2019 2024



MUNICIPAL COUNCIL OF MANZINI

A City Inspired by Excellence

INTEGRATED DEVELOPMENT PLAN (IDP)

MANZINI CITY SOMETIME INTO THE FUTURE...



MUNICIPAL COUNCIL
YINKHABA

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List of Acronyms

AMICAALL..... Alliance of Mayors Initiative for Community Action on AIDS at the Local Level
ART..... Anti-Retroviral Therapy
CEO ..... Chief Executive Officer/Town Clerk
DF..... Director Finance
DCOMMS ..... Director Community Services
DCS..... Director Corporate Services
DTS..... Director Technical Services
EEA ..... Eswatini Environmental Authority
EEC ..... Eswatini Electricity Company
EI..... Environment Inspector
ENTC ..... Eswatini National Trust Commission
EPTC ..... Eswatini Post and Telecommunications
EWSC..... Eswatini Water Services Corporation
IDP ..... Integrated Development Planning
ICO..... Information and Communications Officer
LCC..... Community Committee
LED ..... Local Economic Development
CPC ..... Community Programs Coordinator
MCMz ..... Municipal Council of Manzini
MCTI ..... Ministry of Commerce, Trade and Industry
MHUD ..... Ministry of Housing and Urban Development
MOA..... Ministry of Agriculture
MPWT ..... Ministry of Public Works and Transport
PLHIV..... People Living with HIV
REP..... Royal Eswatini Police
SALGA..... South African Local Government Association
SIPA ..... Swaziland Investment Promotion Authority
SNHB ..... Swaziland National Housing Board
SO ..... Strategic Objective
SDGs..... Sustainable Development Goals
TPS..... Town Planning Scheme
WC..... Ward Committee



Mayor's Remarks

GLOBALLY, cities have been under immense pressure to collaborate with various stakeholders and strategic partners to mitigate the impact of the Covid-19 pandemic in the past 2-years. The Municipal Council of Manzini is no exception as stakeholders will remember that the City of Manzini and the region at large were one of the most affected by the Covid-19 pandemic. The impact of this novelty pandemic greatly affected strategic directions of many organizations including the Municipal Council of Manzini.

The City of Manzini's Integrated Development Plan (IDP), which consists of programmes, projects and other strategic initiatives as discussed with stakeholders was negatively impacted by the Covid-19 pandemic. Implementation of the IDP could not be facilitated as envisaged in 2019 because the Municipality had to work tirelessly with its strategic partners in trying to minimize the spread of the virus through various preventative measures. These preventative measures included, but were not limited to, public sensitization through media platforms, fumigation of streets and public areas, establishment of vaccination centres, enforcement of the public health regulations and other critical measures. It is saddening to note that there was quite a significant number of citizens who lost their lives in the city and country at large especially during the third wave of the Covid-19 pandemic. The above-average rainfall that was experienced in the city during the 2-year period also put a strain on the Municipality as demand for infrastructure and overgrowth maintenance overstretched its resources.

However, it remains important that the Municipality continues to collaborate and work with its stakeholders and citizens in an endeavour to chart a way forward and galvanize the development of the city and its communities for a better future. In doing so, the Municipality embarked on an exercise to review its plans and strategies; which initiative culminated into a mid-term review of the 2019-2024 Integrated Development Plan (IDP). The IDP maps the strategic direction of the city. During the IDP mid-term review, it was established that there were programmes which the Municipality had successfully delivered but other programmes found to be lagging behind due to a series of lockdowns that were taking place in the country as well as other factors. It was deemed prudent that these programmes be rescheduled for delivery during the remainder of the IDP period and in future years beyond the 2019-2024 IDP.

> *...implementation of the IDP could not be facilitated as envisaged in 2019 because the Municipality had to work tirelessly with its strategic partners in trying to minimize the spread of the virus through various preventative measures...*

As Council we still believe that the programmes which form part of the IDP are still going to be delivered as agreed with our stakeholders and communities despite being behind in terms of the IDP period. In cases where certain projects and initiatives remain delayed and or end not being implemented, the Municipality will continue engaging and updating all stakeholders and communities on an annual basis. Stakeholders and communities are requested to continue exercising patience and support the Municipality as it rolls out the reviewed IDP throughout the remainder of the planning period. It is our belief and understanding that the planned programmes for the remainder of the 2019-2024 IDP period will contribute to the upliftment of the quality of lives of city citizens and the general public at large.

I Thank You

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Cllr Quinton Els

His Lordship the Mayor



Chief Executive Officer's Preamble

OUR understanding of the Integrated Development Planning (IDP) approach as a Municipality is that it is a strategic blue print for guiding long-term development of the city and service delivery through stakeholder consultation and coordination, planning, resource allocation and progress monitoring. This is achieved through the integration of activities at the local government (municipality) level, targeting the development pillars (i.e. infrastructure, economy, social services, human settlements, environment, etc) and the organized plan for decision-making in terms of resources and prioritization. In essence, the IDP approach is a public participatory approach that relies on intensive consultation with local communities and stakeholders to make a contribution towards development planning of the Municipality and city at large. In line with this principle, the Municipal Council of Manzini consulted and involved the local communities and stakeholders towards development of the 2019-2024 Integrated Development Plan (IDP) which is in its third-year of implementation. As a practice, the Municipality had planned to conduct an internal review of the IDP for purposes of evaluating progress made on the ground. However, the organization later on took a strategic decision to conduct a holistic review of the Integrated Development Plan (IDP) in view of the experienced disruptions to the business environment as caused by the novel Covid-19 pandemic as well as political tensions that were experienced in the country. These disruptions resulted in misalignment and backlog in the Municipality's integrated development programming. It may be important to add that during the process of developing the 2019-2024 IDP, the Municipality did not foresee the occurrence of the Covid-19 pandemic and the political tensions which disrupted implementation of the IDP. The mid-term review process indicated that the Municipality managed to implement the first year IDP programmes and further commenced with preparations for the Capital Investment Programme (CIP). It is during this period that plant and equipment, which included two refuse trucks, a vacuum tanker, skip-bins and other machinery, were purchased for purposes of strengthening the Municipality's capacity to deliver on its refuse collection and infrastructure services. The review further indicated that the Municipality had commenced with preparations for delivery of infrastructure projects wherein the Pleasing Prospect Road in Fairview South and its intersection with Donegal road were rehabilitated. Preparations for construction of the Bosco Bridge, rehabilitation of the Southern Distributor Road, Tikhuba Road and other arterial roads also commenced. The outbreak of the Covid-19 pandemic during the two-year period retarded implementation of the IDP but other programmes managed to continue as the Municipality was categorized as an essential service provider. The programmes included completion of the Turn-Around Strategy (TAS); which provided an opportunity to put more focus on the IDP implementation. Other services that were provided included provision of public order, nuisance abatement and security, city cleansing, refuse collection, street lighting and other service delivery initiatives that are critical for our communities.

In light of the above, Council found it prudent that a high level mid-term review of the IDP be conducted in order to re-plan and strategize for delivery of the programmes that were affected by the backlog. The re-prioritization of the programmes was informed by a combination of factors; these being available financial and human resources as well as the 2-year remaining period to the end of the 2019-2024 IDP. In adherence with the IDP principles of public participatory approach and in alignment with the Municipality's culture of good governance and continuous consultations, the city residents and all stakeholders will be periodically updated on the IDP implementation progress. As a city, we appreciate the patience and understanding exercised by the residents of Manzini City and the key stakeholders of Council.

I Thank You

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Ms Lungile P. Dlamini
Chief Executive Officer



Executive Summary

Manzini is the oldest city in the country which is over 120 years old from the embryo of Bremersdorp. The city has grown tremendously to become the heartbeat of the economic development of the Kingdom of Eswatini. Due to its central location in the country, Manzini is the central connection point for all travel destinations within and outside the Kingdom of Eswatini. As a result, Manzini is the trading hub of the country wherein local and international traders convene for trade purposes; which attracts establishment of commercial centres and other trade activities hence the moniker "Trade Hub". The entire country's road transportation network begins from or connects with this strategically positioned city. With 12 municipal wards, one of them being the Central Business District, the city is led by a Council that is headed by the Mayor. The administrative and operational responsibilities rest with the Executive Management, which is led by the Chief Executive Officer. The Ministry of Housing and Urban Development (MHUD) has the overall responsibility, on behalf of the Government of the Kingdom of Eswatini, over the operations of the city and its governance processes.

The Municipal Council of Manzini prepared its first Integrated Development Plan (IDP) in 2013; which spearheaded the public participatory planning approach to drive the city's development. In November 2017 a new Council came into office through the local government election, as mandated by the Urban Government Act, 1969 and the Local Government Elections Regulations, 1969. The country's local government practice is that every Council coming into office for the five-year period, must develop and adopt their integrated development plan that will guide the political office (Councillors') work. With the new Council coming into office, a review and development of a new Integrated Development Plan (IDP) was undertaken; which commenced in the year 2018 with its implementation commencing in 2019 and set to end in 2024. The development of the 2019-2024 IDP was conducted in a consultative manner that involved the 12 municipal wards of the city and other key stakeholders of the city who made inputs that informed the development direction of the city.

A. IDP preparation process

The IDP preparation process involved a review of the Municipal Council's performance on the 2013-2018 IDP, a process that revealed that Council worked hard to deliver the IDP outputs in the context of dwindling financial resources. One of the major interventions aimed at enabling the performance of Council in delivering the IDP is the organisational restructuring process; which saw the streamlining of processes and consolidation of departments - reducing them from 6 to 4.

Community consultations, stakeholder consultations and internal consultations characterised the process of formulating the new IDP; underscoring the importance of problem identification and prioritization that has the involvement of all concerned. All 12 wards of the city were consulted in addition to government departments, parastatals, the business sector and other spheres of the Manzini community.

B. City's Strategic Direction

The city's vision promulgates innovation and creation of economic opportunities while maintaining the African identify of the municipal area. Focus is on satisfying the city's stakeholders, which include residents, businesses, visitors and the national government. The IDP places emphasis on making a meaningful contribution towards attainment of this vision; which is making Manzini "a vibrant African city that innovatively provides quality service and economic opportunities to its stakeholders". The provision of quality municipal services that add value to all the city's customers through good governance and partnerships is central to the Municipal Council's business. In carrying out its business, the Municipal Council values innovation accountability, integrity and inclusion.



C. Strategic priorities, themes and objectives

For the next five years the City of Manzini will focus on human capital improvement to ensure availability of human capacity that can be able to successfully deliver the IDP outputs as expected. Council places emphasis on operational efficiencies, stakeholder management, urban planning and sustainable human settlements, sustainable environment management, integrated economic development as well as infrastructure improvement.

D. Integration With Key Policy Frameworks

i) Sustainable Development Goals

The 2019-2024 IDP has been aligned with the 2030 United Nations Sustainable Development Goals (SDGs). Local economic development initiatives, coupled with youth development as well as provision of support to SMMEs contribute towards attaining zero hunger and ensuring decent work and economic growth (SDGs1, 2, 4 & 8). The local economic development objectives address issues of improved access to local markets and support services. Stronger ties and sharing of plans between Council and the Eswatini Electricity Company (EEC) are aimed at aligning the city's efforts to SDG 7 (affordable and clean energy). Programmes that are aimed at increasing water and sanitation coverage in the city, reducing water and air pollution as well as addressing biodiversity and conservation are an attempt to align to SDGs 6, 13, and 15 (clean water and sanitation, climate action, life on land). An increase in the city's designated areas for trade and decentralizing the Central Business District (CBD) through encouraging malls outside the current CBD is a clear effort towards meeting SDGs 8 and 9 while contributing indirectly to eliminating hunger and poverty in the city by providing decent work and employment opportunities. Sports and recreation programmes go a long way in promoting good health and reduction of non-communicable diseases (SDG 3).

Importantly, as other cities of the world, the City of Manzini focuses more on the achievement of SDG11, sustainable cities and communities. In this regard, the city pursues affordable housing, improving the city's transport system, upgrading informal settlements, increasing green and public spaces, and prioritizing disaster risk management.

ii) Government Policy

The Government of the Kingdom of Eswatini has prioritized economic development through various means, including job creation, agricultural development, human capital development, industrialization, access to energy, water and health facilities for the general populace through the National Development Strategy (NDS). These have also been captured through His Majesty the King's Vision 2022 which seeks to see the country attaining 1st World Status by year 2022.

The IDP priorities of the City of Manzini emphasize socio-economic development in the city which will have as off-shoots job creation, sustainable livelihoods, increased water and electricity coverage, good roads and building infrastructure as well as good and responsive governance to ensure proper oversight and improved basic service delivery within the urban space.

Through the Poverty Reduction Strategy and Action Plan (PRSAP) and other instruments such as the Citizens Empowerment Bill, MSME Policy (revised), Youth Enterprise Fund, and others, the country has made a determination to eradicate poverty and hunger; emphasizing the availability of opportunities for economic activity to benefit all sections of society.

iii) Key Performance Areas

All of the IDP 2019-2024 strategies are aligned to the conventional IDP key performance areas, namely; Basic Service Delivery, Local Economic Development, Good Governance and Public Participation, Municipal Institutional Development and Transformation as well as Financial Viability and Management.

E. IDP Projects

The city's capital projects are largely informed by projects that could not be implemented in the 2013-2018 IDP due to financial constraints; the majority of which are roads infrastructure upgrade, rehabilitation and maintenance. Community and stakeholder consultation meetings also dictated the outlook of the IDP capital projects. Projects include those planned to be funded through Government's Capital Improvement Programme (CIP), others planned for PPP arrangements and those planned to be funded directly through Municipal Council coffers. Importantly, road infrastructure projects which could not fit within the 5-Year IDP budget have also been indicated so that should more funding be available, these can be taken on board. Importantly, the CIP is largely dependent on the national government's liquidity.

F. Financial Plan

Apart from the recurring operational expenditure of the Municipality, the 2019-2024 IDP will require funding to the tune of E242.37 million (about a quarter of E1 billion) over the next five years, 40% of which goes towards capital projects. The largest chunk of the IDP capital projects goes to road rehabilitation and maintenance.

The city's revenue is expected to diversify in order to reduce reliance on property tax (rates). Presently, the Municipal Council relies heavily on property tax (82%) and this has been identified as a risk that requires immediate attention. Strategies to reduce bad debts, cut expenditure and improve efficiencies will contribute towards financial sustainability. The Municipality expects to receive about E537.38 million over the IDP period, resulting in a budget surplus of E28 million over the five years.



...THESE WERE OVER AND ABOVE THE COMMON ISSUES TOUCHING ON ROADS INFRASTRUCTURE DEVELOPMENT AND MAINTENANCE...

CHAPTER 1.0 OVERVIEW OF THE IDP PREPARATION PROCESS

1.1 INTRODUCTION

Integrated Development Planning (IDP) is a participatory planning approach that coordinates and integrates development activities at the local level. In the Municipal Council of Manzini, the IDP is a strategic framework for guiding long term development planning of the city and service delivery through stakeholder consultation and coordination, planning, resource allocation and progress monitoring. The Municipal Council of Manzini is mandated by the Ministry of Housing & Urban Development to plan and facilitate development at the local government level through the public participatory approach. The IDP is appropriately integrated with the 3-year medium-term budget framework (MTEF) to fast-track development and service delivery to address the needs of local communities. According to M.E Mathebula, an IDP is "*a strategic document designed to address service delivery imbalances….and promotes integrated and politico-socio-economic welfare of the general citizenry*[1]"

The preparation of the 2019-2024 Integrated Development Plan (IDP) results from the conscious decision taken by the Municipal Council of Manzini (MCMz) to undertake this process since the 2013-2018 IDP had run its course. In principle, IDP is an outcome of a process through which the municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. It seeks to ensure vertical and horizontal integration between the planned municipal interventions with the planning efforts of national spheres of government as well as within the various sectors of government, the private sector and civil society as far as possible.

The 2013-2018 IDP was instrumental in the development of a number of sector plans such as the Spatial Development Framework, Local Economic Development Strategy, Integrated Waste Management Plan, Capital Improvement Plan (CIP) and Environmental Management Plan, amongst others. The preparation of the Manzini IDP 2019-2024 has taken into account the needs of the city and its stakeholders as well as national priorities as indicated in government's strategic development frameworks including but not limited to the National Development Strategy (NDS), Poverty Reduction Strategy and Action Programme (PRSAP). Importantly, the IDP also aligns with the Sustainable Development Goals (SDGs), AU New Urban Agenda and the African Union's Agenda 2063; amongst other international policy instruments.

1.2 SCOPE OF THE IDP

This IDP is a five-year plan that covers the period running from April 2019 to March 2024 and reflects on all municipal plans, integration with national government priorities, plans of utility service providers in the municipal space as well as private sector needs. The IDP also attempts to, as much as possible, integrate with the national legislative and policy framework as well as international conventions and protocols wherever possible. The IDP also outlines programmes and projects covering the 12 municipal wards within the municipal space. Sector plans are also outlined, together with programmes to be carried out in the next five years, indicating the financial requirements of those projects. From the introductory chapter, which presents the IDP preparation process, this IDP then presents the municipality's situational analysis, the municipality's development strategies, financial plan, monitoring and evaluation plan as well as the IDP projects.

1.3 THE IDP PREPARATION PROCESS

The Integrated Development Planning process of the Municipal Council of Manzini followed the best practice of developing Integrated Development Plans (IDPs). The six phases of IDP preparation process are outlined below:



Phase 1: Preparation

The build-up to the preparation of the 2019-2024 Integrated Development Plan for the City of Manzini was characterised, amongst other things, by the election of new Councillors for the city in November 2017, after the stipulated 5-year tenure of the previous Council had elapsed in accordance with the Urban Government Act of 1969. A turnaround strategy was developed in 2015 to guide operations since the 2013-2018 IDP was coming to a close in March 2018. In mid-2018, Council took a resolution to set the ball rolling regarding the development of the next 5-year development guide through the IDP for the city of Manzini.

As an important part of the preparatory phase, IDP consultants were engaged to help management to facilitate the process in a cost-effective and efficient manner, ensuring a product of professional and acceptable standards. An IDP process plan was prepared, agreed on and later set to roll. The plan included the analysis stage, strategy phase, projects phase, integration phase as well as the approval phase. The planning process was also going alongside the annual budget preparation process as required by law. During the 2021 IDP midterm review, the process involved data collection, consultation with departments and Council through workshops and one-on-ones to determine the progress on the ground.

Phase 2: Analysis

The starting point in the analysis phase was the review of all IDP related documents in the municipality, beginning with the review of the IDP 2013-2018 performance against set targets and objectives. During this analysis phase, it was important for the Municipality to understand the current existing situation within the municipal area. An in depth diagnosis was done by the Municipality in relation to prevailing levels of development, service delivery gaps or challenges, causes of existing problems, identification of priority issues (issues that needed to be addressed first), and available

1 Mathebula ME, International Conference on Public Administration and Development Alternatives. 4-6 July, 2018, Stellenbosch University.

resources to help deal with identified challenges or problems.

Sources of information that were used as baseline included annual reports, IDP performance update reports and the Council Strategic Plan 2018-2023. Sector plans were also used to inform the planning of the IDP in terms of what programmes/projects needed to be implemented to address the service delivery gaps within the municipal area. The information obtained through this process helped the Municipality in identifying priority issues according to the Municipality's perspective. A further prognosis was done in terms of the internal institutional gaps or needs as well as internal resources (revenue collection and generation capacity, ICT infrastructure, etc.) that could assist in addressing the identified priority issues. An important element of the analysis phase is the collection of IDP issues and needs from communities within the city as well as key stakeholders such as organized business, utility providers, government departments, Council and management structures within the Municipal Council. During the midterm review, information about the implementation process was analysed and evaluated to determine the implementation status of the Integrated Development Plan.

Phase 3: Strategy

The conclusion of the analysis phase ushered in the strategy phase which was largely a determination of priority areas for the 2019-2024 Integrated Development Plan, detailing focus areas and strategies to deal with the identified challenges and to take advantage of the identified development and growth opportunities for the city. In incorporating the midterm review, this process further involved reprioritization of programmes and projects which were found to be lagging behind in the remaining 2-year period and future years.

Phase 4: Projects

Projects were conceived through the community and stakeholder consultation process, after which the team within the Municipal Council of Manzini worked on consolidating and preliminarily prioritizing projects across the 5-Year IDP period; concluding with approval by Council. The 2021 midterm review was conducted internally upon which Council approved the programme and projects reprioritization in view of the experienced implementation interruptions.

Phase 5: Integration

The integration process involved the coordination and amalgamation of local level programmes, national and international development strategies. The integration included mainstreaming the projects into sector strategies, the National Development Strategy (NDS), Poverty Reduction Strategy and Action Programme, Sustainable Development Goals, especially No.11, the African Union Agenda 2063 and the New Urban Agenda. Consultations with stakeholders and utility service providers assisted the Municipality in integrating its IDP approach and projects to the plans of these stakeholders. Consulting the pieces of legislation pertaining directly to the work developmental agenda of the municipality was meant to ensure that there is no conflict between the IDP and the legislative and policy frameworks of the country.

Phase 6: Approval

The IDP approval process, as dictated by Council procedures and rules as well as the government policy on the IDP, started with Council following management's conclusion of all the necessary steps in the preparation of the IDP. Thereafter, the Integrated Development Plan was submitted to the Ministry of Housing and Urban Development (MHUD), which is the parent ministry responsible for urban local governments in the Kingdom of Eswatini.

1.4 STAKEHOLDER ENGAGEMENT

Community Consultation Meetings

The Municipal Council of Manzini's Executive Team facilitated the engagement of communities through drawing a Ward Consultation Programme, convening Ward Consultative meetings in collaboration with the respective Ward Councillors and capturing input made by residents of the respective Wards. The Municipality has a total of 12 Wards and all of these participated in the IDP preparation consultative meetings.

In a nutshell, residents of Manzini were appreciative of the development that had taken place in the last five years and the tranquillity enjoyed by the city regarding its governance and operations. However, they lamented the gaps in service delivery and infrastructure backlog which came as a result of limitations in finances, and the Public Private Partnership (PPP) arrangement not taking off as expected towards construction of the Bus Rank and the Manzini Main Market.

Poor service delivery in informal settlements due to various pending matters regarding status and allocation of plots were also raised by residents. Same with poor maintenance of parks.

Detailed submissions by the different Wards are attached in Annexure A.

Key Stakeholder Consultations

The whole essence of an Integrated Development Plan is grounded on extensive consultation of stakeholders; which should result in the integration of all developmental plans concerning the municipal space. In view of the fact that there are many players within the municipal space, it is very critical that they all adopt a single direction oriented approach to developing the city as they also talk to the international development indicators such as the Sustainable Development Goals and the New Urban Agenda. For the City of Manzini the key stakeholders that were consulted for the development of the City's IDP were the Business Community, utility companies, the Regional Administrators Office and the Parent Ministry which is the Ministry of Housing and Urban Development, among others. Whilst these were visited individually, a whole range of stakeholders participated in the various consultative forums that were undertaken, such as the municipal Annual General Meeting, ward consultations and the business forums.

It was important that such consultations begin by soliciting stakeholders' assessment of the service delivery performance of the Municipal Council against their expectations in the last five years of the elapsing IDP. This covered what was achieved and what was not achieved. Next to be asked was the plans that the stakeholders had for the period 2013–2018 and the challenges that they faced when carrying their responsibilities within the urban space.

The second part of the consultation was aimed at soliciting information on the stakeholders' plans and expectations for the next five years 2019–2024. Firstly, the stakeholders were to share what they expected the Municipal Council to cover in its programmes for the next five years; that is, that which was of priority to them. Thereafter the stakeholders were asked to share their plans for the period 2019-2024. The results of these consultations is contained in Annexure B.

The Business Community

As a natural expectation the business community's contributions were centred on initiatives that would help attract and keep the population within the city as well as creation of a business enabling environment. These were over and above the common issues touching on roads infrastructure development and maintenance and traffic congestion. These were in keeping with the City's Vision of being a vibrant African City that innovatively provides

quality services and economic opportunities to its stakeholders. **Annexure C** presents the synthesis of the contributions from the Business Community consultation meeting.

Utility Companies

Utilities are vehicles through which development takes place in any developmental space. For smooth and effective development, the Municipality needs to fully integrate its planning and take consideration of the utility companies' plans. At operational level the Municipal Council collaborates with the water utility company whereby the EWSC on behalf of Council collects the solid waste collection fees charged to customers.

It has also come to the attention of the Municipal Council that when investors enquire about business opportunities in the city they expect to get full services and information at the Municipal centres including issues pertaining to utility services. This calls for all parties concerned to think hard on how to create a one stop facility/service centre for the city. Of interest to the Municipality are three main issues;

a) Entering and concluding a MoU between the Municipality and the utilities.
b) Exploring possibilities of the utility companies selling their utilities to the Municipal Council for further distribution in the city space (Bulk supply).
c) Properly planned use of road reserves and servitudes in the provision of these utilities as all utilities now use underground infrastructure network (sharing of underground space).

