployment will increase especially for the youth and, consequently, crime.</li> <li>✓ The implementation of income generating projects in the area to reduce rates payments in the area as well as employment for the youth.</li> <li>✓ Youth Employment in Vegetation Management: "The residents suggest that contracts for cutting overgrown vegetation on idle plots should be awarded to the youth, which can also help limit crime."</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

### WARD 7 (Mangwaneni and Sterkstroom)

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| Safety and Security        | <ul style="list-style-type: none"> <li>✓ The council needs to be more vigorous in following up with plot owners to clear their vacant plots.</li> <li>✓ The area is very dark at night</li> <li>✓ High crime rate in the area.</li> <li>✓ A police post would greatly benefit the area as well as improve police response time for the surrounding areas such as Ticantfwini, Madonsa and Mangwaneni.</li> <li>✓ The installation of a high mast to improve illumination in the area and to reduce crime resulting from the dark spots that are currently existing.</li> <li>✓ Water Meter and Tap Theft: The theft of water meters and taps has been a significant issue identified by residents, who are calling for actions to address this problem and minimize service disruptions.</li> </ul> |
| Public/Communal Facilities | <ul style="list-style-type: none"> <li>✓ Lack of recreational facilities for the youth and educational opportunities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| PPP                        | <ul style="list-style-type: none"> <li>✓ It would be beneficial to develop a public private partnership mall or complex to service the people in the area who come from as far as boundaries beyond the ward. This could also provide additional employment opportunities and stimulate economic growth in the area.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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### WARD 8

| Priority             | Problem Statement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Town Planning        | <ul style="list-style-type: none"> <li>✓ Poor planning for Mangwaneni, overcrowding, and lack of public toilets outside the TB hospital.</li> <li>✓ Poor road infrastructure and lack of control over Mangwaneni due to it being considered the King's place</li> <li>✓ Non-existent sewage system leading to pollution of the stream below Mangwaneni and the Mzimnene river.</li> <li>✓ Risk of children contracting diseases from swimming in the polluted stream.</li> <li>✓ The lack of proper planning has also made access to some of the areas worse. This falls under urban planning as it involves the layout and design of the ward.</li> <li>✓ The future problem in this Ward is the unequal development of the areas as well as the rise in crime levels. Addressing these issues by improving the infrastructure of the poorer areas could help in easing the problem.</li> <li>✓ The likelihood of increasing crime especially after the development of the new mall if the infrastructure of Mangwaneni is not improved is real, because it is not easily accessible and would provide a very good hideout for criminals.</li> <li>✓ Driving Schools Operating on Public Grounds</li> <li>✓ The residents have also noted that driving schools have been operating on public grounds, which is affecting the nature of these spaces.</li> </ul> |
| Social vulnerability | <ul style="list-style-type: none"> <li>✓ Single parents have no way of monitoring the safety of their children when they go to work.</li> <li>✓ Lack of varied food at the care point</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



| WARD 8              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Infrastructure      | ✓ Presence of big trucks in a residential area, lack of pavements for children, and poorly synchronised traffic lights.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                     | ✓ The past IDP has not been able to sufficiently deliver on road works, water supply, sewage disposal improvement and electrification of the area. This falls under infrastructure development as it involves the provision and maintenance of essential services and facilities.                                                                                                                                                                                                                                                                                                                                                                         |
|                     | ✓ Constructing a footbridge to Swaziland Milling could improve access to Mangwaneni from that side.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                     | ✓ Having well developed roads to improve access to some of the inaccessible areas as well as paving these roads would greatly assist the ward.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                     | ✓ The residents have suggested that the municipality should have a comprehensive service agreement with utilities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                     | <ul style="list-style-type: none"> <li>✓ Lack of Dedicated Truck Stop</li> <li>✓ The residents of Manzini Ward 8 have identified a concern regarding the lack of a dedicated truck stop in the city. This issue can lead to traffic congestion, safety risks, and inconvenience for truck drivers.</li> </ul>                                                                                                                                                                                                                                                                                                                                             |
|                     | <ul style="list-style-type: none"> <li>✓ Lack of Mechanic Workshop Centre</li> <li>✓ The residents have identified a need for a mechanic workshop centre in the city to improve order and provide necessary services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                     | <ul style="list-style-type: none"> <li>✓ Need for Further Road Infrastructure Expansion</li> <li>✓ Despite appreciating the current road projects, the residents feel that there is still room for further expansion of the road infrastructure within the ward.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                               |
|                     | <ul style="list-style-type: none"> <li>✓ Inappropriately Located Overhead Bridge to Moneni</li> <li>✓ The residents have also raised concerns about the location of the overhead bridge to Moneni, which they believe is inappropriately placed as it peeps into people's houses, compromising their privacy</li> <li>✓ Confusing Interconnectivity between Moneni and the New Road</li> <li>✓ The residents of Manzini Ward 8 have expressed concerns about the interconnectivity between Moneni and the new road. They find the current layout and signage confusing, which can lead to navigation difficulties and potential safety issues.</li> </ul> |
| Safety and Security | ✓ If we can see better cleaning of the Mangwaneni in terms of more frequent slashing of grass and bushes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                     | <ul style="list-style-type: none"> <li>✓ Electricity System and Lighting</li> <li>✓ The residents of Manzini Ward 8 have expressed concern about the current electricity system, especially the lack of adequate lighting across the city</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                      |
|                     | <ul style="list-style-type: none"> <li>✓ Security on Madonsa Road</li> <li>✓ The residents of Manzini Ward 8 have expressed concerns about security when driving up Madonsa Road. They believe that there should be a system in place to record people travelling within the ward.</li> </ul>                                                                                                                                                                                                                                                                                                                                                             |
|                     | <ul style="list-style-type: none"> <li>✓ Security and Theft of Cables, Meters</li> <li>✓ The residents appreciate the work of the police but have also raised concerns about the theft of cables and meters in their area.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                     |

