MALKERNS TOWN COUNCIL

MALKERNS TOWN COUNCIL
2027-2031 IDP



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Foreword by the Mayor

We present the Malkerns Town Council Integrated Development Plan (IDP) 2026–2031 at a defining moment in the growth of our municipality. This five-year strategic roadmap is guided by our approved Town Planning Scheme and builds on our recent historic transition from a Town Board to a vibrant Town Council. Our clear direction is: 'An innovative high-tech agro-tourist town which is environmentally and economically sustainable in Southern Africa.'

Malkerns is a cherished and special place in the Kingdom of Eswatini. Located strategically in the Mbabane–Manzini development corridor and in the heart of the fertile Malkerns Valley, our town is firmly anchored to its agricultural identity, with over 93% of our municipal area given over to agricultural production, while gracefully embracing modern urbanization, technological innovation and growing economic opportunities.

This IDP is the result of intensive, participatory engagement with our valued residents, business community, local farmers, traditional structures, utility partners and central government. It is a reflection of our proud accomplishments and an honest evaluation of our lessons learned. Indeed, a detailed performance evaluation of the previous IDP highlighted the essential function of strengthening implementation capacity, intergovernmental coordination, financial discipline and stakeholder communication. We have heard you, your hopes and dreams, your fears and challenges, from the pressing need for better road infrastructure, storm water drainage, public safety and sanitation to the critical need for youth empowerment, local economic development and protection of our precious agricultural lands.

This plan is supported by eight key performance areas (KPAs) to achieve our vision:
1. Governance, Institutional Strengthening and Stakeholder Engagement
2. Financial Feasibility and Management
3. Community Wellbeing and Social Development
4. Agro-Tourism & Local Economic Development
5. Environmental and Public Health Management
6. Public Infrastructure Development
7. Disaster Risk Reduction
8. Spatial Development and Planned Growth

Over the next five years, we will focus on building our institutional resilience, diversifying our sources of income, expanding essential public services and forging strategic alliances, including Public-Private Partnerships (PPPs), for catalytic infrastructure and sustainable livelihoods. We know that we are stronger when we act together. No one entity can build the future of Malkerns alone. It will take the combined commitment of the Council, central government ministries, utilities, the private sector and every resident of our six wards.

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I invite you to join us on this transformative journey as we tap into our agricultural heritage, nurture technological innovation and create an inclusive, economically vibrant and environmentally sustainable Malkerns for present and future generations.

His Worship Cllr Sipho E. Shongwe
The Mayor: Town Council of Malkerns

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Town Clerk's Foreword

As the Town Clerk of the Malkerns Town Council, I have the distinct privilege of presenting our Integrated Development Plan (IDP) for the planning cycle of 2026-2031. This holistic strategic roadmap is built directly on the back of our historic administrative evolution, particularly our 2022 transition from a Town Board to a full Town Council and the operationalization of our Malkerns Town Planning Scheme.

Our overall vision for this five-year period is clear and ambitious. ***'An innovative high tech agro-tourist town that is environmentally and economically sustainable in Southern Africa.'***

Charting Our Realities and Strategic Focus

Malkerns is in a very special position in the Kingdom of Eswatini. Our municipality is situated within the vibrant Mbabane–Manzini development corridor, and anchored by the fertile Malkerns Valley. Our municipality is an approximate size of 9,036 hectares, with more than 93% of the area under agricultural production. We are tasked with reconciling this cherished agricultural and ecological identity with the urgent demands of modern urbanization, population growth and economic diversification.

The rigorous performance review of the previous IDP yielded invaluable organizational lessons. While we have made important progress in infrastructure, environmental responsibility, and local economic development, the review identified several key areas that require our immediate and disciplined attention:

1. Enhancing institutional implementation capacity and performance management.
2. Diversifying our own-source sources of income to reduce reliance on traditional property rates.
3. Strengthen intergovernmental coordination and foster strategic Public-Private Partnerships (PPPs).
4. Improving active and responsive communication channels with all residents, ratepayers and local stakeholders.

A Call for Action Together

The challenge will be to translate this plan into real improvements on the ground through strong

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financial discipline, accountable project management and relentless teamwork within our administration, the Council, central government ministries, utility providers, the private sector and our local community. “As executive management we are fully committed to operationalizing these strategies, tightening internal controls and accelerating service delivery across all six wards.

I invite all our partners, investors, farmers, business owners and residents to join hands with the Malkerns Town Council. Together we will draw on our unique agricultural heritage, embrace technological innovation, and build a resilient, prosperous and sustainable future for Malkerns.

Mr Welcome Cinisela Dlamini
Chief Executive Officer / Town Clerk
Malkerns Town Council,

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Executive Summary

The Malkerns Town Council Integrated Development Plan (IDP) 2027–2031 sets out the municipality's strategic priorities, investment direction and performance commitments for the next five years. It is the municipality's third Integrated Development Plan following the 2015–2020 and 2020–2025 IDPs. It has been developed through an extensive consultative process involving councillors, management, employees, residents, businesses, farmers, community organisations, Government ministries, public utilities, development partners and other key stakeholders. The IDP is evidence-based, drawing on literature reviews, a comprehensive situational analysis, stakeholder consultations, a review of the previous IDP, and SWOT and PESTEL analyses. It seeks to translate Malkerns' development potential into practical, measurable improvements in governance, services, livelihoods and sustainability.

Malkerns' position in the Mbabane–Manzini development corridor, its agricultural production base and its growing agro-tourism, cultural and commercial activities provide significant opportunities. However, approximately 9,036 hectares of the municipality are predominantly agricultural (about 93.5%), creating difficult trade-offs between protecting productive land and meeting demand for housing, public facilities, and infrastructure. Stakeholders highlighted deteriorating roads, drainage and lighting, inadequate sewerage and sanitation, limited public trading facilities, land and boundary disputes, unemployment, informal-settlement needs and climate-related risks. The 2017 Census population of 6,122 remains the official baseline cited in the Plan; commuting and tourism activity also add to daily service demand.

The review of the 2020–2025 IDP found that seven of 36 strategic objectives (19%) were fully achieved, with 42% in progress and 39% not initiated at the time of review. These results underscore the need for stronger leadership continuity, implementation capacity, realistic budgeting, intergovernmental coordination, stakeholder engagement, and regular performance monitoring. Although the Council has recorded infrastructure, environmental and local economic development initiatives, persistent backlogs and uneven access to services require more disciplined prioritisation and delivery.

The Council's vision is: 'An innovative high-tech agro-tourist town which is environmentally and economically sustainable in Southern Africa.' The Plan advances this vision through eight Key Performance Areas: (1) Governance, Institutional Strengthening and Stakeholder Relations; (2) Financial Viability and Management; (3) Social Development; (4) Local Economic Development; (5) Public Health and Environment Management; (6) Public Infrastructure Development; (7) Disaster Risk Management; and (8) Spatial Development.

Across these priorities, the Council will strengthen governance systems, human resources, financial controls, revenue mobilisation and partnerships; expand opportunities for youth, vulnerable groups, entrepreneurs, farmers and tourism businesses; improve environmental health, waste services and conservation; and pursue safer roads, drainage, lighting, sanitation and public amenities. Disaster risk planning and inclusive spatial management—including informal-settlement assessment, land for public facilities, protection of agricultural resources and implementation of the Town Planning Scheme—will support more resilient and orderly growth.

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Delivery of utility infrastructure will depend on cooperation with the responsible national agencies and service providers.

Implementation will be guided by the KPA logical frameworks, associated targets and indicators, cost estimates, integration arrangements, risk mitigation measures and monitoring and evaluation provisions contained in the IDP. The central requirement is to match commitments with available funding, land, institutional capacity and accountable delivery arrangements. Sustained collaboration among Council, Government, utilities, businesses, communities and development partners will be essential to achieving a more inclusive, economically vibrant and environmentally sustainable Malkerns by 2031.

The Plan places particular emphasis on strengthening municipal governance, enhancing financial sustainability, expanding and maintaining municipal infrastructure, promoting agriculture and agro-processing, stimulating tourism and entrepreneurship, protecting the environment, improving public health, strengthening disaster preparedness and ensuring sustainable spatial development. It further recognises the importance of digital transformation, innovation, stakeholder partnerships and climate resilience in supporting long-term municipal competitiveness.

Ultimately, this Integrated Development Plan represents a shared commitment between the Malkerns Town Council, Government, development partners, the private sector and the community to build a municipality that is economically vibrant, environmentally sustainable, socially inclusive and institutionally resilient. Successful implementation of the Plan will require effective leadership, sound governance, prudent financial management, active stakeholder participation and sustained collaboration across all sectors of society.

Abbreviation	Meaning
AGM	Annual General Meeting
AU	African Union
CCTV	Closed-Circuit Television
CEO	Chief Executive Officer
DRM	Disaster Risk Management
EEC	Eswatini Electricity Company
ENACTUS	Entrepreneurial Action in Us (Student Entrepreneurship Programme)
EPTC	Eswatini Posts and Telecommunications Corporation
ESWADE	Eswatini Water and Agricultural Development Enterprise
ESWSC	Eswatini Water Services Corporation
EWSC	Eswatini Water Services Corporation
GBV	Gender-Based Violence
GIS	Geographic Information System
HR	Human Resources
ICT	Information and Communication Technology
IDP	Integrated Development Plan
ILFS	Integrated Labour Force Survey
IT	Information Technology

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KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
M&E	Monitoring and Evaluation
MHUD	Ministry of Housing and Urban Development
MKTC	Malkerns Town Council
ML	Megalitre
MoU	Memorandum of Understanding
MR18	Main Road 18
NAMBOARD	National Agricultural Marketing Board
NCDs	Non-Communicable Diseases
NGO	Non-Governmental Organisation
OHS	Occupational Health and Safety
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PLHIV	People Living with HIV
PPP	Public-Private Partnership
REPS	Royal Eswatini Police Service
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SDGs	Sustainable Development Goals
SME	Small and Medium Enterprise
SMME	Small, Medium and Micro Enterprise
SMT	Senior Management Team
SPV	Special Purpose Vehicle
SWOT	Strengths, Weaknesses, Opportunities and Threats
UN	United Nations
UNESWA	University of Eswatini

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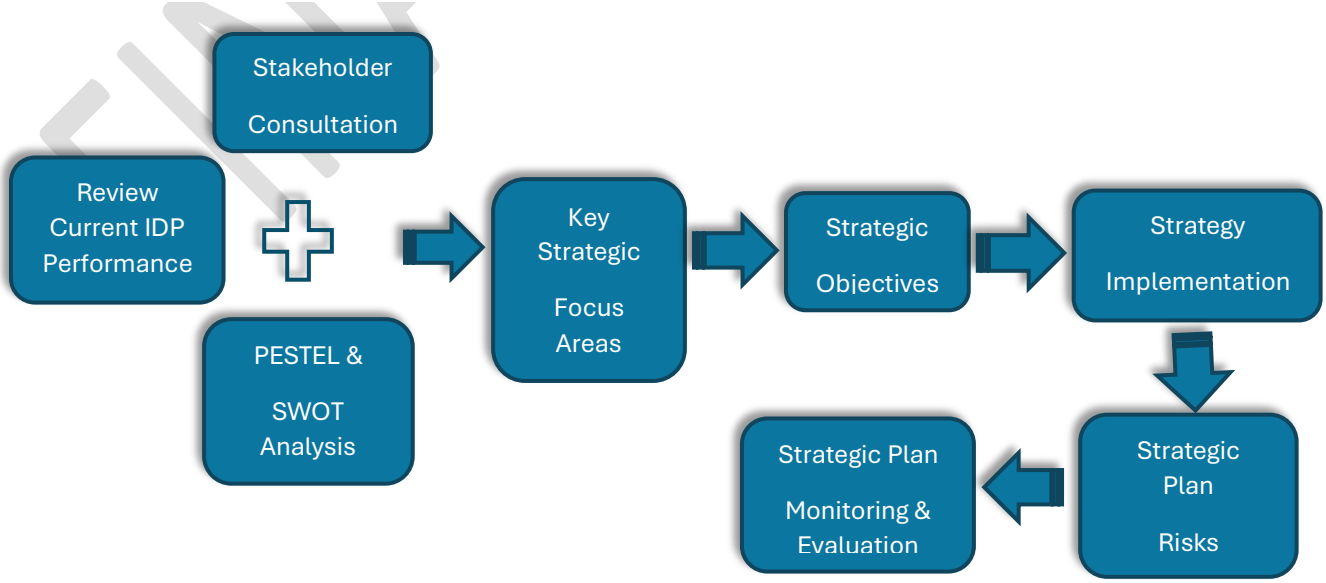
1.1. Preamble

Malkerns occupies a unique position within the country's local government. The town is strategically located within the Mbabane–Manzini development corridor and at the centre of the agriculturally productive Malkerns Valley; the municipality serves as an important agricultural, tourism and service hub. Unlike many urban centres whose economies are primarily driven by commerce, industry or government services, Malkerns has retained a strong agricultural identity while simultaneously experiencing increasing urbanization and economic diversification. This distinctive agro-urban character represents one of the municipality's greatest assets and differentiates it from other towns within the country.

The municipality's development context has been further shaped by its 2022 transition from a Town Board to a Municipality and the subsequent approval of the Malkerns Town Planning Scheme 2022–2031. These milestones have strengthened the municipality's governance and planning capacity while providing a framework for managing future growth and investment. According to the terms of reference, the Malkerns Town Council views the IDP as a comprehensive strategic business plan for the Town Council over the short and medium term. It is a tool for bridging the gap between current reality and the vision of satisfying the needs of the whole community equitably and sustainably.

The IDP development process was guided by the terms of reference and by generally accepted IDP development processes anchored in participatory and consultative approaches. **Error! Reference source not found.** is a high-level picture of the IDP development process, which was followed to the letter in the IDP development process.

Figure 1: IDP/Strategy Development Process



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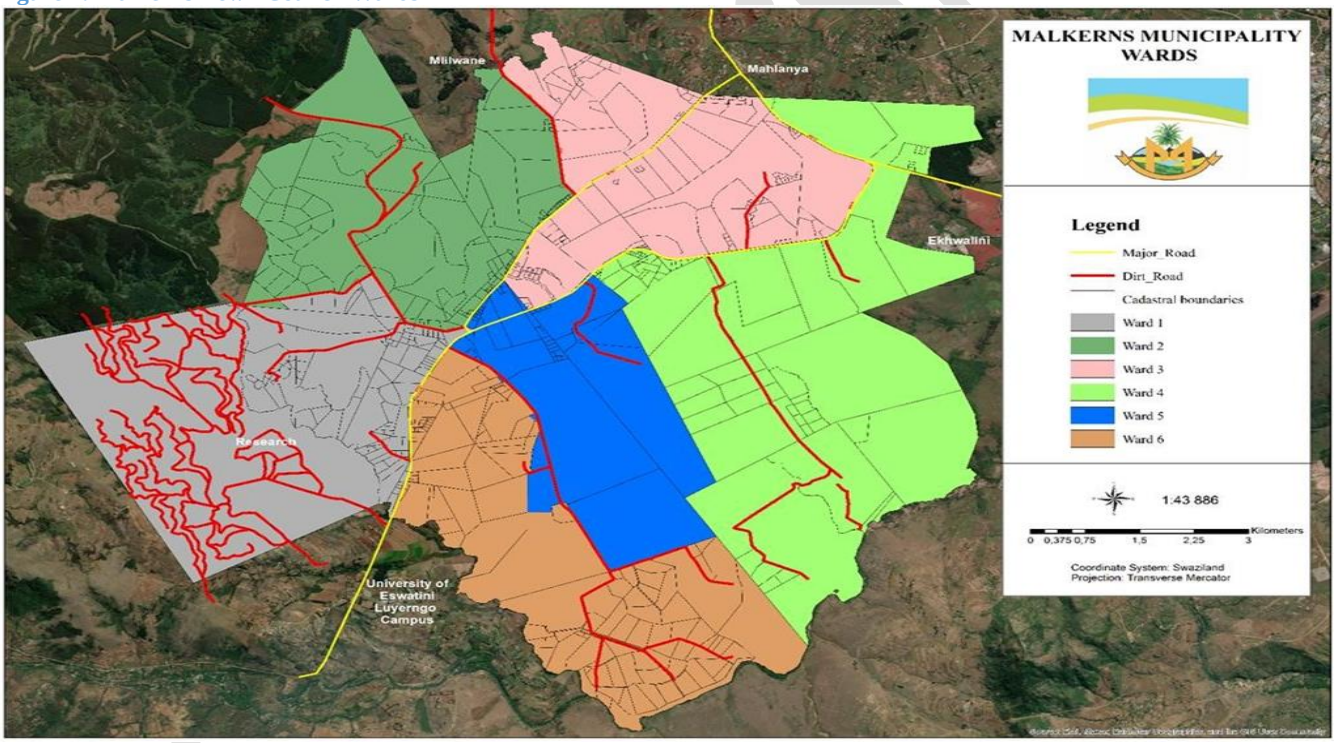
1.2. Scope of the IDP

The scope of the IDP was guided by both the terms of reference and the geographic boundaries of the MKTC, which encompasses all six wards. The scope was also guided by MKTC's policy and legal instruments, as well as policies that guide the essence of IDP development for urban governments.

The terms of reference were specific about the need to review relevant literature, inclusive of a performance evaluation of the 2020-2025 IDP. As part of the scope, relevant stakeholders were consulted, including both internal and external stakeholders. The terms of reference also provided a guide on the IDP document content structure, which the consultant duly complied with in developing and compiling this IDP document. As earlier stated, the scope of the IDP was further guided by the geographic spread of the municipality as defined by the six wards. **Error! Reference source not found.** below shows the town council wards for which the IDP was developed to serve.

Figure 2: Malkerns Town Council Wards



2. SITUATIONAL ANALYSIS

2.1. Introduction

The Integrated Development Plan (IDP) is the principal strategic planning instrument guiding the development of Malkerns Municipality over the period 2027–2031. It provides the framework for prioritising municipal investments, improving service delivery, strengthening institutional

performance and promoting sustainable socio-economic development. A sound understanding of the municipality's current circumstances is therefore essential to ensure that strategic priorities respond to real opportunities and challenges.

This Situational Analysis presents a concise assessment of the external and internal environment, municipal profile, economy, governance, infrastructure, spatial development and community well-being. It draws on stakeholder consultations, municipal records, previous IDP performance, planning documents and relevant national policies to establish the evidence base upon which the Strategic Direction of this IDP has been developed.

2.2. Municipal Profile, Demographic and Socioeconomic Characteristics

2.2.1. General Municipal Profile

This report presents a situational analysis of the Malkerns Town Council and provides context for the development of this Integrated Development Plan (IDP). It examines the municipality's demographic profile, spatial structure, economic characteristics, governance systems, infrastructure, social conditions, and environmental context to identify the key opportunities, challenges, and development priorities that will shape the municipality's future direction. The MKTC profile draws on official municipal reports, national statistics, sector studies, planning documents, and other credible sources to provide an objective assessment of current conditions in the municipality.

Malkerns occupies a unique position within the country’s local government. The town is strategically located within the Mbabane–Manzini development corridor and at the centre of the agriculturally productive Malkerns Valley. The municipality serves as an important agricultural, tourism, and service hub. Unlike many urban centres whose economies are primarily driven by commerce, industry, or government services, Malkerns has retained a strong agricultural identity while simultaneously experiencing increasing urbanization and economic diversification. This distinctive agro-urban character represents one of the municipality's greatest assets and differentiates it from other towns within the country.

The municipality covers approximately 9,036 hectares, making it one of the largest municipal jurisdictions in Eswatini by land area. Approximately 93.5% of the municipal area remains under agricultural use, reflecting the strategic importance of agriculture to local livelihoods, employment creation, and economic development. At the same time, Malkerns continues to strengthen its position as a tourism destination, supported by cultural attractions, agri-tourism activities, creative industries, and internationally recognized events, including the MTN Bushfire Festival.

The municipality's development context has been further shaped by its transition from a Town Board to a City in 2022 and the subsequent approval of the Malkerns Town Planning Scheme

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2022–2032. These milestones have strengthened the municipality's governance and planning capacity while providing a framework for managing future growth and investment.

The situational analysis reveals a municipality with significant development potential, driven by its strategic location, agricultural resource base, tourism assets, and growing investment profile. However, it also highlights challenges relating to infrastructure provision, employment creation, housing demand, environmental sustainability, and institutional capacity. Understanding these dynamics is essential for developing an Integrated Development Plan that is responsive to local needs and aligned with the municipality's vision of becoming an innovative high-tech agro-tourist town that is economically vibrant and environmentally sustainable.

2.2.2. Demographics

Population size, growth trends, and demographic characteristics are important determinants of municipal service demand, infrastructure requirements, and local economic development. Understanding the population structure enables a municipality to plan appropriately for housing, social services, economic opportunities, and future infrastructure investment.

The 2017 Population and Housing Census remains the most recent official source of demographic information for the country, including Malkerns, since the next census will be held in 2027. The 2017 census recorded a resident population of 6,122 people, representing an increase of 947 people (18.3%) from the 5,175 people recorded during the 2007 Census. Malkerns accounted for approximately 0.54% of Eswatini's national population of 1,093,238 recorded in 2017.

Table 2-1: Malkerns Historical Population Growth (please recompute the % changes)

Census Year	**Population**	**Growth from the Previous Census**
1986	4,830	-
1997	7,400	53.2%
2007	5,175	-30.1%
2017	6,122	18.3%

Sources: *Population and Housing Census 2017; historical urban census series.*

The population trend reflects periods of both growth and decline, illustrating the influence of changing settlement patterns, municipal boundary definitions, employment opportunities, and urbanization dynamics. Despite these fluctuations, the municipality has grown overall over the long term and remains an important urban center in the Middleveld region.