The consultations with the utility companies yielded the following common approaches that these stakeholders long to pursue during the lifetime of this IDP.

a) Closer collaboration during project implementation which must start at the inception (very early stage) for all projects within the city space.
b) Joint customer education with the Municipal Council and the utility companies.
c) Harmonizing all legislative frameworks governing operations of both utility companies and the Municipal Council to enable closer and proper collaboration.

The rest of the outputs from the consultations with the utility companies is contained as **Annexure B**

The Regional Administrator's Office

The Municipal Council of Manzini peri-urban areas have been experiencing rapid urbanization; which has increased demand for basic municipal services and infrastructure services. These service needs have put pressure on the Municipality and the RA's Office to work collaboratively towards establishing a framework for purposes of ensuring sustainable development and service delivery. The Municipal area itself is also split between two Tinkhundla Centres, namely; the Manzini North and Manzini South Tinkhundla which are administered under the Regional Administrator's Office and Ministry of Tinkhundla Administration and Development (MTAD). Worth-mentioning are the collaborative initiatives between the parent ministries of the sub-sovereign governments, the Ministry of Housing and Urban Development and MTAD, on developmental programmes and projects like the Swaziland Local Government Project (SLGP).

Enhanced collaboration between the office of RA and the Municipality, wherein there is a huge potential for profitable partnerships that can benefit the residents of Manzini, is a necessity. The structures that each institution has must talk to each other at all times.

Development within the city space can benefit a lot from healthy relations and collaborations as residents can harness projects funding and other services from any of the parties involved with ease.

The consultations uncovered a lot of already existing collaboration between these two entities.

a) The Municipal Council is an active member of the Regional Development Team (RDT) which is coordinated by the office of the RA; wherein sector plans are shared.
b) The office of the RA was in the process of developing Chiefdom Development Plans for all communities most of which are neighbours to the city. This presents a documentation of developmental aspirations of the communities surrounding the Municipality. These communities form part of those on which plans for any boundary extension/expansion will cover.
c) A common need for civic education on issues of taxes and/or property rates became a felt need for both parties.
d) The city's residents do benefit from development funds available at the Tinkhundla Centres. The Masekweni community has already benefited with the construction of a bridge which was funded through the Regional Development Fund.
e) Both the Municipal Council and the office of the RA are emphasizing on Income Generating Projects (IGPs) and poverty reduction.

Limitation to further stakeholder engagement

The Municipal Council of Manzini had also intended to engage more stakeholders for purposes of enhancing the comprehensiveness of the IDP preparation process. Unfortunately, not all the intended stakeholders could be met due to their busy schedules. Regrettably, the consultation process could not be put on hold pending their availability. Some of these stakeholders are the Royal Eswatini Police Service, the Ministry of Public Works and Transport and large scale property owners in Manzini. It is envisaged that these will be engaged alongside the implementation and/or review of the IDP within the next five years.

1.5 IDP GOVERNANCE AND INSTITUTIONAL ARRANGEMENT

The Ministry of Housing and Urban Development, a parent ministry to the Municipal Council of Manzini issued a circular in 2012, instructing the Municipality to embark on a public participatory planning approach through the IDP process. The 2013-2018 IDP was formulated through a consultative process that included data collection, analysis, and stakeholder engagement, albeit at smaller levels. Implementation was left at the hands of Executive Management in the Municipal Council.

The Council, led by the non-Executive Mayor, was responsible for providing oversight in the implementation of the IDP throughout the 5-year period, punctuated by annual reviews of progress made towards meeting the IDP targets and objectives.

Subsequent to Council Approval, the IDP is approved by the Ministry of Housing and Urban Development, which also approves budgets as submitted by Council year after year.

1.1 CONCLUSION

The preparation of the IDP followed the critical outline required for a credible Integrated Development Plan according to the Government of the Kingdom of Eswatini intent for the process and product. Consultations with stakeholders were successful, even though consultations with the residents in municipal wards requires more strengthening, and an opportunity exists when it comes to IDP feedback meetings with the Ward structures.



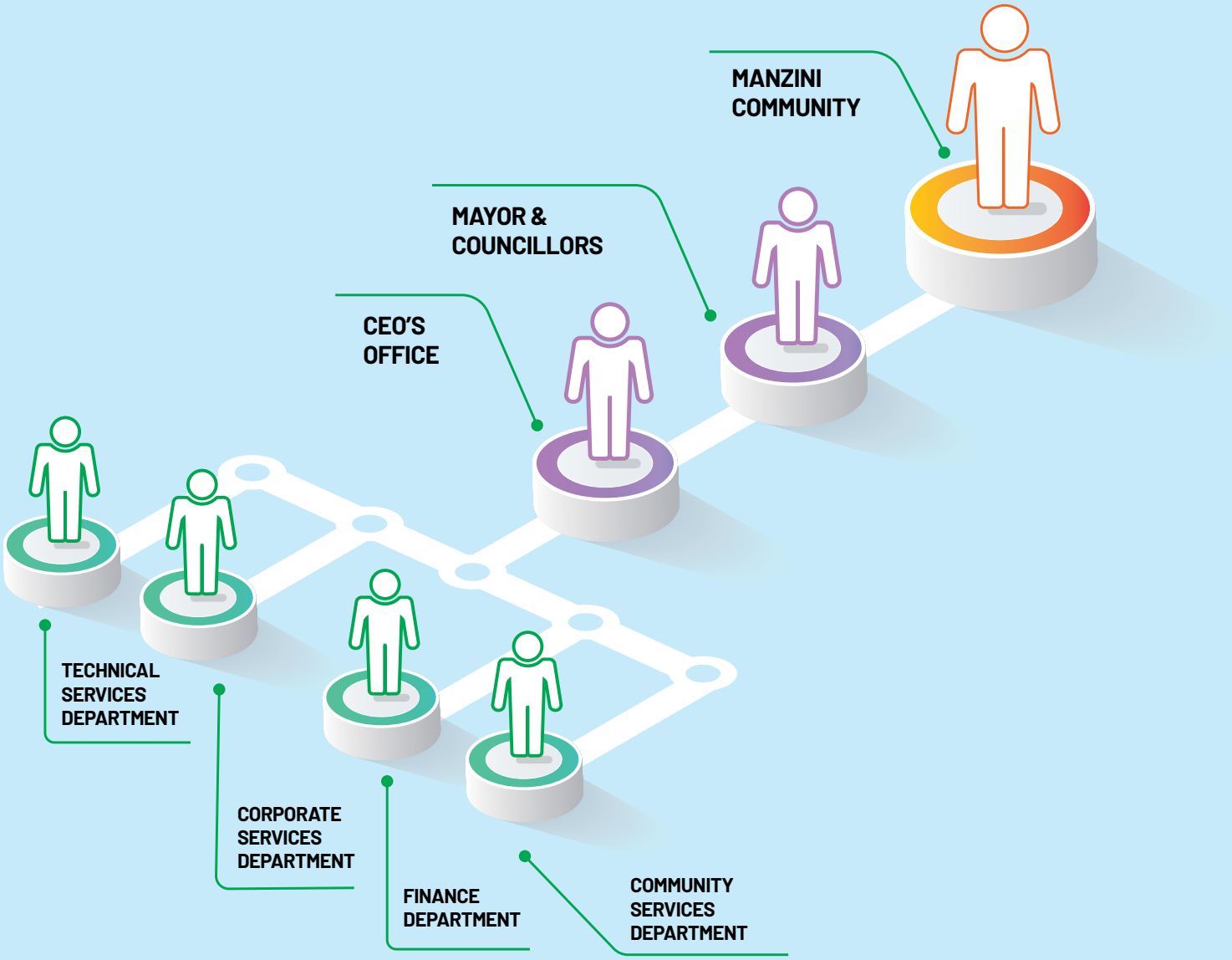


Figure 2.1: Municipal Council of Manzini High-Level Organizational Structure 2018

CHAPTER 2: SITUATIONAL ANALYSIS

INSTITUTIONAL PROFILE

Governance

The Municipal Council of Manzini is administered under the Ministry of Housing and Urban Development (MHUD) through the Urban Government Act, 1969. The governance of the Municipality is led by the Council and Executive Management.

Council

Manzini is made up of twelve (12) Wards from which ward representatives are elected to form Council. Upon assuming office, Councillors elect amongst themselves a Mayor who is non-executive but heads the Council; and a Deputy Mayor. The Mayor and Deputy Mayor are in office for a period of one (1) year. The office term for the full Council is five (5) years which happens to be the same duration as that of the central government.

The current Council was inaugurated into office in November 2017 and will remain in office until 2022. The current Council benefits from having about 50% of its members serving their second, third or fourth term as Councillors and the rest serving their first term. This mix provides for continuity as well as injection of new ideas to take the City to its vision.

Executive Management

The Executive Management team is led by the Chief Executive Officer. The Municipal Council of Manzini is in the process of implementing a Turn-Around Strategy which is an organization-wide change that seeks to alter the organizational structure, introduce efficient service delivery mechanisms, capacitate the workforce and establish organizational sustainability.

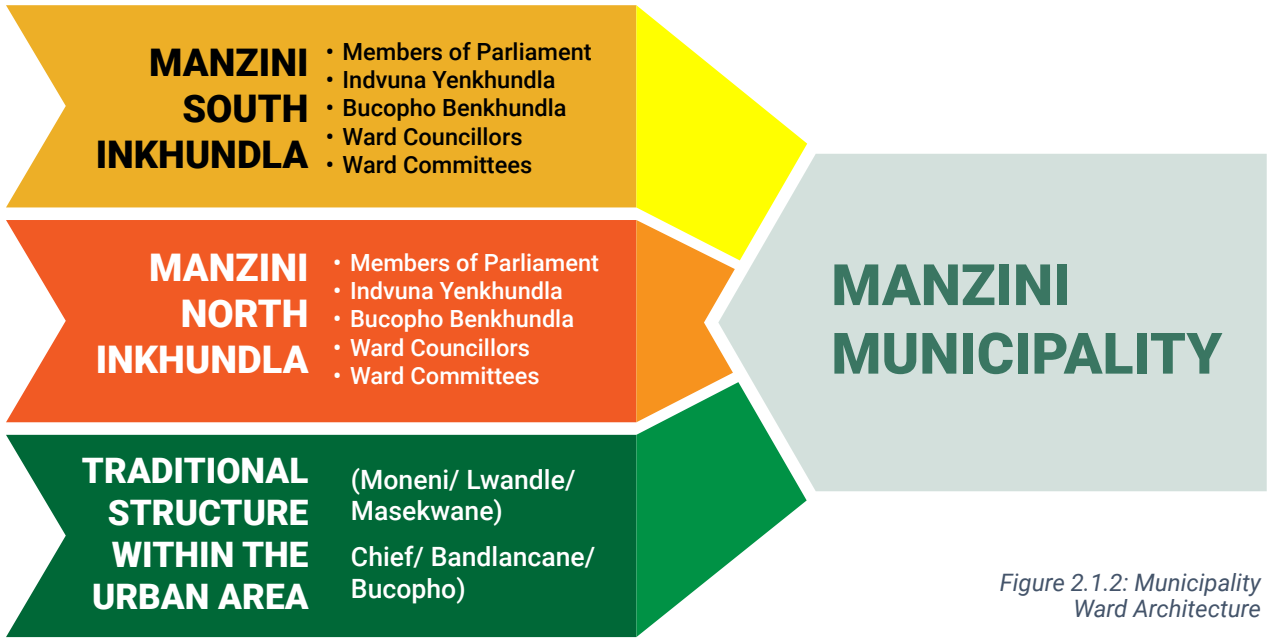


Figure 2.1.2: Municipality Ward Architecture

As a result of the Turn-Around strategy implementation, the Executive Management structure has been reduced from six (6) departments to four (4), namely; Technical Services, Corporate Services, Finance and Community Services. This then makes the city to have an Executive Management Team of five members.

Worth-noting is that during the IDP 2019-2024 preparation, the implementation of the turn-around strategy was on course, having implications for skills requirements, capacity building and organizational efficiencies linked to IDP delivery.

Ward Structures

Each of the Municipality's 12 Wards is led by the Ward Councillor, who is also the Ward's representative to Council. Some of the wards have coordination structures in the form of committees; structured, semi-structured and informal. Importantly, three visible structures exist within the urban area which is an intersection of the traditional, regional and local government structures. These are:

- Ward Councillor (and Ward Committee and some other form of committee in other wards);
- Traditional leadership (especially where it touches Moneni and Masekweni);
- Inkhundla governance structure: Two Tinkhudla cut across the urban area (Manzini South and Manzini North Tinkhundla), each with a Member of Parliament, Indvuna Yenkhundla and Bucopho Benkhundla.

Notably, in some of the wards there are committees that work with the Ward Councillor whilst in others these structures do not exist as yet. The relationship between the Municipality/Ward structure and the Tinkhundla and Traditional structures is not yet a clear one. However, working relationships, crafted by the Ward Councillors or sometimes flowing from the fact that a Councillor somewhat features in the structure, have been used to make work to flow without collision of the structures. For instance, in Moneni, the Ward Councillor also happens to be the Bucopho Benkhundla for the Moneni Umphakatsi, which integrates the three structures. Figure 2.1.2 below attempts to map the relationship between the structures, showing that the Tinkhundla structures transcend beyond the municipal boundary.

Table 2.1.2 below gives specific detail about existing structures in each of the wards and the persistent challenges faced by each ward in the last couple of years.

Table 2.1.2: Manzini Municipality Ward Structures 2018

WARD-TOWNSHIPS	EXISTING STRUCTURES	RECURRING CHALLENGES
WARD 1: Zakhele Township, Zakhele Ext. 1-5	1. Councillor: Has informal committee that he works with that includes Bucopho and two other community members 2. Bucopho - representing Zakhele in Manzini South. 3. Old Zakhele Committee – was assembled for the purposes of the informal settlement upgrading project 4. Youth Crime Prevention Club	• Water pipes on Mazibuko Road • Old Zakhele upgrading • Bars – considered a nuisance by older residents • Inactive recreational park
WARD 2: Trelawney Park, Nazarene Mission and area around Sobhuza Clinic	None that are known	• Pendray Park Toilets • Upgrading of unsurfaced roads • Noise pollution and traffic flow disturbances during KwaMagogo annual 10km run

WARD-TOWNSHIPS	EXISTING STRUCTURES	RECURRING CHALLENGES
WARD 3: Fairview South, Fairview North, Helemisi	Fairview South/Helemisi have an existing Neighbourhood Group.	• Recreational parks are not well furnished • Pleasing Prospect road needs rehabilitation, Donegal road needs upgrading • Hardship in connecting to Central Distributor road (i.e. motorists) • Youth drug and alcohol abuse
WARD 4: Ngwane Park Township, Ngwane Park Extension, Sihlahleni, Ndumbu Township and Ticancweni informal settlement	This is a very active community. There are two ratepayers groups, one for the township and the other for the extension. The Ticancweni community has Bandlancane, but also participates in the formal meetings. Bandlancane falls under the Lwandle Chief (Nkamane)	• Unpaved roads • Stanley street needs rehabilitation • Lack of Police Post • Completion of fencing of cemetery • Stray animals
WARD 5: Murray Camp, Sikhunyana, Ntunja Township, William Pitcher	Murray Camp has two councils. Tshabalala family open to discussions about formalizing township. Currently Youth have formed a crime prevention youth group	• There are no bulk services in the informal settlements • Possibility of farms (informal Settlements) being sold because of owed rates • Unsurfaced roads (Sikhunyana) • Unfurnished recreational park • Ntunja loop road needs rehabilitation/regular maintenance • Most Ntunja vacant plots have overgrown vegetation
WARD 7: Sterkstroom /Mangwaneni	The ward is adjacent to St. Michael's schools and shares a border with Madonsa across the river. It has Sterkstroom, which is a formal township and Mangwaneni – an informal settlement. The community does meet occasionally, though separately. In the Mangwaneni settlement there is a Bandlancane.	• Sterkstroom loop road needs upgrading • Washing of buses by the river • Lack of toilets and development in Mangwaneni • Smelly dumpsite
WARD 8: Madonsa, Extension 6 and Thomasdale	The Community is active and meets frequently with the Councillor. They have a whatsApp group. Extension 6 has a ratepayers association	• The community shares a border with Madonsa (SNL) and often complains of crime. • There are open spaces that are not in use • Need for recreational facilities in Madonsa • Need for rehabilitation/proper maintenance of Thomasdale roads • Need for relocation of municipal pound • Need for decommissioning of dumpsite • Need for speed humps on Inhlangwane road (residents have even submitted petition to Council) • Upgrading of Ext 6 roads
WARD 9: Moneni, Masekweni, Inyoni Park	The Inyoni Park residents are included in the Ward 10 Neighbourhood Watch, The Moneni Project site is under Chief Mshoshi. Masekweni is under Chief Nkamane Allocations/development Committee	• There is a Prince in Greater Moneni and there are a number of princes that settled along King Fisher Road. Council works with Mr. Mayson Dlamini as part of the Allocations Committee. There was a chieftaincy dispute that led to stall of project between the Masekweni and Moneni royal households. • Need for lifting of building ban • Need for completion of plot allocations • Need for recreational facilities e.g sports ground, recreational park
WARD 10: Coates Valley	There is a neighbourhood Watch that was established but crime is still an issue. There is also misuse of recreational parks	• Thoroughfare for people living in Masekweni • Overgrowth clearing on road reserves not up to standard • Recreational park misused • Upgrading of remainder of feeder roads • Acacia street needs rehabilitation • Noisy and speeding quad bikes • House breaking and theft rather high
WARD 11: Wilmer Park	No known Structures	• This is a very small community. Their main challenges are crime at the recreational parks
WARD 12: Central Business District	Business Crime Prevention Forum; FESBC, Vendors Associations, public transport associations	• Vehicle & pedestrian congestion • Crime within the main bus rank • Illegal trading • Street vendors occupying walkways • Hardly maintained bus rank and congestion therein • Undeveloped old trade fair site • Filthy Prince Maguga plot (below bus rank KFC) • Urinating in public • No skyscrapers • Lack of proper infrastructure for street vendors • Lack of wash bays for street vendors' fruits & veggies • Homeless people sleeping on the street (opposite police station) • Street vending permits no longer granted • Walkways in bad state • Parking of vehicles on walkways

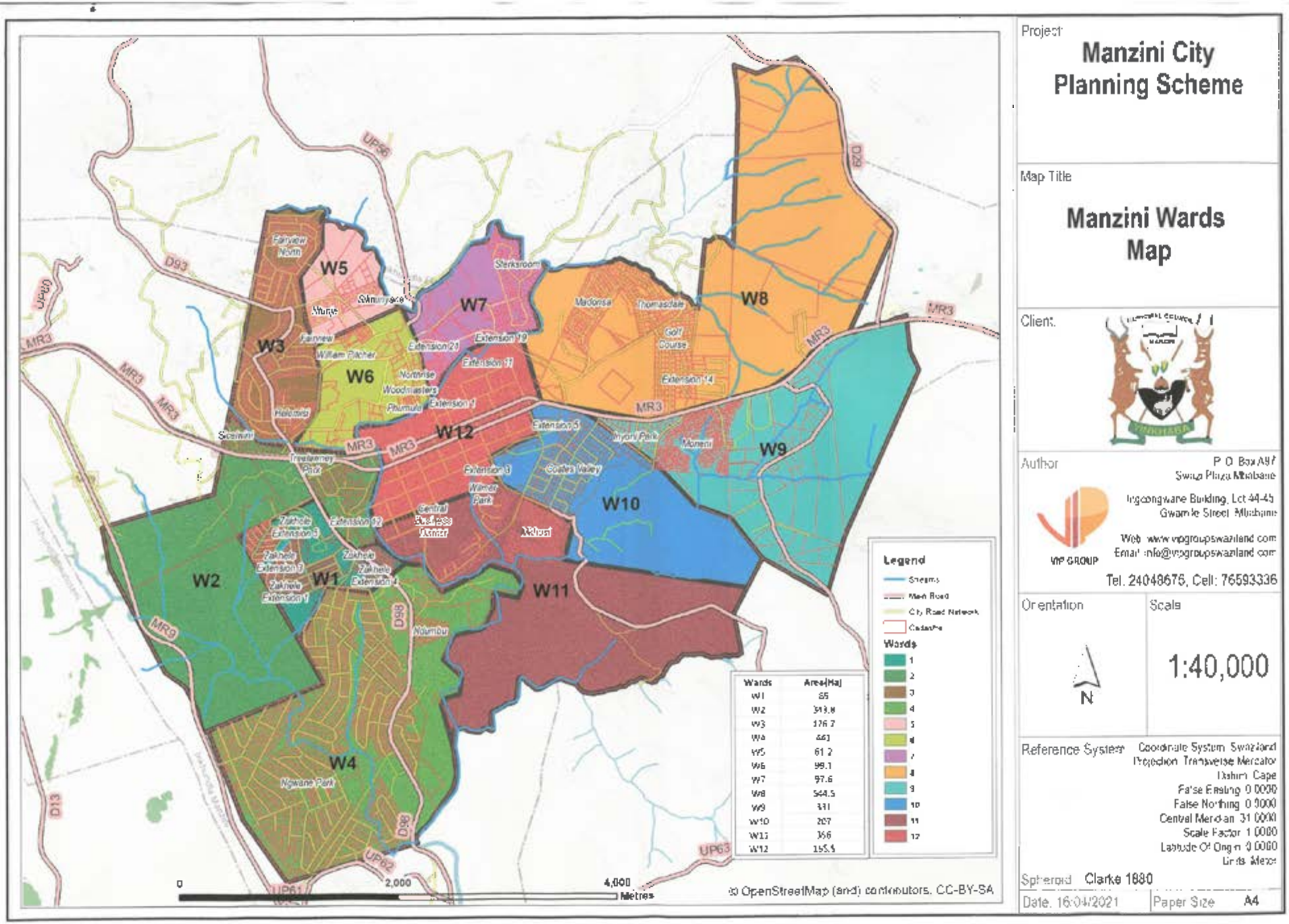


Figure 2.2.1: Municipality Wards Boundary

Sector Plans and Policies Status

AS one of the products of the 2013–2018 IDP, several Sector Plans and Policies were developed.

Table 2.1.3: Sector Plans and Policies Status

SECTOR PLANS, POLICIES AND STRATEGIES	
Sector Plan/Strategy	**Status**
Turn-Around Strategy and Implementation Roadmap, 2016	Under implementation
Local Economic Development Strategy, 2015	Under implementation
Integrated Waste Management Plan and Environmental Management Plan, 2015	Under implementation
Disaster Risk Management Plan, 2015	Under implementation
Town Planning Scheme	Implemented. Due for review
Finance policy frameworks	In place. Budget and rating policy in draft forms
Capital Investment Plan, 2013	Under implementation
State of the Environment Report	Prepared 2016
Pavement Management System	Manual system in place. Requires migration to digital

1.1 SOCIO-ECONOMIC AND ENVIRONMENTAL PROFILE

Geographic location

Manzini city, affectionately referred to as "Bremer", taken from Bremersdorp, a name that was given to it by White Settlers, is centrally located in the Manzini Region. It's central location and the vibrancy of its day life has earned it the name "Hub of the Kingdom of Eswatini". The city lies 7 kilometres from Matsapha (the biggest industrial town of the country) and about 35 Kilometres from Mbabane (the Administrative capital of the Kingdom of Eswatini). It currently sits on 2,680 hectares of land. Manzini is demarcated into twelve (12) Municipal Wards as shown in the map below.

Manzini City's central location makes it accessible from all corners of the country with the MR3 main road providing an entry/exit to the East and the West. This main road further connects to the Yith'abantu Highway (MR9) leading to the Southern part of the country and the MR8 to the South-East and MR5 to the north-east.

Demographic Overview

Available data at the compilation of this IDP indicates that Manzini had a night-time population of 28,744 as of 2007 but can be estimated to be 40,000 as of 2018. The day-time population is estimated to be above 100,000 due to the city's vibrant economy; an indication that Manzini is indeed the Hub of Eswatini. The demographics of the city shows a mix; with the elderly estimated to constitute about 4% of the population, the economically active accounting for about 52% (60% of whom fall within the age bracket of 20–34 years; which is the productive age group).

Social Analysis

Manzini has a diverse social mix inherent in its population. As the city attracts people from across the country due to its proximity to the country's Industrial hub, Matsapha, the Municipality finds itself confronted with a heavy social burden. One critical issue that presents the city with a huge challenge is the growing number of the youth that are unemployed. These are not only unskilled or unqualified youth but there is a growing number of college and university graduates that are roaming the streets and end up indulging in acts of poor morality. Another problem that the city has to battle with is the fact that a portion of the daytime population gets to be slowly absorbed into the city on a permanent basis giving rise to a number of other social challenges such as crime.