### WARD 8

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| Local Economic Development            | <ul style="list-style-type: none"> <li>✓ Some people are creating their own employment by making aluminium pots. It would be helpful to create workshops for the pot makers to improve this small industry.</li> <li>✓ Safety training for the pot making industry would greatly assist them in ensuring a safe working environment.</li> <li>✓ It would be good to provide some marketing skills for the pot makers to improve the selling of their product.</li> <li>✓ Some food stalls could be built for residents to provide meals for the people who will be work in the new mall development.</li> </ul> |
| Waste Management                      | <ul style="list-style-type: none"> <li>✓ Removal of waste</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Public/Communal Facilities            | <ul style="list-style-type: none"> <li>✓ The lack of appropriate sporting facilities poses a problem especially for children who must move to other wards for recreational purposes. This can be remedied by developing some recreational facilities within the ward.</li> <li>✓ Providing a free Wi-Fi zone in the new mall would help drive the youth away from criminal activities.</li> </ul>                                                                                                                                                                                                               |
| Stakeholder Engagement & Consultation | <ul style="list-style-type: none"> <li>✓ Having residents to participate in the development of their wards would greatly assist in developing commitment from them.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                  |

### WARD 10

| Priority               | Submission                                                                                                                          |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Road Infrastructure    | 1. Potholes along the road that connects with the new bypass road and unpaved access roads to residences.                           |
| Nuisance Abatement     | 1. The park is now a public nuisance, used by non-residents for inappropriate activities, increasing the crime rate and noise level |
| Open Spaces Management | 1. Unkempt, overgrown vegetation in the park                                                                                        |

### WARD 11 (Zakhele)

| Priority                        | Submission                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Road Infrastructure             | 1. Stormwater drainage around the Wilmar Park and Old Enjabulweni area is a challenge. We were shown one property at Wilmar Park where stormwater reportedly floods it due to blocked drainage                                                                                                                                                       |
| Vacant Plots overgrowth control | 1. Mkhosi Township is characterized by undeveloped plots with un-cleared bushes and overgrown grass, largely because most plots therein are yet to be developed. It is, however, of great importance that their owners are compelled to clear them regularly security threat to those who have already developed and taken occupation of their plots |

### WARD 12

| Priority | Submission |
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|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Road Infrastructure              | 1. Poor road infrastructure with deep potholes, particularly on Louw, Tenbergen, Sandlane, and corner Mhlakuvane and Essellen streets.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Nuisance Abatement               | 1. Increase of street beggars, particularly near the Manzini Hub<br>2. Downturn of business with all vendors, worsened by vendors without permits,                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Council Building Maintenance     | 1. The new handcraft building is poorly lit, which has led to complaints from tourists.<br>2. The roof leaks in some areas, and plastics are used to protect wares from extreme weather, compromising the aesthetics of the place.<br>3. Kitchen Sector: There are occasional drain blockages and faulty taps despite recent renovations.<br>4. The market main hall main door is malfunctioning, resulting in theft of wares overnight.<br>5. Poor sanitation at the bus rank and Manzini main market, with only 8 toilets working instead of 20 in the female section |
| Public Convenience               | 1. Bus rank and Manzini main market Toilets closing two hours before vendor knock-off time                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Informal Business Sector Support | 2. Poor vendor shelter leading to use of plastics which compromises the aesthetics of the city.<br>3. No portable water for street vendors yet they sell vegetables, and the new handcraft building at Manzini main market is poorly lit and has leaks in some areas ( <i>It appears twice</i> )                                                                                                                                                                                                                                                                        |
| Local Economic Development       | 1. The market is grossly underutilized with about 20% occupancy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**ANNEXURE E – Strategic Partners Submissions**