Based on recent urban population projections, the population of Malkerns is estimated to have exceeded 7,000 residents by 2025/26. While these estimates provide useful planning guidance, it is important to rely on the 2017 Population and Housing Census as the official demographic baseline until the new national census is undertaken.

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Population Density

The municipality covers approximately 9,036 hectares (90.36 km²). Based on the 2017 Census population of 6,122 persons, this translates to an overall population density of approximately 68 people per square kilometer. However, population distribution is uneven, with most residents concentrated in settlement areas while most municipal land remains under agricultural use.

Table 2-2: Malkerns Population Density Profile

Indicator	**Value**
Municipal Area	9,036 ha
Municipal Area (km²)	90.36
Population (2017)	6,122
Population Density	68 persons/km²

Sources: Population and Housing Census 2017; Malkerns Town Planning Scheme 2022–2032.

Gender Composition

The population is relatively balanced by gender. According to the 2017 Census, males accounted for 51.6% of the population while females accounted for 48.4%.

Table 2-3: Malkerns Gender Composition

Category	**Population**	**Percentage**
Male	3,157	51.6%
Female	2,965	48.4%
Total	6,122	100.0%

Source: Population and Housing Census 2017.

The relatively balanced gender structure suggests the need for inclusive planning interventions that address the needs of both men and women across economic participation, social development, health services, safety, and community development programmes.

Household Characteristics

The LED Strategy estimated approximately 1,734 households within the municipal area. This equates to an average household size of approximately 3.5 persons per household, which is broadly consistent with urban household trends observed nationally.

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Table 2-4: Malkerns Household Profile

Indicator	Value
Population (2017)	6,122
Estimated Households	1,734
Average Household Size	3.5 persons

Sources: *Population and Housing Census 2017; Malkerns LED Strategy 2020–2025.*

Functional Population and Service Demand

The resident population does not fully reflect the actual number of people who utilize services within the municipality daily. Malkerns functions as a regional agricultural, tourism, and service centre, attracting workers, students, shoppers, tourists, and visitors from surrounding rural communities.

Major employment centres, agricultural enterprises, educational institutions, tourism attractions, and commercial establishments generate significant daily movement into and out of the municipality. Events such as the MTN Bushfire Festival further increase temporary population levels during peak periods.

Although no official daytime population estimate currently exists, it is reasonable to conclude that the municipality's functional population exceeds the resident population. This has important implications for infrastructure planning, traffic management, waste management, public safety, water demand, and other municipal services.

Development Implications

Population growth and demographic change will continue to influence demand for housing, infrastructure, social services, and economic opportunities. Future planning should therefore focus on accommodating growth in a sustainable manner while ensuring that investments in infrastructure, service delivery, and local economic development respond to both resident and functional population needs. Emphasis should be placed on employment creation, youth development, housing provision, and the expansion of essential municipal services to support long-term urban growth.

2.2.3. Employment Profile and Implications

Employment creation remains one of the most significant development challenges facing both Eswatini and local municipalities such as Malkerns. According to the 2023 Integrated Labour Force Survey (ILFS), the national unemployment rate stood at 35.4%, while youth unemployment among economically active persons aged 15–35 reached 56.0%. Of the country's 402,909 economically active persons, approximately 142,553 were unemployed. The survey further reported that approximately 26% of employed persons were classified as low-paid workers, earning below two-thirds of the national median monthly income. With the national median monthly income estimated at E3,000, a significant proportion of workers earned less than E2,000

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per month. These findings highlight the broader employment and livelihood challenges facing the country.

The implications of these national trends are particularly relevant to Malkerns given the municipality's economic structure. Agriculture remains one of the dominant economic activities within the municipality and provides employment opportunities across farming, agro-processing, and related value chains. However, agricultural employment can be vulnerable to seasonal fluctuations, commodity price changes, and climatic conditions, creating income instability for some households.

The municipality also benefits from employment opportunities generated by tourism, retail trade, transport services, hospitality businesses, and small enterprises. Nevertheless, the local economy remains relatively narrow and vulnerable to external economic shocks, reinforcing the need for economic diversification and job creation initiatives.

The National Skills Audit Report (2022) identified skills mismatches, skills gaps, skills deficiencies, and information gaps as key labour market challenges affecting productivity and employment creation in Eswatini. These findings are relevant to Malkerns as the municipality seeks to strengthen local economic development through agriculture, agro-processing, tourism, entrepreneurship, and small business development.

The municipality has supported entrepreneurship, youth development, and local economic development initiatives aimed at improving livelihoods and expanding economic opportunities. However, sustainable employment growth will depend on attracting investment, supporting enterprise development, and strengthening value addition in sectors where Malkerns possesses a comparative advantage.

Table 2-5: National Employment and Livelihood Indicators

Indicator	**Value**
Labour Force Participation Rate	59.2%
National Unemployment Rate	35.4%
Youth Unemployment Rate (15–35 years)	56.0%
Economically Active Population	402,909
Number Unemployed	142,553
Low-Paid Workers	26% of employed population
Median Monthly Income	E3,000

Source: Integrated Labour Force Survey (ILFS), 2023.

Development Implications

The employment profile suggests that strengthening local livelihoods will require a combination of investment attraction, enterprise development, skills development, and economic diversification. Opportunities exist in agro-processing, agri-business, tourism, hospitality, retail trade, and small enterprise development. Enhancing workforce skills and supporting

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entrepreneurship will be critical to improving household incomes, reducing unemployment, and promoting inclusive economic growth within the municipality.

Consolidated interpretation and planning implications

The 2017 census population of 6,122 is the last official baseline cited in the base report; subsequent municipal estimates differ in source and method and must not be presented as census counts. The reported municipal area is 9,036 hectares. The resident population understates the demand generated by agricultural workers, commuters, students and major tourism events.

Evidence and performance trends per municipal annual reports, 2022/23–2025/26

The 2022/23 report records five entrepreneurship-related training activities and a multipurpose cooperative with 29 members. The 2023/24 report highlights the lack of land for informal trading facilities. The 2024/25 report records municipal participation in the Eswatini International Trade Fair, with more than 100 visitors to its exhibition. In 2025/26, an agricultural survey and seminar were reported, alongside entrepreneurship training for 15 young people and an agro-tourism billboard under development.

These activities demonstrate promotion and facilitation, but do not by themselves establish employment created, investment secured, or enterprise survival. The IDP should track investment value, business start-ups, SMME survival, jobs created and agro-tourism partnerships.

Staffing and systems

The 2022/23 annual report assessment records 31 staff, and the 2024/25 report records 38. A table in the later synthesis also presents 30 for 2023/24 and 41 for 2025/26.

The Council reports progress in filling critical posts, including the Town Treasurer commencing in January 2026, and recruitment for HR and public health/environmental functions. Work on HR policies, organisational structure, performance management, digitisation and culture assessment remains important.

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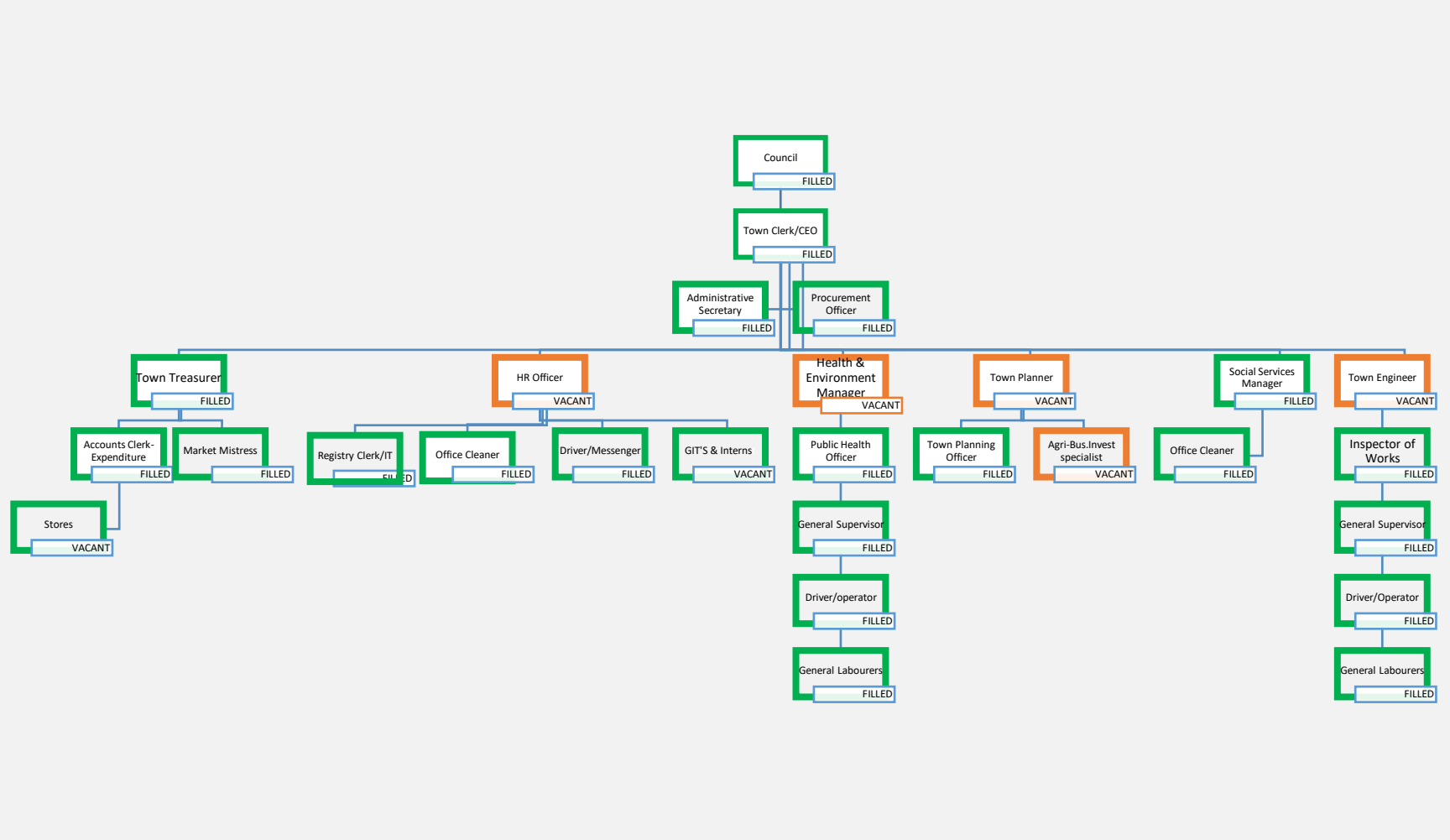
Over the next five years, the municipality should focus on strengthening governance, organisational capacity, performance management, digital transformation and revenue diversification. The municipality has suffered greatly from a high senior management turnover. To date, some senior management positions are either still vacant or have just been filled.

Figure 3: MKTC Organizational Structure



3. PERFORMANCE REVIEW OF THE 2020-2025 MKTC IDP

MKTC is commended for good corporate performance management practice, as it was found that in 2025, MKTC had undertaken a comprehensive performance review of the 2020-2025 MKTC IDP. This is considered best practice in strategic management. In summary, the 2025 review concluded that only seven (7) of the Strategic Objectives in the IDP (19%) were accomplished within the IDP period out of a total of thirty-six (36) strategic objectives.

The assessment of the 2025 performance review report of the 2020-2025 IDP was viewed as a job well done. The overall review of the 2020-2025 IDP revealed the following as key review outcome points, meant for consideration in the 2027-2031 MKTC IDP.

1) Some of the key review outcomes were considered good inputs into the new strategic plan, especially as highlighted in para 3 and 4 of the IDP review document. Both these paragraphs deal with the performance review outcomes.
2) Annexure A, which contains the proposed MKTC activity implementation matrix for 2026-27, of the review document was found to have very important points for consideration, as it enlists strategic activities for inclusion in the 2026/27 MKTC budget. These were considered a fertile start for the new IDP, as these interventions transcend the 2026-2027 budget, through the 5-year period of an IDP and beyond.

Direct Observations from the 2020-2025 MKTC IDP

1) It was noted that the IDP document had no real evidence of integration, especially with utility companies such as E WSC, EPTC, etc.
2) There was no visible evidence of integration with both the education and health sectors. Relevant
3) Stakeholders do not seem to have been sufficiently consulted during the initial IDP development stage.
4) There was also no visible evidence regarding the involvement of government organs in the logical framework, especially MHUD, to intentionally solicit support in resolving the problems of Malkerns, as some of the issues, such as the land and boundary issues, seem above the ability of MKTC to handle alone or resolve; it may require direct government intervention, which seems absent as per the IDP.
5) It was also noted that the option of PPPs as a financial sustainability strategy was not prioritised in the old IDP, which presents a compelling reason to prioritise PPPs in the new IDP. If needed, experience-exchange trips with other relevant urban governments both in Eswatini and outside the country would be highly recommended
6) The review report says only 19% of activities were fully implemented and that 39% were not initiated at all, while 42% were in progress at the time of the review in 2025. This revelation suggests a need to address, through capacity-building, both the governance and management

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capability of MKTC for better implementation of an IDP. The review report of 2025 correctly identified this capacity gap. The institutional capacity-building needs urgent attention; otherwise, if we continue to use the same tools that did not work and still hope for a better result, MKTC might find itself constantly missing its performance targets.

7) The review report states that the strategic plan performed poorly due to frequent changes at the executive management level, which is why institutional strengthening needs to be prioritized from the governance to management level, if not from the legal founding instruments of the municipality.

4. SWOT/PESTEL Analysis

The SWOT Analysis provides a strategic assessment of Malkerns Town Council's internal and external environment and serves as a foundation for the development of the Integrated Development Plan (IDP). The analysis identifies the municipality's key strengths and weaknesses, as well as the opportunities and threats that are likely to influence its development over the 2027–2031 planning period.

The SWOT Analysis was informed by the situational analysis and stakeholder consultation process and reflects the major issues, priorities, challenges, and aspirations identified by residents, businesses, farmers, government institutions, development partners, councillors, and municipal staff. It provides a structured framework for understanding the municipality's current position and informs the identification of strategic priorities, Key Performance Areas (KPAs), and development interventions required to achieve Malkerns Town Council's vision of becoming an innovative, economically vibrant, and environmentally sustainable agro-tourism municipality.

Consolidated MKTC Strengths and Weaknesses (Stakeholders and Senior Management Inputs)

Table 4-1: MKTC Strengths

Strengths	Characteristics
Strategic location	Located within the Mbabane–Manzini development corridor, providing access to major markets, services, and investment opportunities.
Strong agricultural base	Approximately 93.5% of the land in Malkerns remains under agricultural use, making Malkerns a key agricultural hub.
Established agro-processing sector	The presence of major agro-processing investments creates opportunities for value addition and employment.

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Tourism destination of choice	Home to major tourism and cultural attractions, festivals, and craft market activities.
financial stability	Strong asset growth, positive operating position, and sound financial foundation.
Approved planning framework	Availability of the Town Planning Scheme and LED Strategic Action Plan.
Municipality status upgrade	Enhanced governance, planning authority, and institutional legitimacy.
Availability of water resources	Access to strategic water resources supporting agriculture and urban development.
Existing stakeholder engagement platforms	Ward meetings, consultations, and AGMs provide avenues for participation.
Preservation of Malkerns' traditional and urban agricultural character	Strong community support for preserving Malkerns' traditional and urban agricultural character.
Existing public service infrastructure	Waste separation centre, social centres, and an expanding public lighting network.
Stakeholder relationships	Strong partnerships with institutions, utilities, government, and development partners.
Committed and dedicated staff	Staff demonstrate commitment to service delivery and organisational objectives.
Growing residential and commercial development	Increasing investment and growth in residential and commercial developments.
Youth empowerment and skills development initiatives	Programmes such as ENACTUS support youth development and entrepreneurship.

Table 4-2: MKTC Weaknesses

Weaknesses	Action Proposed
Limited municipal land ownership	Develop a comprehensive land acquisition and land banking strategy.
Ongoing municipality boundary disputes and litigation	Accelerate dispute resolution processes and establish a dedicated legal and stakeholder engagement task team.
Absence of sewer reticulation and wastewater treatment infrastructure	Prioritise phased development of sewer networks and wastewater treatment facilities.
Poor road infrastructure and maintenance backlog	Implement a long-term road rehabilitation and maintenance programme.
Limited public facilities and amenities	Develop and implement a municipal public facilities master plan covering markets, cemeteries, transport terminals, public toilets, and recreational amenities.

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Weak stakeholder communication and feedback mechanisms (poor stakeholder relations)	Establish formal customer service standards, digital communication platforms, and complaints tracking systems.
Perceived governance and leadership challenges	Strengthen governance oversight, ethics management, accountability systems, and leadership development.
Dependence on property rates and over-reliance on a limited customer base	Diversify municipal revenue streams through investment promotion, income-generating projects, and broadening the rates base.
Limited economic diversification beyond agriculture	Promote agro-processing, tourism, SMEs, creative industries, and value-added agriculture.
Skills shortages, institutional capacity constraints, and high staff turnover	Invest in staff development, succession planning, retention strategies, and recruitment of critical technical personnel.
Inadequate public safety infrastructure	Improve street lighting, CCTV coverage, and partnerships with law enforcement agencies.
Informal settlement challenges and a growing number of informal structures	Develop informal settlement upgrading, enforcement, and affordable housing programmes.
Limited digital transformation and inadequate IT infrastructure	Invest in servers, smart technologies, digital governance systems, and service-delivery platforms.
Weak monitoring and project implementation systems	Strengthen performance management, project monitoring, and reporting frameworks.
Insufficient office accommodation	Develop an office expansion and facilities improvement plan.
Insufficient municipality policies and procedures	Review, update, and implement a comprehensive policy framework.
Insufficient human capital in key departments	Undertake workforce planning and fill critical vacancies.
Lack of diversified revenue streams	Develop alternative revenue-generating initiatives and partnerships.
No council-owned waste management facility (reliance on the Matsapha landfill)	Assess the feasibility of local waste management solutions and regional partnerships.

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Consolidated MKTC Opportunities and Threats (Stakeholders + PESTEL Inputs)

Table 4-3: MKTC Opportunities

Opportunities	Action Proposed
Expansion of agro-processing industries	Establish agro-processing investment zones and attract value-addition investors.
Growth of agri-tourism, eco-tourism and tourism corridor development	Develop an integrated agro-tourism strategy linked to local attractions, festivals and tourism corridor initiatives.

Agricultural partnerships with NAMBOARD, ESWADE, UNESWA and the Ministry of Agriculture	Formalise strategic partnerships and joint development programmes.
Leveraging Bushfire and other festivals for economic growth	Develop destination marketing campaigns and local business participation programmes.
Smart city and digital transformation initiatives	Introduce digital service delivery platforms, CCTV systems, smart infrastructure solutions and prioritise internal ICT investment.
Access to donor funding and development grants	Establish a resource mobilisation and donor coordination function.
Youth empowerment and entrepreneurship development	Create youth innovation hubs, business incubation and skills development programmes.
Expansion of housing developments and informal settlement upgrading	Guide sustainable residential growth while implementing settlement upgrading initiatives.
Climate-smart agriculture, technology-enabled farming and green economy initiatives	Promote sustainable farming practices, precision agriculture and environmental stewardship programmes.
Strategic location between Mbabane and Manzini	Position Malkerns as a preferred investment and logistics node.
Public-private partnerships (PPPs) and Special Purpose Vehicles (SPVs)	Develop PPP frameworks and establish SPVs to support infrastructure, housing and revenue diversification.
Regional and international municipal partnerships	Pursue sister-town arrangements and knowledge-sharing partnerships.
Development of farmers' markets, agricultural value chains and farming investment roadmaps	Establish market infrastructure and support local producers and investors.
Growth of SMEs and informal sector enterprises	Improve business support services, training and market access.
Land ownership and acquisition opportunities	Pursue strategic land acquisition to support future public amenities and infrastructure development.
Renewable energy initiatives	Promote renewable energy projects and green infrastructure investments.

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Table 4-4: MKTC Threats

Threats	Action Proposed
Ongoing court cases, land disputes and boundary contentions	Pursue negotiated settlements, accelerated legal resolution mechanisms and finalisation of boundary issues.
Limited availability of land for development and the inability to acquire strategic land	Implement land banking, strategic acquisitions and land-use optimisation measures and form PPPs.

Climate change, droughts and flooding	Develop climate adaptation and disaster risk management strategies.
Rapid urbanisation threatening agricultural land and increasing service delivery pressures	Strengthen development controls and enforce the Town Planning Scheme.
Economic instability, inflation and market fluctuations affecting agriculture	Promote local economic resilience and diversify the municipal economic base.
Rising unemployment, poverty and social challenges including NCDs	Accelerate job creation through LED initiatives and social development programmes.
Infrastructure deterioration and growing service demands (public roads, street lights etc)	Increase infrastructure investment and preventative maintenance programmes.
Inadequate government support, changes in municipal funding frameworks and delayed payments	Improve intergovernmental relations and advocate for timely government obligations. Explore other sources of funding.
Water security risks and increasing future demand	Invest in additional storage, conservation and demand management systems
High Crime Rate, social ills and public safety concerns	Implement settlement upgrading and housing development programs (Resettlement and formalising.
Competition from neighbouring growth centres and larger towns	Expand community safety initiatives, lighting and surveillance systems. MKTC can invest in complementary projects, for instance, housing.
Outdated legislation and regulatory constraints	Strengthen retention, succession planning and professional development.
Cybersecurity threats, data breaches, slow broadband and high data costs	Advocate for legislative reforms and alignment with modern municipal needs.
	Strengthen ICT security, digital infrastructure and connectivity partnerships.