Economic Analysis

The city's economic activities are administered by the national government and in urban areas regulated by the Municipality. Like any other African city, the Manzini city economy profile is dual in nature; consisting of formal (mainstream) and informal economy. The informal sector businesses were recorded at 2,200 in 2015 while formal business were recorded at over 6,000. The high day-time population of the city makes it ideal for trading which is what the city is predominantly known for. The retail sector is one that is well developed and life in the city is considered relatively affordable compared to the other cities and towns in the country. This is supposedly due to the economies of scale resulting from the multiplicity of suppliers of goods and services.

The city is so far the only one that hosts the largest crafts market every Tuesday and Thursday. This is where traders from all over the country, especially women, gather to sell their wares to the public. Also popular with the masses is the second hand clothing site popularly known as the "bend and pick" which is situated right next to the main bus rank.

Economic activity tends to be centred around the CBD which houses the massive Bhunu Mall, the main public transport terminal and the main fruit and vegetable market. However, recently the city has started to see a trend of shopping malls coming up in the townships away from the CBD; in places like Ngwane Park and Moneni.

Manzini city's economy is dominated by light industry and the services sector; motor vehicle garages & workshops, retail and wood processing; real estate & construction; hospitality; financial services, consultancy and other white collar professions, administrative services, private health services, education services, artisan and handicraft services, agricultural products trade, etc. The banking/financial sector is also one that is quite strong as it does not only service the booming commercial businesses of the city but also the spill-over from the industrial town of Matsapha. With the overall primary sector taking up a positive growth of 1.7% in 2017 for the country and the overall country's economy projected to grow albeit at a slow scale, Manzini city's economic trend will not be expected to differ.

Basic services

Households access to service delivery

Aligned with the overall mandate of the Municipal Council, Council provides all basic service to the city's communities in all the twelve wards. This covers, partially, some informal settlement areas which fall within the boundaries of the city. Such services include but not limited to provision and maintenance of all roads infrastructure, provision and upkeep of all public lighting infrastructure such as street lights and high mast lights. Another service that the Council provides is that of waste management within the city's space which includes household solid waste collection and street sweeping. The Municipal Council is responsible for the upkeep of all open public spaces which include parks and road reserves. This includes grass cutting on all recreational parks and road reserves/servitudes.

Water & Sanitation

Water and sewerage services in the city is provided by the Eswatini Water Services Corporation. All wards within the city, except for informal communities, have access to clean portable water supply. Sewerage coverage is estimated to cover about 80% of the city with the remaining portion being predominantly the informal settlements.

Social and Community Development

On the social front, Manzini City has not seen major developments in the past few years. The Mavuso Trade Centre remains

the main host for social activities/events ranging from meetings, weddings, church conferences, sports events, music concerts and the main national Trade Fair. The Manzini Club provides a social venue for residents of the city. The city has also witnessed churches putting up big and beautiful church structures which are also used as social centres/facilities by the residents.

A number of communities within the city have experienced positive development in the form of roads paving and rehabilitation. The city has begun to see gradual decentralisation of community facilities such as shopping malls to the neighbourhoods. A fully fledged shopping mall has brought life to the Ngwane Park Township as it provides full services from shopping, filling station and banking facilities. The city has also seen the development of a new township, Mkhosi Township, which has delivered 105 residential plots.

Local Economic Development

The city is host to informal traders' days every Tuesdays and Thursdays; which boosts the economic activity of the city. This provides an opportunity for traders to showcase their produce and access market opportunities from across the country and even outside the country. In the process local food peddlers and other business owners benefit from both the traders and the clientele. Manzini city also hosts a quarterly flea market in the CBD to provide market opportunities for its residents.

Through the community contracting policy, the City of Manzini has been able to positively impact the employment status within the city, albeit on a small scale, especially where road construction and maintenance is concerned. Emphasis on prioritizing Manzini-based suppliers and service providers will augment this approach.

Conclusion

It is evident that Manzini city continues to attract travellers from all over the country and the world at large due to various reasons which include but not limited to its warm weather and people, its centrality for travel connectivity, entrepreneurial spirit and trade opportunities as well as many other factors. The City of Manzini provides a very conducive socio-economic environment which is accommodating to the entire population. This can be explored for competitive and comparative advantages for purposes of sustainable development.

Manzini City is an ideal place both to live in and to conduct business. Its daytime population provides massive opportunities for businesses across all sectors and its connectivity to the rest of the country makes it easily accessible. It has a socially diverse and yet coherent population leading to a very vibrant economic hub of the Kingdom. All the basic services are readily accessible and Council is always on top of the game when it comes to those services expected of it.

1.2 MANZINI KEY DEVELOPMENT CHALLENGES

The city's challenges are well documented as a result of a situational analysis that has been conducted, observations from business operations and other established customer feedback platforms. In developing the development plan, citywide community and stakeholder consultations were conducted whereupon, community needs and expectations from the Municipality were collected. A further analysis of the community submissions and other existing data was conducted where the major city challenges were highlighted as indicated below;

i) Aging and inadequate infrastructure

Whereas in the last five years the City of Manzini has remarkably upgraded and/or rehabilitated about 20km of its road infrastructure, the city still struggles to meet the infrastructure challenges posed by increases in traffic volumes flowing through the town and coping with the rate at which infrastructure is aging; particularly in the context of availability of resources to rehabilitate the road infrastructure. About 45.2km of the city's road network remains gravel whilst an estimated 19.6km of the road network requires major rehabilitation. Another 21.2km road stretch requires upgrading. The main bus rank remains an eye sore and one of the major streets entering the city (Meintjies street) has been in a bad state for some time now. Roads in Ngwane Park, Masekweni, Extension 6 and Fairview, just to name a few places, require upgrading and or major rehabilitation whilst a number of streets in the Central Business District also require immediate attention.

Of note is that the Municipal Council has procured a Geographic Information System (GIS) to improve its management and maintenance of the city infrastructure. It has also attempted to migrate the Pavement Management System (PMS) from the currently not user-friendly manual system to an easy-to-use digital system. Costs were an impediment to the process.

Street lighting has improved significantly in the city but some communities still require high-mast lights to curb crime (or enhance security).

While water and sewer network coverage is generally good within the urban area, informal settlements still require attention. With the city's population growing each year, the need for housing and accompanying water and sewer infrastructure follows the same trend. The capacity of the current network will require upgrading in order to meet the increasing demand. The same goes for electricity supply in the city.

ii) Development of informal settlements

Allocation processes have not been finalized in Moneni and Masekweni, creating dissatisfaction amongst residents. Importantly, the development of informal settlements comes with the need for road, water, sewer and electricity infrastructure; which require financial injection from the national government and Municipality. The current national government and Municipality financial positions do not match the need on the ground.

iii) Urban poverty

Evidence of increasing levels of poverty within the urban boundary is there for all to see; this being an extension of the poverty challenges at the national level. With the country struggling to deal with a 28% unemployment rate that largely affects young people and women, the city also faces a similar challenge; which signifies the need for strategies that will lead to job creation and employment. The unemployment and poverty challenges have spill-over effects that show up in different forms such as crime, drug abuse and violence. Another facet of this challenge is the increase of the aged and pensioned population in the urban space. All of these result in inability to pay for services and to meet the property tax obligation by these categories of city dwellers.

iv) Low service delivery due to budget limitations

With improvements observed in waste management and refuse collection, more effort is required to ensure full coverage of the entire city with refuse collection services. The latest challenge observed is that of peri-urban populations who bring their refuse to the city's waste receptacles due to lack of such facilities in the peri-urban and rural parts of the country.

Challenges with stray animals are still brought up by residents as well as the not-up-to-speed maintenance of roads and streets in the urban area. Potholes are becoming a hazard; which is further complicated by increasing traffic and lack of sufficient funds to repair all the roads and streets that require such intervention in good time.

v) Frustrated public transport system

Manzini is the busiest urban area in the country, with human and

vehicular traffic coming from all over the country for administrative, business and shopping purposes. In the last 10 years, the city has seen an exponential increase in passenger vehicles (buses, mini-buses, taxi, trucks, etc). The capacity of the bus and taxi ranks is far below what is required. More and more entrepreneurs want permits to operate from the city only to find that there is not enough space available. Moving some of the vehicles to the satellite bus rank did not get the necessary acceptance and the situation has remained problematic; with the condition of the main bus rank getting worse by the day.

Of note is the fact that Manzini is central to the country's road transport nerve and all efficiencies or inefficiencies in the transport system in the city affect the entire country; just like every inefficiency or efficiency in any part of the country is highly likely to affect the hub city. Unfortunately, control of the public transport system currently lies with the Road Transportation Board (RTB) which is a government entity that does not have a representation from the City of Manzini and collaborative efforts are very low at present. Currently, not all routes within the city are properly serviced (elements of over-accessing and under-accessing in different communities) and the granting of licenses can be improved through thorough analysis of the routes and service levels in order to inform licensing.

Availability of parking space has been improved through the paid-parking system which was introduced a couple of years ago. However, parking remains a big challenge for the city. The main market is visited by tourists in big coaches but are unable to park around the market since there is insufficient parking space for such sizes of vehicles; thereby limiting the tourism-driven economic activity.

vi) Environment management

Recent tests conducted in the Mzimnene River indicate that on entering the urban space, the water is cleaner but on leaving the town, the water is seriously toxic; an indication of pollution activity that takes place within the city, especially around the CBD. This is a serious concern for biodiversity, health and the entire ecosystem within the city.

Cities, Manzini included, are known for emitting greenhouse gases through industries and fuel-engine motor vehicles, contributing significantly to global warming and climate change. Even though the country is not counted amongst the top air polluters, it certainly suffers from the effects of climate change. Currently, there is no programming aimed at adaptation in the Municipality despite the fact that the country is expected to report in terms of the Sustainable Development Goals targets when it comes to climate change programming.

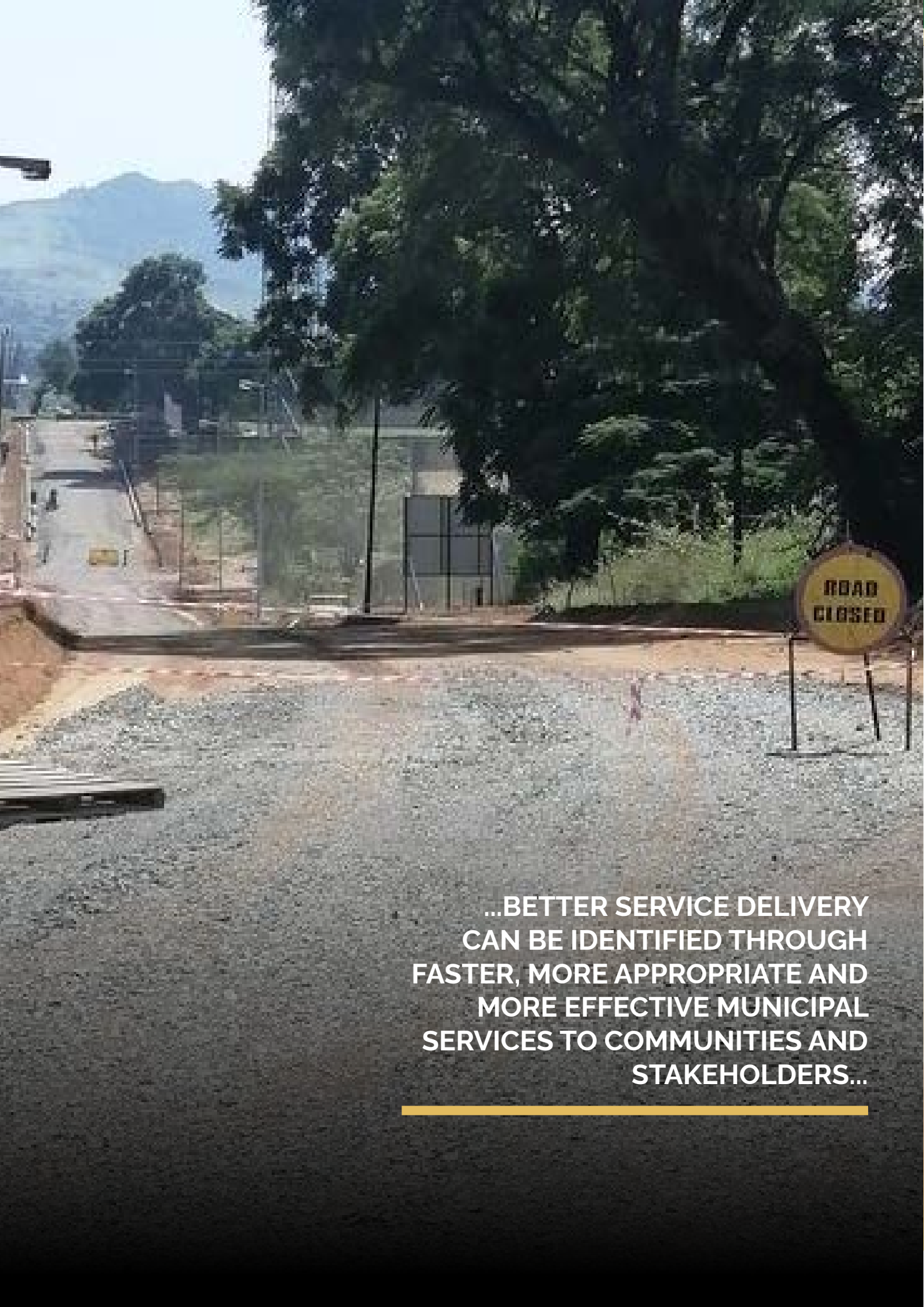
vii) Stakeholder coordination for service delivery

Council management has worked collaboratively with utility service providers in the urban space, the likes of Eswatini Water Services Corporation (EWSC), Eswatini Electricity Company (EEC), and the Eswatini Posts and Telecommunications Corporation (EPTC). However, consultations with communities and other stakeholders, especially the business sector, indicated traces of dissatisfaction regarding service efficiencies. Municipal processes and those of the utility service providers are not properly synchronized and parties are working in silos whereas they all operate in the same urban space, targeting the same customers.

viii) Disaster risk

The city is natural disaster prone, having experienced natural disasters such as hail storms and flooding, destroying properties and infrastructure in the process. Preparedness for such disasters and proper response systems are a must in order to protect the city's investment for sustainability purposes. A disaster risk management strategy was developed in 2015 but was unfortunately not implemented due to a slow pace of establishing the relevant structures to facilitate the implementation of the strategy.





...BETTER SERVICE DELIVERY CAN BE IDENTIFIED THROUGH FASTER, MORE APPROPRIATE AND MORE EFFECTIVE MUNICIPAL SERVICES TO COMMUNITIES AND STAKEHOLDERS...

CHAPTER 3.0 MUNICIPAL DEVELOPMENT STRATEGIES

1.6 3.1 INTRODUCTION

This section of the IDP outlines the City of Manzini's strategic intent, before indicating the pressing development needs and priorities of the urban local government. The chapter also indicates the integration of the IDP priorities and objectives with important policy guidelines such as the Sustainable Development Goals, National Development Strategy (1997-2022), the Poverty Reduction Strategy and Action Plan (PRSAP), and others.

1.2 IDP KEY PERFORMANCE AREAS

As a principle, an Integrated Development Plan has five key performance areas. These are critical for the identity and technical correctness of the IDP of the Municipal Council of Manzini. Section 3.10 aligns the IDP objectives to the IDP Key Performance Areas. These key performance areas are as follows:

i) Basic Service Delivery

The IDP expectation is that all programmes and projects should incorporate elements of improvement in the delivery of the basic services that are expected from the Municipal Council in accordance with the legal and policy framework for municipalities. Better service delivery can be identified through faster, more appropriate and more effective municipal services to communities and stakeholders; and this IDP entails plans to see to it that this happens. In the next 5 years greater focus on the municipality's basic service delivery model will be on what the communities and stakeholders requested during the 2019-2024 IDP consultation process. A snippet of the top-10 service delivery issues as raised by communities are indicated in the table below;

Table 3.2.1: Showing Top-10 service delivery issues raised by communities

Community Service Delivery Issues
Timely Maintenance of roads
Identification and location of property owners (vegetation overgrowth)
Public education on Council regulations, operations, road safety, waste management, Town Planning Scheme
Introduction of Youth Empowerment Programme
Improvement in the control of stray animals
Street and property naming
Implementation of Neighbourhood Programme
Development of Litter Bye-Law & Mapping of the city to locate areas in need of skips/litter bins
Upgrading of Public Parks and sport grounds
Installation of speed humps

As it is highlighted in the table above, issues of infrastructural services and overgrowth are of priority to our stakeholders. Through the Turn-Around Strategy, the Municipality developed a service delivery model with an objective of ensuring consistency and continuous improvement on the municipal services. The Municipality will be increasing service delivery mechanisms to support its operations and improve its service delivery sustainability in order to meet the needs of communities. The maintenance of the quality management system and introduction of a robust monitoring and evaluation system will ensure that the Municipality delivers quality services to the Manzini community and stakeholders.

ii) Local Economic Development

Local economic development is about creating jobs, securing livelihoods, improving infrastructure and managing local resources; with a strong focus on improving income generation for local business and poverty alleviation for communities. It is the Municipal Council's intent to develop conscious objectives on how to ensure that economic development is achieved within the Municipality through the Integrated Development Planning process. In 2015, the Municipality developed a Local Economic Development (LED) Strategy that was aimed at stimulating inclusive city economic development as informed by the IDP process. In the next 5-year period, there will be a need for a review of the strategy for purposes of integrating the economic development issues raised by stakeholders in the 2019-2024 IDP process.

iii) Good Governance and Public Participation

The development of the urban area can be, to a larger extent, enhanced or hindered by poor governance systems, processes and capacities, as well as poor public participation in the affairs of the city from community levels to the Council level. The IDP should recognize existing gaps in governance and public participation and determine courses of action to be taken to address these issues. Reference is made to existing and required governance processes and structures in order to inject the required improvements. Reference is also made to the mechanisms designed to ensure that stakeholders and communities participate in the identification of developmental problems and priorities, the development of strategies to deal with those challenges as well as monitoring the delivery and effectiveness of the solutions implemented by Council and its structures. The Municipality will be exploring more platforms and structures that can support public participation in municipality programmes. The Municipality will be working on enhancing issues of transparency and accountability and being a good corporate citizen through instilling a culture of good governance in the organization from lower levels to the highest.

iv) Municipal Institutional Development and Transformation

In the IDP existing coordination, leadership and management arrangements within the urban area should constantly be assessed to determine if they remain appropriate and effective in causing the city's developmental needs to be met as desired. The availability and capacity of required systems, equipment, infrastructure and resources come under scrutiny through the IDP preparation phase and applicable programmes are designed to strengthen institutions and ensure creation of a robust environment for development. The Municipality has been undergoing a transition process for the past 3 years through the guidance of the Turn-Around Strategy which has resulted in the development of new functions and further losing experienced personnel. In the next 5-year period, the Municipality will be growing and capacitating its human resources through leadership and skills improvement programmes while attracting new talent that can support the delivery of the IDP. Issues of working equipment, office space, systems and processes, marketing initiatives and building a good image of the organization are some of the programmes to be carried out.

v) Municipal Financial Viability and Management

For successful delivery of the IDP it is crucial that the Municipality put in place credible mechanisms for ensuring financial sustainability. One of the lessons from the recently ended planning period of 2012-2018 was the absence of a credible financial plan that is supported by a robust revenue enhancement strategy. The analysis of the community needs indicates that conventional methods

of revenue collection will not be adequate to generate a budget that can deliver the 2019-2024 IDP. As such, the Municipality will be developing and implementing a robust revenue generation strategy that will explore alternative sources of income.

When it comes to assessing the Municipal Council's delivery of the IDP outputs, in the majority of cases financial limitations resulted in failure to deliver goods and services outlined in the IDP. This is outside of other challenges faced by the Municipal Council. Disruptions in service delivery are largely associated with insufficiency of cash flow to support the desired development. As such, the IDP indicates how the Municipal Council of Manzini will deal with issues of financial policy as it relates to revenue collection efficiencies, effective financial planning, proper prioritization and maintaining a healthy cash flow situation. Strategies to optimize revenue collection and usage are critical in this stage.

VISION

"A vibrant African city that innovatively provides quality service and economic opportunities to its stakeholders"

MISSION STATEMENT

"To provide quality municipal services that add value to all our customers through good governance and partnering with relevant stakeholders"

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;

Table 3.5.1 : Municipality Values

Organizational Value	Description
Innovation	We are an organization that is committed to have innovative ways in order 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
Inclusion	We value the full participation of staff, communities and individuals and embrace all forms of diversity

MOTTO

The Municipality's motto is meant to express the organizational beliefs and purpose in a concise structure. The city's motto is as depicted below;

"A City Inspired by the Spirit of Africanism and Humanity!"

1.3 IDP KEY THEMATIC AREAS

The Municipality's development planning process seeks to facilitate for quality service delivery and sustainable development of the city. This is planned to be achieved in response to the needs of communities as raised during the community consultation meetings and other feedback processes. In strategizing for addressing the community needs and encountered organizational challenges, the issues were used to conceptualize the Key Thematic Areas (KPAs) to guide the 5-year development process. The six key thematic areas channel the efforts and resources towards the key development needs of the city along the below highlighted sectors;

- ✓ Institutional Capacity Development and Growth
- ✓ Stakeholder Management
- ✓ Urban Planning and Sustainable Human Settlements
- ✓ Sustainable Environmental Management
- ✓ Integrated Socio-Economic Development
- ✓ Integrated Infrastructure Programme

A further discussion of the development thematic areas is presented in detail below;

Integrated Institutional Capacity Development and Growth

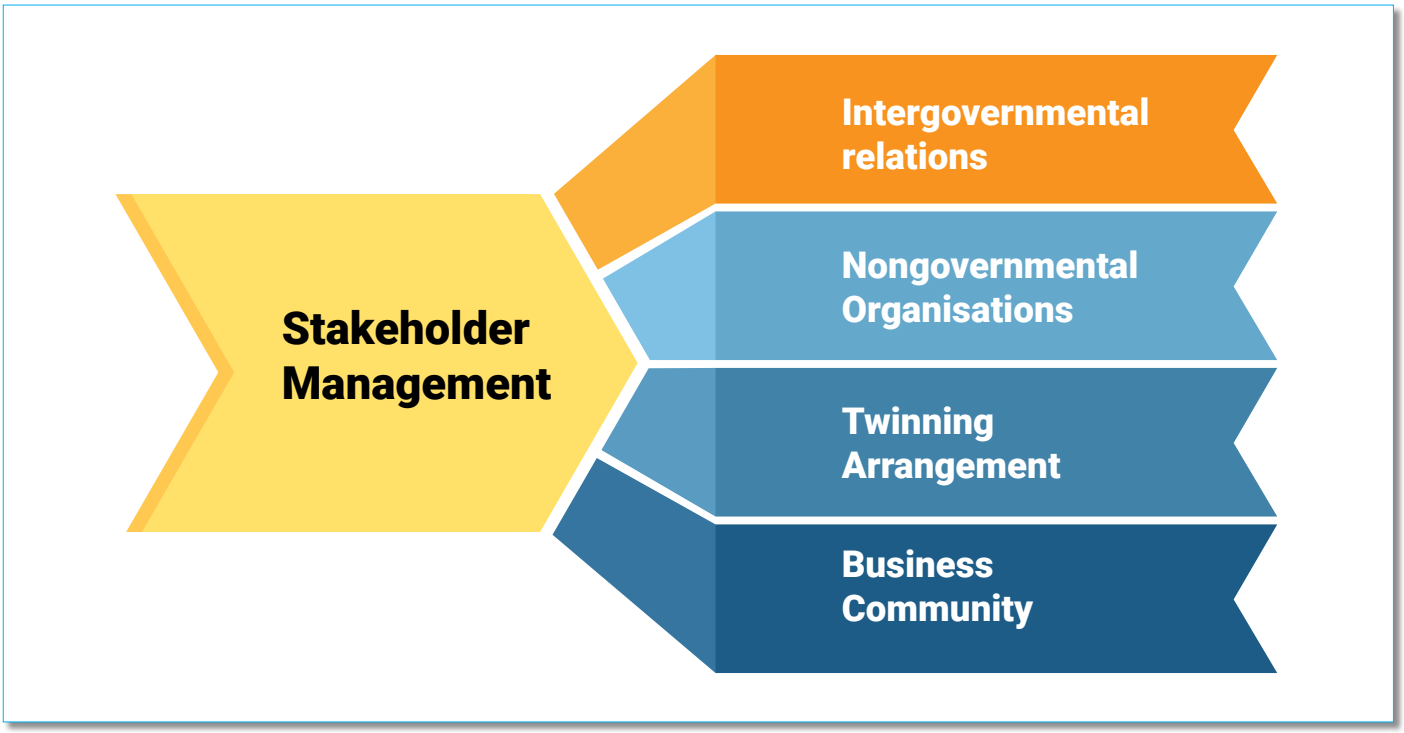
Institutional growth programmes for this IDP period will continue from the implementation of the Council's Turn-Around Strategy with emphasis on improving good governance, risk management systems, fiscal sustainability, public order and safety. Internally, focus will be on developing and implanting occupational health, safety and employee assistance programmes to ensure that Council staff's wellbeing is safeguarded for purposes of ensuring sustainable quality service delivery. The Council's Information Communication Technology (ICT) will be subject to upgrade and integration so that ICT plays a pivotal role in improving operational efficiencies and service delivery.