| Business Forum                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Priority                                | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Business Support Initiatives            | <ul style="list-style-type: none"> <li>✓ There is a concern with the eviction of street vendors. Can the municipality collaboratively look at ways of expanding the city to allow for more trading opportunities?</li> <li>✓ Issue of illegal mechanics, The Autozone would appreciate a joint effort between itself and the municipality to come up with a permanent solution to this matter. The municipality might look into providing a formal workshop for these mechanics.</li> <li>✓ Extension of operating hours for businesses in the city. The city is losing more money due to the current operating times for businesses in the city.</li> <li>✓ Ensuring that there are big events in the city every weekend to improve the vibrancy.</li> <li>✓ Dobha Phansi- let us find solutions for ensuring they trade on a daily basis.</li> <li>✓ Revenue Generation- it is evident from the 2019-2024 performance that the municipality is having challenges fiscally. Let us partner to improve participation of indigenous businesses in the city economy to enhance revenue generation for the city.</li> <li>✓ Eradicate illegal vending by ensuring all entrepreneurs have space for operating</li> <li>✓ Can the municipality engage the liquor board to extend hours of selling alcohol to go in line with the 24-hour city aspirations?</li> <li>✓ Municipality to partner with CIC for ensuring that there are adequate skills for driving the development projects in the city as well as Grade Testing services for artisans</li> <li>✓ Address the issue of beggars in the city by coming up with empowerment initiatives to keep them off the streets.</li> </ul> |
| Urban Expansion                         | <ul style="list-style-type: none"> <li>✓ In Manzini, it is more expensive to renovate than to construct a new development. How about we relocate the city (it could be a new wing, drawing inspiration from other cities which have done it e.g Gaborone City.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Traffic Congestion Alleviation Measures | <ul style="list-style-type: none"> <li>✓ There are still traffic congestion issues in the city especially due to the ineffectiveness of the by-pass road.</li> <li>✓ Expansion of current Bus Rank to reduce congestion and criminal activities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Waste Management                        | <ul style="list-style-type: none"> <li>✓ There is a challenge with the inadequate waste collection services at the President Centre. We had requested for a skip bin.</li> <li>✓ At Autozone, the municipality does not collect hazardous waste but only refers us to specialists and all costs incurred by us</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Safety & Security                       | <ul style="list-style-type: none"> <li>✓ The dense population in the city, as much as it is an opportunity for businesses, it is also a security issue for businesses.</li> <li>✓ Installation of CCTV on key buildings and vulnerable areas in the city in collaboration with the stakeholders.</li> <li>✓ Let us also invest in improving cybersecurity in the city.</li> <li>✓ A 3-layer security structure for improved public order, safety &amp; security in the city is proposed i.e there should be private security for business premises, municipal police and the national police.</li> <li>✓ Re-establish the bus rank police post to ensure public order, safety and security</li> <li>✓ In terms of security, the municipality is encouraged to consider establishment of a control centre for a coordinated 24-hour surveillance of the city.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



| Business Forum                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Regulation                        | <ul style="list-style-type: none"> <li>✓ It should be mandatory for all business premises to have proper outdoor lighting. The city is too dark at night which drives away people too early in fear of their safety.</li> <li>✓ Look into payment of fines for illegal vendors rather than destroying their goods.</li> <li>✓ CIC proposes a partnership with the municipality in ensuring that all construction projects undertaken in the city are registered with CIC as per the law.</li> </ul> |
| Recreational Facilities           | <ul style="list-style-type: none"> <li>✓ Zakhele- look into developing the stream along Bhengu Street into an amusement park.</li> </ul>                                                                                                                                                                                                                                                                                                                                                            |
| Smart City/ Internet Connectivity | <ul style="list-style-type: none"> <li>✓ Availability of more internet services in the city</li> <li>✓ Fast-track the establishment of the smart city programme.</li> </ul>                                                                                                                                                                                                                                                                                                                         |
| Bulk Services                     | <ul style="list-style-type: none"> <li>✓ Explore provision of bulk services by the municipality to improve revenue generation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| Stakeholder Engagement            | <ul style="list-style-type: none"> <li>✓ The city must continue engaging with the different sectors operating in the city to collect more developmental submissions.</li> </ul>                                                                                                                                                                                                                                                                                                                     |
| Innovative Financing              | <ul style="list-style-type: none"> <li>✓ The municipality must venture into PPPs for installing the needed infrastructure as it appears there are funding challenges</li> </ul>                                                                                                                                                                                                                                                                                                                     |
| Public Health                     | <ul style="list-style-type: none"> <li>✓ Need for sustainable solutions to the issue of people rummaging waste bins and plastics in the townships and CBD since it is a serious health hazard.</li> </ul>                                                                                                                                                                                                                                                                                           |
| Road Infrastructure Development   | <ul style="list-style-type: none"> <li>✓ Upgrading of Logwaja Street, it has been gravel for over 50 years.</li> <li>✓ Suggestion that a fly-over by-pass be constructed.</li> </ul>                                                                                                                                                                                                                                                                                                                |
| Increased Parking Spaces          | <ul style="list-style-type: none"> <li>✓ Ensure availability of parking space for the general public at Bhunu Mall so that taxis do not occupy it endlessly.</li> </ul>                                                                                                                                                                                                                                                                                                                             |
| Improved Revenue Collection       | <ul style="list-style-type: none"> <li>✓ Review down property rates for CBD businesses that pay diligently and find a better way of collection because we suffer from these arrears.</li> </ul>                                                                                                                                                                                                                                                                                                     |

