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Evaluation Report of the External Evaluation of the Local Economic Development Support Programme in iLembe District, KwaZulu-Natal, South Africa

Volume 2: Evaluation approach and sources

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In collaboration with
AEBEL

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Content

Acronyms

DAC	Development Assistance Committee, OECD
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH, Germany
IDM	iLembe district municipality, South Africa
IFC	International Finance Corporation
KDM	KwaDukuza local municipality, South Africa
KZN	KwaZulu-Natal province, South Africa
MLM	Mandeni local municipality, South Africa
NRE	Nonrevenue electricity
NRW	Nonrevenue water
NT	National Treasury, South Africa
OECD	Organization of Economic Cooperation and Development
SCO	Swiss Cooperation Office, South Africa
SECO	State Secretariat for Economic Affairs, Switzerland
SMEs	Small and medium sized enterprises
SRI	Sustainable Recycling Industries
UNIDO	United Nations Industrial Development Organization

1 Evaluation questions and scope

1. Based on the evaluation's terms of reference, the kick-off meeting, the initial interviews, and the evaluation's purpose statement (see Volume 1), the evaluation was to answer **four main questions**:
    1. What was the **development effectiveness** of the Vuthela program as measured against the OECD/DAC evaluation criteria?
    2. To what extent did the **programmatic approach and implementation modalities** create real on-the-ground synergies and enhance the development effectiveness of the intervention?
    3. To what extent did the collaboration between **SECO's four operational units** create synergies and enhance the development effectiveness of the program?
    4. What **conclusions, lessons, and recommendations** can be drawn from the evaluation about Vuthela's programmatic approach and the collaboration between SECO's four operational units?

2. The **first question** could be further divided into the **following sub-questions**:
    a. **Relevance**. To what extent was Vuthela aligned with the needs, policies, and priorities of SECO, the iLembe District municipality, the local municipalities in iLembe District, KZN EDTEA, National Treasury, and the iLembe District private sector, and continued to be so when circumstances changed (i.e., was the program also 'sufficiently flexible to adjust' to changing circumstances?
    b. **Coherence**. To what extent was Vuthela complementary[1] and synergetic[2] with other SECO projects (internal coherence) and with projects from other development partners and the South African principles on the use of Official Development Assistance[3] (external coherence)?
    c. **Effectiveness**. To what extent did Vuthela achieve its outcome level objectives and were there any unintended outcomes?
    d. **Impact**. To what extent did Vuthela achieve its impact level objectives and were there any unintended impacts?
    e. **Efficiency**. To what extent did Vuthela deliver its outcomes and impacts in an economic and timely manner?
    f. **Sustainability**. To what extent are Vuthela's net benefits likely to continue after the program ends considering the interest and capacity (building) of stakeholders, the institutionalization of the programmatic approach, and the development context?

3. The **second question** addressed the following Vuthela **program dimensions**:
    a. **Programmatic (framework conditions) approach and theory of change**: were synergies created and exploited and did the program theory hold up in practice?
    b. **Stakeholder coordination**: (i) promotion of multi-sector, multi-actor, and multi-level partnerships for Local Economic Development, explicitly including the private sector, (ii) mobilization and use of the three spheres of government: national, provincial, and municipal, and (iii) evidence-based policy advocacy at the provincial and national level.

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[1] 'Complementary' means that two (or more) interventions address different aspects of a development challenge thereby offering a more comprehensive redress of the challenge at hand. Complementarity is about improving the overall development 'effectiveness'.

[2] 'Synergy' allows two (or more) development interventions to achieve the same goal with less resources or better results with the same level of resources. 'Synergy' implies greater development 'efficiency'.

[3] South Africa, in principle, uses Official Development Assistance to try new approaches to economic development which it considers too risky to test with its own fiscal resources.

c. **Implementation modalities**: private implementing agent, use of international development partners, transfer of project to municipalities for local implementation, program branding, and PCU located outside the iLembe District municipalities.
d. **Effective use of country systems and municipal ownership and leadership:** including through infrastructure related procurement directly by the municipalities.
e. **Governance, project steering, and risk management**: project steering committee (PSC), project management team (PMT), PCU, and Swiss Cooperation Office oversight.