Central to institutional capacity is the Council's ability to raise sufficient financial resources to drive its development programmes and service delivery. To this end, Council will work towards increasing the current rate of property tax revenue from around 60% of the annual bill to about 90% by 2024. Council will also diversify its revenue base through identifying and adding at least two more sources of revenue in 5 years' time. The contribution of service charges will be deliberately increased to reduce over-reliance on rates. Of course, the city is continuously inundated with calls for reducing the property tax burden from the urban citizens. This calls for better and alternative ways of revenue generation which the city will be focusing on.

Deliberate effort will be made to improve the Council's Public Private Partnership model to make it more attractive and worthwhile. Projects likely to be funded through PPP arrangements have been identified in this IDP. However, the key output is ensuring that the PPPs are arranged such that they benefit all potential stakeholders. Projects such as the construction of a multi-storey paid parking facility, rehabilitation of the Main Bus Rank, and others, can easily fit the PPP model provided it comes with a strong business case.

Stakeholder Management

In any form of stakeholder management, the residents (ratepayers) of Manzini are of priority in as far as their involvement in the Municipality's programmes is concerned. On a wider spectrum, the Municipality will be prioritizing improvement in key stakeholders' participation through building institutional relations. Of high importance shall be inter-governmental relations (central government, government agencies, parliament, traditional local authorities & councils, urban local authorities, utility companies and other government agencies), Non-Governmental Organizations (local, international), the business community, international cities (espe-



cially SADC region for twinning purposes). A clear stakeholder categorization framework shall be drawn for comprehensive pursuit of this strategic intent.

It is important to take into account the fact that Manzini has informal settlements that fall within chiefdoms and healthy relations with the Chiefdom authorities are very important to the city's development. In addition, clear ward coordination platforms and structures will need to be streamlined and strengthened. This will ensure continuous, structured and fruitful community engagement, feedback and social cohesion.

Urban Planning and Sustainable Human Settlements

The spatial planning of the city will be focusing on sustainable human settlements, review of the city's town planning scheme and the renewal of the urban space, in particular, the Central Business District. Furthermore, the Municipality will make an effort towards identifying its urban growth path and growth nodes that will inform extension of the urban boundary. This will enhance control of the urban sprawl in communities adjacent to the urban jurisdiction and in need of municipal services. The City of Manzini will also put an effort towards strengthening disaster management to improve resilience (early warning, preparedness, response, systems and structures), in which case, a comprehensive and informed disaster risk management strategy and action plan will be developed for implementation. The city already has a disaster management task team comprising a steering committee and a secretariat.

Other areas include the improvement of safety and security in the city and within the Municipal Council's operations. Improvement in security in the city's recreational parks will take prominence. Other hotspots have been identified during community consultations, largely informed by insufficient lighting. The Council will make an effort towards improved lighting and provision of personnel where necessary and possible.

The Council has a clear intention to provide responsive integrated health and social welfare services in the city. This is all meant to make Manzini a healthy city with a citizenry that enjoys an extended lifespan. Increased access to sporting and recreational facilities will play a vital role in the healthy city agenda. Collaboration with sporting groups such as the Eswatini National Football Association (ENFA), Eswatini Tennis Association (ETA) and others can be instrumental in raising funds to source land and erect the required recreational an sporting facilities. Other possible collaborative partners include the Eswatini National Youth Council (ENYC), the Regional Development Fund (RDF) and others that are yet to be identified.

The city requires space for purposes of offering such facilities as public swimming pools, indoor games, children's playrooms, and cinemas. The private sector will be encouraged to take advantage of PPP opportunities around these possible initiatives. The Municipal Council of Manzini will not turn a blind eye to the effects of HIV and AIDS and Tuberculosis (TB) within the urban space, and as such, will continue to rollout programmes that are aimed at ensuring that pertinent services are made available in a cost-effective and efficient manner. The coordination of HIV and AIDS and TB programmes will be enhanced to increase access and participation.

Lastly, pending informal settlement issues at Moneni, Murray Camp and other areas require the Council's improved approach and strategy to ensure that these are speedily finalized. In particular, Council will focus attention on finalization of pending plot allocation issues, find alternative infrastructure development approaches and ensure social cohesion for development. Carefully planned community engagements will be crucial for the success thereof, coupled with a clear strategy for mobilisation of support from traditional authorities with subjects in the urban area.



Sustainable Environmental Management

The implementation of the State of the Environment Report (SoER) will take precedence under this theme, epitomized by dealing decisively with the pollution of the Mzimnene River. Improving the current city greening status will be central to this IDP, beginning with properly maintaining existing open public spaces in terms of aesthetics, security, furnishing and access by the citizens.



Business promotion

- ✓ Constant engagement with MSMEs, and large business
- ✓ Improve PPP Model,
- ✓ Decongest the CBD through spatial re-organization
- ✓ Shelters for vendors
- ✓ Designated trading space for people with disability

Integrated Waste Management strategies, including refuse collection, remain an integral part of environmental sustainability for Manzini, and as such, effort will be directed at further improving recycling, refuse collection and properly disposing of hazardous waste. Provision of skip bins, refuse disposal cans and other methods will be explored in this regard.

Integrated Socio-Economic Development

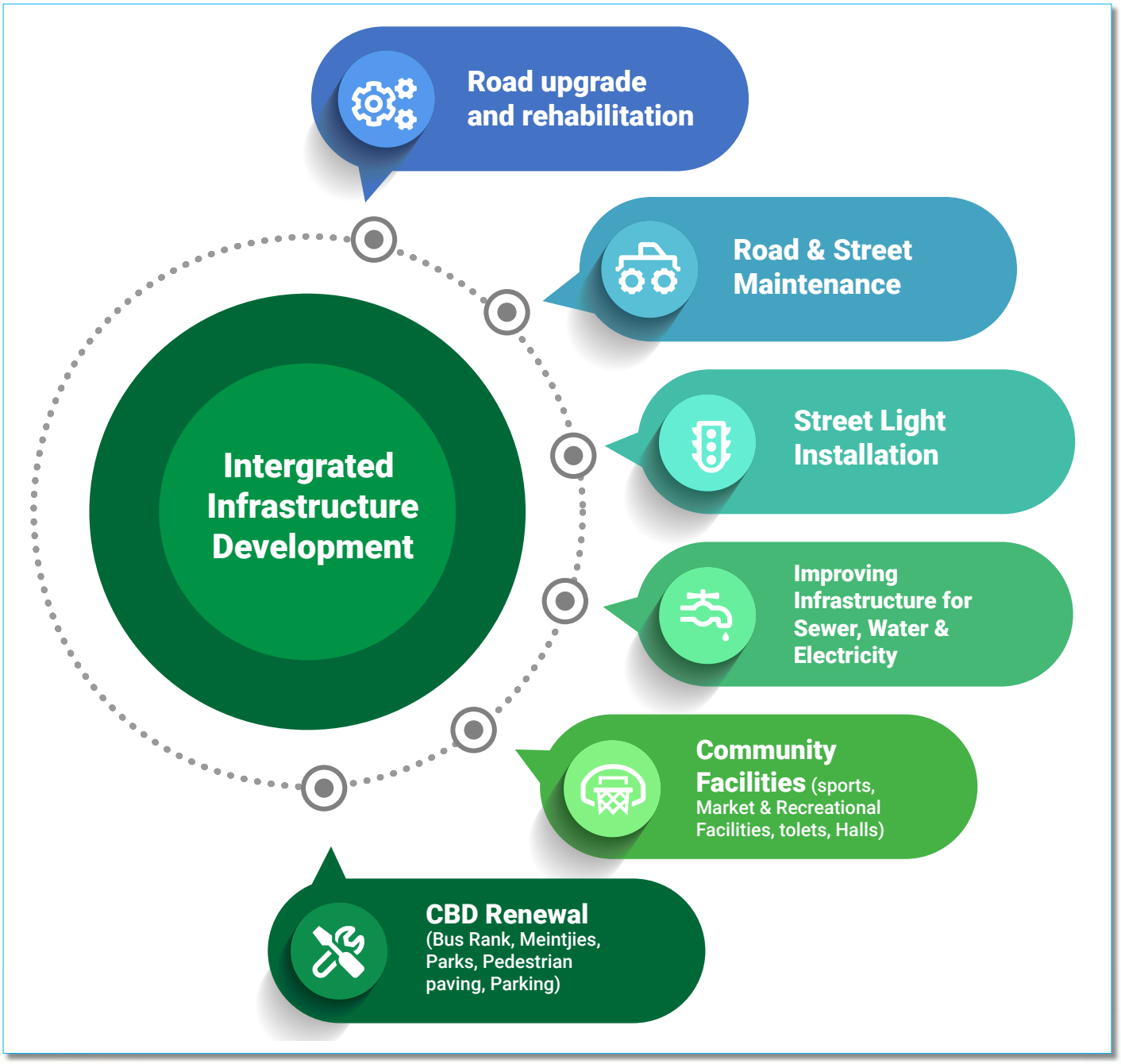
The Municipality will pursue endeavours that are aimed at stimulating city economic growth, creating employment/reducing unemployment, business development support, business linkages in integration with spatial planning, collaboration with national government & other relevant stakeholders. Ultimately, Council intends to stimulate the city's socio-economic growth, increase employment opportunities for Manzini residents and ensure that such growth is inclusive, taking care of youth, women and people living with disabilities.

Constant engagement with SMMEs, including rolling out capacity building programmes for them, will go a long way in making Manzini an economically vibrant city. Private Public Partnerships will be improved, and through the review of the Town Planning Scheme, spaces for light industries will be designated, the Central Business District will be spread outwardly through designating spaces for malls outside the current CBD. This will reduce traffic congestion, increase economic activity and job creation. Constant, organized and fruitful engagement with bigger businesses will be pursued through properly structured forums and, possibly, through setting up a Chamber of Commerce for the Manzini Business Community. Business Opportunities will be identified and discussed. The Town Planning Scheme will be propagated to stimulate interest for certain kinds of industries in specific parts of the city.

Integrated Infrastructure Development

Physical infrastructure development will be predicated on road network rehabilitation, upgrade and maintenance. Notably, during the IDP consultation sessions a majority of residents raised several concerns regarding road rehabilitation and maintenance. An integrated infrastructure plan is critical for a proper direction in infrastructure development and maintenance including utilities. The integrated plan shall be inclusive of street furniture, namely; street lights, traffic lights and high mast lights. Some of the critical infrastructure issues include the upgrade of water, sewer and electricity supply infrastructure through collaboration with utility service providers. Of importance in the collaboration is ensuring synergy on programming for road infrastructure projects where water, sewer, electricity networks are involved, especially with the Eswatini Electricity Company (EEC's) drive to incrementally shift from overhead to underground cabling.





The Municipality will continue to pursue improvement in public transport flow management through upgrading the current main bus rank, engage with transport operators for a more efficient transport system and ensure proper routing of public transport vehicles.

1.4 INTEGRATION OF GLOBAL AND NATIONAL PRIORITIES

Introduction

Being an extension of the central government for purposes of delivering services at the community level, the Municipality is expected to drive the national agenda which, itself, subscribes to international development protocols. These protocols, as ratified by the country, become a requirement that all government agencies including the Municipal Council of Manzini align and integrate their development plans with the supra development goals. The international development agencies, are, namely; United Nations (UN) agencies, Commonwealth, African Union (AU), Southern Africa Development Community (SADC) and other institutions.

Through the guidance of national development plans, namely; the National Development Strategy (NDS), Poverty Reduction Strategy and Action Programme (PRSAP) and the 3-year development plans, the City's IDP is required to align with the national development policies while also aligning to international protocols. This section shows how the city's priorities are aligned to the agenda of some of the different institutions outlined above.

Global Development Dictates

The United Nations Sustainable Development Goals (SDGs) are an embodiment of the UN's deliberate intent to address global socio-economic challenges in a bid to ensure inclusive development across the world. The SDGs seeks to propel the Post-2015 Development Agenda targeting 2030.

National Development Strategy

At national level, the National Development Strategy (NDS) 1997-2022 is the 'developmental constitution' of the country and has undergone review to ensure continuous relevance and appropriateness in addressing the country's socio-economic development needs. Table 5 below depicts the linkages between the IDP and the NDS.

Table 3.8.3: IDP Priorities alignment with SDGs

SDG 11 Targets	NDS Themes	IDP Thematic Areas
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	Economic Empowerment	Integrated Socio-Economic Development
	Socio-economic Management	Institutional Capacity Development and Growth
	Human Resource Development	
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		Sustainable Environmental Management
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	Socio-Economic Management	Integrated Institutional Development and Growth
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		
11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries		
	Environmental Management	Sustainable Environmental Development

IDP STRATEGIC OBJECTIVES

The Municipal Council of Manzini's IDP priorities and objectives for the period running from 2019 to 2024 are presented in the table below: The table below shows the linkages or alignment between the City's IDP priorities and objectives, and the conventional IDP Key Performance Areas.

Table 3.9.1: Integration with IDP Key Performance Areas

Key Performance Areas	Strategic priority	Strategic Objectives
Municipal Institutional Development and Transformation.	Institutional Capacity Development and Growth	• To Develop and Implement Talent Management Initiatives by 2024.
		• To Improve Staff Performance in Delivering the IDP by 2024
		• To Develop and Implement Occupational Health & Safety and Employee Assistance Program for Improved Employee's Wellbeing by 2024.
		• To Upgrade and Integrate Information Communication Technology for Improved Efficiencies and Services Delivery by 2024.
Good Governance and Public Participation.		• To Improve Culture of Good Governance, Risk Management Mechanisms and Organizational Performance by 2024.
		• To Implement and Maintain a Quality Management System as per ISO9001:2015 and an Effective Customer Service by 2024.
Municipal Financial Viability and Management.		• To Increase Revenue Collection by at Least 5% on Year-on Year basis while and Ensuring Streamlined Financial Management by 2024.
		• To Innovatively Diversify the City's Revenue Streams by 2024.
Good Governance and Public Participation.	Stakeholder Management	• To Improve Public Participation, Stakeholder Relations and Organizational Imaging by 2024.
Basic Service Delivery	Urban Planning and Sustainable Human Settlements	• To Guide the City's Development towards Making Manzini a More Liveable City by 2024.
		• To Implement the Urban Growth and Boundary Extension Programme by 2024.
		• To Improve the Living Conditions of Residents in Informal Settlements by 2024.
		• To Improve the Living Conditions of Residents in Informal Settlements by 2024.
		• To Improve the City's Social Cohesion and Health Status through Increased Sporting and Social Activities by 2024.
		• To Provide Responsive Integrated Health and Social Welfare Services by 2024.
		• To Improve Public Order, Safety and Security by 2024.
Basic Service Delivery	Sustainable Environmental Management	• 4.1 To Reverse the Pollution of Water Bodies within the Urban Space by 2024.
		• 4.2 To Improve and Increase Number of Open Public Spaces / Parks by 2024.
		• 4.3 To Improve Waste Collection Coverage and Operational Efficiency by 2024.
Local Economic Development	Integrated Economic Development	• 4.4 To Stimulate the City's Socio-Economic Growth and Increase Employment Opportunities by 2024.
		• 4.5 To Ensure Inclusive Socio-Economic Development in the Manzini Urban Area by 2024.
Basic Service Delivery	Integrated Infrastructure Development	• 4.6 To Improve Infrastructure Development and Maintenance While Ensuring Efficient Traffic Management by 2024.


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CHAPTER 4: CAPITAL INVESTMENT PROGRAMME (CAPITAL PROJECTS)

INTRODUCTION

Infrastructure programme is a key thematic area in the Municipality's Integrated Development Plan (IDP) as it is a crucial enabler for improving the quality of life of citizens. The infrastructural projects are planned in the Municipality's Capital Investment Plan (CIP) for the remainder of the IDP period. As it was highlighted in the situational analysis and the community submissions, there is a great need for infrastructural services in the city which the Municipality sought to respond to with the projects presented in this chapter. The planned capital projects are categorized according to the form of funding presented below;

v) Municipality Funded Projects
vi) Private Financed Projects
vii) Partnerships Financed Projects

PROJECTS IDENTIFICATION AND PRIORITIZATION

The project identification process started with the stakeholder and community consultation processes which led to a list of projects that required a criterion for prioritization in the Integrated Development Plan (IDP). The community submissions resulted in the conceptualization of numerous projects as interventions to the challenges identified in the city. This was in the backdrop of the understanding that the Municipality has limited financial resources. This required a clear prioritization of the projects in order to fit in the available financial resources. Through the Capital Investment Policy, the projects were prioritized through the CIP Policy criterion which resulted in the capital programme presented in the following sub-sections.

Mid-Term Capital Investment Programme 2020-24

The Medium-Term Expenditure Framework (MTEF) as a budgeting tool provides for the projection of public institutions' expenditure over an extended period covering a 3-year rolling period. The Municipality has identified projects that will be funded based on cashflow/income projections over the next 3-year timeframe. The infrastructural projects are planned in the Capital Investment Plan for the period starting from financial year 2022/23 to financial year 2023/2024. The projects planned to be funded by Council's own source revenue are presented in table 4.2.2 below;

Table 4.2.2: Mid-term Council funded capital projects

#	Road/Street Name	2022/23 (E'000)	2023/24 (E'000)	Future Years
1..	Development of Southern Distributor Bosco Bridge-Package1			
	Upgrading of Mhlakuvane Street, and Southern Distributor Road- Package 2			25,000
	Rehabilitation of Mimosa, Tikhuba, Nkoseluhlaza Upper Ngwane Street and Masalesikhundleni Street	11,200	11,200	29,000
2..	Designs of CBD Roads Phase II (Mancishane, Tenbergen, Villiers, Esseleen, Masalesikhundleni, Kelly, Tikhuba, Mapheka & Du Toit streets)	1,820	0	0
3.	Rehabilitation of Stanley Street	500	4,000	8,000
4.	Rehabilitation of Meintjies Bridge & Mentjies Street	2,000	6,000	15,000
5.	Rehabilitation of Martin Street (Magistrate's Court road stretch) (R9)	0	2,000	0
6.	Design & Construction of Street Vending Shelters	0	350	500
7.	Upgrading of Informal Settlement (Zakhele) – Soup Kitchen	0	500	0
8. .	Upgrading of Zakhele Recreational Facilities	274	3,000	0
9.	Upgrading of Civic Offices (Office Redesign)	500	2,000	2,000
10.	Fleet Replacement Plan	380	1,000	3,000
11.	Somhlolo Park Loop Road	0	900	0
12.	Ngwane Park Cemetery Fencing	0	250	250
13.	Design & Construction of Youth Industrial Workshop	0	1,500	3,000
14.	Rehabilitation & Operationalization of Abattoir	0	500	200
15.	Design & Construction of Residential Flats	0	1300	0
16.	Energy Saving Street Lighting Solution	450	450	450
Total Budget		**17,624**	**34, 950**	**85,750**

PARTNERSHIP PROJECTS

In an endeavour to augment its capacity to facilitate development in the city, the Municipality partnered with various organizations to develop key strategic projects in the city. This is in adherence with the spirit of the IDP which advocates for a participatory approach in facilitating development in the city. In the mid-term period, the Municipality has planned to undertake the projects listed below;

Institutional Partnerships

These partnerships are a result of the integrated approach to delivering services and facilitating high impact developmental initiatives aimed at improving the quality of life of the communities. The Municipality has partnered with national Government and Aids Healthcare Foundation (AHF) to undertake the two projects listed in Table 4.4.1 below;

Table 4.4.1 Projects to be undertaken in institutional arrangements

Project Partner	Project Title	2022/23 Budget Estimate (E'000)	2023/24 Budget Estimate (E'000)	Future Years
Government of Eswatini	Design & Construction of Autism Respite Centre II	3,389	1,000	1, 000
Aids Health Care Foundation Global Immunity	Design & Construction of Health Centre	10,000	0	10, 000
Total budget		13, 389	1,000	14, 389

PUBLIC PRIVATE PARTNERSHIPS (PPPS) INITIATIVES

The Municipality is also engaging in the Public Private Partnerships (PPPs) concept; wherein it seeks to partner with the private sector to undertake infrastructural projects in the city. The objective is to augment funding for development and service delivery. The Municipality managed to conceptualize the Development of the Fairview Mixed-Use Commercial Facility which will be developed through the PPPs concept. Feasibility studies were concluded and project planned for the remainder of the mid-term period. The implementation plan of the project is depicted in the table below;

Table 4.4.2 Fairview Mixed-Use Commercial Centre

Project#	Project Title	2022/23 Budget Estimate (E'000)	2023/24 Budget Estimate (E'000)	Future Years
	Development of Fairview Mixed-Use Commercial Centre	50,000	50,000	50,000
Total Budget Estimate		**50,000**	**50,000**	**50,000**

PIPELINE PUBLIC PRIVATE PARTNERSHIPS (PPPS) INITIATIVES

The Municipality has further identified various service and developmental interventions which are infrastructural projects in nature for purposes of improving the life of the people in the city. These projects were found to be suitable for private funding through the PPPs concept. It can be stated that these projects are yet to be fully investigated and have their feasibility studies undertaken to determine their viability hence they are pipeline projects. The pipeline PPPs projects are presented in the table below;

Table 4.5: Pipeline PPPs projects

Project Name
1. Development of Manzini Parkade
4. Development of Mkhosi Township Infrastructure Phase II
6. Development of Mkhosi Midi-Shopping Complex
7. Management and Operationalization of Bhunu Trial Area
8. Upgrading and Management of King Somhlolo Park
9. Rehabilitation and Upgrading of Manzini Abattoir
11. Development of Manzini Bus Rank
12. Development of Manzini Old Trade Fair Site
13. Development of (5) Satellite Bus stations
14. Operation of Inner City Shuttle Services
15. Development of Zakhele Sports Complex
18. Upgrading and Management of Landfill Facility
19. Development of Manzini Industrial Site



...THE GUIDELINES AND ASSUMPTIONS ARE IN ACCORDANCE WITH THE MUNICIPAL 5 YEAR FINANCIAL PLAN, ITS 5 YEAR STRATEGY AND OTHER RELEVANT LEGISLATIONS...



CHAPTER 5: FINANCIAL PLAN (2019-2024)



INTRODUCTION

This Chapter gives a summary of the financial plan for the 2019-2024 IDP period. The guidelines and assumptions are in accordance with the Municipality's 5-year financial plan, its 5-year strategy and other relevant legislations that are relevant to IDP formulation including the prevailing macro and internal environmental factors. This financial plan is prepared at a time when the country and the Municipality is faced with the following challenges;

a) The country is faced with an economic downturn and higher inflationary pressures, depreciation on the Lilangeni exchange rate, possible downgrade of South Africa's credit rating by the rating agencies, and low investors or business and consumer confidence.
b) As the economy is not growing, there is a possibility of an increase in the cost of borrowings due to the economic pressures as stated above, job losses as well as dwindling revenue generation and collection capacity by the Municipality.
c) The spending or expenditure will require to be rationalised and reprioritised to ensure funds are allocated to high priority programmes; and the principle of doing more with less will need to be adopted to ensure the Municipality is able to effectively carryout its mandate during this turbulent economic environment.
d) The Municipality is still faced with a constrained cash-flow situation, coupled with a weak liquidity position resulting in it not being able to service its obligations and commitments promptly.
e) The Municipality is encountering substantial losses in revenue in relation to property rates, service charges and a possibility by Central Government to stop or significantly reduce both conditional grants and property taxes due to the Municipality.
f) The provision of basic municipal services to all sectors of the city still remains a challenge due to lack of social infrastructure.

The Turn-Around Strategy which was adopted in 2013 by the Municipality has tried to address the institutional and service delivery challenges encountered and focus has been seen in the following areas:

a) Financial Management – comprising of matters of revenue enhancement, cost curtailment, fleet management, supply chain management and clean audit roadmap.
b) Service Delivery – comprising of acceleration of spending on capital projects, waste management and cleanliness, repairs and maintenance of the municipal infrastructure.
c) Governance and Institutional Development – comprising of filling of critical vacant positions, risk management, performance monitoring and evaluation, internal audit, system of delegation of powers and functions, ICT governance.
d) Social and Economic Development – comprising of local economic development strategy, informal settlement development, spatial planning, integrated human settlement.