## Education Sector

| Priority                                | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Recreational Facilities                 | <ul style="list-style-type: none"> <li>✓ Lack of sports facilities for some schools. MCMz was encouraged to work with the schools to establish proper sporting facilities including playgrounds. Even though the Zakhele sport ground was appreciated it was felt it needs upgrading and also the fact that the facility is too far away for some schools.</li> <li>✓ Lack of Recreational Facility: The Municipal Council needs to provide more recreational facilities for the dispersed locations of Manzini education institutes. The Zakhele Sports Ground is too far and insufficient to cater for the needs of the students.</li> <li>✓ Sports Infrastructure Diversity and Expansion: The Municipal Council should also diversify and expand the sports infrastructure at Zakhele and other areas. Currently, Mavuso Sports Centre is the only facility that offers a variety of sporting activities, such as football, athletics, swimming, basketball, volleyball, and aerobics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Increased Parking Spaces                | <ul style="list-style-type: none"> <li>✓ Parking shortage at Mavuso which results in cars spilling all over the place even on walkways. It was suggested that MCMz collaborates with Manzini Central Primary School on surfacing road to the sport field. Can also charge parking fees.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Traffic Congestion Alleviation Measures | <ul style="list-style-type: none"> <li>✓ The high traffic volume in Manzini compromises travel for both teachers and students/pupils as they sometimes arrive late for school and also arrive late at home after school due to traffic congestion.</li> <li>✓ Operating 24/7 would also help ease traffic congestion in the city</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Waste Management                        | <ul style="list-style-type: none"> <li>✓ The business by unregulated street vendors tend to pollute the school surroundings with plastics and other materials.</li> <li>✓ Request assistance with dealing with sewer spillage next to the sports ground. We need a way of connecting to the sewer line.</li> <li>✓ Skip Bins Rental for Schools: Stakeholder representatives inquired about the rental of skips for schools. The Social Service Director of MCMz confirmed that skips are indeed provided to schools on a rental basis.</li> <li>✓ Distribution of Skip Bins: The representative from Saint Theresa School observed that while numerous skip bins are located in various areas and schools, there are areas and schools that lack these skip bins.</li> <li>✓ Refuse Collection Schedule: It has been noticed in other schools that after consolidating their refuse bags, the municipality did not collect the skip bin for some time. A schedule can be created and shared with schools to indicate when full bins will be collected.</li> <li>✓ Waste Separation at Source: There is a suggestion to initiate waste sorting programs at schools.</li> <li>✓ Expansion of Waste Focus: The focus can be expanded to include electronic waste and any other kind of waste.</li> <li>✓ Encouraging Environmental Sustainability in Refuse Collection: There is a need to encourage environmental sustainability in refuse collection. This can be achieved by separating biodegradable and non-biodegradable waste.</li> </ul> |
| Urban Planning                          | <ul style="list-style-type: none"> <li>✓ The lack of high-rise building infrastructure was considered as high risk to land availability as the city does not expand. Formulation of a regulating policy was encouraged.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Youth Empowerment                       | <ul style="list-style-type: none"> <li>✓ The city's high crime rate, characterized by substance abuse and gangsterism, is spilling over into schools, posing a serious threat to the safety and security of students. The IDP development process is encouraged to find ways to mitigate this risk.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



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| Safety and Security              | <ul style="list-style-type: none"> <li>✓ The central location of Manzini city makes the idea of 24/7 long overdue. There is a need for the IDP to address this issue but work collaboratively with police and other security agents to ensure security of citizens.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Health Inspection                | <ul style="list-style-type: none"> <li>✓ Formal Reports on Inspection: The stakeholder representatives requested that the Municipal Council provide them with formal reports on the inspection results and recommendations, as this would help them to facilitate the maintenance of their infrastructure and address any issues promptly.</li> <li>✓ More Frequent and Consistent Inspections: The stakeholder representatives also requested that the Municipal Council conduct more frequent and consistent inspections across all schools, and ensure that the inspection standards and criteria are clear and transparent</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Overgrowth Maintenance           | <ul style="list-style-type: none"> <li>✓ <b>Regular Maintenance of Idle Areas:</b> Stakeholder representatives requested that the Municipal Council maintain the idle areas in the city assigned next to schools or on the way to schools on a regular basis. They urged the Council to clear these areas of overgrown vegetation, litter, and other hazards, and to keep them clean and safe for the students.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Roads Infrastructure Maintenance | <ul style="list-style-type: none"> <li>✓ Potholes: The stakeholder representatives requested that the Municipal Council repair the potholes on the roads, as they pose a danger to the children who cannot cross the roads safely due to the cars having to maneuver around them.</li> <li>✓ Pavements: The stakeholder representatives also requested that the Municipal Council extend the length of the pavements in the area of Manzini Central Primary School and Saint Michaels, as they noticed a high volume of student pedestrian traffic especially in the morning.</li> <li>✓ Unattended Manhole: The Municipal Council has neglected to fix a gaping manhole for the past months at the Manzini Central - St Michael stretch. This poses a serious hazard to the pedestrians and vehicles that use this road.</li> <li>✓ Zebra Crossing for Children: The Municipal Council needs to install a zebra crossing at Manzini Central Primary School to ensure the safety of the children who cross the road.</li> <li>✓ Kindly rehabilitate Sandlane Street</li> </ul> |
| Collaboration with utilities     | <ul style="list-style-type: none"> <li>✓ EWSC: The stakeholder representatives expressed their dissatisfaction with the Eswatini Water Services Corporation (EWSC) for leaving the working sites unclean and the municipal infrastructure unrepaired whenever they have to dig while servicing their infrastructure. They urged the Municipal Council to hold the EWSC accountable and to ensure that they restore the sites and the infrastructure to their original condition.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Environmental Management         | <ul style="list-style-type: none"> <li>✓ Greening Program: The stakeholder representatives acknowledged the Municipal Council's greening program to grow and distribute plants and trees to the public, but noted that the program is currently lacking and can be expanded. They suggested that the Municipal Council increase the scope and scale of the program, and cited the initiative around Nazarene as a good example. They also highlighted the benefits of the program for climate change mitigation and adaptation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Nursery                          | <ul style="list-style-type: none"> <li>✓ The municipality used to have a vibrant nursery, but it is no longer up to standard</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## MHUD