The second question was also to encompass **specific areas of interest** of Vuthela's key stakeholders, including:

- the program's **capacity development** of the municipal governments and its **wider economic impact**,
- the **value-added and institutionalization** of the programmatic / framework conditions approach to local economic development,
- the potential for and advisability of the **replication** of the programmatic / framework conditions approach to local economic development within iLembe or beyond,
- the mobilization, coordination, and **use of the three spheres of government** for the local economic development of iLembe District, and
- the extent to which the program effectively **used 'country systems'** in program implementation.

4. The **third question** was to zoom in on the:
   a. **idea, concept, and design** of the collaboration between SECO's four operational units,
   b. **experiences with, views on, and (human resource) costs of the implementation arrangements** between SECO's operational units for project steering,
   c. **results of the collaboration**, which synergies were created, exploited and to what effect in (i) iLembe District and (ii) regarding the broader operational and strategic collaboration between the four operational units.

5. **Two underlying questions** for all three above questions were:
   a. **what worked, what didn't and why?**
   b. **what can/should be improved if replicated?**

6. The answers to these last two questions were to inform **the fourth primary evaluation question**, i.e., **the conclusions, lessons, and recommendations** of the evaluation. The South African partners were thereby, amongst others, interested in identifying possible good practices that deserve replication in other municipalities in South Africa. SECO was, amongst others, also interested in learning what needs to be taken into account when two or more operational SECO departments where to collaborate.

7. Finally, standard evaluation practice required that the recommendations are prioritized, specify the target audience, and offer a time indication for their implementation (differentiating between short, medium, and long-term).

8. The evaluation was to cover the **complete program cycle**: from conceptualization to program closure, albeit with a focus on the conceptualization, design, and implementation of the program:

- Conceptualization: March 2012 – August 2012.
- Program design: October 2012 – June 2013.
- Negotiation: June 2013 – September 2014.
- Contracting and mobilization: September 2014 – July 2017.
- Inception: 1 July 2017 – 30 November 2018 (17 months).
- Implementation: 1 December 2018 – 31 December 2023 (5 years and 1 month).

2 Evaluation design matrix

Evaluation questions	Judgement criteria	Data collection methods	Data sources	Data analysis methods
1. What was the development effectiveness of the Vuthela program as measured against the OECD/DAC evaluation criteria?	– The OECD/DAC Evaluation Criteria definitions*, including, importantly: – the Swiss ICS 2013-24, – the South African national LED Strategies 2006-2028, – the iLembe municipalities' needs, priorities, and qualified demand for support, – the Vuthela logframe indicators (dated 1.6.2018), – iLembe municipalities and iLembe Enterprise comparative performance in KZN, – iLembe municipalities intermunicipal cooperation (including with iLembe Enterprise) – trust and cooperation between iLembe municipalities and iLembe's private sector. *As defined in OECD/DAC (2019). Better Criteria for Better Evaluation. Revised Evaluation Criteria. Definitions and Principles for Use	Document review Key informant interviews Quantitative data collection	Documents: – Background study – Advocacy/Decision Note – Program document – Logframe – Progress report – Vuthela spark newsletters – Inception phase review – Project reports – Closing workshop presentations – Swiss ICS 2013-24 – LED Strategy 2006-28 – Statsa, Global Insight, Quantec – Municipal (PEFA) data – External studies Key informants: – iLembe municipalities (from mayor to department heads) – iLembe Enterprise – Chamber of Commerce – Private sector beneficiaries – KZN EDTEA – KZN COGTA – National Treasury – PCU + Mariswe – SCO – Backstoppers – GIZ, UNIDO, etc. – South African LED experts	Inductive analysis and deductive analysis Comparative analysis Follow-the-money analysis