The four strategic areas have, therefore, given effect to the following budget objectives over the medium-term; which have been incorporated into the formulation of this 5-year financial plan. These are:

a) To improve adherence to governance and institutional development framework;
b) To improve financial performance and sustainability over the medium to long term;
c) To ensure citizens of the city are provided with acceptable levels of services delivery;
d) To maintain the existing assets and infrastructure base by ensuring that adequate repairs and general maintenance are undertaken;
e) To achieve a clean audit outcome;
f) To enable local economic development initiatives and sustainable employment creation.

The preparation of the 2019-2024 financial plan takes cognizance of the fact that the Municipality is still in the midst of the implementation of the Turn-Around Strategy.

REVENUE PROJECTIONS

Taking into account the pressing developmental needs of the city as expressed in the capital projects and development programmes, 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 82% of total revenue in the projections. The picture will change once determination for grant finance and Public Private Partnerships is secured. User fees and government subvention take up 10% (7% and 3%; respectively). This picture shows a heavy reliance on property tax.

Table 5.11: Showing 5-year financial projections

	2019/20	2020/21	2021/22	2022/23	2023/24	Total	
INCOME	**E'000**	**E'000**	**E'000**	**E'000**	**E'000**	**E'000**	**%**
Government (Subvention)	3,677.4	3,677.4	3,677.4	3,677.4	3,677.4	18,387	3
Property Tax Income	78,750	88,830	89,718	91,513	94,258	443,068	82
User Fees	6,264	6,640	6,905	7,389	7,832	35,030	7
Grant finance	10,498			10,400		20,898	4
External Finance Income			20,000			20,000	4
TOTALS	**99,189**	**99,147**	**120,301**	**112,979**	**105,768**	**537,384**	**100**

EXPENDITURE PROJECTIONS

Table 5.2: Projected Municipal Expenditure 2019-2024

EXPENDITURE	**E'000**	**E'000**	**E'000**	**E'000**	**E'000**	**E'000**	**%**
Personnel Costs	30,572	32,407	35,647	39,212	43,133	180,971	36
Recurrent Expenditure	18,221	17,619	17,125	16,723	16,409	86,097	17
IDP Projects – Capital	18,835	18,500	18,500	19,000	20,000	94,835	19
IDP Programmes							
Institutional Capacity Development and Growth	17,428	12,056	13,088	13,631	11,973	68,177	13
Stakeholder Management	615	1,757	2,125	2,091	2,109	8,697	2
Urban Planning and Sustainable Human Settlements	2,505	3,285	3,395	2,955	1,675	13,815	3
Sustainable Environmental Management	7,280	680	450	700	350	9,460	2
Integrated Economic Development	1,496	1,585	1,885	1,515	1,915	8,396	2
Integrated Infrastructure Development	1,898	2,450	11,850	11,400	11,400	38,998	8
TOTAL	**98,851**	**90,339**	**104,065**	**107,227**	**108,964**	**509,445**	**100**

FINANCIAL VIABILITY ANALYSIS AND STRATEGIES

The overall financial position of the Municipality during the lifetime of this IDP projects a surplus of E28 million as indicated in the table below. This is envisaged to emanate from strict austerity measures that the Municipality will be implementing resulting in controlled recurrent expenditure. Over the period, the Municipality will have reduced its recurrent expenditure by 10%. It is also anticipated that as the Municipality completes the implementation of its Turn-Around Strategy there will be positive spin-offs that will benefit the City of Manzini and positively impact its financial position.

Table 5.4: Financial Viability

Item	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	E'000	**E'000**	**E'000**	**E'000**	**E'000**	**E'000**
Total Income	99,189	99,147	120,301	112,979	105,768	537,384
Total Expenditure	98,851	90,339	104,065	107,227	108,964	509,445
Surplus/(Deficit)	**338,535**	**8,809**	**16,236**	**5,752**	**(3,197)**	**27,938**

A detailed 5-Year Financial Plan for the Municipal Council of Manzini presents strategies for ensuring the financial sustainability of the Municipality beyond the 5-year period. The plan diagnoses the Municipality's financial trends and position before indicating strategies for alternative funding and improved revenue collection. With E75 million owed to the Municipal Council by the end of 2018, Council has planned to explore all possible avenues to collect at least E44 million, E26 million written off and E3 million collected through litigation. Of the E44 million, E30 million is owed by Government and alternative ways of making use of the debt, including making it collateral for accessing loan financing, are being sought by Council.

BUDGET RELATED POLICIES

Budget Policy

The Municipality's budget policy aims to achieve, amongst others, the following:

- The principles which the Municipality follows in preparing each medium term revenue and expenditure framework budget;
- The responsibilities of the non-executive mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget, and;
- To establish and maintain procedures to ensure adherence to Manzini Municipality's IDP review and budget processes.

The policy will be applied in reviewing the responsiveness of the municipal budget to the IDP outputs and the propensity to attain the intended goals and objectives.

Credit Control and Debt Collection Policy

The Municipal Council of Manzini has a Credit Control and Debit Collection Policy which guides the financial operations of the city towards financial viability and sustainability. The policy is intended to:

- Provide a framework within which the Municipal Council can exercise its executive and legislative authority with regard to credit control and debt collection;
- Ensure that all monies due and payable to the Municipality are collected and used to deliver municipal services in the best interest of the community, residents and ratepayers and in a financially sustainable manner;
- Outline the procedures that will ensure that the members of the local community are afforded the opportunity to contribute in the decision-making processes of the Municipality and that they are informed of the decisions and general affairs of the Municipality;
- Set realistic targets for debt collection;
- Outline credit control and debt collection policy procedures and mechanisms, and;
- Provide a framework to link the municipal budget to indigent support and tariff policies.

Under the circumstances, the policy will guide the Municipal Council's quest to improve revenue collection in order to have sufficient resource to finance the IDP. Importantly, the Municipality has relied heavily on the Swaziland Local Government Project (SLGP) and the CIP funding from Government for infrastructure capital projects over the last couple of years. The SLGP funding has since elapsed and Government's position makes the CIP funding to be a risky business. As such, improving revenue collection becomes a pivotal issue for financial sustainability of the city.

Investment Policy

The Municipality's investment policy serves primarily:

- To ensure the Municipal Council of Manzini, the Chief Executive Officer and its Finance Directorate, as trustee of public funds, exercise their obligation to ensure that cash resources are preserved and safe guarded against loss;
- To ensure investments by the Municipal Council of Manzini are managed in the most efficient, effective and economical manner possible;
- To ensure that an appropriate level of investment diversification is implemented to achieve the above objectives;
- To ensure the liquidity needs of the Municipality are appropriately planned and provided for through the investment process;
- To clearly lay down broad investment parameters to ensure a reasonable return on surplus cash without incurring an unacceptable risk of capital loss;
- To ensure compliance and transparency in all processes.

Rates Policy

The Municipality's rates policy purports to ensure compliance with the Rating Act of 1995. However, from various quarters, largely municipalities in the country, and for several reasons, there are calls and efforts towards reviewing the Act. Until such review is complete, the Municipality will rely on it for policy guideline. One of the major challenges facing municipalities regarding the Rating Act is the rising number of pensioners living in the urban area with limited power to pay property tax.

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
- Determine or provide criteria for the determination of categories of properties and categories of owners of properties
- Determine criteria to be applied for granting exemptions, rebates and reductions
- Determine how the Municipality's powers must be exercised in relation to multi-purposes properties, and;
- Determine measures to promote local economic and social development.

Another important element in the rating policy that increasingly requires innovative ways to attend to is the differential rating between privately owned and government owned property, more so because of government's practice of late payment of rates, which, to some extent, affects the cash flow position of the Municipal Council and ultimately operational efficiencies. The delivery of the IDP by Council is dependent on successful collection of revenues to finance projects and programmes.

Supply Chain Management Policy

The Municipality has a supply chain management policy which aims to provide effective systems for the following:

- Demand management
- Acquisition management
- Logistics management
- Risk management
- Performance management

The policy gives provision for the establishment of committees that are responsible for evaluation of competitive bids. The committees are as follows:

- The Municipal Tender Board
- Bid Evaluation Committee
- Complaint procedure should a bid be not satisfied with the process

For purposes of IDP performance, this policy will aid the prudent use of resources to ensure that savings are realized from cost-effective procurement and quality of services provided to the Municipal Council result in value for money.

1.8 5.6: CONCLUSION

The Municipality is in great need of significant budget amount for undertaking its programmes and projects to facilitate service delivery and development of the city. However the unfavourable fiscal position and economic upheavals that have been experienced by the country in the past five years continue to negatively impact the financial capacity of the Municipality. The Municipality conventionally depends on the inter-governmental fiscal relations from the central government to deliver on its mandate. The Municipality's financial plan and strategies sought to establish a financial sustainability and predictability for the planned programmes and projects for the duration of the Integrated Development Plan (IDP). The appropriate and prudent financial management for the received funds will be crucial for the Municipality to be able to provide a foundation for financial sustainability. The outstanding rates will be robustly collected for purposes of enabling the Municipality to deliver on its mandate. The development and implementation of the financial policies and clean financial accountability will support the Municipality's financial plan to deliver the Integrated Development Plan (IDP).



...BETTER SERVICE DELIVERY CAN BE IDENTIFIED THROUGH FASTER, MORE APPROPRIATE AND MORE EFFECTIVE MUNICIPAL SERVICES TO COMMUNITIES AND STAKEHOLDERS...

CHAPTER 6: INTEGRATION OF STRATEGIES AND INTERVENTIONS

1.9 IDP IMPLEMENTATION MATRIX 2019 – 2024

IDP STRATEGIC THEME 1: INSTITUTIONAL CAPACITY DEVELOPMENT & GROWTH

Strategic Objective 1.1: To Develop and Implement Talent Management Initiatives by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Talent Management Programme	1. Develop and implement a Human Capital Strategy.	✓ Status of Human Capital Strategy ✓ Strategy implementation rate	✓ Developed Human Capital Strategy ✓ 100%	2019-24	DCorp	**X**	**X**	**X**	**70**	**30**	**30**
	2. Develop and Implement Personnel Retention, Recognition and Reward (RRR) Strategy.	✓ Status of RRR Strategy ✓ Staff turnover rate	✓ RRR Strategy approved;	2019-24	DCorp	**X**	**X**	**X**	**600**	**650**	**700**
	3. Develop and Implement a succession plan for the Municipal Council.	✓ Status of Succession Plan	✓ A clear succession plan for all senior positions approved	2019-24	DCorp			**X**	**X**	**X**	**X**
	4. Reduction of Human Resources gaps	✓ Number of vacancies filled	✓ 95% of filled vacancies ✓ successful recruitment of scarce skills requested by directorates	2019-24	DCorp	**X**	**150**	**81.2**	**100**	**120**	**80**

Strategic Objective 1.2: To Improve Staff Performance in the Delivery of the IDP by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop a comprehensive Training and Development Plan	✓ Status of the Training and development Plan	✓ Training Plan developed	2019 -20	DCorp	**X**	**X**				
	2. Implement the Training and Development Plan	✓ Rate of implementation	✓ 100% Implementation	2019-24	DCorp	**465**	**1000**	**460**	**1000**	**1050**	**1100**

Strategic Objective 1.3: To Develop and Implement Occupational Health & Safety and Employee Assistance Program for Improved Employee's Wellbeing by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop a comprehensive Employee Wellness and employee assistance strategy	✓ Status of the WEA Strategy ✓	✓ WEA Strategy approved;	2019-24	DCorp	**105**	**X**	**X**	**X**	**X**	**X**
	2. Implement a comprehensive Employee Wellness and employee assistance strategy	✓ Number of wellness initiatives/ activities held for all staff	✓ At least 4 Wellness sessions held per year.	2019 -24	DCorp	**X**	**X**	**331**	**390**	**460**	**500**
	3. Implement Occupational Safety and Health (OSH) gap analysis findings	✓ % of findings addressed.	✓ 100% of findings resolved	2019 -24	DCorp	**21**	**150**	**12**	**400**	**250**	**250**

Strategic Objective 1.4: To Upgrade and Integrate Information Communication Technology for Improved Efficiencies and Service Delivery by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
ICT upgrade & integration Programme	1. Undertake a full ICT systems analysis	✓ Developed ICT systems analysis report	✓ State of ICT system report adopted	2019/20	DCorp	**X**	**130**	**X**	**X**	**X**	**180**
	2. Develop a full systems upgrade and integration program/plan	✓ Availability of an upgrade and integration plan	✓ Upgrade and Integration plan approved	2019-24	DCorp		**500**	**X**	**X**	**X**	**500**
	3. Roll out the MCM Integrated ICT Strategy	✓ Improved and aligned ICT infrastructure	✓ Implemented Integrated ICT Strategy	2020/24	DCorp			**1082**	**1000**	**800**	**800**
	4. Develop and Implement an E-governance implementation plan	✓ Developed E-governance Plan	✓ Implemented e-governance plan	2020/24	DCorp		**X**	**X**	**100**	**300**	**450**
	5. Develop a Document and Records Management Policy	✓ Availability of a document and records management Policy	✓ Document and Records Management Policy Approved	2019/20	DCorp	**X**	**X**	**X**			
	6. Upgrading of the registry		✓ Improved secured access to records	2020-24	DCorp	**X**	**X**	**X**	**150**	**180**	**200**
	7. Implement an automated documents and E-records management system	✓ Level of automation of the document and records management system	✓ 100% automation of the document and records	2021/22	DCorp			**X**	**350**	**150**	**200**

Strategic Objective 1.5: To Implement the Turnaround Strategy Aligned with Service Delivery by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Turnaround Strategy	1. Implement Turnaround Strategy	✓ Reviewed organisational structure ✓ Improved efficiencies	✓ Sustainable organisation ✓ Improved service delivery	2019-20	DCorp	**3072**	**100**	**3000**	**200**	**200**	**150**

Strategic Objective 1.6: To Improve Public Participation, Stakeholder Relations and Organisational Imaging by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Improved Industrial Relations	1. Develop and implement an internal climate analysis survey	✓ Climate survey report	✓ Sound industrial climate and reduced litigation	2019-24	DCorp		**X**	**X**	**X**	**X**	**X**
	2. Develop an internal stakeholder participation programme	✓ Existence of an internal stakeholder participation programme ✓ Programme implementation progress	✓ Programme in place; ✓ ✓ 100% implementation ✓ Internal stakeholder participation improved	2019-20	DCorp	**X**	**X**	**X**	**150**	**200**	**250**
	3. Develop and implement an internal organisational image improvement programme	✓ Existence of Image Improvement Programme ✓ Implementation on progress report	✓ Image Improvement programme in place ✓ Reviewed company image and active stakeholder participation in Council initiatives	2020-24	DCorp	**X**	**X**	**X**	**200**	**200**	**200**
	4. Office Space Redesign, Office facilities' Upgrading and furnishing of offices	✓ All frontline/ Customer Contact Staff easily accessible ✓ Improved staff office well-being & occupational safety ✓ All office equipment at least 95% operational all the time i.e Computers, TV Screens, Biometric Clocking System, Projectors, Air-Conditioners, Kitchen facility & other office support equipment	✓ Appropriate placement of Services ✓ All staff appropriately office-accommodated. ✓ All offices fully furnished. ✓ All office equipment fully functional and in-use.	2020-24	DCorp		**400**	**400**	**1000**	**1500**	**2000**

Strategic Objective 1.7: To Improve Culture of Good Governance, Risk Management Mechanisms and Organizational Performance by 2024

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop a Governance Improvement Program (GIP)	✓ Availability of the GIP	✓ GIP approved and adopted	2020-21	DCorp		200	X			
	2. Implement the GIP	✓ Implementation progress of the GIS ✓ Improved Governance	✓ At least 95% implementation rate	2020-24	DCorp			150	150	150	150
	3. Establish a legal compliance guide/registry	✓ Status of legal compliance ✓ Automated Legal Register	✓ Improved Legal compliance guide approved	2020-24	DCorp			20	0	0	0
	4. Coordinate all Council legal instruments.	✓ Number of reviewed council legal instruments	✓ All Council Legal instruments reviewed	2020-24	DCorp		5	5	5	5	5

Strategic Objective 1.8: To Improve Public Order, Safety and Security in the City by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop and implement a Public Order, safety and security management strategy	✓ Availability of the Public Order, safety and security Management Strategy	✓ Public Order, Safety and Security Management Strategy approved	2020-24	DCorp	X	X	X	150	100	70
	2. Collaboration Framework with the Manzini REPS	✓ Established collaboration mechanism ✓ Collaborated crime prevention initiatives ✓ Researched Manzini City Crime Database	✓ Improved working arrangements ✓ Reduced Crime rate	2019-23	DCorp/ DCom	X	X	26	26	26	26
	3. Review and implement the Council Crime Prevention Strategy	✓ Status of the Council Prevention Strategy	✓ Reviewed Crime prevention Strategy approved	2019–23	DCorp		X	X	40	45	50
	4. Establishment of Community Police Forums	✓ Number of Wards with Police Forums	✓ 6 Community Police forums established	2019-2024	DCorp/ DCom		X	30	40	40	40
	5. Improve public order safety and security within the CBD	✓ reduced number of people arrested	✓ Safer city	2019-24	DCorp	1900	2100	1608	1800	2000	2200

Strategic Objective 1.9: To Transit, Implement and Maintain an Effective QMS System as per ISO 9001-2015 by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Implement and maintain the QMS system	✓ Improved Service Standards ✓ Number of stakeholder meetings/ feedbacks	✓ Improved customer satisfaction	2019-24	DCorp	**393**	**400**	**200**	**250**	**300**	**350**

Strategic Objective 1.10: To Increase Revenue Collection by at Least 5% On-Year-on-Year Basis while Ensuring Streamlined Financial Management by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Increase proportion of billed revenue collected	✓ Percentage of revenue collected ✓ Percentage decrease in debtors	✓ 92% ✓ 50%	2019-24	DF	**370**	**410**	**470**	**480**	**450**	**400**
	2. Improve financial administration	✓ Audit report ✓ Timely financial reporting (monthly, quarterly, annual financial reports)	✓ Unqualified audit ✓ All reports produced before due date	2019-24	DF			**X**	**X**	**X**	**X**
	3. Increase the number of revenue sources	✓ Additional revenue sources	✓ ≥2	2019-24	DF	**285**	**850**	**307**	**332**	**365**	**385**
	4. Establish fiscal management policies/ strategies	✓ Number of fiscal management policies established	✓ ≥2	2019-24	DF	**X**	**X**	**X**	**X**	**X**	**X**
	5. Conduct property valuations	✓ Number of valuations conducted	✓ ≥2	2019-24	DF		**X**	**X**	**400**		**450**
	6. Annually adjust service charges	✓ Percentage increase in revenue from service charges	✓ ≥30%	2019-24	DF	**X**	**X**	**X**	**50**	**X**	**60**

Strategic Objective 1.11: To Innovatively Diversify the City's Revenue Streams by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop sound Public Private Partnerships (PPPs) Strategy	✓ Status of the PPP Strategy	✓ PPPs Strategy developed	2019-24	CEO DF	**X**	**150**	**X**	**X**	**150**	**X**
	2. Implementation of PPP Strategy	✓ Progress of PPPs Projects running ✓ Amount of PPP funding availed	✓ Number of implemented PPPs project	2019-24	CEO DF	**405**	**300**	**300**	**300**	**300**	**300**
	3. Drive a cost-control programme for all departments without compromising quality	✓ % budget savings per department	5%	2019-24	DF	**X**	**X**	**X**	**X**	**X**	**X**

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	4. Development of Financial sustainability strategy	✓ Status of Financial Strategy	Strategy developed				X	500	500	200	100
	5. Asset Revaluation	✓ Status of Assets Register	Revised assets register						500	500	X
	6. Financial System upgrade	✓ New asset module, sms component and report writer	✓ Upgraded Financial system						200	200	200
	7. USSD platform\ Interface for KYC program	✓ Status of KYC update per ward	✓ Installed USSD program				X	X	100	100	100
	8. Stakeholder relationship Management	✓ Number of stakeholders engaged	✓ Commercial Debtors\ Politically exposed persons\ Institutions				X	X	100	100	100



IDP STRATEGIC THEME 3: URBAN PLANNING AND SUSTAINABLE HUMAN SETTLEMENTS

Strategic Objective 3.1: To Guide the City's Development Towards Making Manzini a More Liveable City by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Town Planning Scheme Review	1. Review the Municipality's Town Planning Scheme	✓ Status of the Manzini Town Planning Scheme	✓ Approved Town Planning Scheme	2019-21	DCom	667	300	X	X	X	X
	2. Propagate the revised Town Planning Scheme	✓ Existence of a Town Planning Scheme Propagation Programme ✓ Responses to TPS propagation (development proposals)	✓ Propagation programme in place ✓ Responses recorded ✓ Proposals received and approved.	2019-23	DCom	35	100	100	200	50	50
	3. Enforce Compliance to the Town Planning Scheme	✓ Compliance levels/rate	✓ 100%	2019-24	DCom	X	X	X	X	X	X

Strategic Objective 3.2: To Implement the Urban Growth and Boundary Extension Programme by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Seek approval from Cabinet for boundary extension	✓ Approved and implemented Urban Growth / Boundary Extension	✓ Approval received	2019-22	DCom		X	X	80	X	
	2. Undertake the surveying of the extended urban boundaries	✓ Status of extended urban boundary survey	✓ Survey conducted and concluded	2021/22	DCom		X	600	200	200	200
	3. Hold stakeholders (utilities service providers) engagement meetings on the urban boundary extension	✓ Number of engagement meeting held	✓ ≤6 (2 per utility agency)	2021/22	DCom / DTech		X	500	100	X	X
	4. Engagement of a Consultant to conduct Infrastructure layout	✓ Infrastructure layout	✓ Infrastructure layout map and plan						500	X	X
	5. Develop a Service Delivery Plan for new areas	✓ Availability of a Service Delivery Plan for new areas	✓ Service Delivery Plan approved	2022-24	DCom				200	0	

Strategic Objective 3.3: To Improve the Living Conditions of Residents in Informal Settlements by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1 Incorporate the informal settlements in the Municipality's refuse collection program/schedule	✓ Coverage of informal settlements on refuse collection	✓ All informal settlements covered by the Council on refuse collection	2020/21	DCom			X	X	50	
	2 Provide/conduct civic empowerment on public health issues (Household waste disposal)	✓ Number of empowerment sessions held with the informal settlement communities	✓ At least one session per community annually	2019-24	DCom			X	50	50	X
	3 Liaise with EWSC and other relevant stakeholders for the provision of communal services in the informal settlements	✓ Availability of portable water	✓ At least one portable water source established in each informal community	2019-24	DCom			X	600	200	600
	4 Hold engagement meetings with local traditional leadership to discuss developmental issues of informal settlements	✓ Number of community engagement meetings held	✓ At least one Community engagement meetings held quarterly	2019-24	DCom	2.5	2.6	2.7	30	30	X
	5 Undertake socio-economic demographic survey and mapping in the informal settlements	✓ Availability of Demographic data	✓ Up to date demographic data available for all informal settlements	2020-24	DCom	186	500	500	300	300	300

Strategic Objective 3.4: To Improve the City's Social Cohesion and Health Status through Increased Sporting and Social Activities by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Development of an Open Space Plan for the City	✓ Status of the City Open Space Plan	✓ Open Space Plan in place	2020	DCom	**380**	**X**	**X**	**X**	**1,000**	**500**
Sports and recreation	2. Identification and Allocation of additional land for recreational purposes	✓ Amount of additional land available for recreational purposes	✓ Land for recreational purposes allocated for all Wards	2021-22	DCom		**X**	**X**	**X**	**X**	
	3. Facilitate the construction of a recreational centre for Manzini	✓ Number of additional recreational centres in Manzini	✓ At least two recreational centres approved for construction					**X**	**200**	**250**	
	4. Upgrade the existing Zakhele re-creational facility(swimming pool, outdoor gym, rehabilitate tennis court.etc.	✓ Number of upgraded/ installed recreational sporting tool/equipment.	✓ Upgrade and or install 1 per annum.						**500**	**500**	

Strategic Objective 3.5: To Provide Responsive Integrated Health and Social Welfare Services by 2024