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5. IDP 2027 – 2031: MALKERNS TOWN COUNCIL STRATEGIC DIRECTION

5.1 The Desired Future Malkerns Municipality

Council has reflected on the future MKTC that it wants to see and agreed on the following high-level picture of the desired future MKTC.

1. Pragmatic town
2. Strong and positive stakeholder relations
3. Sustained economic viability
4. Resilient agricultural town and integrated urban farming and industrial activity
5. Quality physical infrastructure
6. Dominated by renewable energy
7. Safe and secure communities
8. Provision of amenities and facilities
9. Enhanced quality of life for all residents

10. Centre of excellence
11. Centre for sport excellence
12. Preferred tourism destination
13. An innovative high-tech agro-tourist

5.1.1 Vision Statement

An innovative high-tech agro-tourist town which is environmentally and economically sustainable in Southern Africa

5.1.2 Mission Statement

Provision of quality urban and agro-tourist services through ecologically sensitive technology, ensuring sustained growth and development by partnering with stakeholders

5.1.3 Core Values

1. Accountability and Transparency
2. Integrity
3. Professionalism
4. Innovation
5. Impartiality

5.2 Malkerns Municipality's IDP Key Performance Areas (KPAs)

The Key Performance Areas (KPAs) outlined in Table 12 below constitute the strategic pillars of the Malkerns Town Council Integrated Development Plan (2027/28–2031/32). These KPAs are anchored on both the Situational Analysis and Stakeholder Consultations, which identified critical institutional strengths to leverage, weaknesses requiring intervention, and external opportunities and threats. The KPAs serve as anchors for MKTC to shape the municipality's future development trajectory.

Collectively, these KPAs provide a strategic framework for transforming Malkerns into an innovative high-tech agro-tourism municipality that is economically vibrant, environmentally sustainable and responsive to stakeholder needs. The KPAs further provide the basis for formulating strategic objectives, programmes, projects and key performance indicators during the implementation of the IDP. Table 6 below shows the list of KPAs and their definitions for each KPA.

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Table 5-1: 2027 - 2031 MKTC IDP Key Performance Areas and their Definitions

	KPA	KPA DEFINITION
1	Governance, Institutional Strengthening and Stakeholder Relations	This KPA refers to the strengthening of Governance Systems, including the Council's organizational structure, business processes and procedures, rules and regulations, and systems in place to ensure accountability and enhance quality service delivery. It aims at improving the Council's ability to achieve strategic objectives through capacity building.
2	Financial Viability and Management	This KPA refers to the strengthening of municipal financial management systems, revenue generation, budgetary control, asset management, investment oversight, financial reporting and internal controls. The objective is to ensure long-term financial sustainability, accountability, efficient resource utilization and compliance.
3	Social Development	This KPA refers to the core strategy of improving human well-being, equity and the quality of life for all residents. It focuses on the following core objectives which are the provision of healthcare to all, community health promotion and awareness campaigns, education, economic empowerment, poverty reduction, inclusion and equity (vulnerable groups), as well as addressing other social ills which include; GBV, Mental health, child protection, youth delinquency.
4	Local Economic Development	This KPA refers to focusing on building the town's economy by supporting the economy in areas such as agriculture, retail, informal businesses, and the tourism sectors through encouraging SME development and decreasing unemployment.
5	Public Health and Environment Management	This KPA refers to the protection and promotion of public health and environmental quality through effective environmental health services, regulatory compliance, pollution control and waste management. It aims to create a clean, safe, healthy, and sustainable environment for all residents and stakeholders.
6	Public Infrastructure Development	This KPA refers to the development of essential facilities, systems and structures owned and maintained by the Local Government to serve the public. This includes roads, lighting, water supply and reticulation, schools, hospitals, telecommunications and parks.
7	Disaster Risk Management	This KPA refers to the planning, coordination, and implementation of measures aimed at preventing, reducing, preparing for, responding to, and recovering from disasters and emergencies that may affect public health, the environment, municipal infrastructure, and community wellbeing.
8	Spatial Development	This KPA f focuses on the integration of land use, which directs development through zoning, infrastructure networks (such as transport, water, sewer, etc.), environmental sectors through climate-resilient approaches, and communities through settlement planning that are organized in a sustainable and manageable manner for expansion.

5.3 Malkerns Town Council KPAs and Strategic Objectives

The strategic objectives, which are anchored on each KPA, translate the key findings identified through the situational analysis, stakeholder consultations, SWOT analysis, and Key Performance Areas (KPAs), into clear development outcomes that Malkerns Town Council seeks to achieve

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during the 2026–2031 IDP period. They provide strategic direction for municipal programmes, projects, and resource allocation while ensuring alignment with the municipality's vision, mission, and development priorities.

Collectively, the strategic objectives are intended to strengthen governance & institutional effectiveness, improve infrastructure and service delivery, promote sustainable local economic development, enhance environmental sustainability, support social development, and position Malkerns as a competitive and resilient agro-tourism municipality. They further provide the basis for developing performance indicators for monitoring progress towards the achievement of the municipality's long-term development goals.

Table 5-2: The 2027 - 2031 MKTC IDP Strategic Objectives

Key Performance Area (KPA) 1: Governance, Institutional Development and Stakeholder Relations	
Strategic Objectives	**Key Performance Indicators (KPIs)**
1. To enhance a well-capacitated Council and Senior Management Team (SMT) on Corporate Governance	Number of corporate governance trainings conducted
2. To enhance Malkerns Town Council's quality service delivery and regulatory framework	Number of systems and policies developed
3. To improve collaborative stakeholder engagement: (Strengthen organizational transparency and accountability	Number of stakeholder engagement meetings implemented
4. To attract and retain competent and results-driven human capital:	High Staff Retention Rate
5. Optimize and maintain the Council's Information Technology Infrastructure	Council server and other IT infrastructure in place
6. To leverage public procurement as a tool for sustainable service delivery, infrastructure development, and local economic growth	Quality Projects delivered on time
	Number of local jobs created
	Capacity building initiatives
7. To establish a Positive Organizational Culture	High Customer Satisfaction Rate
	An engaged and highly productive workforce

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Key Performance Area (KPA) 2: Financial Sustainability and Management	
Objectives	**Key Performance Indicators (KPI)**
1. To develop and maintain robust Internal Control Mechanisms	Approved internal audit mechanism
2. To Strengthen the Safeguarding and Management of Municipal Assets	Assets revaluation report
	Electronic Fixed Asset Register in place
3. To Diversify Municipal Revenue Streams	Percentage increase in own source revenue
	Number of new revenue sources
4. To mobilize new resources	Number of partners collaborated with Council
	Number of funded proposals
5. To strengthen the collection of outstanding debts owed to Council	Debtors collection strategy developed and approved
	Percentage reduction in outstanding debtors
	Number of debt recovery initiatives implemented
	E33 million owed by Government collected in full

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Key Performance Area (KPA) 3: Social Development	
Objectives:	Key Performance Indicators (KPIs)
1. To enhance access to quality education and lifelong learning opportunities.	Number of educational support programmes implemented.
	Number of beneficiaries receiving educational assistance.
2. To promote entrepreneurship, skills development and employment opportunities amongst vulnerable groups (youth, PLHIV, People living with disabilities).	Number of people trained in vocational skills.
	Number of SMEs supported annually.
	Number of mindset change forums held (e.g. youth forum).
3. To reduce poverty and improve household livelihoods.	Percentage reduction in vulnerable households.
	Number of income-generating projects supported.
4. To prevent and reduce incidences of GBV through awareness, prevention and support services.	Number of awareness events held.
	Number of people reached.
	Number of survivors referred to REPS.
	Number of survivors linked to psychological assistance.
	Number of male mentoring campaigns.
5. To Promote mental health awareness and access to psychosocial support services.	Number of people linked to counselling services.
	Number of community mental health initiatives implemented.
	Commemorated international mental health awareness dates (men's month, mental health day, world suicide prevention day)
6. To strengthen child protection systems and promote child welfare.	Number of child protection awareness programmes conducted.
	Number of vulnerable children supported through social centres.
	Number of reported child abuse cases addressed.
7. To empower youth and reduce juvenile delinquency through positive engagement programmes.	Number of youth development programmes implemented.
	Reduction in reported youth delinquency cases.
8. To promote social inclusion and equitable access to services for vulnerable groups.	Number of programmes targeting vulnerable groups.
	Number of beneficiaries from inclusion initiatives.
	Increase participation of people living with disabilities and other vulnerabilities.
9. To reduce the prevalence of teenage pregnancy through prevention, education and support programmes.	Number of teenagers reached through the sexual and reproductive health rights for women (menstrual health) campaigns
	Number of male mentoring events campaigns.

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10. To improve support and opportunities for teenage mothers	Number of teenage mothers linked to education and social support services.
	Number of teenage mothers enrolled in skills training programmes.
	Number of teenage mothers provided with counselling and psychological support.

Key Performance Area (KPA) 4: Local Economic Development	
Objectives	**Key Performance Indicators (KPIs)**
1. To stimulate sustainable economic growth in Malkerns by creating an enabling environment for investment, entrepreneurship, and business development	Investment opportunity assessment report
	4 women- and youth-owned enterprises supported between 2028 and 2031
2. To strengthen the agricultural economy of Malkerns through improved market access, agri-business development, and climate-smart farming practices	At least 2 jobs created through LED initiatives
	Number of farmers linked to markets
	Number of farmers trained in climate-smart agricultural practices
	Number of trained youth farmers
3. To enhance skills development and employment opportunities by promoting training programmes aligned with local economic needs	Skills development programmes conducted
	Memorandum of Understanding in place with Local Training Centres
	Number of trainees securing employment or starting businesses after training
4. To establish strategic partnerships with government agencies, the private sector, development partners, and community stakeholders to advance local economic development initiatives	Number of established and maintained partnerships
	Number of community-led economic projects created and supported
5. To develop and promote agro-tourism, cultural tourism, and recreational opportunities that showcase Malkerns as a destination for visitors and investment	Tourism Promotion Strategy adopted
	Number of tourism promotion initiatives undertaken
	Number of Tourism-related businesses supported.

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Key Performance Area (KPA) 5: Public Health and Environment Management	
Objectives	**Key Performance Indicators (KPIs)**
1. To improve public health, food safety, and sanitation services.	Number of food Premises with grades D-U
	Number of food premises with health certificates.
	All food premises are inspected quarterly.
	Number of reported cases of foodborne diseases.
	Public sanitation facilities meeting required standards.
	Percentage of public sanitation facilities meeting required standards.
	Number of public health awareness campaigns conducted annually.
	Number of borehole water safety awareness campaigns conducted.
2. To strengthen Public and Environmental health monitoring and regulatory compliance.	Food and commercial establishment's database system established and maintained.
	Registered premises captured in the database.
	All food and commercial compliance inspections conducted quarterly.
	Number of water samples complying with required water quality standards.
3. To improve integrated waste management and environmental cleanliness	Number of schools participating in waste management programmes.
	Number of waste awareness campaigns conducted.
	Percentage reduction in illegal dumping sites.
	Percentage increase in recycling and waste diversion initiatives.
	Number of community clean-up campaigns conducted annually.
4. To strengthen enforcement of Public Health and Environmental By-laws.	Public Health and Environmental By-laws established and reviewed.
	Percentage increase in compliance with municipal by-laws.
5. To improve environmental conservation and climate resilience.	Number of trees planted annually.
	Number of schools and businesses participating in tree planting programmes.
	Hectares of Alien Invasive Plant Species managed.
	Number of biodiversity conservation initiatives implemented.

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	Number of community participation in environmental conservation programmes.
6: To strengthen occupational health and safety systems to ensure a safe and healthy working environment for employees.	Occupational Health and Safety Policy developed and adopted.

Key Performance Area (KPA) 6: Public Infrastructure Development	
Objectives	**Key Performance Indicators (KPIs)**
1. To provide Water and sewer services in Malkerns	Approved sewer and water plans
	Implemented sewer and water plans
2. To provide amenities and facilities in Malkerns	Approved public facilities and amenities plans
	Constructed public facilities and amenities
3. To make the streets of Malkerns safe	Distance of newly installed luminaries
	Number of newly installed lighting infrastructure
	Number of security cameras installed
4. To provide improved quality of roads in Malkerns	Distance of implemented remedial action(s)
	Street address system in place
5. To improve operational efficiency in the Council	Number of plant or vehicles procured

Key Performance Area (KPA) 7: Disaster Risk Management	
1. To improve disaster risk assessment and prevention	Disaster Risk Management (DRM) Plan developed, approved, and implemented
	Annual municipal disaster risk assessment conducted.
	Number of disaster risk awareness campaigns conducted annually (e.g., in schools, wards)
	Number of environmental inspections conducted to identify potential disaster risks (e.g., blocked drains, illegal dumping, fire hazards)
	Number of disaster risk mitigation and prevention interventions implemented annually.

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Key Performance Area (KPA) 8: Spatial Development	
Objectives	**Key Performance Indicators (KPIs)**
1. To have upgraded informal settlements	Needs assessment report produced
	Informal Settlement Upgrading Policy/Strategy developed and approved by Council by 2030
	Number of identified informal settlement areas covered by upgrading plans
2. To have land for public amenities	Hectares of land secured or reserved for public amenities.
	Number of public amenity sites identified and incorporated into Malkerns Town Planning Scheme.
	Number of new developments providing land for public amenities in accordance with planning requirements.
3. To have an integrated infrastructure management strategy	Infrastructure assessment report produced
	Integrated Infrastructure Management Strategy approved and operational
	Number of planned infrastructure projects completed annually
4. To have relevant policies promoting the integration of climate-resilient practices and coordination for orderly growth	Climate resilience policy review completed
	Climate resilience and sustainable development policies developed or reviewed
	Number of climate resilience programmes conducted
5. To promote a compact and efficient urban form through the Town Planning	Number of development applications compliant with the Town Planning Scheme
	Number of mixed-use developments approved within designated growth areas
	Planning policies and guidelines reviewed and approved to support compact urban development
6. To establish a functional street naming and addressing system	Number of streets named
	Street address system in place

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6 MKTC KPA-BASED DEVELOPMENT STRATEGIES

The identified key performance areas (KPAs), or themes, guide the developmental strategies the municipality should focus on during the tenure of this IDP. This approach establishes a clear line of sight between the municipality's vision, strategic priorities, and development interventions by linking each strategic objective to specific projects and measurable performance indicators, thus

ensuring that municipal resources are directed towards activities that contribute meaningfully to the achievement of desired development outcomes while promoting accountability, transparency and evidence-based decision-making.

Furthermore, this logical framework serves as an important management and performance monitoring tool, enabling Council, management, stakeholders and development partners to track implementation progress, assess performance against agreed targets, identify implementation challenges and take corrective action where necessary. The framework will therefore guide quarterly and annual work planning, budget allocation, performance reporting and periodic reviews of the IDP. Below are the KPAs, articulated as developmental strategies, each showing its own situational analysis or context, informed by observations, relevant literature, and stakeholder engagement inputs.

6.1KPA 1: GOVERNANCE, INSTITUTIONAL STRENGTHENING AND STAKEHOLDER RELATIONS

Situational Analysis

Malkerns Town Council is responsible for local governance, development planning, infrastructure provision, environmental management, and service delivery within its jurisdiction. The municipality's vision is:

"To be an innovative high-tech agro-tourist town which is economically friendly and environmentally sustainable in Southern Africa."

This vision reflects Malkerns' strategic position as an agricultural production centre, tourism destination, and emerging investment node within the Mbabane–Manzini development corridor.

A significant institutional milestone was achieved in July 2022 when Malkerns was formally upgraded from a Town Board to a Town. This transition strengthened local governance structures, enhanced democratic representation, and increased the municipality's role in planning, development coordination, and service delivery. The municipality now operates within an expanded governance framework designed to support sustainable urban growth and local economic development.

The approval and gazetting of the Malkerns Town Planning Scheme 2022–2032 has further strengthened the municipality's institutional capacity by providing a statutory framework for land use management, development control, and spatial planning. Together with the Local Economic Development (LED) Strategic Action Plan, these planning instruments provide a clear foundation for guiding future growth, investment, and infrastructure development within the municipality.

Table 6-1: Malkerns Governance Structure and Functions

Governance Area	**Current Arrangements**
Municipal Status	Municipality (upgraded from Town Board in July 2022)
Ward Structure	Six electoral wards with elected Councillors and two ministerial appointees
Political Leadership	Mayor, Deputy Mayor, and Council Committees
Key Committees	Finance, Planning, Infrastructure, and Human Resources

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Public Participation	Ward meetings, community consultations, and Annual General Meetings
Strategic Planning	Approved Town Planning Scheme (2022–2032) and LED Strategic Action Plan, IDP
Intergovernmental and Other Stakeholder Relations	Coordination with the Ministry of Housing and Urban Development, the Ministry of Agriculture, EWSC, EEC, ETA, and other stakeholders

The municipality has established mechanisms for stakeholder engagement and public participation through ward meetings, community consultations, and Annual General Meetings. These platforms give residents, businesses, and other stakeholders opportunities to contribute to local development planning and decision-making.

Despite progress in strengthening governance systems and institutional planning, the municipality continues to face challenges stemming from rising service delivery demands, infrastructure needs, and resource constraints. Continued investment in institutional capacity, financial sustainability, human resource development, and intergovernmental collaboration will therefore be essential to ensuring effective governance and successful implementation of the Integrated Development Plan.

Development Implications

The municipality's ability to achieve its long-term development objectives will depend on maintaining sound governance systems, strengthening institutional capacity, and fostering effective partnerships with government agencies, utilities, development partners, the private sector, and local communities. Effective governance will remain a critical enabler of sustainable development, investment attraction, and improved service delivery within Malkerns.

Problem Statement:

Malkerns Town Council continues to face governance and institutional capacity challenges, including leadership instability, critical skills shortages, inadequate organisational systems and policies, weaknesses in performance management and project implementation, and insufficient stakeholder engagement and coordination. These challenges have adversely affected institutional effectiveness, accountability, service delivery and the implementation of previous strategic plans, necessitating stronger governance structures, organisational capacity, operational systems and stakeholder partnerships.

Stakeholder consultation evidence - Internal participants highlighted unresolved boundary and ratepayer disputes, delays in government approvals, management turnover, gaps in technical staffing and the need for clearer accountability between Council and management. Residents and businesses emphasised timely responses to complaints, transparent decision-making and meaningful, well-advertised community engagement. Institutional partners proposed more inclusive coordination arrangements and a structured stakeholder information system. These are stakeholder perceptions and priorities, not findings of misconduct or confirmation that historical disputes remain unresolved. Basically, stakeholder inputs reinforce the need to restore confidence through responsive communication, clearly defined decision rights, capable staffing, timely

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project reporting, and systematic engagement with residents, ratepayers, farmers, traditional structures, and partner institutions.

Institutional legitimacy and engagement - Earlier annual reports describe boundary-related disputes, strained relations with some property owners, and challenges affecting municipal legitimacy and rates collection. The status of historical legal and boundary disputes must be patiently and fairly dealt with until a common ground is found, much to the benefit of the municipality and all its key stakeholders

Implementation Plan:

In response to the governance, institutional capacity and operational challenges identified above, Malkerns Town Council will implement a coordinated programme of institutional strengthening and governance improvement over the 2027–2031 IDP period. The programme will focus on enhancing the corporate governance capacity of Councillors and Senior Management, strengthening organisational policies and regulatory frameworks, institutionalising quality management and performance assessment systems, and improving the efficiency, transparency and accountability of municipal operations.

To translate these priorities into measurable results, the Council will undertake the strategic interventions and activities outlined in **Error! Reference source not found.** below. The implementation framework specifies the activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, thereby providing a structured basis for implementation, monitoring and accountability.