2. To what extent did the programmatic approach and implementation modalities create real on-the-ground synergies and enhance the development effectiveness of the intervention?	– The program theory (see Section **Error! Reference source not found.**)
	– The extent to which Vuthela contributed to the results identified under Question 1, through its:
	  – programmatic approach
	  – promotion of multi-sector, multi-actor, and multi-level partnerships
	  – mobilization and use of the three spheres of government
	  – the parallel use of a private implementing agent, international development partners, and municipal implementation, and
	  – governance and project steering structures
		Document review
		Key informant interviews
			Documents:
			– Same as above, plus,
			– Project agreements
			– Service level agreement
			– Evaluation SECO economic cooperation South Africa (Infoknight)
			Key informants:
			– Same as above, explicitly including:
			– PMT members
			– PSC members
				Contribution analysis
				Inductive and deductive analysis

3. To what extent did the collaboration between SECO's four operational units create synergies and enhance the development effectiveness of the program?	– The program theory (see Section **Error! Reference source not found.**) – The extent to which SECO's four operational units created on-the-ground synergies, contributed to the observed results, and likely achieved greater development effectiveness than if the four units had implemented their own projects in parallel.	Document review Key informant interviews	Key informants – SECO's operational units: heads and lead staff – Former Vuthela program officers still at SECO – SCO – PCU	Contribution analysis Inductive and deductive analysis
4. What conclusions, lessons, and recommendations can be drawn from the evaluation about the replication of Vuthela's programmatic approach and the collaboration between SECO's four operational units?	– What worked, what didn't and why? – What can and should be improved if replicated?		The answers to the first three evaluation questions	Inductive and deductive analysis

3 Sampling strategy

9. Vuthela encompassed:
   - 37 projects, whose design and implementation were led by the PCU,
   - 4 projects, which were transferred to, and implemented by, the iLembe municipalities, and
   - 7 projects, which were outsourced to long-standing SECO partners, such as UNIDO and GIZ.

10. The purpose of the evaluation was to assess the extent to which these projects, together, strengthened the iLembe municipal governments and iLembe District's economy. The evaluation resources neither allowed us to look at all projects, nor to undertake in-depth case studies of a fair number of them. Instead, the evaluation focused on the program level results. Based on the document review and key informant interviews, the evaluation offered a descriptive analysis of Vuthela's contribution to observed (quantitative and qualitative) results.

11. Still, the evaluation drew on a purposeful sample of projects. For two reasons. First, to identify and select municipal functions and iLembe District stakeholders to interview during the field mission. Second, to use as a starting point for and examples in the discussions during the field mission. The evaluation applied the following criteria for its project selection, namely, to include projects:
    - from all five program components,
    - that cover the different municipal function: policy, planning, budgeting, and implementation,
    - that have been transferred to municipalities,
    - that have been implemented by long-standing SECO partners, like UNIDO and GIZ,
    - that have been more and less successful,
    - that were deemed critical to Vuthela by key informants to the inception phase of the evaluation.

12. This resulted in the following provisional list of 'example projects' for the Vuthela evaluation:
    - Automated Indigent Register (VILP/S/003)
    - Development charges policy, system, and implementation (VILP/I/004)
    - Budget management (VILP/I/006)
    - Unauthorized, irregular, fruitless, and wasteful expenditure register (VILP/S/002)
    - Integrated asset management, including SCADA system (VILP/S/011, VILP/I/010, VILP/S/015, VILP/I/030, VILP/I/044)
    - Non-Revenue Water IDM (VILP/S/12, VILP/O/031)
    - Non-Revenue Electricity KLM/MLM (VILP/I/13, VILP/I/33, VILP/I/042)
    - Ease of doing business (SECO funded via WBG)
    - National Business Initiative Installation, Repair and Maintenance Hub (GIZ)
    - Renewable energy options Isithebe Industrial Park (SECO Funded via WBG)
    - Sustainable Recycling Industries e-waste programme (SECO-funded)
    - Support Enterprise iLembe, LED Forum, and District Economic Facilitation Committee (PCU)

13. Other projects were included in the discussions as pertinent to the understanding of Vuthela and its development impact.