| Priority                         | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Policy Direction of the Ministry | <ul style="list-style-type: none"> <li>✓ National Spatial Development Plan: The ministry aims to create a coherent and integrated spatial planning system that guides the development and management of urban and rural areas in the country. The ministry seeks to ensure that local authority development plans are aligned with the national vision and priorities, and that they complement each other. The following sub-goals are related to the National Spatial Development Plan: <ul style="list-style-type: none"> <li>• Spatial Planning for Chiefdoms: The ministry also aims to assist the traditional authorities in planning and developing their chiefdoms, which are the smallest administrative units in the country. The ministry provides technical support and guidance to the chiefdoms on issues such as land use, infrastructure, environment, and social services.</li> <li>• Public Sector Participation: The ministry aims to foster a collaborative and participatory approach to urban development and housing provision. The ministry invites various public sector entities, such as farms, industries, and institutions, to contribute to the development and improvement of their surrounding areas. The ministry also facilitates partnerships and coordination among different stakeholders, such as the government, the private sector, the civil society, and the communities.</li> </ul> </li> </ul>                                                                                                                                                                                                                             |
|                                  | <ul style="list-style-type: none"> <li>✓ IFTS Policy/Study: The ministry is working on implementing the Integrated Funding Transfer System (IFTS) policy/study, which is a mechanism for allocating and transferring funds from the central government to the local authorities. The ministry is looking for suitable legislation within the Ministry of Finance that can be amended to incorporate the IFTS policy/study, which will then oblige the government to provide capital grants to the local authorities for urban development and housing projects. The ministry is inspired by the South African model, where the IFTS is legislated and enforced.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                                  | <ul style="list-style-type: none"> <li>✓ The Human Settlements Authority Act of 1992: This act is outdated and is currently being reviewed. There are gaps which were identified by the Ministry.</li> <li>✓ Town Planning Act 1961: This act is outdated and is currently being reviewed. There are gaps which were identified by the Ministry. It is now the Eswatini Spatial Planning Legislation / Bill. This act sets the legal framework for town planning schemes and essential services in the municipality. It enables the government and local authorities, especially the Manzini municipality and the Ministry of Housing and Urban Development, to fund these schemes and services from various sources, and to recover costs and benefits from property owners. The act impacts several sectors, such as environment, infrastructure, public health, and finance.</li> <li>✓ Funding &amp; Resource Mobilization and Allocation - This act guides the development and planning of human settlements, both urban and rural, and assists the Government in formulating and implementing policy on human settlements. The review of the act could improve the funding and resource mobilization and allocation for various sectors in the Manzini municipality.</li> <li>✓ New Bill - This bill aims to address issues in the rental housing sector, by regulating the relationship between tenant and landlord.</li> <li>✓ The Real Estate Regulations Bill -This is a proposed legislation to regulate the real estate industry in Eswatini, which currently lacks specific laws. The bill can have an impact on the Manzini municipal sector.</li> </ul> |
|                                  | <ul style="list-style-type: none"> <li>✓ The review of the Human Settlements Authority Act of 1992 could improve the funding and resource mobilization and allocation for various sectors in the Manzini municipality.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