Table 6-2: Governance, Institutional Strengthening and Stakeholder Relations

Activity	Sub-objective	Target performance	KPI	Start – finish	Resp.
1.1. **Strategic Objective: To enhance a well-capacitated Council and Senior Management (SMT) on Corporate Governance**					
1.1.1. Optimize Council Standing Orders into a (Board Charter) and align with Corporate Governance Best Practices	To achieve efficient and smooth running of the Council mandate	To be in place by 2027	Reviewed and approved Council Standing orders/Board Charter	From 2027 to end of 2027	CEO
1.1.2. Conduct corporate governance training for councilors & (SMT)	To capacitate Councilors and staff on corporate governance	1 training conducted per year	Training conducted	Annually	CEO
1.1.3. Orient newly appointed Councillors	To create awareness of the Councillors' mandate	To be conducted by 2029	Councillors Orientation conducted	From Q1 of 2029 to end of Q1, 2029	CEO
1.2. Strategic objective: To enhance Malkerns Town Council's quality service delivery and regulatory framework					
1.2.1 Develop and implement a quality management system	To align the Council's operational processes with strategic deliverables	To be in place by 2030	ISO 9001:2015Certification awarded	2027 to 2030	HRO

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Activity	Sub-objective	Target performance	KPI	Start – finish	Resp.
1.2.2 Procure QMS internal & external audit consultancy services	To ensure quality service delivery	To be conducted annually	Internal & external audits conducted	Annually	CEO
1.2.3 To engage a Consultant to conduct a corporate performance assessment	To conduct mid-term reviews to track IDP implementation status	To be conducted by 2029	Corporate Performance Assessment Report	Q1, 2029	CEO
1.2.4 Develop & implement human resources policy manual	To ensure efficient and transparent HR workflows	To be in place by 2028	Approved HR Policy Manual in place	2027 to 2028	HRO
1.2.5 Undertake a Policy Needs assessment and develop policies as per the need	To minimize confusion on operations and non-compliance	Required policies in place per department by 2030	No. of required policies developed and approved	2028 to 2030	CEO
1.2.6 Develop a Procurement Strategy	To align procurement activities with Council's strategic goals and governance requirements.	Procurement Strategy approved and implemented by 2028.	Approved Procurement Strategy in place.	2027 – 2028	Proc. Officer
1.2.7 Review procurement policy and procedures (SOP's)	To strengthen regulatory compliance and standardize procurement practices.	Procurement policy developed and reviewed by 2027.	Policy developed and approved.	By Mar 2028	Proc. Officer
1.3 Strategic objective 3: To improve collaborative stakeholder engagement: (Strengthen organizational transparency and accountability)					
1.3.1 Establish a stakeholder liaison Officer position	To improve communication with Council Stakeholders	Hired by the end of 2028	Stakeholder liaison Officer appointed	From Q1 of 2027/to end of Q12027	HRO
1.3.2 Develop a Communication Policy	To provide for a clear information dissemination procedure	To be in place by the end of 2027	Approved Communication Policy in place	From Q2 of 2027/28 to end of Q2 2027/28	CEO
1.3.3 To conduct civic education sessions for all stakeholders on municipal issues	To strengthen relations and empower stakeholders	6 meetings per annum	No. of stakeholder engagement meetings conducted	Annually	CEO
1.4 Strategic Objective 4: To Attract and Retain Competent and Results-Driven Human Capital					
1.4.1 Develop and implement an employee retention strategy	To retain competent talent and reduce overall staff turnover	High staff retention rate by completion of terms	Approved retention strategy in place	From Q1 of 2027/28 to the end of Q3	HRO
1.4.2 Develop a succession plan	To ensure strategic readiness and operational resilience	To be in place by 2028	Approved Succession Plan in place	From Q4 of 2028/9 to end of Q4	HRO

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Activity	Sub-objective	Target performance	KPI	Start – finish	Resp.
1.4.3 Develop and implement a Human Resource Development Plan	To be a continuous learning Town Council	By end of each fiscal year	Approved HRD Plan budget	From 2027 to 2031	HRO
1.4.4 Automate & implement the performance management system	To ensure human capital performance	Performance appraisals conducted biannually	High human capital performance rate	From 2027 to 2031	HRO
1.5 Strategic Objective 5: To establish a Positive Organizational Culture					
1.5.1 Develop and implement an employee wellness program	To ensure a work-life balance	by the end of each fiscal year	Low absenteeism rate in lieu of sick leave	Annually	**SSM**
1.5.2 Conduct Team Building Exercises for Councillors	To improve and maintain healthy relations at executive level	Bi-Annually	Team Building Sessions conducted annually	Bi-Annually	**CEO**
1.5.3 Conduct team-building exercises for Human Capital	To optimize human capital relations and strengthen team rapport.	Quarterly	Human capital team building conducted quarterly	Quarterly	**CEO**
1.5.4 Conduct stay interviews	To proactively determine and improve on employee engagement gaps	Once annually	Increased employee retention rate	Annually	HRO
1.6 Strategic objective 6: To optimize and maintain the Council's Information Technology Infrastructure					
1.6.1 Establish IT Officer Position	To ensure the development and maintenance of IT Infrastructure	By end of 2027	IT Officer position established	From 2026/27 to end of 2027	HRO
1.6.2 Source and install a Council server	To secure and preserve Council data	By end of 2027	Council server fully installed and operating	From 2027/28 to end of 2027/28	IT Officer
1.6.3 Develop and implement data analytics software	To optimize the Council's decision-making processes and generate quantifiable reports	By end of 2027	Data analytics Software in place	From Q2, 2027/28 to end of Q2, 2027/28	IT Officer
1.6.4 Train staff on data analytics	To enable staff to optimize reporting through application of data analytics	Annually	Data analytics training Conducted	Annually	IT Officer
1.6.5 Develop an IT Policy Manual	To ensure smooth flow of Council information	By end of 2029	Council IT Manual Policy	From 2027/28 to end of 2027/28	IT Officer
1.6.6 Develop and implement a Data Recovery Plan	To ensure business continuity	By end of 2028	Data Recovery Plan in place and live	From 2028 to end of 2028	IT Officer

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Activity	Sub-objective	Target performance	KPI	Start – finish	Resp.
1.6.7 Capacitate Users on Artificial Intelligence and other emerging digital Tools	To ensure data security and efficient usage of IT-approved platforms	By end of Q1,2029	AI training conducted	Q1of 2029	IT Officer
1.7 Strategic Objective 7: To leverage public procurement as a tool for sustainable service delivery, infrastructure development, and local economic growth.					
1.7.1 Promote local supplier participation in Council procurement opportunities	To stimulate local economic development and create opportunities for local businesses.	Increased participation of local suppliers by 30% by 2031.	Percentage of contracts awarded to local suppliers.	Annually	Proc. Officer
1.7.2 Develop value-for-money procurement initiatives program	To ensure efficient use of Council resources	By end of 2027	Value for money procurement initiatives in place	Q1,2027	Proc. Officer
1.7.3 Implement value-for-money procurement initiatives	To maximize the impact of public expenditure on service delivery.	Annual procurement savings achieved without compromising quality.	Percentage of Annual savings achieved	Annually	Procurement Officer
1.7.4 Conduct stakeholder engagement and capacity-building initiatives	To improve supplier competitiveness and increase participation in Council procurement opportunities.	1 supplier engagement session conducted annually.	Number of supplier engagement sessions conducted	Annually (2027 – 2031)	Proc. Officer
	To provide capacity building to internal staff	1 procurement training for staff	No. Of internal training sessions conducted	Annually (2027 – 2031)	Proc. Officer

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6.2 KPA 2: FINANCIAL VIABILITY AND MANAGEMENT

Introduction:

Financial viability refers to the municipality's ability to generate sufficient income to meet its operating expenses, debt commitments/obligations, and allow for the desired growth, while maintaining acceptable service levels. Further, the strategies hereunder seek to ensure proper management of financial resources within the municipality so that more is accomplished with less. Financial sustainability is a critical determinant of the municipality's ability to deliver services, maintain infrastructure, and support future development.

Situational Analysis:

Income and Expenditure Analysis

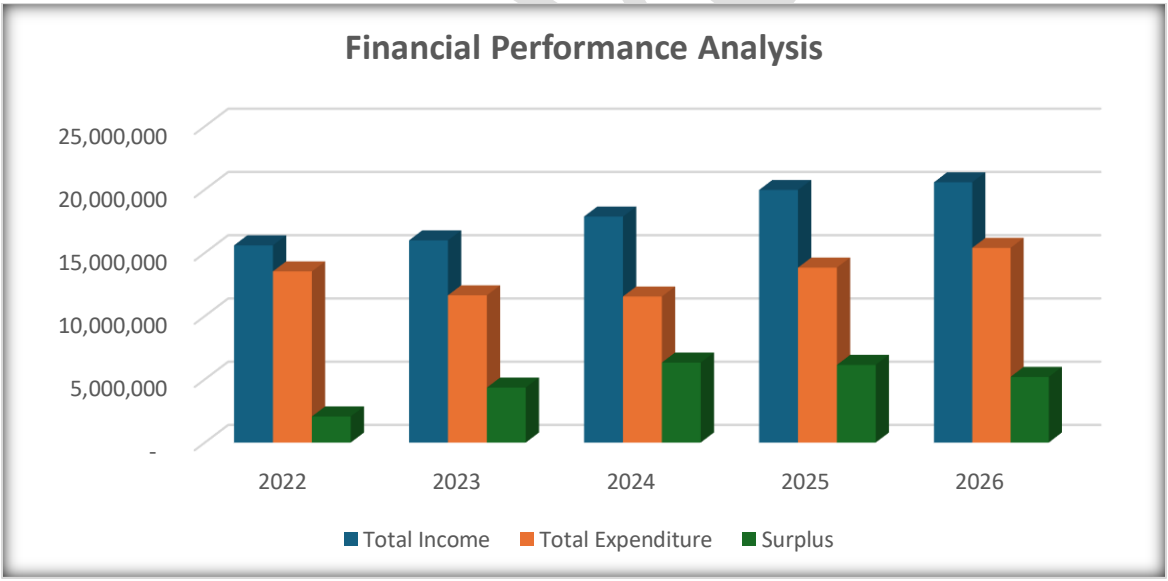
An assessment of the audited financial statements for the years 2022 through 2026 indicates that Malkerns Town Council maintained a record of financial stability and has consistently improved its overall financial performance.

The table below shows that the municipality consistently enjoyed growth in its revenue in the period 2022 through 2026. In the same period, expenditure was kept in check; thus, the municipality consistently enjoyed surpluses, as shown by the table below and **Error! Reference source not found.**.

Table 6-3: Income and Expenditure Outlay 2022 - 2026

	2022	2023	2024	2025	2026
Total Income	15,589,949	15,983,361	17,864,561	19,965,112	20,573,027
Total Expenditure	13,538,566	11,638,779	11,543,482	13,828,389	15,385,349
Surplus	2,061,383	4,344,582	6,321,079	6,136,723	5,187,678

Figure 4: Financial Performance - Income & Expenditure



Revenue Sustainability

For these five years, from 2021/22 to 2025/26, property rates remained the municipality's primary own-source revenue stream (E74,931,222 – 79% of total revenue), supplemented by licences, permits, service charges and government transfers/grants. The sources of revenue are shown below;

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Table 6-4: Revenue Trends - 2022 - 2026

Sources of Revenue	2021/22	2022/23	2023/24	2024/25	2025/26	Total	%
Property Rates	15,852,215	14,442,140	13,948,585	15,355,903	15,332,379	**74,931,222**	*79%*
Government Subventions	494,000	520,000	520,000	520,000	519,999	**2,573,999**	*3%*
Interest Received	527,654	675,783	2,387,308	3,159,393	3,410,248	**10,160,386**	*11%*
User Fees and Other Income	261,412	345,438	496,174	417,322	658,313	**2,178,659**	*2%*
Capital Grants / Grant Amortisation	3,000,000	0	512,494	512,494	652,088	**4,677,076**	*5%*
Total Revenue and Other Income	**20,135,281**	**15,983,361**	**17,864,561**	**19,965,112**	**20,573,027**	**94,521,342**	*100%*

Expenditure Profile

Although expenditure remains largely operational in nature, consisting primarily of employee costs, administration, maintenance, and service delivery activities, increasing infrastructure demands continue to place pressure on municipal finances.

The municipality's growing asset base and expanding urban footprint require increased expenditure on:

1. Road maintenance;
2. Public lighting;
3. Waste management services;
4. Community facilities;
5. Water and sanitation infrastructure;
6. Urban environmental management.

Consequently, as Malkerns continues to urbanise, expenditure pressures are expected to increase faster than population growth due to the high cost of infrastructure provision across a geographically dispersed settlement pattern.

Currently, the municipality manages a range of public assets and facilities that support service delivery and community development.

Table 6-5: Municipal Facilities and Community Assets

Facility	**Status**
Council Offices	Available, but rented
Waste Separation Centre	Operational
Social Centers	7 Facilities
Public Lighting Infrastructure	Operational and expanding
Civic Centre	Design stage
Public Market Facilities	Limited
Public Cemetery	Not Available

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Public Ablution Facilities	Limited
Recreational Facilities	Limited

Source: Malkerns Annual Report 2023/24

Development Implications

The audited financial statements indicate that Malkerns Town Council is currently financially stable, with strong asset growth, positive operating surpluses, and a healthy equity position. However, future sustainability will depend on continued improvements in revenue collection, diversification of revenue sources, effective asset management, and increased investment in strategic infrastructure.

As the municipality pursues its vision of becoming a leading agro-tourism and agricultural services center, municipal finances will need to increase support for catalytic infrastructure investments, economic development initiatives, and climate-resilient service delivery systems. Maintaining fiscal discipline while expanding capital investment will therefore be one of the municipality's most important strategic priorities over the IDP period.

Problem Statement:

Despite maintaining a relatively stable financial position, Malkerns Town Council faces long-term financial sustainability challenges, arising from its narrow revenue base, heavy dependence on property rates, limited alternative revenue sources and increasing demands for infrastructure development and municipal services.

Stakeholder consultation evidence: Internal respondents identified ratepayer resistance, delayed government rates payments, uncertainty over subventions, constrained funding and slow approvals as threats to municipal revenue and expenditure planning. Business and resident respondents called for visible value for rates paid, stronger expenditure discipline, transparent procurement and a clearer connection between financial resources and basic service delivery. These views should be considered alongside audited financial information rather than treated as independently verified financial irregularities. Stakeholder concerns reinforce the need for diversified and dependable revenues, stronger collection and expenditure controls, transparent financial reporting, careful prioritisation of capital investment and improved engagement with ratepayers and government funding partners.

These challenges, coupled with the need to strengthen financial controls, resource mobilisation, effective asset management and expenditure efficiency, constrain the Council's capacity to finance its development priorities and sustain quality municipal services**.**

Revenue Projections

Malkerns Town Council projects to collect about E125.6 million in the next five years, comprising property tax, Government subvention and grants, as well as user fees and other income. This is a 33% increase compared to the last five years (E94.5 million).

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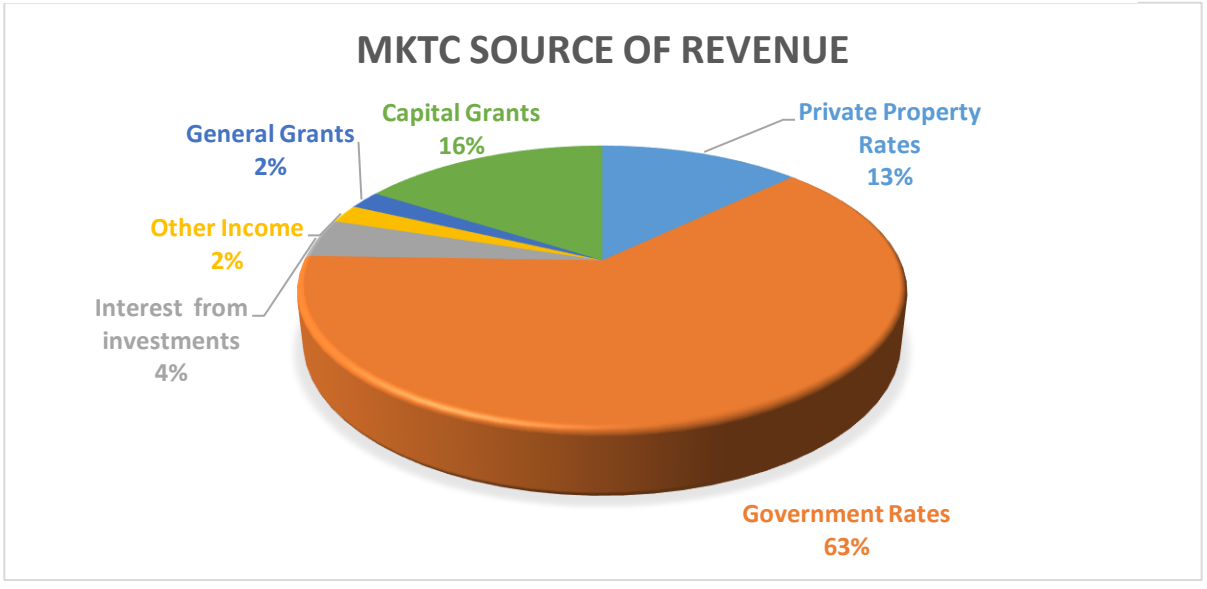
About three-quarters of the income is expected to come from property tax (75%). The expectation is that 83% of the property tax will come from Government, and only 17% will be private. This is a very risky setup for MKTC.

Error! Reference source not found. is a summary of projected income categories and amounts for Malkerns Town Council. The same information is summarized and graphically shown in

Table 6-6: Revenue Projections - 2027 - 2031

REVENUE PROJECTIONS 2027 - 2031						
	2027	**2028**	**2029**	**2030**	**2031**	**Total**
Private Property Rates	3,102,900	3,164,958	3,228,258	3,292,823	3,358,679	**16,147,619**
Government Rates	15,133,074	15,435,735	15,744,450	16,059,339	16,380,526	**78,753,125**
Interest Received	986,784	986,784	1,075,595	1,172,398	1,277,914	**5,499,475**
Other Income	510,506	519,916	529,514	539,304	549,290	**2,648,530**
General Grants	520,000	520,000	520,000	520,000	520,000	**2,600,000**
Capital Grants	-	-	20,000,000	-	-	**20,000,000**
Total	**20,253,264**	**20,627,394**	**41,097,816**	**21,583,864**	**22,086,410**	**125,648,748**

Figure 5: MKTC Source of Revenue



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Revenue Assumptions:

The following assumptions have been responsible for the revenue outlay:

a) Annual inflation - revenue is linked to bylaws, not inflation. MKTC anticipates a 2% to 5% increase in revenue per year due to an increase in usage.
b) Anticipated impact of the recent or next property valuation exercise - MKTC anticipates that the ongoing General Valuation roll will increase property taxes by 20% and this will come into effect on 1 April 2027. The supplementary valuation roll, conducted yearly, will result in a 2% increase in property taxes.
c) Government subvention per annum – Govt. subvention is expected to remain the same.
d) Capital improvement grant from Govt - With towns expected to write proposals on being awarded a capital grant of E20 million, MKTC anticipates receiving the grant in 2029
e) How much will be raised through PPP, RDF, etc. - MKTC anticipates to raise about E20 million

Expenditure Projections

For the next five years, a total of E120,672,503 is projected in expenditure, leading to a budget surplus of 4,976,245

Table 6-7 below shows a breakdown of the IDP's anticipated expenditure over the next 5 years.

Table 6-7: Projected Expenditure 2027 - 2031

PROJECTED EXPENDITURE 2027 – 2031						
	2027	**2028**	**2029**	**2030**	**2031**	**TOTAL**
Personnel /Employee Costs	6,109,901	6,537,594	6,995,226	7,484,891	8,008,834	**35,136,446**
Recurring expenditure	9,884,208	10,279,576	10,690,759	11,118,389	11,563,125	**53,536,057**
Capital expenditure	6,000,000	7,000,000	5,000,000	7,000,000	7,000,000	**32,000,000**
Total	**21,994,109**	**23,817,170**	**22,685,985**	**25,603,281**	**26,571,959**	**120,672,503**

Implementation Plan:

In response to the financial sustainability and resource management challenges identified above, Malkerns Town Council will implement a comprehensive programme aimed at strengthening financial viability, accountability, resource mobilisation and the efficient management of municipal finances over the 2027–2031 IDP period. The programme will focus on strengthening internal financial controls, audit and risk management systems; improving the safeguarding, valuation and utilisation of municipal assets; diversifying revenue streams to reduce dependence on traditional income sources; enhancing expenditure management and operational efficiency; and improving rates collection, debt recovery and overall revenue administration.

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To give effect to these priorities, the Council will pursue a combination of institutional, policy, administrative and revenue enhancement interventions designed to strengthen its long-term financial sustainability. These will include improving financial oversight and audit mechanisms, implementing effective asset management and disposal procedures, advocating for a more equitable intergovernmental revenue-sharing arrangement, introducing additional revenue-generating services and investment initiatives, strengthening financial planning and expenditure controls, and implementing debt management and rates collection strategies. Collectively, these interventions are intended to improve financial accountability, optimise the use of available resources, enhance revenue generation and collection, and strengthen the Council's capacity to finance infrastructure development and sustain quality municipal services.

The specific interventions and activities through which these priorities will be implemented are presented in Table 6-8 below. The implementation framework outlines the respective activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, thereby providing a structured basis for implementation, performance monitoring and accountability in pursuit of the Council's financial viability and management objectives.

Table 6-8: Financial Viability and Management Logical Framework

Activity	Sub-objective	Target Performance	KPI	Start–Finish	Responsibility
Strategic Objective 1: To Develop and Maintain Robust Internal Control Mechanisms					
• Appoint an internal audit firm • Conduct internal audits • Conduct external audits	To enhance accountability and reduce financial risks	• Internal auditor appointed on a 3-year contract • Conduct internal audits twice a year • Conduct annual external audits	• Signed contract • Internal audit reports • External audit reports	2027-2030	Town Treasurer
Strategic Objective 2: To Strengthen the Safeguarding and Management of Municipal Assets					
• Appoint fixed assets valuer • Conduct fixed assets valuation • Conduct fixed assets disposal	To safeguard municipal assets and improve accountability	• Fixed assets valuer appointed • Conduct fixed assets valuation once in 3 years	• Signed contract • Fixed assets revaluation report • Fixed assets disposal report	April – June 2027 April-June 2030	Town Treasurer

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Activity	Sub-objective	Target Performance	KPI	Start–Finish	Responsibility
		• Conduct fixed assets disposals once in 3 years			
Strategic Objective 3: To Diversify Municipal Revenue Streams					
• Lobbying for equitable revenue sharing formula between local and central government • Lobbying for new service charges for revenue generation • Invest in revenue generation initiatives	To reduce dependency on traditional revenue sources.	• Revenue-sharing proposal submitted to Government by March 2028 • Two new revenue-generating service charges approved and implemented by March 2028 • Two revenue-generating initiatives implemented by March 2029	• Revenue-sharing proposal submitted. • Council-approved tariffs and service charges. •Annual revenue diversification reports showing percentage contribution of new revenue sources	Jan 2027 – March 2028	Town Treasurer
Strategic Objective 4: To mobilize new resources					
• Enter into PPPs • Collaboration with local and international partners	To reduce dependency on traditional revenue sources.	• At least one PPP agreement concluded by 2028 • Collaboration MOU signed with at least two	• Signed PPP agreement • Signed MOUs agreements		

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Activity	Sub-objective	Target Performance	KPI	Start–Finish	Responsibility
• Leverage on partnerships with business community and other partners		local/international partners by 2028 • Partnership engagements with the business community and other partners held at least twice a year	• Partnership engagement reports		
Strategic Objective 5: To strengthen the collection of outstanding debts owed to Council					
• Develop debt management policy • Implement the interest penalty waiver policy to encourage settlement of arrears • Implement rates collection strategies	To reduce dependency on traditional revenue sources.	• 1 Debt management policy in place • 1 interest penalty waiver policy in place • Outstanding debtors book reduced by at least 15%	• Council-approved debt management policy • The interest penalty waiver policy • Debtors book reduction reports		

6.3 KPA 3: SOCIAL DEVELOPMENT

Introduction

Social development is fundamental to the creation of an inclusive, safe, healthy and economically productive municipality. It encompasses access to education and skills development, healthcare, social welfare and protection services, youth empowerment, recreation, public safety and the inclusion of vulnerable and marginalised groups.