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop a comprehensive Public Health Program for the City	✓ Status of the Public health Program	✓ Manzini Public Health Program Approved	2022-22	DCom	**X**	**X**	**X**	**200**	**X**	
	2. Implement the City's Public Health Program across the city	✓ Implementation progress of the City's Public Health Program	✓ Manzini Public Health Program fully implemented across the City	2019-24	DCom	**300**	**300**	**300**	**500**	**500**	**X**
	3. Develop an HIV and AIDS Response strategy(MNHT programme) for the Municipality	✓ Availability of an HIV and AIDS response Strategy	✓ Municipality's HIV and AIDS Response Strategy approved and implemented	2020-21	DCom		**200**	**200**	**250**		
	4. Conduct HIV/AIDS Public Education in the city	✓ Number of people sensitized on HIV/ AIDS. ✓ Improved HIV/ AIDS awareness	✓ 2500 people sensitized per year ✓ 5000 young people sensitized per year ✓ 30 Business establishments sensitized per year	2019-24	CEO/ DCom	**350**	**400**	**150**	**100**	**150**	
	5. Provision of HIV Treatment Care and Support services	✓ Number of people treated ✓ Number types of services provided	✓ 16,000 people treated per year	2019-24	CEO/ DCom	**X**	**X**	**X**	**X**	**X**	
	6. Provide Social Services and facilities to the Community of Manzini	✓ Number of social services provided to the Manzini community	✓ Counselling services available on; o Alcohol and drug abuse o Domestic and sexual abuse o Mental health care	2019-24	DCom	**77**	**100**	**50**	**100**	**100**	

Strategic Objective 3.6: To Improve Culture of Good Governance, Risk Management Mechanisms and Organizational Performance by

2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1. Develop an Enterprise Risk Register (ERR)	✓ Organisational risk preparedness	✓ Enterprise Risk Management System approved	2019-20	CEO		**250**				
	2. Operationalization & Monitoring Enterprise Risk Register (ERR)	✓ Implemented Risk Management Interventions	✓ Operationalised and Monitored ERR	2019-24	CEO	**375**	**50**		**300**	**300**	**300**
	3. Development of Business Continuity Plan (BCP).	✓ Developed & implemented BCP.	✓ Implementation of the BCP.	2022/23	CEO			**250**	**100**	**X**	**X**
	4. Review and Implement Disaster Risk Reduction Strategy (DRR)	✓ Status of the Disaster Risk Reduction Strategy	✓ Reviewed & Implemented Disaster Risk Reduction Strategy	2019-24	DCOM	**150**	**50**	**50**	**10000**	**500**	**200**
	5. Establishment of Integrated Development Plan (IDP) Monitoring Mechanisms	✓ Number of IDP Monitoring Mechanisms	✓ Introduced IDP Monitoring Mechanism	2020/21	CEO		**250**	**X**	**350**	**600**	**350**
	6. Coordinate and Monitor Implementation of Integrated Development Plan (IDP)	✓ % progress on IDP Implementation	✓ Number of implemented LED projects	2019-24	CEO	**100**	**100**	**100**	**100**	**100**	
	7. Coordinate and Monitor Implementation of Local Economic Development (LED) Programme	✓ % progress on LED Implementation	✓ Number of implemented projects	2019-24	CEO	**50**	**50**	**100**	**100**	**200**	**200**
	8. Establishment of Entrepreneurship Programme	✓ Developed entrepreneurial programme ✓ Number of implemented entrepreneurial projects	✓ 50 Youth beneficiaries per year. ✓ 100 Women beneficiaries per year ✓ 100 SMMEs beneficiaries per year	2019-24	C E O / DCom	**X**	**50**	**100**	**200**	**200**	**200**
	9. Set up Ward structures and mechanisms in order to increase Communities involvement in Council Decision making process	✓ Number of Ward Meetings Facilitated. ✓ Reduced complaints on absence of Ward Meetings ✓ % Improvement of Councillors/ Community Relations & working arrangements	✓ Number of Established Ward Development Committees ✓ Improved Relations between municipality, Councillors and Communities ✓ Improved Harmony and Accountability	2019-24	Mayor CEO		**100**	**100**	**100**	**100**	**100**

IDP STRATEGIC THEME 4: SUSTAINABLE ENVIRONMENTAL MANAGEMENT

Strategic Objective 4.1: To Reverse the Pollution of Water Bodies Within the Urban Space by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Environmental conservation	1. Implement, and monitor the implementation of the 2014 State of the Environment Report	✓ Rate of implementation	✓ 100%	2019-24	DCom	**150**	**200**	**100**	**400**	**50**	
	2. Review of the State of the Environment report									**700**	
	3. Undertake an Environmental survey to determine pollutants of the Mzimnene River	✓ Documentation of the pollutants of the Mzimnene River	✓ Report produced	2021-23	DCom		**50**	**50**	**50**	**50**	
	4. Implement the Environmental survey report recommendations	✓ Implementation rate	✓ 100%	2022-24	DCom			**50**	**50**	**50**	

Strategic Objective 4.2: To Improve Waste Collection Coverage and Operational Efficiency by 2024;

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
	1 Procure and install additional skips in strategic locations	✓ Number of additional skips purchased & installed;	✓ 4 skips procured per year	2019-24	DCom	**250**	**280**	**100**	**150**	**150**	
	2 Procure and install refuse bins in strategic locations	✓ Number of refuse bins purchased and installed	✓ 20 per year	2019-24	DCom	**30**	**50**	**50**	**100**	**100**	
	3 Improve refuse collection service to cater for specific type of waste, dogs disorganizing refuse, and taking corrective measures	✓ % of waste adequately collected ✓ Number of complaints from community on waste management	✓ 100% ✓ 0%	2019-24	DCom	**160**	**100**	**100**	**100**	**100**	
	4 Coordinate partnership with other local authorities for the collaboration to develop the Mafutseni Landfill	✓ Allocation of Land to Municipality ✓ Bills of Quantity for Landfill and Road Construction	✓ Landfill established ✓ Partnership agreement	2019-24	DCom/ Dtech				**100**	**100**	
	5 Training of refuse collection team on efficiency, quality and customer care	✓ Number of refuse collection staff trained	✓ All	2019-24	DCorp	**X**	**X**	**X**	**X**	**X**	**X**

IDP STRATEGIC THEME 5: INTEGRATED ECONOMIC DEVELOPMENT

Strategic Objective 5.1: To Stimulate the City's Socio-Economic Growth and Increase Employment Opportunities by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Economic growth stimulus programme	1. Encourage longer business hours within the city	✓ Number of specific engagements with business on operation hours ✓ Number of businesses operating longer hours.	✓ 1≤ per annum ✓ ✓	2019-24	DCom	**15**	**15**	**15**	**15**	**15**	
	2. Facilitate the formulation of the Manzini Chapter of Chamber of Commerce	✓ Existence of a Chamber of Commerce Chapter	✓ Manzini Chamber of Commerce Chapter operational	2021-22	DCom	**X**	**35**	**10**	**50**	**50**	
	3. Designate tourist parking spaces around the main market	✓ Availability of tourist buses parking space	✓ Tourist buses parking designated	2021-22	DTS	**X**	**X**	**X**	**X**	**X**	
	4. Facilitate availability of transport throughout the city to stimulate business everywhere	✓ Engagement with transport sector	✓ Quarterly engagements held	2019-20	DTS	**X**	**X**	**X**	**X**	**X**	
	5. Implement the City's LED Strategy	✓ Rate of strategy implementation ✓ Number of jobs created ✓ Number of investments facilitated ✓ Number of tourism initiatives established ✓ City's economic growth	✓ 100%	2019-24	DCom	**150**	**500**	**700**	**300**	**300**	

Strategic Objective 5.2: To Ensure Inclusive Socio-Economic Development in the Manzini Urban Area by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp.	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Youth Entrepreneurship and SMME Development	1. Develop and implement youth entrepreneurship programme	✓ Status of Youth Entrepreneurship Programme ✓ Implementation rate of Youth Entrepreneurship Programme	✓ Programme in place ✓ 100%	2019-24	DCom	**120**	**350**	**430**	**400**	**200**	
	2. Designate trading spaces for people with disability	✓ Amount of trading spaces for people with disability	✓ All application by people with disabilities allocated trading space	2019-24	DCom	**X**	**X**	**X**	**50**	**50**	
	3. Strengthen engagement with vendors	✓ Number of planned/ structured engagements	✓ At least one engagement session every quarter	2019-24	DCom	**76**	**110**	**160**	**50**	**50**	
	4. Rehabilitate the Manzini Main Market	✓ Condition of the Manzini Main Market	✓ Manzini main market rehabilitated		DTS	**X**	**X**	**X**	**X**	**X**	

IDP STRATEGIC THEME 6: INTEGRATED INFRASTRUCTURE DEVELOPMENT

Strategic Objective 6.1: To Improve Infrastructure Development and Maintenance While Ensuring Efficient Traffic Management by 2024.

Prg	Activity	Measure of Success	Target	Period	Resp	Budget (E'000)					
						Y1	Y2	Y3	Y4	Y5	Future Years
Integrated Infrastructure Development Programme	1. Develop an Integrated Infrastructure Development Programme (IIDP)	✓ Status of the Integrated Infrastructure Development. Programme	✓ IIDP in place; ✓ IIDP implemented	2021-24	DTS	X	X	X	500	5,000	100
	2. Rehabilitate roads in bad shape	✓ Length of roads rehabilitated	✓ At least 2km per year	2021-24	DTS	2,800	X	11,200	14,200	14,200	14,200
	3. Construction of Stormwater Drainage	✓ Length of constructed stormwater drainage				X	X	1,940	X	100	100
	4. Maintain city's road network	✓ Length of road network maintained ✓ Ratio of roads in good condition to total road network	✓ 113km (60% tarred roads, 40% gravel roads)	2019-24	DTS	1,100	1,110	1,110	1,200	1,400	1,500
	5. Improve lighting (Install additional high-mast lights, Installation of Solar LED Streetlights	✓ Additional high-mast light installed; ✓ Ratio of functional lights to total lights	✓ 2 HML installed per year ✓ Every township should have HML	2019-24	DTS	X	X	380	800	800	800
		✓ Replaced conventional and LED streetlights with Solar Powered LED Streetlights ✓ PPP – City Integrated Smart street lighting energy efficient technology solution. ✓ ✓ Maintained Street and high mast lights	✓ Converted at least one block per year from conventional Streetlights to Solar LED Lights Working street lighting and high mast	2019-24	DTS	200 550	X 550	1,200 0 550	X 550 200	X 550 200	550 200
	6. Provide additional parking spaces (parkade) in the City (PPP)	✓ Amount of additional parking spaces made available ✓ Street Parking	✓ 500 parking bay on multi-storey parkades	2019-24	DTS	PPP funded Projected Street Paid Parking – Zone Extension Contract					
	7. Improve transmission networks for water, sewer telecoms and electricity	✓ Joint programme with EEC ✓ Joint programme with EWSC ✓ Joint Programme with EPTC	✓ Information sharing, development of integrated infrastructure studies	2019-24	DTS	X	X	X	50	50	50
	8. Improve sewer reticulation in Ngwane Park	✓ Sewer reticulation coverage in Ngwane Park	✓ 100% Coverage (EWSC)	2019-24	DTS	EWSC Funded Project					



CHAPTER 7: PERFORMANCE MONITORING AND EVALUATION

INTRODUCTION

Given the tedious and costly nature of the preparation of an Integrated Development Plan, the results of the effort can only be realized when the plan is rolled out the best way possible; and one of the ways to ensure that implementation is done successfully is by monitoring the performance of the Municipal Council in implementing the IDP.

Performance Management

The organizational performance management framework through the **Annual Operational Plans (AOPs),** supported by **Departmental Meetings**, **EXCO and Council meetings** shall be key in the monitoring of the implementation of the IDP. The **Performance Management and Development System (PMDS)** which monitors and empowers employees will stand as a support mechanism for monitoring and evaluation of the IDP implementation. It is important that the above-mentioned performance management frameworks are adhered to for purposes of effectiveness in the implementation of the IDP process.

Reporting

To ensure IDP performance monitoring and evaluation at organizational level, the following reports will be produced and considered by Council:

iv) IDP Annual Review;
v) Council Quarterly Performance reports;
vi) MHUD Quarterly Performance Reports, and;
vii) IDP Community Feedback meetings.

The Executive Management will be responsible for the production of quarterly and annual IDP progress reports for consideration by Council. These reports will indicate progress made against IDP planned outputs and targets for the year in question; in accordance with the Annual Operational Plans.

On an annual basis, the reports will not only relate to the AOP but to the entire IDP in order to show the extent to which the AOPs are contributing to the overall IDP expected outcomes.

Best Practices

Over and above these reports, the Municipal Council will ensure that:

a) Municipal Evaluations Plan is developed;
b) Evaluations are conducted;
c) Project verifications are conducted, and;
d) Service provider (for outsourced services) monitoring and evaluations are conducted.



...Individual Performance Management will be characterized by setting of quarterly and annual performance targets for individuals and conducting performance appraisals for the individual staff of the Council in accordance with the Council's performance management policies....

Structures

The above-mentioned mechanisms shall be enhanced with the establishment of the below listed structures:

a) Quarterly Ward Committee Meetings
b) Internal IDP Committee
c) IDP Monitoring Office with personnel (in CEO's Office)
d) Community Ward Committees

Individual Performance Management will be characterized by setting of quarterly and annual performance targets for individuals and conducting performance appraisals for the individual staff of the Council in accordance with the Council's performance management policies. Importantly, the individual performance targets should tie with departmental targets, which are, in turn, expected to tie up with the IDP targets.

Interim IDP Review

Over the medium-term, Council will undertake a review of the IDP to try and determine if it is still relevant to the needs of the city's residents. Such a review is also necessary to test if the targets have not significantly shifted; which situation may cause the Council to fail to deliver on the IDP. Other developments, especially in technology and changes in the fiscal landscape of the city and the nation at large, can also necessitate that the IDP be reviewed for relevance.

ROLE PLAYERS IN PERFORMANCE MANAGEMENT

Several players have different roles in ensuring that the IDP is successfully implemented. This section outlines these players and the roles they are expected to play.

Council

The Council, formed by elected Ward representatives from the municipality's 12 Wards, has the responsibility of approving the IDP and later provide oversight regarding the implementation of same. Quarterly and Annual IDP Progress reports will be submitted to the Council to determine the extent to which the IDP implementation is moving towards achieving the set objectives and targets; taking corrective action where necessary.

Executive Management

Between Quarters, Executive Management will be responsible for ensuring performance by all the Council's departments, unlocking bottlenecks, encouraging staff and making resources available through proper budget allocation processes. Quality Assurance processes will be employed to ensure proper IDP implementation and good service delivery to communities and customers.

Executive Management will also make use of the Council's Performance Management System to set departmental and individual performance targets and ultimately evaluate performance both at individual and departmental levels. The system will be strengthened through the introduction/improvement of incentives attached to it.

The Community and Stakeholders

The community has a significant role to play in the management of the Municipality's performance in the IDP since they are the major beneficiaries or recipients of the IDP outputs and results. Through the Ward structures, made up of Ward Councillor and a Ward Committee or similar structure, progress monitoring and feedback meetings will be held where the Ward Councillor will brief communities about the IDP implementation progress. Council will continue to utilise the Asikhulumisane forums to discuss progress and how best the IDP can be efficiently implemented in the communities.

The platforms will also be used to garner support for the IDP implementation, as well as solicit ideas and contributions for increased participation and funding.

7.1 IDP IMPLEMENTATION RISK ASSESSMENT

Inherent in the implementation process of the City's IDP are certain risk elements that need to be properly managed, otherwise, after five years, the Municipal Council of Manzini will find itself faced with the mammoth task of explaining why it has not delivered on the promises of the IDP. This, therefore, calls for the assessment of all possible factors that may affect the delivery of the IDP Objectives, their possible impact on the implementation, the probability of these factors becoming a reality and coming up with mitigating activities. Five years is quite a long horizon and situations may either change for better or for worse. If for better, then all will be well but if for the worse, then the Municipality needs to be prudent enough and have mitigation measures in place.

For the Municipal Council of Manzini, as with all other municipalities, the currently prevailing fiscal challenge faced by the Government of the Kingdom of Eswatini and the general downturn of the world economies present a major risk as a majority of the Municipal programmes' funding is heavily dependent on national Government funding (CIP) and property tax within the urban space.

There are also internal risks emanating from the recently launched and currently ongoing organisational restructuring which stems from the implementation of the City's Turn-Around Strategy.

Other possible risks would tend to border on Politics and Political leadership within and outside the Municipality. The overlapping jurisdictional powers of the Municipal Council vis-à-vis that of traditional structures is likely to present a tight situation when it comes to programme implementation.

A list of the possible risks is contained in the table below:w

Table 7.3: Manzini 2019-2024 IDP Implementation Risk Assessment

	RISK	IMPACT	PROBABILITY	MITIGATION MEASURES
1.	Government's failure to fund the Municipality's Capital Investment Programme due to fiscal challenges.	High	High	• Municipality to strengthen the active pursuit of PPP funding mechanism
2.	Failure to increase and eventually meet the property tax collection targets due to an increase in rates defaulters.	High	Medium	• Municipality to run extensive sensitisation programmes on the importance of rates payment. • Municipality to introduce and encourage ratepayers to utilise the flexible payment arrangements available within the Municipality. • Municipality to continue running the rates payment promotions to encourage prompt payment.
3.	Change fatigue resulting in prolonged Turn-Around Strategy implementation.	Medium	Medium	• Council to put in place a comprehensive programme to address stress related issues and
4.	Not meeting the staffing requirements and failure to fill the about 100 currently vacant positions in time	Medium	Low	• Council to conduct periodic work-load assessment for all staff to ensure optimisation of the current Human Capital strength. • Council to utilise a combination of recruitment strategies guided by the level and speciality of the positions recruited for.
5.	Conflict between Chiefdom structures and Municipal structure upon urban boundary extension.	High	Low	• Council to cement good working relationship with the RA's Office and fully participate in the RDT activities and meeting.
6.	Delays in formalisation of informal settlements especially Murray Camp	Medium	Medium	• Municipality to solicit private and/or donor funding to finance minimal service delivery in all informal settlements
7.	Inadequacy of public open spaces within the Municipal area	Medium	High	• Council to approach neighbouring chiefdom leadership for land acquisition that will benefit both the Municipality and the chiefdom residents for activities such as LED.
8.	Businesses relocation to Sikhuphe and Buhleni	High	Low	• Council to continue holding frequent business forums with the business community to hear their requirements.




SALE



CONCLUSION

The development of the IDP has not been an easy exercise, especially considering the fiscal challenges experienced by the country and having the organization undergoing a transformational process which included a restructuring. The national election which coincided with the community engagements did not make things any easier as numerous stakeholder meeting engagements had to be rescheduled to later dates. Notwithstanding the highlighted challenges, the Municipality ensured that the IDP best practice was adhered to; particularly in areas where community participation was of utmost priority. This resulted in the Municipality engaging and interacting with over 683 residents and other key stakeholders with a view to informing the development planning process of the city. It is important to highlight that the Municipality's technical and financial capacity is quite limited to afford and implement the needs of the city. However the Municipality tried its best to prioritize the programmes and projects using the CIP Policy Prioritization criteria, upon which the other projects that could not be absorbed in the 5-year resource envelope were documented and appended for reference purposes. As the developmental and service delivery issues were raised by communities, the Municipality had the responsibility to technically design solutions and interventions in the form of programmes and projects in order to address these issues. It also brings comfort that the 5-year IDP programme shall be reviewed on an annual basis with a detailed review conducted in the mid-term period to adjust and incorporate emerging issues. The Municipality will be working hard towards mobilisation of funding and broadening the revenue base with an objective to fund the city's service delivery needs.

Annexures

Annexure 1; shows the frequency of capital projects and items submitted by different wards and stakeholders. This has been partly used to identify the extent to which a project or programme is demanded by the community in comparison to others, except for Ward/ Community-specific items.

Annexure1: IDP submissions frequency of demanded services/projects by ward constituencies

PROJECT		WARDS												NUMBER OF WARDS PROJECT WAS SUB-MITTED
		1	2	3	4	5	6	7	8	9	10	11	12	
i)	Timely Maintenance of roads	X	X	X	X	X	X	X	X	X	X	X	X	12
ii)	Identification and location of property owners (vegetation overgrowth)	X		X	X	X		X			X		X	7
iii)	Public education on Council regulations, operations, road safety, waste management, Town Planning Scheme			X	X		X		X	X	X		X	7
iv)	Introduction of Youth Empowerment Programme	X		X	X	X	X		X		X			7
v)	Improve control of stray animals	X	X	X			X	X					P	6
vi)	Street and property naming			X	X	X	X	X	X					6
vii)	Implementation of Neighbourhood Programme	X	X	X					X		X			5
viii)	Development of Litter Bye-Law & Mapping of the city to locate areas in need of skip bins/litter bins	X	X	X				X				X		5
ix)	Upgrading of Public Recreational Parks, sports grounds	X	X		X				X	X				5
x)	Installation of speed humps	X		X	X				X	X				5
xi)	Bus Rank Upgrading					X		X		X		X		4
xii)	Customer Service			X		X		X				X		4
xiii)	Councillor to conduct frequent ward meetings	X	X	X				X						4
xiv)	Road Upgrading-Meintjies Road					X	X					X	X	4
xv)	Engagement of EWSC to resolve sewer spillages	X		X				X			X			4
xvi)	Explore other sources of revenue			X	X			X	X					4
xvii)	Regulation & Monitoring of churches, bars on noise		X		X		X					X		4
xviii)	Community Contracting						X	X		X				3
xix)	Engagement of Public Transport Association, REPS on enforcement of traffic laws			X			X		X					3
xx)	Review of Town Planning Scheme to incorporate new economic activities			X				X					X	3
xxi)	Improvement of safety and security										X	X	X	3
xxii)	Installation of High mast lights	X				X								2
xxiii)	Regulation of illegal trading & parking			X							X			2
xxiv)	Development of Integrated Infrastructure Plan	X											P	2
xxv)	Engagement of REPS on enforcement of laws on illegal dumping, noise and quad bikes							X	X					2
xxvi)	Construction of overhead bridge at the Nazarene traffic intersection	X		X										2
xxvii)	Road Interchange-Nazarene traffic intersection	X		X										2
xxviii)	Development of city parkade through PPPs		X										X	2
xxix)	Investigate market stalls allocation - to improve efficiency & satisfaction				X								X	2
xxx)	Abattoir Foot Bridge	X												1
xxxi)	Differential Rating											X		1
xxxii)	Database for DIY/ Freelance Artisans											X		1
xxxiii)	Localisation Policy-Education sector	X												1
xxxiv)	Control and monitoring of illegally operated garages										X			1

PROJECT	WARDS												NUMBER OF WARDS PROJECT WAS SUB-MITTED
	1	2	3	4	5	6	7	8	9	10	11	12	
xxxv) Engagement of DPM's Office for support of the vulnerable			X										1
xxxvi) Training of food outlets on food grading												X	1
xxxvii) Engagement of Public transport association for revenue collection at the bus rank						X							1
xxxviii) Road Upgrading-Two Sticks Roads	X												1
xxxix) Road Upgrading-Nxumalo Road	X												1
xl) Road Upgrading-Sidvudvu Road		X											1
xli) Road Upgrading-Sijabane Road		X											1
xlii) Road Upgrading-Mzimpofu			X										1
xliii) Road Upgrading-Donegal Road			X										1
xliv) Road Upgrading-Mendip Road			X										1
xlv) Road Upgrading-Stanley Street				X									1
xlvi) Road Upgrading-Gcina Road							X						1
xlvii) Road Upgrading-Logwaja Street								X					1
xlviii) Road Upgrading-Tikhuba Road										X			1
xlix) Road Upgrading-Kelly and Tenbergen Street										X			1
l) Road Upgrading-Coates Valley Roads										X			1
li) Road Upgrading-Mcobhe Street											X		1
lii) Road Upgrading-Mfomfo Street											X		1
liii) Road Upgrading-Mnumbela Street											X		1
liv) Road Upgrading-Mtholo Street											X		1
lv) Road Upgrading-Martin Street												X	1
lvi) Development of Vending shelter-Ligusha Street		X											1
lvii) Introduction of Litter Wardens												X	1
lviii) Investigate Parking solutions for Umgcwembe			X										1
lix) Construction of temporal market structure-Main Market												X	1
lx) Improve regulation and control of parking system												X	1
lxi) Engagement & coordination with REPS for Establishment of a Police Post				X									1
lxii) Identification of open spaces for a Public Park				X									1
lxiii) Road Upgrading-Forbes Street				X									1
lxiv) Road Upgrading-Mbolwane & Makhubu Streets				X									1
lxv) High Mast Lights Maintenance				X									1
lxvi) Development of operational plan for remaining site offices				X									1
lxvii) Road Upgrading-Shali Street				X									1
lxviii) Development of Municipality Community Hall				X									1
lxix) Conduct feasibility for establishing a nearby soup kitchen				X									1
lxx) Conduct feasibility for undertaking of urban agriculture												X	1

Annexure 2; IDP Projects prioritization and ranking

WARD 1	
Project	**Ranking**
2 High Mast Lights	6
Abattoir Bridge	7
Speed Humps at Musi	5
Overhead Bridge at Nazarene	5
Road Interchange at Nazarene	5
Two Sticks Roads	5
Nxumalo Road	5
Two Sticks Recreational Park	2
Public Gym	2

WARD 2	
Project	**Ranking**
Vending Shelters Ligusha	6
Pendray Park Toilets	8
Upgrading of Sitfubi and Sijabane roads	
Construction of Pendray Park Toilets	
Identification and Naming of Indigenous Trees.	
Improved Control of Stray Dogs & Public Education on Municipality Regulations.	
Development of CBD Parkade through PPPs	
Public education in waste management to residents and public & Installation of Street Litter Bins along Ligusha Street.	
Public Education in Waste Management and Installation of Street Litter Bins Along Ligusha Street	
Improved Safety and Security & Coordination with REPS	
Coordinate with REPS, Public Transport Association and Ministry of Public Works (RDT) on Public Transport Control and Regulation.	
Promotion of Walking and Park & Rides Initiatives	
Maintenance of MR3-Kakhoza-Nazareen Drainage System	
Street & Property Naming	
Introduction of Neighbourhood Watch & Coordination with REPS	
Improve Control of Stray Dogs & Public Education on Municipality Regulations	

WARD 3	
Project	**Ranking**
Humps along Tallies street	5
Tar Mzimpofu road	7
Donegal upgrading	8
Tar Mendip	7
Overhead Bridge Nazarene	5
Road Interchange	5

WARD 4	
Project	**Ranking**
Police Post	6
Park (Public Park)	2
Market Spaces	1
Approach Companies for joint ventures	3
Youth Empowerment	6
Stanley Street	8
Forbes Street	5
Upgrading Mbolwane	4
Speed humps	7
Township Street Naming	6
Shali Street	5
Dvoye Street	5
Community Hall	6

WARD 5	
Project	**Ranking**
High Mast light	5
Manzini Bus Rank	10
Planning of Murray Camp	9
Warehouses for vocational	7
Youth Empowerment	5
Street Naming	7
Upgrading Meintjies	10

WARD 6	
Project	**Ranking**
Rehabilitation of Meintjies Rd	
Establishment of a Recreational Park	
Upgrading of Old William Pitcher Sports Ground	
Installation of Speed Humps & Road Signage in Ward 6 roads	
Maintenance of Meintjies Rd	
Engagement of REPS for Traffic Management in Ward 6 roads	
Engage REPS for Road Crossing Assistance at Central Traffic Lights	
Establishment of Youth Socio-Economic Empowerment Projects	
Flexibility of Town Planning Scheme for Community Empowerment	
Engage EIPA for Appropriate Management of Mavuso Trade Centre (regarding accessibility, littering & noise pollution)	
Installation of Waste Skip Bins in Ward 6.	
Control of noise pollution at Siyabonga Bar, Mavuso Trade Centre & other neighbouring establishments.	