| UTILITY COMPANIES |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Company           | Problem Statement/Matter of collaboration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| ✓ EEC             | <ul style="list-style-type: none"> <li>✓ Memorandum of Understanding</li> <li>✓ We have encountered challenges, such as the municipality not submitting housing development plans with EEC. We are actively working to address these issues</li> <li>✓ Understanding of number of laws and legislation to leverage on</li> <li>✓ Overhead to Underground Cabling: We are transitioning from overhead to underground cabling in the Central Business District (CBD) area of the city. This is an ongoing project aimed at improving the reliability and safety of our power supply.</li> <li>✓ Customer Power Line Installations: We are liaising with the municipality regarding customers who are installing power lines, ensuring compliance with safety standards and regulations. This initiative helps us maintain a safe and efficient power infrastructure for the city.</li> <li>✓ The first project involves transitioning from (LV) wiring to (ABC) wiring from the Moses Hlopho area to the Central Business District (CBD). This change aims to enhance the safety and efficiency of the power supply in the city.</li> <li>✓ We are transitioning from LV wiring to ABC wiring at Coates Valley. This project is designed to enhance the safety and efficiency of our power infrastructure.</li> <li>✓ The Eswatini Electricity Company (EEC) is embarking on a project to collaborate with the municipality for data and information sharing. The EEC is actively working to align its operations with the provisions of the Data Protection Law, 2022, in relation to the projects it plans to execute with the municipality.</li> <li>✓ <b>Collaboration on Road Upgrades:</b> When MCMz undertakes road upgrades, we often face difficulties due to the impact on our services. To mitigate these challenges, we suggest that MCMz consults with us prior to the upgrades. This proactive collaboration will allow us to plan our services accordingly and ensure minimal disruption</li> </ul> |
| EWSC              | <ul style="list-style-type: none"> <li>✓ Memorandum of Understanding</li> <li>✓ We have encountered challenges, such as the municipality not submitting housing development plans with EWSC. We are actively working to address these issues.</li> <li>✓ <b>Reservoir Projects:</b> We are working on reservoir projects at various sites within the city.</li> <li>✓ <b>Manzini Water Supply and Sanitation Project:</b> We are also engaged in the Manzini Water Supply and Sanitation Project. This project focuses on upgrading the existing system to achieve an integrated, efficient, and sustainable water supply and sanitation system for the city.</li> <li>✓ <b>Pipe Replacement Project at Ludwala:</b> We are working on a project to replace the existing pipes at Ludwala.</li> <li>✓ <b>Ngwane Park Water Main Upgrade:</b> At Ngwane Park, we are upgrading the water main pipe to enhance the water supply system's capacity and reliability.</li> <li>✓ <b>Coates Valley Sewer Pipes Upgrade:</b> In Coates Valley, we have an ongoing project to upgrade the sewer pipes</li> <li>✓ EWSC is open to collaborating with the municipality for data and information sharing. Currently, we are actively working on sharing data related to borehole and refuse collection.</li> <li>✓ <b>Engagement at Planning and Design Stage:</b> We request active engagement from MCMz, particularly during the planning and design stages of projects. This allows us to provide valuable technical input that can enhance the effectiveness and efficiency of municipal projects.</li> <li>✓ <b>Collaboration on Road Upgrades:</b> When MCMz undertakes road upgrades, we often face difficulties due to the impact on our services. To mitigate these challenges, we suggest that MCMz consults with us a year prior to the upgrades. This proactive collaboration will allow us to plan our services accordingly and ensure minimal disruption.</li> </ul>                                          |

## UTILITY COMPANIES

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>EPTC</b> | <ul style="list-style-type: none"> <li>✓ Memorandum of Understanding</li> <li>✓ <b>Fiber Migration:</b> EPTC is migrating from copper to fiber at Ngwane Park, Fairview and other areas around Manzini. This project aims to enhance the telecommunication infrastructure and provide better services.</li> <li>✓ <b>Manhole Revisiting:</b> EPTC is revisiting its manholes and collecting data within Manzini due to vandalism and copper theft. This project is crucial for maintaining the integrity of EPTC's infrastructure in the city. Cooperation with the municipality is welcome.</li> <li>✓ Collaborating with the municipality for data and information sharing. However, the <i>Data Protection Law, 2022</i> is still under evaluation within EPTC.</li> <li>✓ Security MOUs are currently being proposed between EPTC and the municipality but it's not yet final.</li> </ul> |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## TRADITIONAL AUTHORITIES AND MANZINI NORTH AND MANZINI SOUTH TINKUNDLA

| Priority                                                    | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Road Infrastructure                                         | 1. In the Madonsa area, rains are causing havoc on the roads. At Manzini North Inkhundla representatives expressed that there is a lack of adequate roads for easy access to the Central Business District (CBD).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Traffic Congestion                                          | 1. Challenges include the loading dock of the Build-it Retail Outlet affecting public roads infrastructure and lack of prior announcements for road repair projects within the city.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Spatial Planning and Development/<br>Stakeholder Engagement | <ol style="list-style-type: none"> <li>1. There is a noticeable issue of excessive clustering of housing in the Mkhiweni area <b>(this area is outside the city boundary but might affect future urban spatial growth if not attended to)</b></li> <li>2. There is a lack of housing planning for the people involved in the development of the mall project <b>(Fairview complex)</b>.</li> <li>3. The communities bordering the mall project <b>(Fairview complex)</b> are expected to provide housing for those hired for proposed municipal capital development projects, which could strain their resources.</li> <li>4. Challenges include lack of land sale advice from municipality expertise, minimal city service expansion to Nhlabeni, affordability of rates for the elderly, and delayed expansion project at Asante area.</li> </ol> |
| Nuisance Abatement                                          | <ol style="list-style-type: none"> <li>1. Madonsa is grappling with an increasing rate of prostitution in the Manzini CBD area.</li> <li>2. Challenges include poor management of confiscated cows, long distances to drive cows to the pound, and confiscation of cows while drinking at the Mzinene River during cold seasons.</li> <li>3. The challenge is the issue of children from non-resident populations wandering into the city without proper supervision <b>(children who sell wooden spoons)</b></li> </ol>                                                                                                                                                                                                                                                                                                                            |
| Public Order, Safety and Security                           | 4. Madonsa is grappling with high crime rates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Environmental Management                                    | <ol style="list-style-type: none"> <li>1. In Nhlabeni, there is a lack of sewer infrastructure, and the chemicals used to diffuse waste are suspected to be harmful, causing contamination of water sources and crops, and potentially posing health risks to residents and animals.</li> <li>2. Madonsa <b>(outside urban boundary)</b> is facing overcrowding, and the existing sewer infrastructure is inadequate to meet the needs of the community.</li> <li>3. In Masundwini, access to sewer lines is limited, particularly in congested areas.</li> </ol>                                                                                                                                                                                                                                                                                   |