For Malkerns, social development is particularly important given the municipality's evolving character as an agricultural, tourism, commercial and residential centre. While these economic activities provide opportunities for employment and improved livelihoods, their benefits need to be accessible to all sections of the community. This requires deliberate attention to the needs of

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children, young people, women, older persons, persons with disabilities, low-income households and residents of informal settlements.

Although the primary responsibility for several social services rests with national government institutions and specialised agencies, Malkerns Town Council plays an important facilitating, coordinating and supporting role. Through municipal infrastructure, community development programmes, public health initiatives and partnerships, the Council contributes to improving the social wellbeing and quality of life of residents.

Situational Analysis

This Situational Analysis examines the municipality's education and skills development profile, community health and social welfare programmes, youth development, recreational opportunities, public safety and security, social inclusion and stakeholder partnerships. It draws on municipal planning records, annual reports for the period 2022/23–2025/26 and stakeholder consultations undertaken during the development of the IDP.

Educational institutions and access to education

The Malkerns Town Planning Scheme identifies a network of primary and secondary schools serving both municipal residents and surrounding communities within the wider Malkerns Valley. These institutions include government, community, private and mission schools, with faith-based organisations having historically made a significant contribution to educational development.

Table 6-9: Educational Institutions within the Malkerns Valley and Municipality

Institution/School	Level	Ownership/Management	Enrolment
Mphetseni Primary School	Primary	Government	Not available
St Andrews Primary School	Primary	Anglican Mission	669
Malkerns Valley Primary School	Primary	Community/Private	435
St John Bosco High School	Secondary	Roman Catholic	467
St John Bosco Primary School	Primary	Roman Catholic	661
St Anne's High School	Secondary	Roman Catholic	434
Lechwelight High School	Secondary	Private	300
Lechwelight Primary School	Primary	Private	335
Total reported enrolment			**3,301**

Source: *MKTC internal municipal records. The total excludes Mphetseni Primary School, for which enrolment information was unavailable.*

The profiled schools accommodate at least 3,301 learners, confirming Malkerns' importance as an educational service centre. However, the Town Planning Scheme indicates that some educational facilities occupy sites smaller than recommended planning standards relative to learner enrolment. This may constrain future expansion as demand for educational services increases.

The municipality also faces challenges concerning access to specialised technical, vocational and tertiary education. Although the wider Malkerns–Luyengo area benefits from proximity to the University of Eswatini's Luyengo Campus, locally accessible vocational and occupational training opportunities remain limited, particularly for young people and other residents who cannot readily travel to larger urban centres.

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Skills development and employment readiness

Malkerns' economic structure creates demand for skills in agriculture, agro-processing, tourism, hospitality, entrepreneurship, information and communication technology, and technical trades. The absence of sufficient locally accessible training opportunities may limit residents' ability to participate meaningfully in these sectors.

Stakeholder consultations reinforced this concern. Internal stakeholders identified youth skills training, job shadowing, entrepreneurship development and access to government funding opportunities as priorities. They also emphasised the need for stronger partnerships with agricultural enterprises, educational institutions and employers to align skills development with local economic opportunities.

Table 6-10: Priority Education and Skills Development Opportunities

Priority area	Development relevance
Agricultural technology	Modernisation of agricultural production and climate-smart farming
Agro-processing	Agricultural value addition and agribusiness development
Tourism and hospitality	Employment and enterprise opportunities associated with tourism
Entrepreneurship	Youth self-employment, small business development and innovation
Digital and ICT skills	Digital inclusion, business competitiveness and employment readiness
Technical and vocational training	Practical occupational skills aligned with local labour market demand

Development implications: The Council should strengthen its facilitating and partnership role in education and skills development, particularly by encouraging cooperation between schools, the University of Eswatini, agricultural enterprises, tourism operators, government agencies and training institutions. Attention should be given to youth employability, vocational training access, entrepreneurship and opportunities for persons with disabilities.

Community Health, Social Welfare and Protection Services

MKTC has historically supported community health and social welfare programmes through its Social Services function, AMICAALL-related initiatives, community care workers, community-based organisations and other development partners.

These programmes have included HIV prevention, community health education, home-based care, child nutrition and feeding support, immunisation outreach, non-communicable disease screening, counselling and assistance to vulnerable households.

Earlier municipal reports describe seven social centres supporting vulnerable children, as well as a network of community care workers assisting households and individuals requiring social and health-related support.

Table 6-11: Selected Social Development Performance 2022 - 2026

Programme or indicator	Reported year	Reported output
Community care workers	2022/23	13 workers

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Community care workers	2023/24	12 workers
HIV self-testing kits distributed	2023/24	283 kits
Condoms distributed	2023/24	More than 1 million
Children immunised	2023/24	237 children
Minor-illness care	2023/24	210 children
Feeding support	2023/24	Approximately 700 children
Feeding support	2025/26	More than 250 children
NCD screening	2025/26	165 beneficiaries
Immunisation outreach	2025/26	34 children
Youth entrepreneurship training	2025/26	15 participants

Source: *MKTC Annual Reports and consolidated annual-report analysis. Figures represent reported activities or programme outputs, not necessarily comprehensive annual service totals. Differences between years should not be interpreted as changes in overall service coverage without further verification.*

The reported programme activities demonstrate that MKTC has supported a broad range of community development services. However, the available records do not consistently indicate the total eligible population, geographic coverage, frequency of service delivery, or longer-term outcomes.

Home-based care and support to vulnerable groups

The 2025/26 reporting period provides further evidence of targeted community care services.

Table 6-12: Selected Home-Based Care Activities 2025/26

Service area	Reported beneficiaries
Prevention of mother-to-child transmission	15
People living with HIV	158
Nutrition and hygiene support	65
Counselling	23
Minor-illness support	12
Terminal-illness support	7
Gender-based violence referrals and support	9

Source: MKTC 2025/26 programme reporting. Beneficiary categories may overlap and should not be added together as a count of unique individuals.

These programmes highlight the municipality's contribution to community wellbeing and its reliance on partnerships to reach vulnerable populations.

Nevertheless, stakeholder consultations identified continuing concerns about access to healthcare and social support services. Residents and informal-sector participants raised the need for a locally accessible clinic, reliable medical services and improved support for disadvantaged households.

Institutional stakeholders further highlighted the need for effective social work services, child protection, gender-based violence prevention, disability inclusion and stronger coordination of community health initiatives.

Social Protection and Gender-Based Violence

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Gender-based violence, family vulnerability, child protection and social exclusion emerged as important areas requiring sustained attention.

The consultations identified opportunities for cooperation with the Deputy Prime Minister's Office, particularly in relation to gender-based violence prevention, women's empowerment, family strengthening and disability inclusion.

World Vision and other community development partners were also identified as potential collaborators in child protection, health, education, livelihoods and water, sanitation and hygiene programmes.

Development implications: The Council should strengthen the coordination and sustainability of community health and social welfare interventions, improve access for vulnerable households and support effective referral arrangements with responsible government institutions and development partners. Programme monitoring should progressively move beyond activity counts towards measuring service coverage, accessibility and social outcomes.

Youth Development, Recreation and Community Participation

Young people constitute an important resource for the municipality's future development. However, unemployment, limited practical training opportunities, insufficient recreational facilities and restricted access to entrepreneurship support can undermine their participation in economic and community life.

Stakeholder consultations repeatedly identified youth unemployment and limited opportunities for skills acquisition as concerns. Respondents called for training programmes, entrepreneurship support, job shadowing, access to financial opportunities and facilities that would enable young people to participate in constructive social and economic activities.

The 2025/26 annual reporting records entrepreneurship training involving 15 young people. While this represents a positive contribution, it also illustrates the need for broader, sustained programmes capable of reaching more young people.

Recreational and sporting facilities were also identified as important development needs. Informal-sector and community respondents highlighted the desirability of youth training facilities and multipurpose sports facilities accessible to children, adults and persons with disabilities.

The limited availability of such facilities can restrict opportunities for recreation, social interaction, talent development and healthy lifestyles.

Development implications: Youth development should be approached through coordinated interventions involving education, skills development, entrepreneurship, sport, recreation and community participation. Partnerships with employers, training institutions, youth organisations and government agencies will be essential in expanding opportunities without placing the full financial and operational burden on the Council.

Public Safety and Community Security

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Public safety is an important component of social development because it affects residents' wellbeing, freedom of movement, access to public spaces, business confidence and tourism attractiveness.

MKTC contributes to public safety through municipal infrastructure, environmental management, road maintenance, public lighting and collaboration with responsible national institutions. The Royal Eswatini Police Service remains responsible for policing, while other national and local institutions provide emergency and disaster-related services.

The municipality's annual reports document road maintenance, pothole repairs and streetlighting initiatives intended to improve the safety and functionality of public spaces.

However, stakeholder consultations identified continuing concerns about crime, inadequate streetlighting, unsafe roads and limited access to emergency services. Respondents referred to poorly illuminated residential areas, the need for better maintenance of existing streetlights, road safety risks near schools and the desirability of stronger security measures.

Some respondents also expressed concern about the adequacy of local policing and emergency response resources. These concerns should be considered alongside verified information from the responsible agencies before specific service deficiencies are treated as established facts.

Table 6-13: Public Safety and Security - Current Position and Identified Needs

Area	Current position or stakeholder concern
Streetlighting	Maintenance and expansion activities reported; stakeholders identify poorly illuminated areas
Road safety	Road maintenance undertaken; concerns remain about dangerous roads and pedestrian safety
Policing	Provided through REPS; stakeholders call for improved local security responsiveness
Emergency services	National and local institutional responsibilities; concerns raised about access and response capacity
Community safety	Stakeholders identify crime, youth unemployment and social vulnerability as related concerns
Inclusive public spaces	Need for safer, accessible facilities for children, older persons and persons with disabilities

Development implications: The Council should integrate public safety considerations into infrastructure planning, public space management, community development and stakeholder coordination. Collaboration with REPS and other responsible institutions should be strengthened, while improved access to crime statistics, road safety information and community feedback would support more effective planning.

Social Inclusion and Conditions in Informal Settlements

Social development challenges are not experienced uniformly across the municipality. Residents of informal settlements, low-income households, persons with disabilities and other vulnerable

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groups may face greater barriers to accessing basic services, social infrastructure and economic opportunities.

Stakeholder consultations identified conditions in informal settlements, particularly Mangozeni, as a concern requiring coordinated attention. Issues raised included inadequate sanitation, environmental health risks, limited access to appropriate infrastructure, safety concerns and the vulnerability of residents.

Institutional stakeholders emphasised the need for inclusive infrastructure, improved access to social services and disability-sensitive planning. The consultations also identified gaps in access to social work support for marginalised groups, including children and older persons.

These findings demonstrate the importance of considering social inclusion across all municipal development programmes rather than treating it as a separate or isolated intervention.

Development implications: The Council should promote equitable access to community facilities and social services, encourage universal accessibility in public infrastructure, strengthen partnerships for informal-settlement support and ensure that vulnerable groups are appropriately considered in municipal planning and stakeholder engagement.

Stakeholder Partnerships and Institutional Coordination

The stakeholder consultation exercise identified several opportunities to strengthen social development through cooperation with organisations whose mandates and resources complement those of MKTC.

These include:

- **World Vision:** Child protection, education, livelihoods, community health and water, sanitation and hygiene.
- **University of Eswatini, Luyengo Campus:** Research, youth empowerment and community development collaboration.
- **Deputy Prime Minister's Office:** Gender-based violence prevention, family strengthening, women's empowerment and disability inclusion.
- **Inkhundla structures:** Community mobilisation, primary healthcare outreach and local development initiatives.
- **National Allied Public Services Workers Union:** Capacity building, occupational safety awareness and youth development.
- **Royal Eswatini Police Service:** Policing, community safety and crime prevention coordination.

The consultations also revealed the need for more inclusive and predictable communication between Council and communities. Stronger partnerships should therefore be accompanied by clear coordination arrangements, defined institutional responsibilities and mechanisms for monitoring joint initiatives.

Development implications: MKTC should continue positioning itself as a facilitator and coordinator of social development, leveraging partnerships with national institutions, development agencies, civil society, community organisations and the private sector.

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Consolidated Social Development Assessment

The Situational Analysis demonstrates that Malkerns has an established network of educational institutions and a history of municipal support for community health, child welfare, social protection and youth development.

However, the evidence also identifies persistent challenges relating to access, inclusion, service coverage, skills development, recreation and public safety.

The stakeholder consultations reinforce these findings by highlighting residents' concerns about youth unemployment, crime, inadequate recreational facilities, access to healthcare, conditions in informal settlements and the need for improved support to vulnerable groups.

A further challenge is the limited availability of consistent performance information. Although annual reports provide useful programme outputs, they do not consistently establish the proportion of eligible residents reached, the quality of services provided or the longer-term benefits achieved.

The municipality's social development agenda therefore requires a coordinated approach that strengthens existing programmes, improves equitable access, supports vulnerable groups and makes effective use of partnerships with institutions responsible for education, healthcare, policing and social welfare.

Problem Statement

Malkerns Municipality continues to face interconnected social development challenges characterised by unequal access to essential healthcare, education, skills development, social welfare and community support services; limited employment and entrepreneurship opportunities, particularly among young people; inadequate recreational, sporting and other inclusive community facilities; and public safety concerns associated with crime, insufficient streetlighting, road safety risks and limited access to certain emergency services. These challenges disproportionately affect vulnerable and marginalised groups, including children, women, older persons, persons with disabilities, low-income households and residents of informal settlements. Although the municipality has supported various community health, child welfare, HIV prevention, feeding, youth development, and social protection initiatives, their reach, continuity, and measurable outcomes remain constrained by resource limitations, uneven service accessibility, fragmented institutional coordination, and inadequate performance information. Addressing these challenges requires an integrated, inclusive and partnership-driven social development approach that strengthens community health and welfare services, expands youth empowerment and skills development opportunities, promotes gender equality and social protection, improves public safety and access to community facilities, and enhances the overall wellbeing and quality of life of Malkerns residents.

Implementation Plan

In response to the social development challenges identified above, Malkerns Town Council will pursue a coordinated and inclusive social development programme throughout the 2027–2031 IDP

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period, aimed at improving community wellbeing, strengthening access to essential social services, promoting public safety and enhancing opportunities for vulnerable and disadvantaged groups.

The programme will focus on improving access to healthcare and community-based health services through outreach and institutional partnerships; strengthening child welfare, social protection and support to vulnerable households; promoting gender equality and gender-based violence prevention; supporting youth empowerment, education, skills development and entrepreneurship; and facilitating access to appropriate recreational, sporting and community facilities. Public safety considerations will be promoted through improved coordination with responsible security and emergency service institutions, safer public infrastructure and greater community awareness and participation.

Recognising that many social development services fall within the mandates of national government and specialised institutions, the Council will place particular emphasis on stakeholder collaboration, resource mobilisation and the coordination of complementary programmes. Partnerships with government ministries, educational and training institutions, healthcare providers, development agencies, civil society organisations and the private sector will be important in expanding service reach and promoting sustainable outcomes.

The Council will also seek to strengthen the monitoring of social development programmes by improving the availability of information on programme implementation, beneficiary coverage, inclusion and service outcomes. This will support more effective planning, resource allocation and assessment of progress towards the municipality's social development objectives.

The specific activities and interventions through which these priorities will be pursued are presented in the Social Development Implementation Logical Framework below. The framework outlines the strategic objectives, activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, providing the operational basis for implementing and monitoring the municipality's social development commitments during the IDP period.

Table 6-14: Social Development Logical Framework

Activity	Objective	Target Performance	Key Performance Indicator	Start-Finish	Resp.
Strategic Objective 1: To improve access to quality healthcare services					
Conduct mobile health outreach programmes in communities	To improve access to quality healthcare services	5 outreach programmes conducted.	Number of health outreach programmes conducted	Annually	SSM
Partner with relevant stakeholders to deliver health services	To improve access to healthcare services	2 MOUs signed per year	Signed MOUs	2027-2029	SSM

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Activity	Objective	Target Performance	Key Performance Indicator	Start-Finish	Resp.
Partner with the Ministry of Health to deliver vaccination drives	To reduce prevalence of preventable diseases	10% reduction annually	• Percentage reduction in preventable diseases • Partnership Instrument	2026-2031	SSM
Facilitate the establishment of a functional municipal clinic	To establish a clinic for minor illnesses and child welfare services	Clinic operational by 2029	Clinic established and operational	July 2026 – Dec 2029	SSM
Conduct health awareness campaigns	To strengthen health promotion and disease prevention	4 campaigns conducted annually	Number of awareness campaigns conducted	2027-2031	SSM
Organise wellness programmes and fitness days	To promote healthy lifestyles	25% increase in participation by 2031	Percentage increase (5% each year)	2027-2031	SSM
Organise annual Youth Sports Tournament	To promote physical fitness	1 tournament conducted annually	Tournaments held each year	2027-2031	SSM
Organise annual Disability Sports Tournament	To promote inclusion through sports	1 tournament conducted by 4th Quarter each year.	Tournaments held each year	2027-2031	SSM
Strategic Objective 2: To enhance access to quality education and lifelong learning opportunities.					
Provide educational assistance to vulnerable learners	To enhance access to quality education	15 learners supported yearly	Number of beneficiaries supported	2027-2031	SSM
Host annual Malkerns career and skills development fair	To connect youth with training institutions, bursary providers and entrepreneurship opportunities	5 career fairs conducted by 2031	Number of career development programmes implemented	2027-2031	SSM
Conduct vocational skills training of out-of-school youth	To promote employability	50 beneficiaries trained by March 2031	Number of people trained	2027-2031	SSM
Establish SME support forums	To promote entrepreneurship	10 SMEs supported by March 2031	Number of SMEs supported	2027-2031	SSM
Conduct youth mindset change forums	To encourage entrepreneurship and self-reliance	1 forum conducted annually	Number of forums conducted	Jul 2026 – Mar 2031	SSM
Facilitate business mentorship programmes	To empower our youth with business management skills	5 mentorship sessions conducted	Number of mentorship sessions held	Sep 2026 – Mar 2031	SSM

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Activity	Objective	Target Performance	Key Performance Indicator	Start-Finish	Resp.
Conduct vocational skills training	To promote employability	20 beneficiaries trained by March 2031	Number of people trained	Sep 2026 – Mar 2031	SSM
Establish SME support forums	To promote entrepreneurship	20 SMEs supported by March 2031	Number of SMEs supported	Jul 2026 – Mar 2031	SSM
Conduct youth mindset change forums	To encourage entrepreneurship and self-reliance	5 forums conducted	Number of forums conducted	2027-2031	SSM
Mobilise for a craft and cultural Fair	To revitalise Malkerns cultural fair	1 fair held annually	Number of fairs held	2026-2031	SSM
Strategic Objective 3: To reduce poverty and improve livelihoods					
Develop and implement a social development policy	To have an improved framework for planning and implementation of social development programmes	Policy approved by Council by 2028	Social development policy developed and adopted	2027-2028	SSM
Support community income-generating projects	To reduce poverty and improve livelihoods	8 projects supported by March 2031	Number of projects supported	Jul 2026 – Mar 2027	SSM
Facilitate household food security initiatives	To improve household resilience	5% reduction by March 2031	Percentage reduction in vulnerable households	2027-2031	SSM
Link vulnerable households to social protection programmes	To improve access to social services	1 signed MOU with relevant stakeholders by 2028 15 households assisted annually	Number of households assisted	2027-2031	SSM
Strategic Objective 4: To prevent and reduce incidences of GBV through awareness, prevention and support services.					
Develop and implement a Gender Based Violence (GBV) prevention and response policy and Sexual harassment policy	To **strengthen** GBV prevention, awareness and referral mechanisms	2 Policies approved by 2029	GBV policy developed and adopted	2027-2029	SSM
Conduct GBV awareness campaigns	To prevent and reduce GBV	5 campaigns conducted	Number of awareness events held	2027-2031	SSM

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Activity	Objective	Target Performance	Key Performance Indicator	Start-Finish	Resp.
Organise community dialogues on GBV	To promote behavioral change	600 residents reached	Number of people reached	Jul 2026 – Mar 2027	SSM
Establish referral pathways for GBV survivors	To improve support services	System operational tool developed	Referral system established	Jul 2026 – Dec 2027	SSM
Strategic Objective 5: To promote mental health awareness and access to psychosocial support services.					
Develop and adopt a Volunteer Management Policy	To establish a framework for recruiting, management, training, supervision and recognition of volunteers supporting social development programmes	Volunteer policy developed and approved by council by 2028	Volunteer policy developed, adopted and implemented	2027-2028	SSM
Conduct community mental health awareness campaigns	To promote mental health awareness	5 initiatives conducted	Number of initiatives implemented	Jul 2026 – Mar 2031	SSM
Conduct counselling and psychosocial support services	To improve access to support services	50 residents assisted	Number of people accessing counselling	Jul 2026 – Mar 2027	SSM
Train community volunteers in psychosocial support	To strengthen community support systems	12 volunteers trained 1 training annually.	Number of volunteers trained	2027-2031	SSM
Strategic Objective 6: To strengthen child protection systems and promote child welfare.					
Develop and implement a child protection policy	To safeguard children and promote child welfare within Malkerns	Policy approved by 2027	Child protection policy developed and adopted	2027-2028	SSM
Conduct child protection awareness campaigns	To strengthen child protection systems	1 Campaign annually	Number of programmes conducted	2027-2031	SSM
Support vulnerable children through social centres	To promote child welfare	250 children supported	Number of children supported	2027-2031	SSM
Establish child abuse reporting mechanisms	To improve response to child abuse cases	100% of reported cases attended to. 1 reporting tool developed.	Number of cases addressed.	2027-2031	SSM