WARD 7	
Project	**Ranking**
Resettlement of Mangwaneni	7
Engage MOA on Dog registration	4
Illegal Parking - engage REPS	6
Declaration of Heritage site	6
Programme encouraging communities to beautify their neighbourhoods	4
Review Town Planning Scheme	8
Upgrade of Gcina Road	3
Maintenance of access road to Mangwaneni	6
Street and Property naming	8
Tarring of all gravel roads at Sterkstroom	5
Drainage maintenance and cleaning	8
Engagement of EWSC for septic tank services	6
Public toilets	7
Provision of additional skips	6
Engage EWSC for leaking sewer	6
Train and monitor caregivers at the soup kitchen	8
Youth Empowerment	8
Engage locals for community construction	8
Enforce appropriate conditions	7
Overgrowth maintenance	9
Engagement of Ward 7 litter wardens	5
Operationalisation of Satellite bus rank	9

WARD 8	
Project	**Ranking**
Maintenance of Libululu and Indlondlo Street	5
Tarring of Logwaja Street	4
Maintenance of Mandip culdeseck	5
Completion of road access	4
Introduction of Neighbourhood Watch	8
Review of Rating Act	6
Installation of street lights - Imfene Street	4
Replace Speed humps - Inhlangwana Street	7
Engage REPS for support and linkages	6
Engagement of REPS and RTB on enforcement of Bye-laws	4
Public Education on Waste Management	4
Controlling noise made by quad bikes	4
Relocation of pond	6

WARD 9	
Project	**Ranking**
Engagement of Tibiyo feasibility study	4
Timely maintenance of Road Infrastructure	6
Maintenance of Gobhogobho bridge	5
Timely drainage cleaning and unclogging	6
Upgrading of Bus rank	8
Provision of Warehouse and Factory Shells (feasibility Study)	7
Provision of Trading spaces	6
Engagement of Community for road safety volunteers	4
Speed humps by Assemblies of God road	3
Engagement of neighbouring Traditional Leadership	7

WARD 10	
Project	**Ranking**
Engage MOPWT	6
Tar Tikhuba	7
Kelly and Tenbergen Street	7
Clear Riverstone Rain	5
Provision of skips	4
Public Management Waste Management	3
Enforcement - Illegal garages	2
REPS engagement Patrolling	4
Engagement of EEC - Underground cabling	2
DIY Freelance	4
Neighbourhood Watch	8
Night Club Bandaag	3
Engagement of EWSC on Bosco Sewer	3

WARD 11	
Project	**Ranking**
Construct Bosco Bridge	9
Introduce Municipal Police	5
Maintain City Pavers	3
EWSC replaces pavers	4
Youth Empowerment	5
Upgrade park	3
Upgrade Old driving school	1
Upgrade bus rank	10
Upgrade Mentjies Street	10
Street Naming	9
Regulate Taxis	1
Market Maintenance	10
Tar Mcobhe, Mnumbela, Mfomfo	5
Maintain City Roads	5
Differential Rating	1
Overgrowth Maintenance	6
Clearing Overgrowth	5

WARD 12	
Project	**Ranking**
Improve City Safety and Security	5
Install surveillance cameras	7
Decongest traffic through roads	8
Develop public facility/Art	7
Upgrade vendors Shelters	8
First Aid Kits for Street Vendors	3
Martin Street	9
Upgrade Mentjies road	10
Parking bay at the market	8
Temporary shelter at market	9

BUSINESS COMMUNITY	
Project	**Ranking**
Develop CBD Parkade	8
Introduce City Shuttle	8
Develop Community Hall	7
Innovative Vending Shelters	6
Promote City Tourism	4
Youth Empowerment	6
Manzini Market	10
City Pedestrian lanes	5

STAFF SUBMISSIONS PROJECT RANKING	
Project	**Ranking**
Procurement of Refuse truck	7
Upgrading of Zakhele Multi-purpose Hall	8
Upgrading of Manzini Main Market	9
Rehabilitation of old agriculture building	5
Development of footbridge connecting Riverstone and Millennium Park	8
Operationalization and commercialization of Somhlolo Park	9
Feasibility study for introduction of Urban agriculture	4

APPENDIX A: Unfunded Projects

Faced with a challenging fiscal situation as prevailing in the Kingdom of Eswatini and the entire world, the Municipality finds itself sitting with some projects that cannot be funded through the available resources including those resources that the Municipality has projected over the five year period of the IDP. These projects can only be possible if the fiscal situation improves or other circumstances facing the Municipality take a positive turn any time during the course of this IDP.

Because the Municipality harbours hopes that the fiscal situation may improve for the better, it became necessary that the unfunded projects be further classified as prioritized which means these are projects that will be given first preferences should resources be available for CIP implementation at any point in time of the IDP lifespan. This amounts to a tune of E89Million as shown in the table below.

Annexure 3: Prioritized Unfunded Capital Projects

No.	Project Name & Ranking	Budget (E'000)
1.	Upgrading of Sitfubi & Sidvudvu rds (R5)	**6,300**
2.	Upgrading of Tikhuba/Mimosa Road (R7)	**8,000**
3.	Upgrading of Upper Kelly & Upper Tenbergen Streets (R7)	**10,500**
4.	Upgrading of Mcobhe, Mncozi, Mnumbela, Umvangati, Msinsi, Mtfolo and Mfomfo roads (R5)	**10,500**
5.	Rehabilitation of Forbes Street (R5)	**4,500**
6.	Upgrading of Mbolwane Street (R4)	**3,600**
7.	Upgrading of Shali Street (R5)	**6,300**
8.	Upgrading of Dvoye and Lituba Streets (R5)	**13,950**
9.	Upgrading of Gravel roads at Sterksroom (Gcina, Lunyatsi, Ingabisa, Msizi) (R5)	**15,120**
10.	Upgrading of Logwaja St, Ingwe st, Imfene st, Imphisi st, Impunzi st, Ingwenya st (R4)	**12,600**
Total Budget		**86,795**

Annexure 4: Pipeline Public Private Partnerships (PPPs) Capital Projects

Project Name
1. Development of Manzini CBD Parkade
2. Development of Mkhosi Township Infrastructure Phase II
3. Development of Mkhosi Midi-Shopping Complex
4. Management and Operationalization of Bhunu Trial Area
5. Upgrading and Management of Somhlolo Park
6. Development of Manzini Bus Rank
7 Development of Manzini Old Trade Fair Site
8. Development of (5) Satellite Bus stations)
9. Operation of Inner City Shuttle Services
10. Development of Zakhele Sports Complex
11. Upgrading and Management of Landfill Facility
12. Development of Manzini Industrial Site

Other City Infrastructural Needs

Below are identified projects that are firstly unfunded and further non prioritized. These projects, which are predominantly road infrastructure projects are what will bring the coverage of the whole city by bitumen surfaced road which currently stands at 60% to 100%. Implementation of these projects would require an additional budget of **E470Million** as indicated below.

Annexure 4: Unfunded Non-Prioritized Capital Projects

No.	Project Name & Ranking	Budget (E'000)
1.	Rehabilitation of Thomasdale roads (Phemphetfwane, Indlondlo, Libululu St., Libululu Close & Section of Madonsa rd).	**19,350**
2.	Rehabilitation of Ntunja Roads	**4,500**
3.	Rehabilitation of Sobhuza Road Side Road.	**9,000**
4.	Upgrading of Donegal, Harrongate, Mendip, Akras, Lyne, Caswall, Altana, Tallis, Upper F/V Road (Fairview North).	**34,650**
5.	Upgrading of Lishongololo St., Mvangati Crescent and Mhlaba St. (Ngwane Park)	**6,300**
6.	Upgrading of Ligwababa, Swallow & Lingangane.	**6,750**
7.	Upgrading of Fuscia Street, Wisteria, Bauhinia, Kurrajong, Silver tree, Syringa, & Flamboyan st.	**19,800**
8.	Upgrading of Mdzimba, Sibebe, Logoba, & Sigwe rd	**7,200**
9.	Upgrading Komati, Mlumati, Ngwavuma, Lomati, Ngwempisi, Mbuluzana, Sushwana, Mzimpofu, Mponono, Mzimnene, Luphati, Phophonyane. (Fairview North).	**28,800**
10.	Upgrading Galane, Mfundo, Mpumelelo, Vumani, Simangele & Vusumuzi st	**10,350**
11.	Upgrading of Umkhubu (200), Makhubu (500), Vovovo, Imbolwane, Mahleka Crescent, Lusololo, Gwayigwayi, Inkonjane, Tsekwane, Ngwane Road, Umdlebe, Lihlokohloko, Lingce, Mganu, Pam, Len st. (Ngwane Park).	**45,000**
12.	Upgrading of Peter Crescent, Robert, Ntshiyane, Lituba, Dvoye, Sambane, Umsiphane, Umzilazembe, Gwalagwala & Mandanda st. (Ngwane Park).	**45,000**
13.	Upgrading of Lilanda, Elwandle Street (D98), Hettie, Rita, River Road, Simon, Church, Park Lane, Nicholas, Ian, Eric, Tom & Dick st. (Ngwane Park).	**45,000**
14.	Upgrading of Harry, Jane, Michael, Smith, Elizabeth, Peggy, Major, Barry, Msezane, Weeden, Samuel & Thomas rd, (Ngwane Park).	**45,000**
15.	Upgrading of Paulos (250), Linda (1000), Jennifer (550), Bess (150), Fred (200), Gillian (310)-(Ngwane Park).	**20,000**
16.	Upgrading of Lwandle Road to Lutheran School	**13,050**
17.	Construction of Nazarene and Central Coss-Over Pedestrian Bridge	**10,000**
18.	Construction of Nazarene Overhead Bridge	**100,000**
Total Budget		**469, 750**



APPENDIX B – COMMUNITY IDP SUBMISSIONS

WARD 1	
Priority	**Problem Statement**
Safety and security	✓ Old Zakhele – where are the two outstanding high mast light located and when are they going to be installed. The plan was to start at Zakhele until Two Stick until the whole ward is covered. ✓ There is a high mast that has never worked since installation ✓ What is holding back the issue of footbridge. Women and children are vulnerable especially during rainy seasons where there is overgrowth and flooding of the river. ✓ Houses that had been vacated or either sold to other owners are not maintained and have become a haven for criminals and illicit activities ✓ Overgrowth of grass especially at the park needs to be addressed. ✓ Street lighting is also not good
Road Infrastructure	✓ Musi Street. Are speed humps in the plan and if so these should be quickly put in place to slow down vehicles. An Accident has already occurred on the road. ✓ Nazarene – recommends a flyover on the main road ✓ Who maintains the roads around Two Sticks ✓ Need for roads – filling of pot holes ✓ Nxumalo Street is dilapidated ✓ Distributor Road – Nxumalo Street can be used as an exit route through Beaufort ✓ Recommends that the paving be done on both sides of the road. Paving will stop overgrowth
Traffic Congestion	✓ Is there a plan for an alternative route for the exit road which now passes through the new Build It ✓ A route crossing to Nazarene. This route needs to be resuscitated ✓ The Old Trade Fair could be used for the public transport (Quantums) coming from the Western direction
	✓ Most houses are now housing tenants as opposed to owner and these do not attend meeting. ✓ Misuse of Parks for immoral and illicit activities. Boards should be placed in the Parks and security be placed ✓ Request for an upgrade of the park at Two Sticks ✓ Localisation Policy – This should be applied for tenders. Similarly with schools admission to consider first residents of Manzini before considering students from other areas ✓ Youth is lying idle and frequent bars. Need to enforce the laws restricting youth from bars ✓ Gym facilities for the pensioners ✓ Entertainment facilities for the youth and children (swings)
Public Participation	✓ Involve other stakeholders in addressing the issues of the Youth ✓ Residents do not attend crime prevention forums that are meant to attend to issues of the Youth challenge ✓ Community participation is usually not good and needs to be addressed for those project that need ✓ Involvement of everyone in the enforcement of the regulations ✓ The City Council need to frequently visit the Ward now and again
Spatial Planning and Development	✓ There should be no repeat. Planning (spatial) allocation of land to churches, bars. Provisions of support facilities such as parking for churches and other public places. ✓ There should be a regulation stipulating timelines for development of properties that have been bought recently ✓ Further development of Plots ✓ Request for construction of backyard houses or extensions is usually declined by the Council. ✓ Issue of Servitudes for new plots being sold to allow walk ways and throughways for pedestrians ✓ People are asked to register for plots are to be sold but these are not seeing the light of day. Issues of frauds and misrepresentation of the City Council by external people to Manzini.
Waste Management	✓ Littering should be made a crime (Bye Laws) ✓ Issues of refuse collection approach due to lack of access roads or poor road conditions for the refuse trucks. ✓ Councillors do not visit the areas they are representing ✓ Litter dumping is done at night by residents – Hazardous waste a problem (Sobhuza Clinic Area) ✓ Need to meet with SWSC to discuss issues of servitudes for sewer. ✓ Sewer spillage needs to be attended to.
Nuisance Abatement	✓ Protection of community members removing stray animals from the streets ✓ Chickens and dogs destroys gardens and harasses children on the roads ✓ Does the City Council control stray dogs. Are they exterminated? ✓ Noise around the residential areas disturbs residents

WARD 2

Problem Statement

- ✓ Sitfubi and Sijabane road are a priority for the Ward since they have been patient as other Wards had their roads tarred.
- ✓ Park had become a drug area with criminal activities going on there. A promise was made for a mobile toilet as an interim measure. We need to pave the pathways for people to know where they must walk.
- ✓ The park is now a health hazard due to the hive of activities that take place there especially during the weekend.
- ✓ The trees that were not cut are indigenous trees and the idea was to label them to provide useful educational information for the generations to come.
- ✓ Legally dogs can be shot but police reported shortage of bullets and thereafter nothing was done. Concerned that this is now a rabies period and yet there are still dogs roaming our city. Cats are also straying around.
- ✓ Suggesting that a parkade (6 floors) be put in the City that should be integrated with other businesses in the sixth floor for instance.
- ✓ This is a bankable business opportunity that can be sold to other business partners. Maintenance costs can be factored into the whole business plan
- ✓ Some families leave waste next to the park.
- ✓ Request for rubbish bins along the roads to serve even pedestrians to RFM
- ✓ To monitor and cater for the market vendors who litter the street after finishing their business day
- ✓ Some families leave waste next to the park.
- ✓ Noise from Thursday night (churches, skom bar.)
- ✓ Transportation system is not good. With a proper system residents can be encouraged to use public transport. Need to have more appealing and conducive for people going to their work stations
- ✓ Suggest that a trench be dug to accommodate storm water which comes all the way from kaKhoza.
- ✓ Suggest that a notice board stipulating the legal consequences of illegal dumping to try and discourage this act.
- ✓ Put up a signpost to alert other people from Nazarene who think there is a thoroughfare to town.
- ✓ Street naming and labelling
- ✓ Nothing was done to curb the booze and drug problem at the park
- ✓ Neighbours need to lock up their dogs as the stray dogs are a menace even to other property owners

WARD 3

Problem Statement

- ✓ Will the industrial area at Zakhele be big enough to accommodate all or residents? There is need for an industrial area. Please allow some businesses to be run from the residential areas
- ✓ Please run flea market monthly as opposed to quarterly
- ✓ How is the assessment of crime done? Is there any change? How is the relationship between MCC and RSTP in terms of patrolling the residences
- ✓ Fairview north is filthy, please provide the ward with skips.
- ✓ Please maintain all roads, tarred and not. Emphasis on managing the tarred roads
- ✓ Parks and recreational areas are not safe to visit especially at night
- ✓ Truck, public transport being fixed with oil spilled all over. Please manage such.
- ✓ Stray animals are still a menace
- ✓ Tallies Rd) Please tar the road and have speed humps to control the speed of traffic which poses danger to young children and even to adults
- ✓ Mzimpofu. Please make sure that the road is tarred.
- ✓ Public transport from Nkhundleni to Fairview end up using the residential areas on way back to town from 4:30pm to 6:30pm
- ✓ Fairview North:- the main road was tarred without bus stop areas to the inconvenience of motorists
- ✓ Please find the plot owners to better manage the over-grown grasses and shrubs on some of the plots
- ✓ There is a challenge of drug abuse especially by the young people.
- ✓ There is a donga developing on one of the vacant plots which is now threatening the adjacent plots
- ✓ Please either re-tar the road or re-gravel it to manage the potholes on the road
- ✓ MCC should better manage the traffic flow to minimise the time motorists spend trying to connect to the main feeder roads
- ✓ Thank you for the 50/50 town décor, the residents were well represented
- ✓ The challenge with the management of the vacant plots and other structures is due to culture challenges that give the responsibility to the not so responsible persons. In some cases it is a result of the plots being left to young persons who may not have the resources to manage them
- ✓ Ngwavuma:- public transport drivers are law unto themselves. Stop anywhere and everywhere including T-Junction
- ✓ Create more parking space for the patrons that visit some of the social places
- ✓ MCC should engaged RSP to include traffic cops at the police post
- ✓ MCC should develop a road maintenance policy since currently the authority responds to complaints from residents
- ✓ MCC should encourage the spirit of being neighbourly and stop making empty threats about the application of the by-laws
- ✓ MCC requested to share/engage the residents about the by-laws especially on constructing structures: by zones. The by-laws should be revised at the earliest possible convenience
- ✓ The resolutions taken should be brought back to the residents for adoption
- ✓ When are the 50/50 decorations going to be removed from the public roads
- ✓ Fairview North: plot not managed, grass not cut, shrubs and illegal dumping happen
- ✓ Indicate plot numbers at least from the first plot
- ✓ Moyeni: limit the number of liquor businesses in the area as they may affect crime levels
- ✓ Residents may also try to use the liquor licensing board
- ✓ Please review rate payments by retired persons
- ✓ Please tar the oldest road at Fairview:- by Metropolitan Church
- ✓ Thank you for the intervention on the management of plots at Fairview
- ✓ Education: MCC should consider using the locally available expertise to build the capacity of the residents
- ✓ Challenge with the elderly that live by themselves in terms of getting the social workers to come and assist in that respect
- ✓ Peace Centre:- concern in that road maintenance is not up to standard
- ✓ Please tar Peace Centre Road, it is the oldest road at Fairview

- ✓ Bus terminus road to Nazarene has serious potholes and, is never managed.
- ✓ Calliesly road was tarred but is now used by public transport that poses danger to school going children. Relieve themselves on peoples plot.
- ✓ Please put speed humps to managed the speed of public transport.
- ✓ Fairview Rd:- road only maintained for the meeting. If it is re-gravelled it does not extend to others.

- ✓ Due to being at the border with communities, storm water drains are blocked by dumping which then affects the MCC residents
- ✓ May the area (Plot 207) have the road tarred
- ✓ There is a challenge with the vacant plots which are not managed and have become a dump site for visitors and those that visit nearby places with the police offering no help to the challenge
- ✓ There is a challenge with a servitude that MCC is not managing and there has not been any joy from MCC.

- ✓ High mast lights not managed.
- ✓ Please redesign the road to manage traffic at the Nazarene traffic lights cross roads
- ✓ Thank you for the good work, the professionalism.
- ✓ We need to play our part, pay rates, increasing year on year
- ✓ MCC is still being requested to review the rates payment by the elderly
- ✓ Please act on the toll free issues raised especially those that are raised at night. Give us feedback

- ✓ Traffic cops are needed at the busy intersection at Nazarene.
- ✓ Please maintain the road that goes via Khoza including increasing the number of lanes including road markings joining the highway
- ✓ MCC should find a Fairview specific place for businesses to manage the issue of "xenophobic" challenges that may arise

- ✓ It is not fair not to get services solely because residents are unable to attend meetings yet they pay rates
- ✓ Development is confined to wards other than Ward 3. why convert parks into churches and not allocate space for a shopping complex to develop to manage traffic flows into the CBD
- ✓ There is a lot of illegal business trading in the area
- ✓ Revive old trade fair businesses.
- ✓ Ward has liquor businesses that are thriving

- ✓ MCC should give the Youth the opportunity to start and run profitable businesses
- ✓ There is need to connect to the sewer line as it is becoming too expensive for the residents to hire private companies for septic tank services
- ✓ Please make sure that the registration process communication for elections is consistent
- ✓ Fairview North:- Police Posts is not serving the residents. There are more places selling liquor, wheel spins, noise very high. The Cops do not intervene. There is a concern

- ✓ Henrongate Rd needs attention
- ✓ Manage storm water at Riverstone mall
- ✓ Fairview North: Mhlathu...St:- Rd not managed, not tarred. There is a vacant plot that is not well managed
- ✓ Question: if the plot owners cannot be found, who is paying the rates for those plots?