## TRADITIONAL AUTHORITIES AND MANZINI NORTH AND MANZINI SOUTH TINKUNDLA

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stakeholder Engagement/<br>Urban Spatial Growth | <ol style="list-style-type: none"> <li>1. There are issues related to garbage collection in both Makholweni and Madonsa. Makholweni is facing a problem of inadequate garbage collection, while Madonsa is dealing with a noticeable prevalence of public garbage.</li> <li>2. Challenges include lack of consultation and coordination with the Municipality on regional community development plans and inevitable city expansion.</li> <li>3. The challenge is the news outlets reporting that only ratepayers can be buried at cemetery sites developed by Municipality.</li> </ol> |
| Lighting Infrastructure                         | <ol style="list-style-type: none"> <li>1. Makholweni is facing an issue of unequal distribution of Highmast lights</li> <li>2. Nhlambeni has identified a lack of adequate lighting at certain points</li> </ol>                                                                                                                                                                                                                                                                                                                                                                        |

## Tinkhundla, Youth Chamber & REPS

| Priority                         | Submission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safety and security              | <ul style="list-style-type: none"> <li>✓ Escalating drug circulation and drug abuse within the city was cited as a big challenge especially for the youth</li> <li>✓ The high and escalating crime rate in Manzini city needed urgent attention including legislative and policy tools to deal with, supported by a proper budget to also deal with root causes of the increasing crime rate</li> <li>✓ Night time economy security especially as we transition to the 24/7 economy needs to be boosted</li> <li>✓ Collaboration with the REPS when it comes to the 24/7 implementation with a view to also have CCTV cameras, more lighting and other security enhancing measures</li> </ul>                                                                                                                                                                                                                                                                                                                               |
| Public Participation             | <ul style="list-style-type: none"> <li>✓ Poor communication between the council and Inkhundla was cited as an area for improvement and that there is a need for an initiative to an agreed consultation and communication framework between the parties both at ward and city level</li> <li>✓ Poor access by the city or wards to the Regional development fund. It was suggested that MCMz must purposely plan to access these funds for the development of the city by working closely with the two Tinkhundla.</li> <li>✓ The shortage of soup kitchens (neighbourhood Care Points – NCPs) in Manzini was a serious matter as it deprived needed children the much needed humanitarian support. It was proposed that soup kitchens be established around the city especially in the residential wards.</li> <li>✓ Youth empowerment and engagement strategy especially by providing youth business spaces both at ward level and in the CBD. Such to be prioritised in the ward development committee plans.</li> </ul> |
| Spatial Planning and Development | <ul style="list-style-type: none"> <li>✓ Lack of sporting facilities especially for non-soccer sports. It was suggested that more sporting facilities should be availed including those for indoor sports which would even enable night sports to be also in line with the 24/7 smart city initiative.</li> <li>✓ Idle government land which is not maintained but can then be used for youth development projects</li> <li>✓ Fostering Sports and Nocturnal Vibrancy. The IDP to address the issue of providing adequate sporting facilities for all sporting activities.</li> <li>✓ A strategy for collaborating with our two Tinkhundla especially in the development of public facilities</li> </ul>                                                                                                                                                                                                                                                                                                                    |

### Tinkhundla, Youth Chamber & REPS

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste Management    | <ul style="list-style-type: none"> <li>✓ A more responsive waste management strategy especially as it relates to clean rivers and clean public places</li> <li>✓ Waste disposal by the public including diapers and other waste material which even pollutes our rivers needs urgent attention. It was suggested that this issue be prioritised in the waste management strategy.</li> <li>✓ The evident waste in the Moneni area and the need for the municipality to expand waste collection to communities outside the city could potentially lead to environmental and health issues</li> </ul> |
| Nuisance Abatement  | <ul style="list-style-type: none"> <li>✓ Old and dilapidated buildings in Manzini is a risk hazard to humanity. MCMz must institute a programme for enhancing public safety through Urban Renewal</li> <li>✓ The issue of trucks parking at infrastructure like parks could potentially lead to damage and misuse of these spaces</li> </ul>                                                                                                                                                                                                                                                        |
| Finance initiatives | <ul style="list-style-type: none"> <li>✓ Dwindling of government subventions to the municipality. It was suggested that MCM can make use of the two Manzini MPs by lobbying them to persuade government to reinstate the subventions</li> </ul>                                                                                                                                                                                                                                                                                                                                                     |
|                     | <ul style="list-style-type: none"> <li>✓ Denying students education and access to their results by government, due to owed fees was raised as child-unfriendly. The MPs for the two Tinkhundla undertook to deal with the matter by engaging government to ensure that no child is deprived education by mere reasons of failure to pay schools fees.</li> </ul>                                                                                                                                                                                                                                    |