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Activity	Objective	Target Performance	Key Performance Indicator	Start-Finish	Resp.
Strategic Objective 7: To empower youth and reduce juvenile delinquency through positive engagement programmes.					
Develop a youth development policy	To guide youth empowerment, skills development and promote youth employability	Policy approved by 2028	Policy developed and adopted	2027-2028	SSM
Implement youth development programmes	To empower youth	1 youth forum held annually.	Number of forums held	2027-2031	SSM
Organise youth leadership camps	To build leadership skills	2 clubs formed 1 leadership camp annually	Number of clubs formed, Number of leadership camps held.	2027-2031	SSM
Support youth volunteer initiatives	To reduce delinquency through positive engagement	10% reduction by end of financial year each year. 50 youth reached.	Reduction in youth delinquency cases	2027-2031	SSM
Strategic Objective 8: To promote social inclusion and equitable access to services for vulnerable groups.					
Celebrate International Day of Persons with Disabilities	To promote inclusion	500 beneficiaries reached	Number of beneficiaries reached	Dec 2027-2031	SSM
Upgrade accessibility in public facilities	To promote universal access	3 recreational facilities upgraded annually	Number of facilities upgraded	Sep 2026 – Mar 2027	SSM TE
Develop a social inclusion policy	To promote inclusion	1 policy developed	Approved policy	March 2027-April 2028	SSM
Strategic Objective 9: To reduce the prevalence of teenage pregnancy through prevention, education and support programmes.					
Conduct SRHR awareness campaigns	To improve reproductive health knowledge	800 adolescents reached 1 menstrual event held yearly	Number of teenagers reached. Number of events held	2027-2031	SSM
Implement male mentorship programmes	To promote responsible behaviour among boys	5 events conducted	Number of mentoring	2027-2031	SSM

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Activity	Objective	Target Performance	Key Performance Indicator	Start-Finish	Resp.
			programmes conducted		
Link teenage mothers back to education	To improve support opportunities	40 teenage mothers supported	Number linked to education services	2027-2031	SSM
Facilitate vocational skills training	To promote economic empowerment	30 beneficiaries enrolled	Number enrolled in skills programmes	2027-2031	SSM
Provide counselling and psychosocial support to teenage mothers	To improve emotional wellbeing	50 teenage mothers supported	Number receiving counselling support	2027-2031	SSM

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6.4 KPA 4: LOCAL ECONOMIC DEVELOPMENT

Introduction

Local Economic Development (LED) is central to Malkerns Town Council's mandate to promote sustainable economic growth, employment creation, investment attraction and improved livelihoods within the municipality. It involves creating an enabling environment in which existing businesses can thrive, new enterprises can emerge, investment opportunities can be realised, and residents can participate meaningfully in local economic activities.

Situational Analysis (I feel like these details belong to the SA paragraph)

The Council's LED Strategy provides an important framework for unlocking these opportunities. The strategy emphasises agricultural value-chain development, agro-processing, tourism, entrepreneurship, investment promotion and the strengthening of partnerships with economic development stakeholders.

This Situational Analysis examines the municipality's economic structure, principal economic sectors, enterprise development environment, investment opportunities, infrastructure constraints and stakeholder perspectives. It draws on the Town Planning Scheme, LED Strategy, municipal annual reports and consultations undertaken during the preparation of the 2027–2031 IDP.

Structure and Characteristics of the Local Economy

The Malkerns economy is predominantly agricultural, with tourism, agro-processing, retail trade and related services providing important complementary economic activities.

According to the Town Planning Scheme, approximately 8,452 hectares, representing about 93.5% of the municipal area, are used for agricultural purposes. This demonstrates the importance of agriculture not only as an economic activity but also as a defining feature of the municipality's spatial structure, employment base and development identity.

The municipality's economy is characterised by several interconnected activities:

- Commercial agricultural production, including pineapples, sugarcane, horticulture, dairy, poultry, livestock and emerging macadamia farming.
- Agro-processing and agricultural support industries, including fruit processing, packaging, nurseries and agricultural services.
- Tourism and hospitality activities associated with festivals, cultural attractions, craft production, agricultural experiences and accommodation establishments.
- Retail trade, professional services, informal trading and small businesses serving residents, agricultural enterprises and visitors.

While this economic structure provides a comparatively strong resource base, it also creates vulnerabilities associated with agricultural market conditions, climatic variability, seasonal employment and limited diversification into higher-value industries.

The municipality's development challenge is therefore to preserve the agricultural resources underpinning its economy while facilitating new investment, enterprise growth and employment opportunities.

Agriculture and Agricultural Value-Chain Development

Agricultural production and economic contribution

Agriculture remains the dominant economic sector and a major source of employment and commercial activity within Malkerns.

The municipality benefits from productive agricultural land, established farming enterprises, irrigation infrastructure, agricultural research facilities and related support services. Principal activities include pineapple production, sugarcane farming, vegetable production, horticulture, dairy farming, poultry production, livestock farming and emerging macadamia cultivation.

These activities support employment directly through agricultural production and indirectly through transportation, processing, distribution, retail trade and agricultural services.

However, much of the local agricultural economy remains concentrated in primary production. The LED Strategy identifies limited local value addition and insufficient integration of smaller producers into higher-value agricultural supply chains as important constraints.

Agricultural diversification and value addition

The LED Strategy identifies opportunities to deepen agricultural value chains through agro-processing, packaging, marketing, export development and improved market access.

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Particular opportunities exist in fruit and vegetable processing, macadamia production, agricultural packaging, food manufacturing and the development of specialised agricultural products.

The municipality's existing agricultural enterprises and research institutions provide a potential foundation for innovation, improved productivity and the adoption of modern agricultural technologies.

Stakeholder consultations strongly supported the preservation of Malkerns' agricultural identity while encouraging agricultural diversification, value addition and improved market opportunities for farmers.

Participants also emphasised the importance of agricultural partnerships, access to markets and technical support for emerging producers.

Climate resilience and agricultural sustainability

The municipality's dependence on agriculture makes climate resilience an important economic development consideration.

Drought, changing rainfall patterns, water availability and other environmental pressures can affect agricultural productivity, investment confidence and employment.

Future agricultural development will therefore require attention to climate-smart farming practices, efficient irrigation, sustainable land management and the protection of productive agricultural land from incompatible development.

Development implications: The Council should support agricultural competitiveness by facilitating investment, strengthening partnerships with agricultural institutions and producers, promoting value-chain development and protecting productive agricultural land. Particular attention should be given to opportunities for emerging farmers, young entrepreneurs and small enterprises to participate in agricultural markets.

Agro-processing and Industrial Development

Agro-processing provides an important opportunity for transforming Malkerns' agricultural resources into higher-value economic activity.

One of the area's most prominent agro-processing operations is Swazican, a subsidiary of Rhodes Food Group, which processes agricultural products for domestic and international markets. Its activities demonstrate the potential benefits of linking agricultural production to processing, packaging, distribution, and export-oriented manufacturing.

The presence of established agro-processing operations illustrates the municipality's capacity to support industrial activities that are closely linked to its agricultural base.

However, opportunities remain to expand local processing activities, strengthen supply-chain linkages and encourage smaller producers and enterprises to participate in value-added production.

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The LED Strategy identifies opportunities in fruit and vegetable processing, macadamia products, agricultural packaging and related industries.

The development of these opportunities will depend on access to suitable industrial land, reliable infrastructure, investment finance, technical skills and effective business support services.

Stakeholder consultations reinforced the need to improve investment facilitation and address constraints affecting access to suitable land, utilities and municipal approvals.

Development implications: MKTC should facilitate agro-processing investment through appropriate land-use planning, infrastructure coordination, efficient development approval processes and partnerships with investors, agricultural enterprises and relevant government agencies.

Tourism, Cultural Industries and Agro-tourism

Tourism represents the municipality's second major strategic economic pillar and offers opportunities for economic diversification, enterprise development and employment creation.

Malkerns has established a reputation as an important cultural, lifestyle and agricultural tourism destination. Its attractions include the MTN Bushfire Festival, Swazi Candles Centre, craft markets, nurseries, hospitality establishments, cultural activities and the scenic agricultural landscape of the Malkerns Valley.

The MTN Bushfire Festival is particularly important because it attracts visitors, stimulates spending on accommodation, food, transport, retail and related services, and contributes to the area's destination profile.

Other tourism activities, including craft production, cultural attractions and agricultural experiences, provide opportunities for local enterprises and community participation.

Agro-tourism development opportunities

The LED Strategy identifies agro-tourism as an important opportunity for linking the municipality's agricultural resources with tourism development.

Potential activities include agricultural tours, farm-based hospitality, local food experiences, craft markets, agricultural festivals and tourism products based on Malkerns' distinctive rural and cultural character.

Stakeholder consultations supported further tourism development and the promotion of festivals and agricultural experiences. Participants also highlighted the importance of ensuring that local businesses, informal traders and communities benefit more directly from tourism activity.

However, tourism growth is constrained by infrastructure gaps, limited visitor facilities, inadequate market infrastructure and the need for more coordinated destination promotion.

Development implications: The Council should support tourism development through destination marketing, investment facilitation, improved public infrastructure, business partnerships and initiatives that strengthen linkages between tourism, agriculture, crafts, hospitality and local enterprise development.

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Small, Medium and Micro Enterprises, Cooperatives and Informal Trading

Small, medium and micro enterprises (SMMEs), cooperatives and informal traders are important contributors to local livelihoods, economic participation and employment.

These enterprises operate across retail trade, food services, agricultural marketing, crafts, tourism-related services, transport and other activities.

The municipality's earlier annual reports document entrepreneurship support initiatives, including training programmes and the establishment of a multipurpose cooperative with 29 members during the 2022/23 reporting period.

The 2025/26 reporting period also records entrepreneurship training involving 15 young people.

Although these initiatives demonstrate municipal support for enterprise development, the available information does not establish the number of sustainable enterprises created, jobs generated or businesses that successfully expanded as a result of these interventions.

Informal trading and market infrastructure

Stakeholder consultations identified significant constraints affecting informal traders.

These included inadequate permanent trading facilities, insufficient shelter, limited storage space, poor sanitation and inadequate access to business development support.

Participants expressed a need for more appropriate trading environments that would enable informal businesses to operate safely, hygienically and sustainably.

The lack of adequate market infrastructure also limits opportunities for small-scale agricultural producers, food vendors, craft traders and other entrepreneurs to access customers and participate in the formal local economy.

The proposed public market hall and related facilities represent an important development opportunity, although earlier municipal reporting indicates that land availability has constrained implementation.

Enterprise development and market access

Stakeholders highlighted the need for stronger entrepreneurship support, improved access to markets, training, finance and information on business opportunities.

Youth unemployment was also identified as a concern, reinforcing the importance of linking enterprise development initiatives with skills training and economic participation.

Development implications: The Council should strengthen the enabling environment for SMMEs and informal traders through appropriate market facilities, business development partnerships, improved access to information, entrepreneurship support and more effective coordination with relevant government and private-sector institutions.

Investment Climate and Business Development Environment

Malkerns' strategic location, agricultural resources, tourism attractions and proximity to major economic centres provide a strong foundation for attracting investment.

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However, the ability to convert these advantages into actual investment depends on the quality of the local business environment.

Stakeholder consultations identified several constraints affecting business activity and investment decisions, including:

- Delays in certain municipal approval and permitting processes.
- Difficulties accessing suitable land for business development.
- Infrastructure and utility service constraints.
- Limited facilities for informal and emerging businesses.
- Inadequate coordination between the municipality and relevant development stakeholders.
- The need for clearer information on investment opportunities and municipal procedures.

These concerns suggest that investment promotion should be accompanied by practical measures to improve the ease of doing business within the municipality.

The Council's participation in the Eswatini International Trade Fair during 2024/25, which reportedly attracted more than 100 visitors to its exhibition, demonstrates an existing commitment to investment promotion.

The 2025/26 agricultural survey and seminar also provide opportunities to identify sector-specific investment needs and strengthen engagement with agricultural stakeholders.

Nevertheless, more systematic information is required on investment enquiries, approved developments, business establishment, employment creation and the economic impact of municipal investment promotion activities.

Development implications: MKTC should strengthen investment facilitation, improve the efficiency and transparency of development approval processes, identify suitable investment sites and enhance coordination with relevant agencies responsible for trade, investment, infrastructure and enterprise development.

Employment Creation, Skills Development and Inclusive Economic Participation

Employment creation remains a central objective of local economic development.

Although agriculture, agro-processing, tourism and commerce provide employment opportunities, the local economy continues to experience challenges associated with unemployment, limited economic diversification, seasonal agricultural employment and mismatches between available skills and labour market requirements.

Stakeholder consultations particularly emphasised youth unemployment and the need for practical skills development, entrepreneurship training and stronger links between educational institutions and employers.

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The municipality's agricultural and tourism sectors offer opportunities for training in agricultural technology, food processing, hospitality, business management, digital services and technical occupations.

However, the realisation of these opportunities will require cooperation between the Council, educational and training institutions, employers, development agencies and business organisations.

The inclusion of women, young people, persons with disabilities and disadvantaged households in economic development initiatives will also be important in ensuring that economic growth produces broadly shared benefits.

Development implications: The Council should facilitate partnerships that connect skills development, entrepreneurship and employment opportunities with the municipality's priority economic sectors, while promoting inclusive participation in local economic activities.

Stakeholder Partnerships and Institutional Coordination

Effective local economic development requires cooperation among the municipality, government agencies, agricultural enterprises, investors, business organisations, educational institutions and community structures.

The stakeholder consultation exercise identified opportunities for collaboration with agricultural agencies, universities, the private sector and community organisations.

Such partnerships can support agricultural innovation, enterprise development, skills training, investment promotion, market access and tourism development.

The Council's role is particularly important in coordinating development initiatives, facilitating stakeholder engagement and ensuring that economic development priorities are reflected in municipal infrastructure and spatial planning.

The consultations also reinforced the importance of maintaining regular dialogue with businesses, informal traders, agricultural producers and community representatives.

Development implications: The Council should strengthen its role as a facilitator and coordinator of local economic development through structured stakeholder engagement, partnerships and effective implementation of the LED Strategy.

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Consolidated Economic Development Opportunities

Table 6-15: Malkerns Key Economic Sectors and Development Opportunities

Economic sector	Current economic role	Principal development opportunities

Agriculture	Dominant economic activity and land use	Agricultural diversification, value addition, climate-smart farming and market access
Agro-processing	Processing of agricultural products and export-oriented manufacturing	Food processing, packaging, value-chain development and industrial investment
Tourism and hospitality	Cultural, festival, lifestyle and agricultural tourism	Agro-tourism, destination marketing, hospitality investment and local tourism enterprises
Retail and commercial services	Services supporting residents, visitors and agricultural businesses	Business expansion, investment attraction and improved commercial infrastructure
SMMEs and cooperatives	Local enterprise development and household livelihoods	Entrepreneurship, business support, market access and cooperative development
Informal trading	Livelihood opportunities and local distribution of goods and services	Permanent market facilities, sanitation, storage, trading infrastructure and business formalisation support
Skills development and innovation	Supports productivity, enterprise growth and employment	Technical training, agricultural innovation, entrepreneurship and digital skills

The table demonstrates that the municipality's economic development opportunities are interconnected. Agricultural development can stimulate agro-processing, tourism can support crafts and small businesses, and improved infrastructure and skills can strengthen competitiveness across several sectors.

The challenge is therefore to promote an integrated economic development approach rather than isolated sector-specific interventions.

Benchmarking and Lessons for Malkerns

The LED planning process included benchmarking against selected agricultural towns and municipalities in Southern Africa and internationally.

The benchmarking exercise examined approaches to agricultural innovation, agro-processing, tourism development, climate-smart agriculture, investment attraction and the integration of agricultural activities with broader urban economic development.

The principal lessons relevant to Malkerns include the importance of:

1. Protecting productive agricultural land while accommodating appropriate urban development.
2. Promoting agricultural value addition and agro-processing.
3. Strengthening partnerships between municipalities, producers, investors and research institutions.
4. Developing agro-tourism and complementary tourism activities.

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5. Supporting entrepreneurship and local enterprise participation.
6. Improving infrastructure and investment facilitation.
7. Aligning skills development with priority economic sectors.

These lessons reinforce the strategic direction of the municipality's LED Strategy and its vision of becoming an innovative, high-tech agro-tourist town that is environmentally and economically sustainable.

Consolidated Local Economic Development Assessment

The Situational Analysis confirms that Malkerns possesses significant comparative advantages in agriculture, agro-processing, tourism and its strategic geographic location.

These advantages provide a strong foundation for investment attraction, economic diversification, enterprise development and employment creation.

However, several structural and institutional constraints continue to limit the municipality's ability to fully realise its economic potential.

These include the concentration of economic activity in primary agriculture, limited agricultural value addition, insufficient infrastructure for small and informal enterprises, constraints in accessing suitable business land, infrastructure and utility challenges, skills shortages, unemployment and weaknesses in investment facilitation and stakeholder coordination.

The stakeholder consultations reinforce these findings by highlighting the need to protect the municipality's agricultural identity while expanding economic opportunities, improving market access, supporting emerging enterprises and ensuring that local communities benefit more directly from economic growth.

The evidence also points to a need for improved economic performance information, particularly concerning employment creation, investment attracted, enterprise growth and the contribution of municipal interventions to local economic development outcomes.

The municipality's strategic challenge is therefore to transform its agricultural and tourism advantages into a more diversified, competitive, inclusive and sustainable local economy through coordinated investment, enterprise support, infrastructure development and stakeholder partnerships.

Problem Statement

Although Malkerns Municipality possesses significant economic potential arising from its extensive agricultural resources, established agro-processing activities, tourism attractions and strategic location, the local economy remains insufficiently diversified and has yet to fully translate these advantages into broad-based employment creation, enterprise development and improved livelihoods. Economic activity remains heavily concentrated in primary agricultural production, with limited value addition and insufficient participation by smaller producers and emerging enterprises in higher-value agricultural and tourism markets. These constraints are compounded by inadequate market and trading infrastructure, limited access to suitable business land, infrastructure and utility challenges, skills shortages, unemployment—particularly among

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young people—and weaknesses in investment facilitation, business support and stakeholder coordination. Stakeholder consultations further highlighted the need to protect productive agricultural land while expanding opportunities for agro-processing, agro-tourism, informal trading, entrepreneurship and inclusive economic participation. Addressing these challenges requires a coordinated and partnership-driven local economic development approach that promotes agricultural value-chain development, economic diversification, investment attraction, enterprise growth, skills development and sustainable employment creation, while preserving the municipality's agricultural identity and environmental resources.

Implementation Plan

In response to the local economic development challenges and opportunities identified above, Malkerns Town Council will pursue a coordinated programme aimed at strengthening the municipality's economic competitiveness, stimulating investment, supporting enterprise development and promoting inclusive and sustainable economic growth throughout the 2027–2031 IDP period.

The programme will focus on leveraging the municipality's agricultural, agro-processing and tourism advantages to promote economic diversification, strengthen agricultural value chains, facilitate investment and improve opportunities for local businesses and entrepreneurs. Particular emphasis will be placed on supporting the development of small and emerging enterprises, improving the business environment, facilitating access to appropriate economic infrastructure and promoting greater participation by young people, women and other disadvantaged groups in local economic activities.

The Council will also seek to strengthen cooperation with agricultural producers, investors, tourism operators, business organisations, educational institutions, government agencies and development partners. Such collaboration will be important in promoting agricultural innovation, entrepreneurship, market access, skills development and the mobilisation of resources required to support economic growth.

In implementing these priorities, the Council will build on the strategic direction provided by the Malkerns LED Strategy and seek to align local economic development initiatives with municipal infrastructure planning, spatial development, environmental sustainability and institutional capacity.

The specific interventions and activities through which these priorities will be pursued are presented in the Local Economic Development Implementation Logical Framework below. The framework outlines the Council-agreed strategic objectives, activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, thereby providing the operational basis for implementing, monitoring and evaluating the municipality's local economic development commitments during the IDP period.