WARD 4

Problem Statement

- ✓ Springfield Farm drainage needs to be addressed for the houses below the OK mall.
- ✓ It is about time that we have a police post for the Ward.
- ✓ We must have a Park for the Ward where people can meet and socialise as a community
- ✓ We need to be considered for market spaces as residents of Manzini.
- ✓ Approach companies to buy land so that investment and development can be spread out.
- ✓ Empowerment of the youth which have innovative ideas that can be used for the development of the City and the country at large.
- ✓ Request that Stanley Street must be attended too.
- ✓ Linda Street, Nsezane street drainage need to be attended to.
- ✓ Attend to issue of market structures for vendors in collaboration with Bucopho and Indvuna YeNkhundla
- ✓ Engage with the local leadership and the RA for areas like Mkhiweni
- ✓ Gravel road requires attention (Green Sea area)
- ✓ Forbes street need to be tarred
- ✓ Cracks emanating from road construction
- ✓ Consider tarring Mbolwane and Makhubu Street
- ✓ Storm water drainage not maintained, causing problems for properties below the road
- ✓ Property belonging to the Municipal Council has overgrown grass
- ✓ Noise pollution is a big challenge, Council should find a way to assist
- ✓ Need to engage tenants on refuse disposal
- ✓ Speed humps needed for newly rehabilitated or upgraded roads
- ✓ Maintenance of high-mast lights as some are working and some are not
- ✓ Ngwane Park is the largest Ward but does not have recreational an sports facilities, no soccer fields yet three teams are in the area – identify land for a soccer pitch, and maintain existing ones
- ✓ Council should facilitate the use of idle workshops for LED
- ✓ Around plot No.292 upgrade the road, access to properties needs to be attended
- ✓ Junction/street/township naming/numbering for ease of navigation around the township
- ✓ Find a way to reduce rates and substitute with other sources of revenue, also make payment plans available.
- ✓ Ngwane Park Extension – road needs to be tarred (Shali street) as it is an extension of Mantayi, which has been upgraded
- ✓ Shali, Dvoye, Lituba streets should be upgraded
- ✓ The youth is engaged in substance abuse due to being idle. They need to be assisted in getting finance to start business ventures
- ✓ Propose a police station for the ward as it is the biggest and oldest ward in the city.
- ✓ People from the peri Urban areas (Lwandle) dump their waste at Mgubudla
- ✓ There is a need for a community hall that can be used to generate income through rental
- ✓ There is a need for council to clear the bush along the rivers
- ✓ Request for a soup kitchen in the ward
- ✓ Requested that workshops be constructed for utilisation by the youth in income generation
- ✓ The storm water drainage around kaZakhali
- ✓ Requested the putting up of speed humps at kaShali and Pro-learning school

WARD 5	
Priority	**Problem Statement**
	✓ There was a request for road along Fairview South. Problem with rain washed soil. ✓ Street lighting high mast ✓ Bus rank - is there a place that have been earmarked for the bus rank.
Human Settlement	✓ Is Murray Camp part of the City map – Road ✓ Proper housing for the Murray Camp residents ✓ Permission to put permanent structures ✓ Ward 5 Sikhunyane does not benefit from Council ✓ Does Council have power to probe the Shabalala family to conclude the discussions of the farm. ✓ Permission to construct proper structures ✓ Resettlement at other parts of Sikhunyane
Local Economic Development	✓ Market structures upgrading ✓ Setting up of business centres/warehouses for local business set up ✓ Youth Development – Job opportunities through local engagement for local projects like grass cutting ✓ Businesses setting up on Council open spaces such as car washes. ✓ Operation of market stalls by foreigners rampant. ✓ Informal trading and fines need to be reviewed
Infrastructure Maintenance	✓ Plot clearance not done for some plots ✓ Road maintenance at the township ✓ Street identification and Township naming ✓ How often does council takes to cut grass on plots ✓ Road maintenance (Mentjies Street) ✓ Traffic lights- Zakhele traffic lights have not been operational for some time.
	✓ Can Council focus and prioritise and conclude projects.
	✓ Rude treatment by council employees on the refuse truck.

WARD 6
Problem Statement
✓ Meintjies Rd was giving residents a challenge as during the rush hour accessibility was near impossible. ✓ The road is riddled with potholes. ✓ The Council should consider levying public transport for using the road. ✓ Ward needs a Recreational Park as it is the only one without such a facility. ✓ Try improve the Old William Pitcher Sports Ground as opposed to engaging the commercial SIPA for access of Mavuso Trade Centre sporting grounds. ✓ Decried the non-attendance of Mentjies Rd that was pothole riddled yet she had been talking to Council about it for the past five (5) years and nothing had been done to fix the road. ✓ road into the Ward does not have road signs, speed humps to limit the speed of drivers in particular public transport who are rude and hurl insults to residents. ✓ Public transport should be stopped from using the Ward internal access road. ✓ Trucks have also started to use the road as an area to stop and rest.
✓ Allow in particular school children to cross the road as the vehicles can Yield and/or drive straight without giving pedestrians the chance to cross the road, and, this is very problematic for school children going to Guava. ✓ put up "No Kombi" stopping on the road signs as you turn into Leites. And also, put up speed humps or signs to allow for equal opportunities of drivers as it becomes impossible to join the road with speeding transport.
✓ Ward Six (6) Youths need to be given equal opportunities also on funding so a meaningful return on investment could be realised. ✓ MCC requested to reduce the bureaucracy in the application for a simple income generating activities within residential Plots so they may be able to pay rates ad taxes. Organisation of young people into entities that can provide paid for services to reduce unemployment to among other clean the litter resulting from mainly Mavuso Trade Centre Activities. This may include maintaining the roads and their reserves. ✓ The Ministry expressed keen interest to partner with MCC as part of the CSR to develop unfortunate Youths building their capacity to be able to fairly compete out there in the world.
✓ MCC should consider using technology to confine the noise from areas of social activity like Siyabonga Bar and Mavuso Trade Centre. Such technology is already employed in China. ✓ The Ward has a problem of stray domestic animals that defecate all over the yards.
✓ MCC should consider providing skip rubbish bins to reduce the incidence of dumping rubbish in front of other Rate Payers properties.

WARD 8
Problem Statement
✓ Tarring of Logwaja Street should prioritised ✓ Libululu needs redoing, Ndlondlo Street ✓ Trenches dug over 5 years ago and have not been attended to ✓ Cal-de-sec – needs attention ✓ Extension 6 feeder roads need to be attended (tarred) ✓ Construction of access roads to undeveloped plots around Thomasdale
✓ Community policing within the city
✓ Ability of the elderly to pay rates – is there another way to raise revenue besides rates
✓ Lighting needs to be improved ✓ Street lighting at Extension 6 ✓ Put back humps on Madonsa roads
✓ Street name signs need to be fixed and rewritten for visibility – Imfeti road ✓ Protecting the street furniture from vandalism (street lights)
✓ 1288 – 1289 pipe is leaking water,
✓ Traffic congestion – the loop road has become the major road, due to being used by public transport.
✓ Illegal waste dumping at Thomasdale – need for policing
✓ Relocation of the animal pound from Madonsa Extension ✓ Attend to noise pollution from quadbikes

WARD 9	
Priority	**Problem Statement**
Roads Infra-structure	✓ There are no proper roads, need to tar the roads at Masekweni ✓ Road maintenance is not evenly spread throughout the Ward ✓ At the bridge around Gobhogobho there is a need for proper storm water drainage ✓ There are no roads – roads are not gazetted ✓ Need to connect Masekweni road to that of Moneni ✓ Storm water drainage get blocked especially at the access points to properties
Other Infra-structure	✓ Bus rank is not in a good state. Does council cooperate with central government? ✓ Council prevented SWSC from connecting Masekweni to the main water line. ✓ There is no electricity connections due to objections by council. ✓ There is no clean water supply at Masekweni
Waste Manage-ment (Refuse collection)	✓ Refuse collection is at time not efficient or delayed – spilt garbage is not picked up by the ✓ There is a need for Skip bins around other areas such as Masekweni and others ✓ Construction of proper public toilets
Local Economic Development	✓ First preference should be given to local residents when there are projects that are being undertaken at the community ✓ Company registration is a challenge for the youth because of the fees that are charged. ✓ Application forms for businesses needs to be explained clearly especially to the illiterate. ✓ Council should give support to the local business people ✓ Locals need to be empowered through being given job opportunities ✓ Suggest a credit guarantee fund to assist those businesses which cannot meet the strict demands/re-quirements needed by the banks. ✓ Put up proper structure for the markets ✓ Request job opportunities in projects around Moneni ✓ Council should assist in building factories ✓ Acquiring Permits for vending is a challenge and costly due to the strict requirements attached. ✓ Need clarity on what is to be sold at the Flea Market ✓ Need to put up some market stalls ✓ Discrimination should be stopped in service delivery to the City. Preference should be given to local citizens.
Safety and security	✓ Request for a high mast light ✓ Will the residents be charged for the lighting of the high mast lights which are already operating yet Mone-ni is not yet paying rates ✓ There is a forest that harbours criminals which needs to be brought down
Traffic Control (Safety)	✓ Safety of children on the roads needs to be looked at due to increase in traffic volumes ✓ Local roads have become a by-pass ✓ There are no speed humps on the roads for the safety of children ✓ From Liqhaga to Masekweni there is no stop sign. A speed hump can be of good use in reducing the speeding of cars ✓ Public transport routes should be accessible to the residents ✓ Need for a short cut to try and alleviate traffic congestion.

Local Authority and Traditional Structures	✓ Ownership and authority of the land needs to be clarified ✓ There is a need for close collaboration with the local authorities and traditional leaderships of the adjacent communities will reduce the costs of development when these communities are incorporated into the Municipal boundary. ✓ Whose responsibility is it to look after the business area ✓ Relationship between the local chief and Council ✓ What is the relationship between the local councillor and council?
Building Ban and land allocation	✓ Affected by the building ban and cannot reconstruct their structures or put up permanent structures ✓ For the past 20 years there has been a building ban ✓ What is the application procedure for building ✓ Do they allow temporary structures to be constructed by residents? ✓ The land allocation process is not being concluded ✓ Plot allocation and demarcation is not clear for some properties ✓ In spite of land shortage in the City, there are other agencies/stakeholders who are holding on to large pieces of land (Tisuka, Tibiyo) that is not utilised. ✓ How difficult can it be to use the water lands by constructing structures/infrastructure over the rivers? Can this be possible with the help of government and Cooperating Partners (donors) ✓ Development of Moneni was proposed to be implemented in phases, phase one being allocation to the original residents of Moneni before Phase two which was to be open to the rest. ✓ Due to land scarcity there is a proposal that all new houses residential should be sky scrapers

WARD 10	
Priority	**Problem Statement**
Roads and Road infrastructure	✓ There is still a few gravel roads (Kulla) which needs to be upgraded to bitumen standards. ✓ We need more roads to alleviate traffic congestion. Consider a pedestrian zone along some streets of the city. Also consider designating bicycle lanes along the green fields. ✓ Coates Valley still have some gravel road. Prioritise paving the roads with beautiful pedestrian walkways ✓ Potholes are causing problems havoc to vehicles using the roads – let us plan for the next five years that the township should have all roads tarred. ✓ Acacia street needs to be tarred as traffic is likely to be diverted from the MR3 main road ✓ Tikhuba road needs tarring and the road passing by Women and Children's Clinic as these now experience heavy traffic. ✓ River Stone bridge is impassable during rainy days - need to attend to the blocked drainage ✓ The bridge was planned for connecting Bosco Skills Centre area to Zakhele and ease traffic congestion.
Waste Management	✓ Collection of waste – there are problem with scavenging animals on the waste whilst waiting for the truck.- suggestion is that skip bins or solid structures be place at strategic places such as corners. ✓ Residents need some training as a way of assisting council on waste collection. ✓ Suggested that elevated platform be erected by resident which would keep the garbage out of reach for dogs. ✓ Broken chair, car parts, oils from car self-servicing need to be properly disposed. ✓ Need to prohibit the use of plastic bags in the long term ✓ Is it not possible to try and find people who can help with the waste especially recyclable waste. Or rather identify a place where such waste can be placed for sorting then for proper disposal. ✓ There was training on waste management that was conducted some years back but the project did not see the light ✓ Collection point for compost - tree leaves and organic waste can be collected at specific intervals.
Safety and Security	✓ We need to have regular patrols deployed at the residential areas - crime is a problem with people vagabonding our street and aimlessly parking along streets. ✓ Consider putting all EEC infrastructure underground for the neatness of the City and enhanced safety. ✓ Grass cutting, plumbing – the use of freelance service providers is security risk for residents. ✓ Maybe council can consider having a department that can attend to residents requirements. These would be trusted and provide a guarantee for good service delivery. Suggestion for accreditation
Crime and Crime Prevention	✓ The park is usually misused by some other people for wrong business. Has turned out to be a meeting place for thugs. Park furniture has been destroyed. There is a need for visible policing at the park. ✓ The night club opposite Bandag poses a problem for the city and can breed crime and moral degeneration.



WARD 11

Problem Statement

- ✓ Bridge from Zakhele needs to be fixed. Sewerage not fixed from corner of BOSCO still not fixed.
- ✓ CBD needs visible policing, if it's possible have municipal police.
- ✓ Road/paving grassy
- ✓ SWSC when fixing/ maintaining pipes they remove paving causing danger to pedestrians
- ✓ Municipality should hire the youth for some jobs
- ✓ Park- should be fenced and protected by security guard
- ✓ Area near Liqhaga not developing, it doesn't look nice.
- ✓ Youth empowerment- what's the rule on piggery
- ✓ Bus rank- how about the bus rank be extended, have a bridge from bus rank and runs across Palm Beach
- ✓ Street names should be put up again
- ✓ Space for taxis by Bhunu mall should be limited/reduced because it limits parking space for residents
- ✓ Visible policing by BOSCO(night club) too many thugs
- ✓ Miss- night club really a menace, security there has to be limitations to the days/ hours the club is open also the rubbish, broken glass
- ✓ The entrance of the main hall in the market is very dirty everything is upside down so people don't go the anymore rather clean up the place than build a new market paint it and tidy it up
- ✓ Road by Swedish Church is in a terrible state- need to fix it for ourselves
- ✓ MCOBHE, MNUMBELA, MFOMFO STREETS bigger roads that need to be tarred

- ✓ Pot holes on our tar roads municipal not managing their staff/pushing them to fix things on time they take too long.
- ✓ The rates keep going up and up it is hard to make business. Municipality should decrease rates.
- ✓ Develop strategy to make rates paying much easier
- ✓ Damaged house when you're passing Zakhali (Lugagane road)it accommodates thugs
- ✓ Small plot when you pass Liqhaga vacant- interest to develop and do some small business
- ✓ Close unofficial road at plot 650 and other near plots proposal that says residents only
- ✓ Mtholo street resident road needs to be tarred it's been pending for too long
- ✓ Service delivery- grass and bushes should be cut and cleared for security purposes especially by the park
- ✓ Request for programme to be sent with invitation letter to plan ahead also have presentations printed at the back for reference purposes
- ✓ Plot by Zakhali has been vacant for too long
- ✓ Dusty place by bus rank needs to be improved city council put pressure on the owner to develop the place
- ✓ Municipality should add the number of days of collecting garbage
- ✓ Spilled garbage shouldn't be left municipal workers should collect everything

- ✓ Gravel roads leading to residential places should be tarred and the ones that can't be tarred immediately should be fixed regularly especially after heavy rains.
- ✓ What are the plans about satellite bus rank because it's accommodating a lot of thugs
- ✓ Distributor Road should be cleared for security purposes
- ✓ Development of Mkhosi township causing a lot of traffic which is a major concern for security
- ✓ People playing soccer at night and making strange noises not sure if it's a cry for help- might want to look into that
- ✓ Monitor unofficial street vending



WARD 12
Problem Statement
✓ Mentally disturbed people roaming the streets, robots; ✓ Mob violence has gone done significantly, vigilance still required to enhance tourism; ✓ Manage loitering in the city; safety along Mzimnene ✓ Installation of surveillance cameras in strategic points within the city centre to reduce crime
✓ Decentralizing the CBD to reduce congestion, Moneni traffic congestion needs attention; ✓ Gazetting of street vending; ✓ Cards for venders to use public ablutions; ✓ Increase the 25% coverage of development within the property; ✓ Categorization of eateries: Train the local entrepreneurs to improve from the general C grade to B and A ✓ Provide amphitheatres for performing arts by the youth; ✓ Provide a handcraft pavilion, e.g. use the old trade fair facilities. ✓ Municipal Council should monitor if traders are complying with their licenses in terms of what they sell; ✓ Exposure trip was promised to vendors, should be continued. ✓ Involvement of vendors in decision-making structures; ✓ Co-operation amongst councillors to improve the outlook of the city ✓ Paying for November, December and January even though we do not trade during those months. ✓ Zone 7: Receipts issued by Municipality should have sufficient detail of the payment to avoid disagreements; ✓ Vendors using non-hygienic structures to sell fruits and vegetables, some people come and urinate behind the structures; ✓ Zone 3: Pallets are not hygienic, request for tables for use by vendors; ✓ Market no longer has business; ✓ Roofing is too old in the market, leaking; ✓ Doors are not properly closing; ✓ People with Disabilities trading: ✓ Ease of movement for disabled – wheel chairs, crutches, etc.; ✓ Need for facilities/structure to conduct trade for people with disabilities; should be close to the market to limit the need for extensive movement
✓ Council should provide gloves to vendors in order for them to facilitate 1st Aid where needed;
✓ Martin street (leading to Magistrate's Court) is congested and there is limited parking space, revive markings on the road; ✓ Improve paid parking system through the use of hi-tech electronic devices; ✓ Maintjies Street repair; ✓ Overhead bridge around Nazarene intersection; ✓ Use old DC offices for parkade; ✓ Council should engage local transport association to strengthen their policies and procedures (e.g. interstate); ✓ Construction of parking lots within the CBD; ✓ Engage transport operators to find ways to use proper parking to reduce congestion;
✓ Zone 6, require shelter for vendors; ✓ Zone 4: Need for ablution facilities/shower ✓ The use of committee structures for interaction between Council and business groups/clusters; ✓ Disparities regarding payment of fees by vendors;
✓ A big hole behind the structures should be closed; ✓ Dust in the road/street yet food items are sold; ✓ Old trade harbouring thugs, making the road unusable and unsafe (criminal activity taking place); ✓ Bend-and-Pick: We need clean water taps in the city for the public
✓ Toilets are needed around the bus rank (B-a-P) section; ✓ Infrastructure for use by vendors to upgrade the outlook of the city, especially the CBD for tourism attraction purposes; ✓ Swazi National Court ("kaNdabazabantu") – lack of parking around the area yet it is being used to access services – "Pakani" Should not keep on allowing vehicles to come through even when parking is no longer available (congestion); ✓ MRFA, Ilanga Centre – Sports facilities/soccer pitches should be made available within the Wards, Zakhele sports centre no longer sufficient; ✓ Need for more exit and entrance points from and to the city (e.g. Ngwane Park, Moneni, etc.); ✓ Pedestrian Crossing at Central ✓ Kombis should use the old trade fair to keep it busy and remove the criminal activity.
✓ Incomplete structures around the city, posing as security/crime threat, used by criminals – time frame required to complete structures; ✓ Some structures have been abandoned by owners – these should be regulated; ✓ Nazarene incomplete structure is a hazard, breeding crime – something should be done, demolished or improved; ✓ Bus rank police post – improve the status of the post; ✓ The request for police post or mini-post should be submitted together with building plans for malls;
✓ Security should be rotated to avoid cases of complacence and bribery/extortion; ✓ Water for washing fruits and vegetables for vendors; ✓ Zone 1: President Centre – Need for water, no business because transport does not pass through the place any more. ✓ Main Market: Transport should be made available throughout the city so that people could reach the market (vendors, customers, etc.); ✓ Tourist parking around the market area – especially for tourist couches; ✓ Fridge should be within the market area (remove the fence); ✓ Additional shelters required in the market
✓ Improve the shelters for the vendors in the market (currently using plastics, boxes, etc.); ✓ Safety and Security plan within the IDP (a proposal to be made available to consultants); ✓ Illegal traders – expand market place to accommodate them; ✓ Aging infrastructure – City council to upgrade or engage owners to upgrade; ✓ Stray animals – challenge is that there is no grazing land within the city; ✓ Private, public security providers should work together; ✓ Zone 4: Gutter directing water to the vendor, toilet is in a bad state


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ANNEXURE B – BUSINESS COMMUNITY AND OTHER STAKEHOLDER SUBMISSIONS

BUSINESS COMMUNITY
Problem Statement
✓ Have a thematic area talking to a Health City. ✓ Centres of excellence around the city like in areas of Health, tourism etc. ✓ Should be concerned with the maintenance of wellness for citizens. ✓ Cycling and walking paths around our city.
✓ Need to address issues of traffic congestion ✓ Access to land ✓ Control of heavy duty vehicles from passing through the city centre. ✓ Some education needs to be brought to our traffic police who stop traffic anywhere on the city's roads. Alternative would be Municipal police.
✓ Improve the market place to that of first world status. ✓ Concerned about the space availability for future development of the City. Do not confine to two story structures. ✓ Suggest an establishment of a Social Centre for the orphans and vulnerable youth.
✓ Youth matters – Development tend to ignore matters of morality and youth empowerment. ✓ Need to invest in people over and above investing in the business structures. ✓ Need to consider putting up facilities across the city that would accommodate the youth which would help keep the young people engaged/busy. ✓ Council must assist in facilitating acquisition of land for such facilities. ✓ With the engagement of the local communities land can be identified.
✓ Commends the city for keeping the golf course land despite of the pressure around that place. This needs to be developed further into a sports centre. ✓ Improve safety on our parks and improve on them too ✓ Need to look at establishing parking lots ✓ Introduce city shuttles ✓ Introduce incentives for people to develop.(rates reduction for businesses that develop their businesses). ✓ Look at how we issues trading licenses for our businesses. ✓ Consider boosting the tourism sector for the City. ✓ The City needs to have an auditorium for holding of forum. ✓ Get back those cinemas/movie house in the city. ✓ Businesses needs to be involve quite early in the development plans for the city.
✓ Municipality must make an effort to bring on board the youth. ✓ Facilitate placement of the youth in businesses for job shadowing, internship etc.
✓ Build a public hall to host events for income generation. ✓ Fundraising by starting other sporting activities such as marathons, walk/jog/run events for the city of Manzini. ✓ Get maximum benefits from tourist as they pass through the city. Suggest the use of cargo containers to house traders at reasonable rates/fees.
✓ Request for a compliance workshop. ✓ Need to addresses issues of safety in the city (loitering). ✓ Let's prioritise what really matters to making Manzini a thriving city. ✓ Stakeholders need to know what council is spending on as budget contributors.

UTILITY COMPANIES SUBMISSIONS	
Company	**Problem Statement/Matter of collaboration**
1. EEC	✓ Municipalities at time approve certain projects for developers whilst final quotations have not been solicited from EEC. ✓ The utility company requests that council should engage with them at early stages of any major development within the city. ✓ A number of project were stalled by the drought effect in 2016 since EEC relies on hydro-electricity ✓ EEC request that sleeves should be provided for along the city's road as they are in a drive to put all their infrastructure underground. ✓ For street paving, EEC suggest that the Municipality should use blocks as opposed to concrete as this is easier to replace neatly. ✓ EEC suggested that they should also be compensated for sites visits which should be part of the scrutiny fee. ✓ Looking forward to the finalisation of the MoU between Council and EEC which should also provide for Municipal staff training on EEC processes and joint customer education. ✓ As the company was going the route of underground cabling for the CBD it is necessary that this must be legislated and residents be fully engaged. ✓ Proposal that both parties should consider joint ownership of the infrastructure within the Municipal space. ✓ Indicated that in cases of copper theft power restoration is usually delayed by the necessity to wait for a police report. ✓ Indicated the company EEC has approved and budgeted for the full conversion to underground cabling. ✓ The Company has also introduced the use of Arial Bundled Cabling for all domestic power connections

2. EWSC	✓ Indicated that working relations started well even leading to the drafting of an MoU between the two parties. ✓ Noted that the finalisation of the MoU was disrupted by the adoption of ISO Quality Management System which called for some realignment of the provisions of the MoU to the quality standards. ✓ Acknowledged that a proposal for bulk supply of water to the Municipal council had been presented but progress has not been impressive. ✓ Acknowledged also that communication has been a challenge especially from EWSC end. ✓ Suggested that for full integration of EWSC and other utilities activities into the Municipality's plans there is a need to include and involve the utility companies in the operational management of Council. ✓ Reported that sewerage coverage for the city of Manzini was at 80% and that the design of the Ngwane Park Sewer system was complete. ✓ Reported that only Sterkstroom was outstanding for sewer coverage currently in their plans. ✓ Reported also that there were indications that the Main trunk pipe passing through the bus rank was now constrained due to an increase in the sewer volumes as the city grows. ✓ Requested that the Municipality should allocate different sides of the road reserves/servitudes for Electricity and Water/sewerage in order to avoid danger. ✓ Acknowledged that the Municipal Council uses different colour markings to clearly identify the various utilities infrastructure. ✓ Acknowledged that due to improperly filing of application forms for water connection and poor vigilance on the part of EWSC customer facing staff some residents were not charged for solid waste collection which is supposed to be charged with the water utilisation.

THE OFFICE OF REGIONAL ADMINISTRATOR

✓ Submission

✓ Indicated that under the current arrangement planning at the RA was still tied to that of Central Government and there was no link to the local government planning process.
✓ Reported that the office of RA was a convenor of the Regional Development Team (RDT) on which the Municipal Council sits.
✓ The RDT was a forum in which all sectors share their plans ranging from short term plans to long terms.
✓ The RDT also provide a platform for collaboration as was seen in the rehabilitation of Siyeni Road and the construction of toilets at St. Paul School to cater for users of the school soccer field.
✓ Indicated that the focus of regional funding had shifted from infrastructure development to Income Generating Projects (IGPs) and initiatives aimed at addressing issues of poverty and HIV/AIDS,
✓ Reported that the office of RA was in the process of developing Chiefdom Development Plans with Mafutseni, Ndinda and Ntondozi having completed their and the plan was to develop such plan for twelve (12) more communities.
✓ Emphasised the need for civic education to the communities on taxes/rates issues.





INTEGRATED DEVELOPMENT PLAN (IDP)



A City Inspired by Excellence

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