4 Vuthela's theory of change

IF Vuthela helps strengthen the 'municipal fundamentals' of iLembe District regarding:

- its public financial management, asset management, budgeting, planning, and procurement of municipal (infrastructure) services (component 1 and 2),
- the private sector's ease of doing business, skills development, and access to finance (comp. 3),
- the operation of its eco-industrial parks and electronic waste management (component 4), and
- the collaborative strategy development on and planning of local economic development between the municipal authorities and the private sector (component 5). (Activities and outputs)

THEN:

- iLembe District municipalities will:
  - continuously improve their revenue collection and financial headroom,
  - invest and improve their municipal (infrastructure) services,
- the private sector will expand and invest more,
- there will exist an improved and sustained public-private partnership for local economic development and local economic governance in the iLembe District (Outcomes), and
- iLembe District will experience higher employment, income, and economic growth (Impacts).

BECAUSE:

- the improved 'municipal fundamentals' are a necessary and sufficient condition for the private sector in iLembe District to seize the opportunities from:
  - the relative fast economic growth of KwaZulu-Natal Province,
  - the eThekwini-Richards Bay N2 economic corridor,
  - its vicinity to Richards Bay industrial complex, Dube trade port, King Shaka International Airport, and the industrial zones in Mandeni local municipality,
  - the fast-growing economic sectors in KwaZulu-Natal: agriculture, manufacturing, information technologies, tourism, and urban construction,
  - KwaDukuza being one of the fastest growing municipalities in South Africa,
- the iLembe District municipalities have:
  - the interest and incentive to improve municipal services given its shortcomings,
  - the will, commitment, capacity, human resources, power, leadership, and tenacity to improve their operations and (infrastructure) services fundamentally and sustainably,
  - Enterprise iLembe as a dedicated LED agency with ambitious plans and strong leadership,
- the private sector appreciates and has confidence in iLembe District's transparent and predictable regulatory and tax environment, favorable business climate, and available talent,
- program component 5 establishes the mechanisms and develop the relations between the components to create and exploit the synergies,
- the organizational arrangements:
  - the appointment of a lead operational unit (SECO's infrastructure financing unit) and the operational units' standard (in)formal working procedures for monitoring and steering are sufficient for enabling synergies between the contributions of the four operational units,
  - the Program Steering Committee and Program Management Team provide strategic oversight and adjust the program where necessary, and
  - the dedicated, external, implementing agent would ensure the timely implementation of the program's envisaged interventions, and
  - the KZN provincial government officials had the leadership, charisma, and soft skills to foster intermunicipal cooperation and public private dialogue within iLembe District. (Assumptions)

5 Evaluation methods

14. This section describes the main data collection and analysis methods of the evaluation.

Document review

15. The purpose of the document review was to:
- understand the purpose, design, scope, strategy, and evolution of the Vuthela programme,
- reconstruct Vuthela's programme theory,
- establish the baseline against which to evaluate Vuthela,
- collect stories and data, both quantitative and qualitative, on the development effectiveness of Vuthela,
- contextualize the Vuthela results against the development context in KwaZulu-Natal, and
- frame the Vuthela results against the state-of-the-art thinking on Local Economic Development.

16. The document review entailed the following categories of documents:
- Vuthela programme documentation: advocacy/decision note, amendments, program document, annual reports, project documents, newsletters, case studies, close-out workshop presentations, etc.
- Evaluations: external review inception phase and evaluation of Swiss economic cooperation with South Africa.
- FDFA documents: Swiss international Cooperation Strategy 2017-20, 2021-24.
- Country and sector studies: LED Strategy 2006-28, macro-economic studies.

17. A full overview of the documentation is included in Chapter 6; the evaluation's references are included in the main report. Most documentation was purposefully selected. The macro-economic studies were identified through ChatGPT and a GOOGLE search.

18. The evaluators took written notes on the document review, which were subsequently coded based on the main evaluation dimensions and the OECD/DAC evaluation criteria. The document review was conducted without use of qualitative data analysis software.

Key informant interviews

19. The purpose of the key informant interviews was to:
- discuss in-depth the main themes/questions of the evaluation,
- collect qualitative information on the development effectiveness of the Vuthela programme, and
- draw out the main lessons learned from the program.