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Table 6-16: Local Economic Development Logical Framework

Activity	Objective	Target performance	KPI	Start – finish	Responsibility
Strategic Objective 1: To stimulate sustainable economic growth in Malkerns by creating an enabling environment for investment, entrepreneurship, and business development					
Conduct an investment opportunities and business environment assessment	To have a picture of the business climate	Investment opportunities assessment completed and approved in 2027	Investment opportunity assessment report	April to August 2027	LED/TP
Establish and implement a Business Support and Investment Promotion Programme	To provide structured business support and promote investment	1 business to receive support annually	4 businesses of Women- and youth-owned enterprises supported between 2028 to 2031	January 2028 to December 2031	LED/TP
Create jobs through LED initiatives	To create employment through LED programmes	2 entrepreneurs participating in development programmes annually	At least 2 jobs created through LED initiatives	April 2027 to December 2031	LED/TP
Strategic objective 2: To strengthen the agricultural economy of Malkerns through improved market access, agri-business development, and climate-smart farming practices					
Promote agricultural value addition and agro-processing initiatives	To support agri-business and value addition	1 agri-business/value-addition project supported annually	Number of farmers linked to formal markets	January 2027 to December 2031	LED/TP
Conduct farmer training on climate-smart agriculture and agribusiness development	To build farmer capacity in climate-smart practices	2 training sessions conducted annually	Number of farmers trained in climate-smart agricultural practices	January 2027 to Dec. 2031	LED/TP
Conduct farmer training on climate-smart agriculture and agribusiness development	To build farmer capacity in climate-smart practices	15 youth farmers trained by 2031	Number of trained youth farmers	April 2028 to March 2031	LED/TP

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Linking the trained farmers to land/farms	To build farmer capacity in climate-smart practices	At least 3 farmlands leased	Number of trained farmers linked	December 2028	LED/TP
Strategic objective 3: To enhance skills development and employment opportunities by promoting training programmes aligned with local economic needs					
Conduct a local skill needs assessment	To identify and adopt local skills priorities	Skills needs assessment completed and adopted	Skills needs assessment report	April 2027 to May 2027	LED/TP
Partner with vocational and other relevant partners for training	To provide vocational and entrepreneurship training	1 partnership annually	Memorandum of Understanding in place with Local Training Centres	April 2027 to December 2031	LED/TP
Facilitate internships, apprenticeships, and employment linkages with local businesses	To link trainees to employment and business opportunities	5 internship and apprenticeship opportunities facilitated by 2031	Number of trainees securing employment or starting businesses after training	April 2028 to December 2031	LED/TP
Strategic objective 4: To establish strategic partnerships with government agencies, the private sector, development partners, and community stakeholders to advance local economic development initiatives					
Establish and maintain an LED Stakeholder Forum	To strengthen stakeholder collaboration	2 stakeholder engagement meetings held annually	Stakeholder Forum established	April 2027 to December 2031	LED/TP
Develop partnership agreements and collaborative projects with strategic partners	To formalise partnerships with key stakeholders	1 partnership agreement signed by 2031	Number of established and maintained partnerships	April 2027 to December 2031	LED/TP
Conduct regular stakeholder engagement and resource	To mobilise resources for LED projects	To conduct 2 engagements per year	Number of community-led economic projects created and supported	April 2029 to December 2031	LED/TP

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mobilisation initiatives					
Establish a farm agreement management system	To provide farmers access to land	At least 3 agreements by 2028	Farm ownership agreement in place	2028	LED/TP
Strategic objective 5: To develop and promote agro-tourism, cultural tourism, and recreational opportunities that showcase Malkerns as a preferred destination for visitors and investment					
Develop and implement a Tourism Promotion Strategy	To position Malkerns as a tourism destination	Tourism Promotion Strategy developed and approved by 2027	Tourism Promotion Strategy adopted	September 2027	LED/TP
Organise and market annual tourism, agricultural, and cultural events	To showcase Malkerns' tourism and cultural assets	1 tourism, agricultural, and cultural event organised annually	Number of Promotion of tourism initiatives undertaken	January 2028	LED/TP
Support agro-tourism, cultural tourism, and recreational enterprises	To strengthen tourism enterprises	1 tourism enterprise supported annually	Number of Tourism-related businesses supported.	April 2028 to December 2031	LED/TP

6.5 KPA 5: PUBLIC HEALTH AND ENVIRONMENT MANAGEMENT

6.5.1 Introduction

Public health and environmental management are fundamental to sustainable municipal development, as they directly influence the health and wellbeing of residents, the quality of the living environment, economic productivity and the municipality's attractiveness as a place to live, work, invest and visit. Effective environmental health services, waste management, sanitation, pollution control and environmental conservation are therefore essential components of Malkerns Town Council's development mandate.

Malkerns occupies a distinctive position as an agricultural, agro-processing, tourism and residential centre. Its extensive agricultural land, natural landscapes and growing commercial activities provide important economic and environmental assets. However, these characteristics

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also create particular environmental management responsibilities, including the protection of natural resources, management of solid waste, maintenance of public hygiene, prevention of environmental pollution and promotion of sustainable land-use practices.

The municipality also faces increasing environmental pressures associated with urban growth, expanding economic activities, informal settlements and climate variability. These pressures have implications for waste generation, sanitation, drainage, water quality, environmental health and the resilience of municipal infrastructure and surrounding ecosystems.

Although responsibility for water supply, wastewater infrastructure, environmental regulation and certain public health services is shared with national government institutions and specialised agencies, Malkerns Town Council plays an important role in environmental health inspections, waste management, municipal cleanliness, public health enforcement, environmental conservation and stakeholder coordination.

This Situational Analysis examines the municipality's environmental health and regulatory services, solid waste management, sanitation and hygiene, pollution control, environmental conservation, climate change and environmental sustainability. It draws on municipal planning documents, annual reports for the period 2022/23–2025/26 and stakeholder consultations undertaken during the development of the 2027–2031 IDP.

6.5.2 Environmental Health and Public Health Regulatory Services

Public health inspections and regulatory compliance

Environmental health services are an important component of the Council's responsibility to safeguard public health and maintain acceptable environmental standards within the municipality.

These services include inspections of business premises, food-handling establishments, public facilities and other activities that may present environmental health risks. They also involve monitoring compliance with applicable public health requirements, identifying potential health hazards and supporting appropriate enforcement measures.

Municipal annual reports indicate that MKTC has undertaken various environmental health inspections and regulatory activities during the review period.

The 2023/24 Annual Report records 32 inspections of shops and food outlets, together with eight liquor-licence inspections. The 2025/26 report records 22 favourable building-health inspection reports, comprising 14 associated with new business licences and eight relating to liquor-licence renewals.

Table 6-17: Selected Environmental Health and Regulatory Activities

Activity or indicator	Financial year	Reported performance
Shop and food-outlet inspections	2023/24	32 inspections
Liquor-licence inspections	2023/24	8 inspections
Building-health inspection reports	2025/26	22 favourable reports

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Reports relating to new business licences	2025/26	14 reports
Reports relating to liquor-licence renewals	2025/26	8 reports

Source: *MKTC Annual Reports, 2023/24 and 2025/26.*

These activities demonstrate the municipality's ongoing involvement in environmental health monitoring and regulatory compliance.

Food safety and public hygiene

Food safety is particularly important in Malkerns because of the municipality's agricultural production, agro-processing, retail trade, hospitality and informal food-trading activities.

Effective food safety oversight helps protect consumers, maintain business confidence and support the municipality's reputation as an agricultural and tourism destination.

The 2025/26 annual-report synthesis refers to the confiscation of substandard food products. However, the reported quantity of 917,722 kilograms appears unusually high and should be verified against the original inspection and enforcement records before being incorporated into the IDP as a confirmed performance statistic.

Stakeholder consultations further highlighted concerns about hygiene conditions in informal trading areas, particularly where traders have limited access to public toilets, clean water, appropriate waste disposal facilities and suitable trading infrastructure.

These concerns reinforce the importance of maintaining effective food safety inspections and improving the environmental conditions within which food preparation, handling and trading activities take place.

Development implications: The Council should strengthen environmental health inspection coverage, regulatory compliance monitoring, food safety enforcement and the maintenance of appropriate hygiene standards in commercial, residential and informal trading areas. Improved inspection records, compliance indicators and follow-up procedures will support more effective public health protection.

6.5.3 Solid Waste Management and Recycling

Municipal waste management services

Solid waste management is one of the municipality's core environmental service responsibilities and an important determinant of public health, environmental quality and urban cleanliness.

The municipality provides waste management services and has implemented initiatives aimed at waste reduction, recycling and improved environmental stewardship. These include the operation of a municipal waste separation centre, which supports the separation and recovery of recyclable materials.

The existence of this facility provides an important foundation for strengthening recycling and promoting more sustainable waste management practices.

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However, increasing residential, commercial, agricultural and tourism activities are likely to place additional pressure on municipal waste management systems, particularly where settlement patterns are dispersed and service delivery infrastructure is limited.

Historical waste management performance

The municipal annual reports contain information on waste collection and disposal activities, although inconsistencies in reported units and quantities require attention.

The 2023/24 assessment refers to approximately 712.2 tonnes of waste, while the 2025/26 reporting narrative records 735,120 kilograms, equivalent to approximately 735.1 tonnes.

The consolidated annual-report analysis also contains a four-year waste management table in which some quantities appear to have been expressed in kilograms but labelled as tonnes.

Consequently, a reliable multi-year trend cannot yet be established without reconciling these figures against the original annual reports and municipal waste registers.

For the purposes of the IDP, these figures provide evidence of ongoing waste collection activity, but they should not be used to draw definitive conclusions about changes in waste generation, collection efficiency or service coverage until the underlying data has been verified.

Waste collection coverage and service accessibility

Stakeholder consultations identified several concerns relating to the adequacy and accessibility of municipal waste management services.

Residents and informal traders raised issues concerning the availability of refuse bins, collection frequency, waste disposal facilities and environmental cleanliness, particularly in densely occupied trading and residential areas.

Institutional stakeholders also identified waste management challenges in informal settlements and other clustered communities.

These concerns suggest that waste management planning needs to consider not only the total quantity of waste collected but also the geographic coverage, reliability and accessibility of collection services.

The needs of informal traders, low-income households and residents of informal settlements warrant particular attention, as inadequate waste management can contribute to illegal dumping, environmental pollution, blocked drainage systems, pest infestation and public health risks.

Waste reduction, recycling and resource recovery

The municipal waste separation centre provides an opportunity to strengthen waste reduction, recycling and resource recovery.

Further progress will depend on community awareness, waste separation at source, appropriate collection systems and partnerships with businesses, recycling organisations and other relevant stakeholders.

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Development implications: The Council should strengthen the efficiency, reliability and accessibility of solid waste management services, promote waste separation and recycling, improve waste management infrastructure and encourage responsible waste disposal practices. Particular attention should be given to underserved residential and trading areas, supported by improved data on waste volumes, service coverage and recycling performance.

6.5.4 Sanitation, Public Hygiene and Environmental Health Conditions

Sanitation and public facilities

Access to adequate sanitation is essential for protecting public health, preventing environmental contamination and maintaining safe and hygienic residential and commercial environments.

As Malkerns continues to develop, increasing demand for sanitation infrastructure and public hygiene facilities presents a significant municipal development challenge.

Stakeholder consultations identified inadequate sanitation facilities as a major concern, particularly in informal settlements, public trading areas and other locations experiencing high levels of human activity.

Residents and informal traders highlighted insufficient public toilets, limited access to clean water, inadequate waste disposal facilities and poor drainage conditions.

The consultations also identified the need for improved sanitation and hygiene facilities in markets and other public spaces.

These concerns have implications for public health, environmental quality, the dignity of residents and traders, and the attractiveness of the municipality to visitors and investors.

Environmental health conditions in informal settlements

The stakeholder consultation exercise identified particularly challenging environmental health conditions in Mangozeni and other clustered or informal settlement areas.

Concerns included inadequate sanitation, limited access to appropriate water and waste management infrastructure, drainage problems and associated environmental health risks.

These conditions may increase residents' exposure to contaminated environments, water-related health risks and other preventable public health hazards.

The findings also highlight the importance of ensuring that municipal environmental health services reach vulnerable and underserved communities.

Although the provision of water supply and wastewater infrastructure may fall within the mandates of specialised national agencies, the Council has an important facilitating and coordinating role in identifying needs, supporting planning and mobilising partnerships.

Drainage and stagnant water

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Poor drainage can contribute to standing water, environmental contamination, damage to infrastructure and the deterioration of public spaces.

Stakeholder concerns regarding drainage reinforce the need for coordination between environmental health, engineering, infrastructure development and land-use planning functions.

The detailed design and implementation of stormwater drainage infrastructure are addressed under KPA 6, while the public health implications of inadequate drainage remain relevant to this KPA.

Development implications: The Council should strengthen environmental health monitoring in underserved settlements and public trading areas, promote access to appropriate sanitation and hygiene facilities, and coordinate with responsible institutions to address water, sanitation and drainage-related public health risks.

6.5.5 Environmental Pollution Control and Regulatory Enforcement

Environmental pollution presents risks to human health, natural ecosystems, agricultural productivity and the municipality's economic attractiveness.

Potential sources of pollution within Malkerns include inappropriate waste disposal, uncontrolled dumping, inadequate sanitation, commercial and industrial activities, agricultural practices and poorly managed development.

Given the municipality's strong agricultural and tourism identity, maintaining environmental quality is particularly important.

Pollution of land and water resources can undermine agricultural productivity, affect community health and diminish the attractiveness of tourism and recreational environments.

The Council's environmental health inspection and enforcement functions therefore need to be supported by appropriate monitoring, public awareness and cooperation with responsible environmental regulatory institutions.

Stakeholder consultations highlighted the need for improved environmental cleanliness, stronger waste management practices and more effective attention to sanitation and pollution-related concerns.

These findings suggest that environmental enforcement should be complemented by education, community participation and practical improvements in service provision.

Development implications: The Council should strengthen pollution prevention, environmental health monitoring, compliance enforcement and public awareness initiatives, while maintaining effective working relationships with national environmental regulatory agencies and other relevant institutions.

6.5.6 Environmental Conservation, Biodiversity and Municipal Greening

Protection of natural resources

Malkerns' agricultural landscapes, vegetation, water resources and natural environment constitute important economic and ecological assets.

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The municipality's development aspirations depend significantly on the continued productivity of agricultural land, the attractiveness of its natural landscapes and the protection of environmental resources.

Urban expansion, inappropriate land-use practices, pollution, invasive species and climate-related pressures may threaten these assets.

Environmental conservation therefore requires a coordinated approach involving land-use planning, sustainable resource management, environmental regulation and community participation.

Municipal greening and invasive species management

Municipal annual reports indicate that MKTC has undertaken environmental conservation activities, including tree planting, greening initiatives and invasive species control.

The 2025/26 Annual Report records the planting of 87 indigenous trees and 87 hedge plants.

These initiatives contribute to urban greening, landscape improvement, biodiversity protection and the environmental quality of public spaces.

However, the longer-term benefits of greening programmes depend on the survival and maintenance of planted vegetation, appropriate species selection and the integration of greening activities into broader environmental management plans.

Stakeholder consultations identified opportunities for partnerships in environmental education, tree planting, greening and conservation activities.

Environmental education and community participation

Community awareness and participation are essential for sustainable environmental management.

Effective environmental education can encourage responsible waste disposal, recycling, water conservation, protection of natural resources and participation in municipal greening initiatives.

Partnerships with schools, community organisations, agricultural enterprises, environmental agencies and other stakeholders can help expand the reach of environmental awareness programmes.

Development implications: The Council should strengthen environmental conservation, municipal greening, invasive species management and community environmental education, while promoting the protection of natural resources and environmentally responsible development practices.

6.5.7 Climate Change, Environmental Sustainability and Resilience

Climate-related risks

Climate change presents increasing risks to Malkerns' agricultural economy, infrastructure, natural resources and community wellbeing.

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National climate assessments indicate that Eswatini is vulnerable to rising temperatures, changing rainfall patterns, droughts, flooding and severe weather events.

These risks are particularly relevant to Malkerns because of its extensive agricultural land, dependence on water resources and growing demand for municipal infrastructure and services.

Extended dry periods and water stress can reduce agricultural productivity, affect livelihoods and increase pressure on water resources.

Heavy rainfall, flooding and severe storms can damage roads, drainage systems, public facilities and other infrastructure.

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Key environmental and climate risks

Table 6-18: Key Environmental and Climate Risks

Risk area	Potential impact on Malkerns
Drought and water stress	Reduced agricultural productivity, water shortages and pressure on water resources
Flooding and severe storms	Damage to roads, drainage systems, public facilities and other infrastructure
Land degradation	Reduced soil productivity, environmental deterioration and loss of productive agricultural resources
Climate variability	Increased uncertainty for agriculture, investment and livelihoods
Increasing waste generation	Pressure on collection, disposal, recycling and environmental health systems
Urban growth pressures	Increased demand for land, water, sanitation and environmental services
Environmental pollution	Risks to human health, agricultural productivity, biodiversity and tourism
Loss of vegetation and biodiversity	Reduced ecological resilience, environmental quality and ecosystem services

Climate adaptation and environmental management

Building environmental resilience requires the integration of climate considerations into municipal planning, infrastructure development, land-use management and service delivery.

Priority considerations include water conservation, sustainable waste management, protection of natural resources, environmental awareness and the adoption of environmentally responsible development practices.

The Council's environmental management role should also be coordinated with disaster risk management arrangements, particularly where climate-related hazards have implications for public health and environmental quality.

Detailed disaster preparedness, emergency response and recovery arrangements are addressed under KPA 7.

Development implications: The Council should promote climate-responsive environmental management, support sustainable resource use, and strengthen cooperation with relevant institutions in climate adaptation, environmental protection and resilience-building initiatives.

6.5.8 Stakeholder Partnerships and Institutional Coordination

Public health and environmental management require effective coordination among the municipality, national government institutions, regulatory agencies, service providers, businesses and communities.

The stakeholder consultation exercise identified opportunities for cooperation in waste management, sanitation, environmental education, greening, water resource management and environmental health improvement.

Potential partnerships include institutions responsible for environmental regulation, water and sanitation services, public health, agriculture, education and community development.

Stakeholders also highlighted the importance of ensuring that environmental services are inclusive and accessible, particularly to residents of informal settlements, informal traders and other underserved groups.

These findings reinforce the need for coordinated planning and clearly defined responsibilities among institutions involved in environmental management.

The Council's role should include identifying priority environmental health needs, facilitating stakeholder engagement, supporting compliance monitoring, coordinating relevant initiatives and mobilising partnerships where services fall outside its direct mandate.

Development implications: MKTC should strengthen institutional coordination and stakeholder participation in environmental management, with particular emphasis on equitable service access, environmental compliance, community awareness and the mobilisation of resources for priority environmental health interventions.

6.5.9 Consolidated Public Health and Environmental Management Assessment

The Situational Analysis demonstrates that Malkerns Town Council has established environmental health and environmental management functions, including public health inspections, waste collection, recycling initiatives, municipal greening and environmental conservation activities.

These initiatives provide an important foundation for protecting public health and promoting environmental sustainability.

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However, the evidence also identifies continuing challenges relating to sanitation, public hygiene, waste management coverage, environmental pollution, regulatory compliance, conservation and climate resilience.

Stakeholder consultations reinforce these findings by highlighting inadequate public toilets, limited access to clean water, insufficient refuse bins, concerns about waste collection frequency, poor drainage and unsatisfactory environmental health conditions in informal settlements and trading areas.

The available annual-report information also indicates weaknesses in performance measurement, particularly concerning the consistency of waste data, the coverage of environmental health inspections, service accessibility and the longer-term outcomes of environmental management initiatives.

The municipality's environmental management challenge is therefore not limited to maintaining existing services. It also involves improving their reliability, coverage, effectiveness and inclusiveness while responding to growing urban development pressures and environmental risks.

The Council will need to strengthen environmental health regulation, waste management, sanitation coordination, pollution prevention, conservation and climate-responsive planning through effective institutional cooperation and community participation.

6.5.10 Problem Statement

Malkerns Municipality continues to face interconnected public health and environmental management challenges arising from inadequate sanitation and public hygiene infrastructure, uneven access to reliable waste collection and disposal services, insufficient waste management facilities, environmental pollution risks, and the need to strengthen food safety inspections, environmental health monitoring and regulatory compliance. These challenges are particularly pronounced in informal settlements, public trading areas and other underserved communities, where limited access to clean water, public toilets, appropriate waste disposal facilities and effective drainage contributes to environmental health risks and social vulnerability. At the same time, urban growth, agricultural and commercial activities, increasing waste generation, pressure on natural resources and climate-related hazards—including droughts, flooding and changing rainfall patterns—threaten environmental quality, biodiversity, infrastructure resilience and the sustainability of the municipality's agricultural and tourism economy. Although the Council has implemented waste management, recycling, environmental inspection, greening and conservation initiatives, their effectiveness remains constrained by infrastructure gaps, uneven service coverage, resource limitations, fragmented institutional responsibilities and weaknesses in environmental performance information. Addressing these challenges requires an integrated, inclusive and climate-responsive approach that strengthens environmental health services, sanitation and waste management, pollution prevention, regulatory enforcement, natural resource conservation, community environmental awareness and institutional partnerships, thereby promoting a cleaner, healthier, safer and environmentally sustainable Malkerns.

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6.5.11 Implementation Plan

In response to the public health and environmental management challenges identified above, Malkerns Town Council will pursue an integrated programme aimed at improving environmental health standards, strengthening waste management services, promoting regulatory compliance, protecting natural resources and enhancing environmental sustainability throughout the 2027–2031 IDP period.

The programme will focus on strengthening public health inspections and enforcement, improving food safety and public hygiene standards, enhancing waste collection and disposal practices, promoting recycling and waste reduction, and addressing environmental pollution and sanitation-related health risks. Particular attention will be given to improving the accessibility and effectiveness of environmental health services in underserved residential areas, informal settlements and public trading environments.

The Council will also promote environmental conservation, municipal greening, invasive species management, environmental education and environmentally responsible behaviour among residents, businesses and other stakeholders. Climate resilience considerations will be integrated into relevant environmental management activities, with emphasis on the protection of natural resources, sustainable resource use and coordination with related municipal planning and infrastructure functions.

Recognising that several environmental management responsibilities are shared with national government institutions and specialised agencies, the Council will strengthen cooperation with environmental regulators, water and sanitation service providers, public health institutions, community organisations and development partners. These partnerships will support the coordination of interventions, resource mobilisation, technical assistance and improved environmental service delivery.