### Inter-Governmental Cluster

| Priority                 | Submission                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Infrastructure           | <ul style="list-style-type: none"> <li>✓ Lack of adequate ablution facilities</li> </ul>                                                                                                                                                                                                                                                                                                                             |
|                          | <ul style="list-style-type: none"> <li>✓ accommodate market stalls in these satellite mall</li> </ul>                                                                                                                                                                                                                                                                                                                |
|                          | <ul style="list-style-type: none"> <li>✓ renovation and improvement of this retail space opposite bus rank</li> </ul>                                                                                                                                                                                                                                                                                                |
|                          | <ul style="list-style-type: none"> <li>✓ The Regional Administration (RA) offices in Manzini have commendably provided seating areas for residents. Building on this initiative, the Manzini Municipality could further improve its services by expanding these seating areas. Given the large number of people visiting the RA offices, this would ensure that everyone has a comfortable place to wait.</li> </ul> |
|                          | <ul style="list-style-type: none"> <li>✓ Lack of Innovation Hall: There is a noticeable absence of a dedicated space, such as an Innovation Hall, where individuals can showcase their skills and creativity. This lack of space hampers the growth and development of local talent.</li> </ul>                                                                                                                      |
|                          | <ul style="list-style-type: none"> <li>✓ Accessibility for the Disabled: The representative from the Social Welfare Department identified the Manzini bus rank as lacking access infrastructure for the disabled. Improving accessibility in public spaces, starting with the bus rank, should be a priority</li> </ul>                                                                                              |
|                          | <ul style="list-style-type: none"> <li>✓ The Municipality Pound lacks proper handling facilities for the management of cows.</li> <li>✓ There is a need for a proper dip tank within the pound.</li> </ul>                                                                                                                                                                                                           |
| Research and development | <ul style="list-style-type: none"> <li>✓ the municipality could expand its research initiatives to help alleviate poverty. By investing in innovative solutions and leveraging technology, the municipality could potentially create new opportunities for economic growth and poverty reduction.</li> </ul>                                                                                                         |

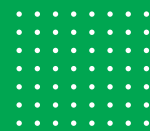
## Inter-Governmental Cluster

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Parking requirements     | <ul style="list-style-type: none"> <li>✓ The representative highlighted the issue with the current parking system - PAKANI, where parking tickets, once generated, cannot be used beyond the specific location, even if the allocated parking time has not yet expired. The representative suggested the introduction of machines that would allow for the use of parking tickets, which have not yet expired, across different locations in the city. This would enable car owners to utilize the remaining balance of their parking time elsewhere, thereby enhancing the efficiency and flexibility of the parking system in Manzini.</li> </ul> |
| Communal Public facility | <ul style="list-style-type: none"> <li>✓ Social Centre Program: There is a call for the integration of a space within the Social Centre Program where children can participate and hone their artistic abilities. Such a space could serve as a nurturing ground for young talent and contribute to the cultural richness of the city.</li> </ul>                                                                                                                                                                                                                                                                                                   |
| Social welfare           | <ul style="list-style-type: none"> <li>✓ Addressing Homelessness: There has been a noticeable increase in the number of people sleeping in park areas. This is a clear indication of vulnerability and homelessness within the community. The municipality should consider implementing measures to address this issue.</li> </ul>                                                                                                                                                                                                                                                                                                                  |
| Social Security          | <ul style="list-style-type: none"> <li>✓ The Manzini Magistrate Court representative has expressed concerns about the presence of street beggars, which pose a significant danger to traffic. This not only threatens the safety of the beggars but also disrupts traffic flow, potentially causing accidents.</li> <li>✓ Furthermore, it's suspected that these beggars may be sent by unknown, possibly illegal entities to solicit money.</li> <li>✓ Children not in school, wandering in Manzini street who are not registered in the national system.</li> </ul>                                                                               |
| Environmental Health     | <ul style="list-style-type: none"> <li>✓ there is a lack of regulation in food storage practices at retail shops, particularly those owned by Indian proprietors. Displayed products are often stored in the same area where customers walk, which could potentially lead to health and safety issues. This lack of separation between retailing and storage areas indicates a need for improved regulations and enforcement to ensure proper food storage practices and maintain high standards of public health.</li> </ul>                                                                                                                       |
| Stray animals            | <ul style="list-style-type: none"> <li>✓ As part of this initiative, the municipality should expedite the creation of bylaws that will guide residents on how to manage their domesticated animals.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Tourism                  | <ul style="list-style-type: none"> <li>✓ Limited inspection of tourist sleeping areas and lack of laws dealing with the rapid increase of Bed and Breakfast establishments (BnBs).</li> <li>✓ Municipality licensing is not authoritative and lacks collaboration with the municipality ministry</li> </ul>                                                                                                                                                                                                                                                                                                                                         |
| Disaster Risk            | <ul style="list-style-type: none"> <li>✓ No weather station in Manzini, and Matsapha weather data is used to generalize for Manzini area. Minimal assistance from the municipality in terms of land acquisition to set up the Manzini weather station.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |
| Planning                 | <ul style="list-style-type: none"> <li>✓ Update and maintain property data</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



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## The Heart of Eswatini



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