20. The main key informant groups were identified in the Evaluation Design Matrix (see Chapter 2) and included the following categories:
- SECO management and staff
- SCO staff
- iLembe municipalities management and staff, including PMT and PSC members
- iLembe Enterprise
- Chamber of Commerce
- Private sector beneficiaries
- KZN EDTEA, including PMT and PSC members
- KZN COGTA, including PMT and PSC observers
- National Treasury, including PMT and PSC members and observers
- PCU + Mariswe
- Backstoppers

- International development partners
- South African LED experts

21. A full overview of the key informants can be found in Chapter 7. The key informants were purposefully selected based on their role in and/or knowledge of the programme or field of expertise.

22. We conducted semi-structured interviews. Based on the evaluation questions, we prepared a questionnaire for the interviews (capturing all important topics). We started the actual interviews in an open, non-judgmental fashion and invited each interview partner to express their involvement, experiences, and views freely. This provided unbiased answers, tending to cover (roughly) 30% of the interview questions and provided insight into which other questions were likely to receive informative answers (often another 20 – 30% of the questions). Gradually, we then focused the interviews on the remaining relevant questions from the underlying questionnaire as well as on emerging themes from the evaluation.

23. The evaluators took written notes during the interviews, which were subsequently coded based on the main evaluation dimensions and the OECD/DAC evaluation criteria.

Quantitative date collection

24. The purpose of the quantitative data collection was to capture and/or to contextualize the progress of iLembe District (municipalities). Statistical data was collected on:
    - macro-economic indicators (e.g., GDP growth rates),
    - public financial management performance (e.g., fiscal deficits),
    - municipal infrastructure service indicators (e.g., NRW and NRE), and
    - SECO portfolio data on inter-unit cooperation.

25. The quantitative data was sourced from:
    - National Treasury South Africa (Municipal Money),
    - Statistics South Africa,
    - Quantec,
    - World Bank Development Indicators, and
    - SECO SAP system.

26. The quantitative data was purposefully selected based on the Vuthela results framework and the main evaluation dimensions.

Data analysis

27. The evaluation applied various data analysis techniques for answering the evaluation questions:
    - **inductive analysis**: 'making sense' of the collected data during the data collection (for example the field mission) and identify 'emerging themes and patterns'.
    - **deductive analysis**: 'a structured analysis' of the collected data to specifically answer the evaluation questions. This analysis was conducted in-person, without use of qualitative data analysis software.
    - **contribution analysis**: a structured and qualitative inquiry to ascertain to what extent Vuthela 'contributed' to the observed results or whether other contextual factors where responsible—see Textbox 1.
    - **follow-the-money analysis**: based on the expenditure profile of the program and drawing on the results of the contribution analysis, assess whether—with hindsight—better results could have been achieved through a different allocation of resources, and

28. In drawing conclusions from the above analyses, the evaluation applied the principle of 'triangulation' across data sources, data collection methods and/or evaluators. Triangulation across data sources means that findings and conclusions rest on data that stem from different categories of key informants. Triangulation across data collection methods means that findings are supported by data stemming from different data collection methods (e.g., interviews and document review). Triangulation across evaluators means that both evaluators reached the same findings and conclusions based on the collected data.

Textbox 1 Contribution analysis

Contribution analysis answers the following 5 questions: (i) are the assumptions underlying the Theory of Change plausible and uncontested? (ii) did the envisaged activities take place? (iii) is there evidence that the assumed changes in behavior, decisions and actions occurred in practice? (iv) were the envisaged results achieved? (v) could other contextual factors have reasonably and significantly contributed to the results? The answers to these five questions tell whether the Theory holds up in practice and the extent to which any results can be attributed to the program.

Source: John Mayne (2008). Contribution analysis: An approach to exploring cause and effect. ILAC Brief 16.

6 Documentation

Swiss government

- Dispatch on Switzerland's International Cooperation 2017-2020
- Switzerland's International Cooperation Strategy 2021-24

SECO

- Advocacy Note (2012). Local Economic Development (LED) Programmatic Approach.
- Decision Note (2013). Programmatic Approach to Local Economic Development in South Africa.
- Swisscontact (2013). Report for Private Sector Development Component
- Programme Document (2014). Programmatic Approach for Local Economic Development in iLembe District. 2015-2020.
- Amended logframe (2018)
- Cost-extension NRW and Use of Financial Gains (2022).
- NRE arrangements, KwaDukuza and Mandeni (2023).
- Review of SECO's Economic Cooperation in South Africa (2024).
- Global Eco-Industrial Parks Programme, Phase II. Factsheet.
- Sustainable Recycling Industries, Phase II. Factsheet.
- Sustainable Recycling Industries, Status Report, South Africa (2021)

Vuthela

- Memorandum of Agreement between the KZN EDTEA, the National Treasury, IDM, KDM, MLM in respect of the SECO LED Support Programme in iLembe District (2014).
- Project Agreement between the KZN EDTEA, the National Treasury, IDM, KDM, MLM in respect of the SECO LED Support Programme in iLembe District (2015).
- Service Level Agreement with Mariswe (Pty) Ltd. (2017),
- Waste Efficiency. Final Report (2019).
- Evaluation of Project Progress of the PFM Component of the Vuthela LED Programme (2023).
- Close-out workshop (2023). 18 PowerPoint Presentations
- Vuthela Spark (2023). Igniting inclusive economic development in iLembe. Issue no. 15. November 2023.
- Project Schedule. Updated Gantt Chart (2023).
- Bi-annual progress report 12 (2023), including updated logframe report.
- Final project summary (2023).
- Close-out report for the PCU (2023).
- Close-out Study. Case Study 10, (2023).
- Bi-annual progress report 13 (2024), including updated logframe report.
- Vuthela Finance Report (2024). January 2024.
- Project close-out reports:
  - Indigent register.
  - Asset Management Plans.
  - Budget Management.
  - Development Charges.
  - UIFW Expenditures.
  - Non-revenue Electricity Management Plan.
  - Non-revenue Water Action Plan, Sundumbili.

- Construction permits.
- Title deeds.
- IRM Hub.
- Enterprise iLembe.

iLembe

- iLembe Business Confidence Index. 2022 Year-end review.

National government

- Stimulating and Developing Sustainable Local Economies, National Framework for Local Economic Development (LED) in South Africa (2006-2011).
- IDC International Development Cooperation. Developing South Africa through Cooperation. Accessed April 3, 2024. http://idc.treasury.gov.za/about/Pages/default.aspx.
- No Drop Report, South Africa (2023).
- Blue Drop Report, KwaZulu-Natal (2023).

EDTEA

- Townships and Rural Economies Revitalization Strategy (2022).
- KwaZulu-Natal Economic Profile (2022)

Other

- Growth through Inclusion in South Africa. Center for International Development. Growth Lab. Harvard University. 2023.
- Macroeconomic Trends in South Africa. United Nations South Africa (2023).

7 Key informants

Organization	Function	Name
SECO		
	Head Macro-Economic Support	Ms. Franziska Spörri
	Head Infrastructure Finance Division	Mr. Philipp Keller
	Head Private Sector Development Division	Ms. Liliana de Sá Kirchknopf
	Head Trade Promotion / Energy Efficiency	Ms. Monica Rubiolo
	Head Countries and Global Portfolio	Mr. Markus Schrader
	Head of Cooperation	Mr. Daniel Lachenauer
	Deputy Head of Cooperation	Mr. Gerhard Pienaar
	Senior advisor Private Sector Development	Ms. Gisela Roth
	Senior advisor Trade Promotion / Energy Efficiency	Mr. Philipp Ischer
iLembe district municipality		
	Municipal Manager	Mr. Sazi Mbhele
	Chief Financial Officer	Mr. Dumisani
	Manager Integrated Development Planning	Mr. Sibusiso Mahlangu
	Manager Water Services	Ms. Xolelwa Mazibuko
	Manager Revenue	Mr. Muzwandile Gumede
	Manager Budget Office	Ms. Nontokozo Khumalo
KwaDukuza local municipality		
	Chief Operations Officer	Mr. Mandla Manzini
	Executive Director Economic Development	Mr. Sikhumbuzo Hlongwane
	Executive Director Electrical Engineering Business Unit	Mr. Sibusiso Jali
	Director Revenue Management	Mr. Mthandeni Nene
	Manager Revenue Management	Ms. Nishandra
Mandeni local municipality		
	Acting Chief Financial Officer	Ms. Mpume Khuzana
	Director Economic Development, Planning and Human Settlement	Mr. Dumsani Mbongwa
	Director Technical Services	Mr. Sabatha Dlamini
	Manager Treasury	Mr. Senzo Makhuba
	Manager Supply Chain Management	Mr. Mwelani Bhodoza
KZN provincial government – Department of Economic Development and Environmental Affairs (EDTEA)		
Directorate Local Economic Development	Chief Director Local Economic Development	Mr. Ranveer Persad
	Director Local Economic Development	Ms. Makhosi Mzizi
	Deputy Director Project Development and Management	Ms. Lucy Mokoena
	Area Manager Local Economic Development	Mr. Sizwe Dladla
KZN provincial government - Department of Cooperative Governance and Traditional Affairs (COGTA)		
	Acting Head of Department	Ms. Barbara Mgutshini
	Chief Director Municipal Planning	Ms. Lisa DelGrande
	Director Office of the HOD	Ms. Sinegugu Mchunu
	Director Municipal Planning	Mr. Musawenkosi Madlala
National Treasury, South Africa		
Directorate International Development Co-operation (IDC)	Director Economic and Infrastructure Cluster	Ms. Seema Naran
	ODA Portfolio Manager Economic and Infrastructure	Mr. Ofentse Lekwape
Directorate Intergovernmental Relations	Chief Director: Local Government Budget Analysis	Mr. Jan Hattingh
	Director: Local Government Budget Analysis	Ms. Kgomotso Baloyi

Organization	Function	Name
	Cities Support Programme - Economic Development Component Lead	Ms. Karen Harrison
Implementing agency		
Mariswe Ltd.	Divisional Head	Ms. Sandra Munnik
Vuthela Program Coordination Unit		
	Programme Manager	Mr. Richard Clacey
	Chief Financial Officer	Mr. Megan Iyer
	Admin, Procurement and Finance	Mr. Avin Naidoo
	Public Finance Management	Ms. Zama Soji
	Building inclusive Growth / Private Sector Cooperation	Ms. Shannon Moffet
	Municipal Infrastructure	Ms. Monja Esterhuizen
SECO Backstopper		
		Ms. Alta Folscher
LED Expert		
Economic Development Partnership	Project Lead	Ms. Kgomotso Tolamo
iLembe Chamber of Commerce, Industry and Tourism		
	CEO	Mr. Cobus Oelofse
Enterprise iLembe		
	Former CEO	Mr. Linda Mcube
	Acting CEO	Ms. Hlengiwe Hakata
	Executive Manager Projects	Mr. Mtura Matshini
	Project Manager SMME Development	Mr. Bahle Magwaza
	Project Manager Agriculture	Mr. Sibonelo Simelane
Umfolozi TVET College – Mandeni Campus		
IRM Hub	Campus Manager	Mr. Namasivayam Perumal
Siza Water Company (Pty) Ltd – Water concession in Balito, KwaDukuza		
	CEO	Mr. Shyam Misra
Development partners		
GIZ	Technical Advisor: Career Path Development for Employment (CPD4E)	Mr. Ferdinand Josephi
GIZ	Technical Advisor: CPD4E seconded to NBI	Mr. Malte Beierdoerffer
National Business Initiative (NBI)	Project Manager: Skills & Inclusive Workplaces	Mr. Zwelidumile Magano
World Bank	Energy Expert	Mr. Jose Andres Detomasi
International Finance Corporation	Senior Operations Officer	Ms. Amina El Zayat

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