The Council will further seek to strengthen the monitoring and evaluation of environmental management performance through improved information on waste collection and disposal, recycling, environmental inspections, regulatory compliance, sanitation conditions, greening activities and environmental health outcomes. Such information will support more effective planning, resource allocation, accountability and continuous improvement in environmental service delivery.

The specific strategic interventions and activities through which these priorities will be pursued are presented in the Public Health and Environment Management Implementation Logical Framework below. The framework outlines the strategic objectives, activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, thereby providing the operational basis for implementing and monitoring the municipality's public health and environmental management commitments during the IDP period.

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Table 6-19: Public Health and Environment Management

Activity	Objective	Target Performance	Key Performance Indicator	Start - Finish	Resp.
Strategic Objective 1: To Improve Public Health, Food Safety and Sanitation Services					
Implement a Public Health and Food Safety Compliance Programme for food establishments, collaborating with relevant stakeholders.	To improve compliance with public health and food safety standards	100% of registered food premises graded by 2031. In the 100%, at least 80% meet the required grades A-C.	Number of reduced food Premises with grade D	April 2027-August 2027	PHEO
		100% compliance by 2031.	Number of food premises with health certificates.	2027 – 2031	PHEO
		100% of registered food premises inspected quarterly	Number food premises inspected quarterly.	2027 – 2031	PHEO
Conduct public health awareness campaigns	To promote healthy behaviors and disease prevention.	Minimum of 4 public health awareness campaigns conducted annually.	Number of public health awareness campaigns conducted annually	2027 – 2031	PHEO
Conduct borehole water safety awareness campaigns.	To promote the safe use of borehole water.	Minimum of 2 campaigns per year.	Number of borehole water safety awareness campaigns conducted annually.	2027-2031	PHEO
Operationalize public ablution facilities within the town.	To improve access to safe, accessible, and hygienic public sanitation facilities.	Public ablution facilities established by 2031.	Number of public ablution facilities constructed	2027-2031	PHEO
Strategic Objective 2: To Strengthen Public and Environmental Health Monitoring and Regulatory Compliance					
Establish a database of all food premises and commercial establishments	To improve monitoring and planning of food premises and	Operational database by June 2027.	Food and commercial establishments database	April 2027 – June 2027	PHEO

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Activity	Objective	Target Performance	Key Performance Indicator	Start - Finish	Resp.
	public health facilities.		system established and maintained		
Monitor water quality of the canal traversing through malkerns	To ensure compliance with water quality standards.	Quarterly monitoring undertaken.	Number of canal water quality monitoring tests conducted annually.	2027 – 2031	PHEO
Strategic Objective 3: To Improve Integrated Waste Management and Environmental Cleanliness					
Develop and implement Waste Management Programmes for schools in Malkerns	To promote environmental responsibility among the youth in schools	2 schools reached per Quarter per year	Number of schools participating in waste management programmes.	April 2027-March 2031	PHEO
Implement illegal dumping management initiatives	To improve environmental cleanliness	Zero illegal dumping hotspots by 2031.	Percentage reduction in illegal dumping hotspots	2027-2031	PHEO
Conduct community clean-up campaigns.	To encourage community participation in environmental cleanliness	At least 4 campaigns per year.	Number of community clean-up campaigns conducted annually.	2027 – 2031	PHEO
Promote recycling and waste diversion initiatives	To minimise waste disposed at landfill.	Annual increase in recycling participation by 2031	Percentage increase in recycling and waste diversion initiatives.	2027 – 2031	PHEO
Strategic Objective 4: To Strengthen Enforcement of Public Health and Environmental By-laws					
Establish and Review Public Health and Environmental By-Laws	Improve regulatory effectiveness	By-laws established and reviewed by 2031.	Public Health and Environmental By-laws established and reviewed.	2027 – Mar 2031	PHEO

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Activity	Objective	Target Performance	Key Performance Indicator	Start - Finish	Resp.
Strategic Objective 5: To Improve and Enhance Environmental Conservation Practices					
Establish and adopt a Tree Planting Programme with schools and businesses	To encourage community ownership of environmental conservation initiatives.	At least 10 schools and businesses participating in the tree planting programme by March 2027.	Number of schools and businesses participating in tree planting programmes.	2027– 2031	PHEO
Implement Alien Invasive Plants (AIPs) removal programmes in collaboration with different stakeholders	To restore and protect the ecological integrity of Malkerns Town through the control and eradication of invasive alien plant species	Progressive annual increase in hectares of Alien Invasive Plant Species managed by 2031.	Hectares of Alien Invasive Plant Species managed.	2027-2031	PHEO
Strategic Objective 6: To strengthen occupational health and safety systems					
Develop and implement Occupational Health and Safety (OHS) policies and procedures.	To improve employee safety and wellbeing by strengthening occupational health and safety systems across all Council operations	Occupational Health and Safety Policy developed, approved and implemented by 2027.	Occupational Health and Safety Policy developed and adopted.	Sept 2026-March 2027	PHEO

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6.6 KPA 6: PUBLIC INFRASTRUCTURE DEVELOPMENT

6.6.1 Introduction

Public infrastructure development is fundamental to sustainable urban growth, economic development, public safety and improved quality of life. Reliable roads, drainage systems, streetlighting, water and sanitation infrastructure, electricity, public facilities and other municipal assets are essential for supporting residential development, agricultural production, tourism, commerce and community wellbeing.

Malkerns faces particular infrastructure development challenges arising from its geographically extensive municipal area, dispersed settlement patterns and predominantly agricultural land use. Covering approximately 9,036 hectares, the municipality requires infrastructure networks that

serve widely distributed residential, commercial and agricultural activities, resulting in relatively high capital investment and maintenance requirements.

Although Malkerns Town Council has implemented infrastructure improvements over recent years, significant gaps remain in road infrastructure, stormwater drainage, streetlighting, sewerage, public transport facilities and other essential public amenities.

This Situational Analysis examines the condition and adequacy of existing infrastructure, progress achieved through municipal development programmes, outstanding infrastructure requirements and stakeholder concerns. It provides the basis for identifying priorities for infrastructure development, upgrading, maintenance and sustainable asset management during the 2027–2031 IDP period.

6.6.2 Situational Analysis

6.6.2.1 Roads, Transport and Stormwater Drainage

Road infrastructure is essential for connecting residential areas, agricultural enterprises, businesses, tourism establishments and public facilities within Malkerns.

According to the 2023/24 Annual Report, the municipality has a road network of approximately 60 kilometres, of which about 60% is unpaved. This presents considerable maintenance requirements, particularly during periods of heavy rainfall when gravel roads may deteriorate and become difficult to navigate.

The Council has undertaken various road improvement and maintenance activities, including pothole repairs, road regravelling, rehabilitation works and drainage improvements. The 2024/25 Annual Report records completion of works associated with the D52 road improvement programme, together with other road maintenance interventions.

Despite these initiatives, stakeholder consultations identified deteriorating roads, potholes, inadequate drainage and road safety concerns as persistent challenges.

The municipality also lacks a formal public transport terminal, limiting the availability of appropriately organised facilities for public transport operators and passengers.

Inadequate stormwater drainage further contributes to road deterioration, localised flooding and damage to public infrastructure.

Development implications: Road rehabilitation, routine maintenance, stormwater drainage improvements and appropriate transport infrastructure remain important priorities. Infrastructure planning should consider road condition, traffic demand, public safety, economic importance and maintenance affordability.

6.6.2.2 Water Supply, Sewerage and Sanitation Infrastructure

Access to reliable water and sanitation infrastructure is essential for residential development, public health, commercial activity and economic growth.

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Water supply services within Malkerns are provided primarily by the Eswatini Water Services Corporation (EWSC), while the Malkerns Canal remains an important water resource supporting agricultural production.

According to the Town Planning Scheme, the potable water supply available to the urban area is estimated at approximately 3.5 megalitres (ML) per day. The Scheme identifies the need for increased storage capacity to accommodate future development.

EWSC has initiated development of a five-million-litre water storage tank. The Town Planning Scheme further estimates that a planning population of approximately 11,000 residents would require storage capacity of 5.5 ML for 24-hour supply or 11 ML for 48-hour supply.

These estimates highlight the importance of coordinated investment in water infrastructure as residential, commercial and industrial demand increases.

Sanitation infrastructure represents an even more significant development constraint. The Town Planning Scheme indicates that Malkerns does not have a municipal sewer reticulation system or wastewater treatment plant, with existing developments relying largely on septic tanks, pit latrines and other on-site sanitation arrangements.

The Scheme estimates a potential long-term requirement for an 11 ML wastewater treatment plant, which could be developed in phases according to demand and available resources.

Stakeholder consultations reinforced concerns about inadequate sewerage and sanitation infrastructure, particularly in informal settlements and densely occupied trading areas. Respondents also identified the need for accessible public toilets and improved water services.

Development implications: The Council should strengthen coordination with EWSC and other responsible institutions to facilitate water supply expansion, sewerage development, wastewater treatment and improved sanitation infrastructure. These investments will be important for sustainable urban growth and improved environmental health.

6.6.2.3 Electricity, Streetlighting and ICT Infrastructure

Electricity infrastructure supports residential development, agricultural production, commercial activities, tourism and other economic sectors.

Electricity services are provided by the Eswatini Electricity Company (EEC), while telecommunications and internet connectivity are provided by various ICT service providers.

The expansion of residential and commercial development will require continued coordination with these utility providers to ensure adequate network capacity and accessibility.

Streetlighting is a particularly important municipal infrastructure responsibility because of its contribution to road safety, public security and the usability of public spaces.

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Municipal annual reports document streetlighting maintenance and improvement initiatives. The 2025/26 reporting period also identifies a proposed installation of 55 streetlights along the MR18 road, which was at the tender evaluation stage.

Stakeholder consultations identified inadequate streetlighting as a concern, particularly in residential areas, along roads and in public spaces.

Development implications: The Council should prioritise the maintenance and expansion of public lighting infrastructure while coordinating with EEC and ICT service providers to support future development requirements.

6.6.2.4 Public Facilities and Community Infrastructure

The availability of appropriate public facilities is essential for effective municipal service delivery, economic activity and community wellbeing.

The Town Planning Scheme and municipal annual reports identify several outstanding public infrastructure requirements, including a civic centre, public market facilities, public transport infrastructure, public toilets and a municipal cemetery.

The proposed civic centre has been under planning and design, while the development of market facilities and public ablutions has been affected by land availability and procurement requirements.

Stakeholder consultations identified inadequate market infrastructure, trading shelters, storage facilities, sanitation amenities and accessible public facilities as significant concerns.

Institutional stakeholders also emphasised the importance of ensuring that public infrastructure accommodates persons with disabilities.

Development implications: The Council should facilitate the development of priority public facilities in accordance with approved plans, available resources and demonstrated community needs. Particular attention should be given to accessibility, appropriate location, maintenance requirements and the availability of suitable land.

6.6.2.5 Infrastructure Development and Maintenance Performance

Municipal annual reports indicate that MKTC has undertaken various infrastructure development and maintenance activities during the review period.

These include road rehabilitation, pothole repairs, regravelling, drainage improvements, streetlighting maintenance and planning for new public facilities.

The 2025/26 capital plan provided for approximately E7.01 million in planned infrastructure expenditure. However, this represents a budgeted amount rather than confirmed actual expenditure.

Similarly, several proposed projects, including public lighting, market facilities and sanitation infrastructure, were at different stages of planning, procurement or implementation.

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It is therefore important to distinguish completed projects from those still under development when assessing the municipality's infrastructure performance.

The available information also points to the need for stronger infrastructure condition assessments, project monitoring, maintenance planning and asset management.

Development implications: Infrastructure investment should be guided by reliable asset condition information, realistic funding arrangements, implementation readiness and the need to balance new development with maintenance of existing infrastructure.

6.6.2.6 Stakeholder Consultation Findings

The stakeholder consultation exercise confirmed that infrastructure development and maintenance remain among the municipality's most pressing service delivery priorities.

Residents, businesses, informal traders and institutional stakeholders identified several recurring concerns:

- Deteriorating roads, potholes and inadequate stormwater drainage.
- Insufficient streetlighting and associated public safety concerns.
- Water supply and sewerage infrastructure limitations.
- Inadequate public toilets, market facilities, trading shelters and storage infrastructure.
- Limited public transport and other community facilities.
- Inadequate accessibility of certain public facilities for persons with disabilities.
- Delays in infrastructure implementation associated with land availability, approvals, funding and institutional capacity.

The consultations also highlighted the importance of strengthening cooperation with utility service providers and other development partners.

These findings reinforce the need for infrastructure priorities to be informed by community needs, technical feasibility, affordability and implementation readiness.

6.6.3 Consolidated Infrastructure Assessment

The Situational Analysis demonstrates that Malkerns has made progress in road maintenance, streetlighting and other infrastructure improvements. Nevertheless, significant infrastructure backlogs remain.

The most pressing challenges relate to road conditions, stormwater drainage, sewerage and sanitation infrastructure, public lighting, transport facilities and essential public amenities.

The municipality's dispersed settlement pattern, extensive agricultural land use and growing development demands increase the cost and complexity of infrastructure provision.

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These challenges are compounded by limited capital resources, land availability constraints, project implementation delays and the need for stronger coordination with utility service providers.

Future infrastructure development will therefore require an integrated approach that balances the upgrading and maintenance of existing assets with investment in new infrastructure, while ensuring affordability, accessibility, environmental sustainability and alignment with the Town Planning Scheme.

6.6.4 Problem Statement

Malkerns Municipality continues to experience significant public infrastructure and service delivery challenges arising from deteriorating and inadequately maintained roads, inadequate stormwater drainage, insufficient street lighting, limited sewerage and sanitation infrastructure, and shortages of essential public amenities, including transport facilities, public markets, ablutions and other community infrastructure. These deficiencies are compounded by the municipality's geographically dispersed settlement pattern, increasing development demands, limited capital resources, land availability constraints, project implementation delays and inadequate infrastructure maintenance and asset management systems. Stakeholder consultations further highlighted concerns about infrastructure accessibility, public safety, service reliability and the need for improved facilities in underserved residential and trading areas. Collectively, these challenges undermine mobility, public health, economic development, investment attractiveness and the quality of life of residents, necessitating coordinated, affordable and inclusive infrastructure development, upgrading, maintenance and sustainable asset management.

6.6.5 Implementation Plan

In response to the infrastructure deficiencies and service delivery challenges identified above, Malkerns Town Council will pursue a coordinated programme of public infrastructure development, upgrading and maintenance throughout the 2027–2031 IDP period.

The programme will focus on improving the condition, accessibility, safety and reliability of municipal infrastructure, with particular emphasis on road rehabilitation and maintenance, stormwater drainage, streetlighting, public facilities and the operational resources required for effective infrastructure service delivery.

The Council will strengthen infrastructure planning and asset management through appropriate condition assessments, prioritisation of maintenance requirements and improved project implementation monitoring. Infrastructure investment decisions will take into account community needs, technical feasibility, affordability, land availability and long-term maintenance obligations.

Recognising that responsibility for certain utility services rests with specialised national institutions, the Council will also strengthen coordination with EWSC, EEC and other relevant agencies to facilitate water, sanitation, electricity and related infrastructure development.

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The specific strategic interventions and activities through which these priorities will be pursued are presented in the Public Infrastructure Development Implementation Logical Framework. The framework outlines the Council-agreed objectives, activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, providing the operational basis for implementing and monitoring the municipality's infrastructure development commitments during the IDP period.

Table 6-20: Public Infrastructure Development Logical Framework

Activity	Strategic Objective	Target Performance	KPIs	Start - Finish	Resp.
Strategic Objective 1: To provide Water and sewer services in Malkerns					
Facilitate the construction of sewer infrastructure through resource mobilization Develop and implement a resource mobilization plan for funding of sewer infrastructure Solicit honey sucker services to de-sludge the septic tanks Facilitate the construction of water infrastructure through resource mobilization Develop and implement a resource mobilization plan for funding of water infrastructure	To increase access to sewer services throughout the town To increase access to water services throughout the town	To be in place by the end of 2031 To be in place by end of 2031	Approved sewer drawings Implemented sewer drawings Resource mobilization plan Number of septic tanks de-sludged Approved water network drawings Implemented water network drawings Resource mobilization plan	April 2027 – March 2031	TP TE TT PHEO TP TE TT
Strategic Objective 2: To provide amenities and facilities in Malkerns					
Develop plans and facilitate their	To provide access to public amenities and	To be in place by end of 2031	Approved construction plans	April 2027 – March 2031	TE

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approval for construction	facilities in Malkerns				
Construct public amenities and facilities	To have descent public amenities and facilities in the community	To be completed by March 2031	Constructed public amenities and facilities	May 2027 – March 2031	TE

Strategic Objective 3: To make the streets of Malkerns safe					
Install 2 - 3km of new solar streetlights in identified sections each year Install 1 high mast in identified locations each year	To provide continued safety to the public of Malkerns day and night	To be in place by end of 2031	Distance of newly installed lighting infrastructure Number of high masts installed	April 2027 – March 2031	TE TE
Identify possible strategic locations for security cameras Install security cameras in strategic places			Approval of feasible locations Number of security cameras installed		IT IT

Strategic Objective 4: To provide improved quality of roads in Malkerns					
Conduct road condition surveys Implement either re-gravelling/concrete casting/	To provide improved road infrastructure in Malkerns	To be in place by end of 2031	Survey report Distance of implemented remedial action(s)	April 2027 – March 2031	TE TE

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bitumen surface/ river crossings on identified sections					
Strategic Objective 5: To improve operational efficiency in the Council					
Procure heavy plant and motor vehicles	To provide improved operational logistics	To be in place by the end of 2031	Number of plant or vehicles procured	April 2027 – March 2028	TE

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6.7 KPA 7: DISASTER RISK MANAGEMENT

6.7.1 Introduction

Disaster risk management is essential for protecting human life, livelihoods, property, infrastructure and the natural environment against the adverse effects of natural and human-induced hazards. It encompasses the identification and assessment of potential risks, prevention and mitigation measures, disaster preparedness, emergency response and recovery.

Malkerns Municipality is exposed to various disaster risks arising from climate variability, its extensive agricultural activities, dispersed settlement patterns, growing residential and commercial development, and environmental conditions. These include droughts, flooding, severe storms, fires and other emergencies that may disrupt essential services, damage infrastructure, threaten agricultural production and adversely affect community wellbeing.

The municipality's vulnerability is particularly significant in areas with inadequate drainage, limited emergency access and informal or underserved settlements. Effective disaster risk management therefore requires a proactive and coordinated approach involving the Council, national disaster management institutions, emergency service providers, businesses and local communities.

This Situational Analysis examines the principal disaster risks facing Malkerns, their potential impacts, existing preparedness challenges and stakeholder concerns, providing the basis for strengthening municipal disaster resilience during the 2027–2031 IDP period.

6.7.2 Situational Analysis

6.7.2.1 Natural and Climate-Related Disaster Risks

Malkerns is vulnerable to climate-related hazards, particularly droughts, flooding and severe storms.

Drought and prolonged dry periods pose significant risks to the municipality's agricultural economy, water resources and livelihoods. Given the importance of commercial and emerging agricultural production, reduced water availability can affect productivity, employment and household economic security.

Flooding and heavy rainfall present risks to roads, drainage systems, residential properties and other infrastructure. These risks may be intensified in areas with inadequate stormwater management, poorly maintained drainage channels and vulnerable settlement conditions.

Severe storms can also damage buildings, public infrastructure, electricity networks and agricultural assets, disrupting essential services and economic activity.

Stakeholder consultations identified flooding, high water levels, road damage, drought and severe storms among the municipality's principal disaster concerns. Participants emphasised the need for improved risk identification, preventive measures and preparedness planning.

6.7.2.2 Fire, Environmental and Other Human-Induced Risks

In addition to natural hazards, Malkerns faces potential risks associated with fires, environmental degradation and other human-induced emergencies.

Fire risks may arise in residential, commercial, agricultural and informal settlement environments, particularly where emergency access, firefighting facilities or preventive measures are inadequate.

Stakeholder consultations highlighted concerns regarding fire safety, emergency accessibility and the vulnerability of certain residential and trading areas.

Participants also identified invasive species and environmental degradation as concerns that may contribute to wider environmental and livelihood vulnerabilities.

Crime, inadequate streetlighting and personal safety were raised by informal-sector respondents. While routine crime prevention and public lighting fall primarily within public safety and infrastructure responsibilities, these concerns have implications for emergency access, community preparedness and coordinated incident response.

6.7.2.3 Vulnerability of Communities, Infrastructure and Livelihoods

The effects of disasters are not distributed equally across the municipality.

Informal settlements and underserved communities may face greater exposure because of inadequate drainage, sanitation, housing conditions, limited emergency access and constrained household resources.

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Agricultural enterprises and farming households are particularly vulnerable to drought, water shortages and severe weather events, while businesses and tourism establishments may experience operational disruptions resulting from damaged infrastructure or interrupted utility services.

The municipality's dispersed settlement pattern can also complicate emergency response and the delivery of assistance to affected communities.

Stakeholder consultations reinforced the importance of protecting vulnerable settlements, improving emergency accessibility and strengthening community-level preparedness.

These findings point to the need for disaster risk assessments that consider both the likelihood of hazards and the vulnerability of the people, infrastructure and economic activities exposed to them.

6.7.2.4 Disaster Preparedness and Institutional Coordination

Effective disaster risk management requires clearly defined institutional responsibilities, appropriate preparedness arrangements and coordination among relevant stakeholders.

The stakeholder consultation findings highlighted the need for more proactive disaster preparedness planning, risk mapping, community awareness and cooperation with government institutions and community organisations.

The available information does not establish whether the municipality currently has a comprehensive, formally approved and operational Municipal Disaster Risk Management Plan, or the extent to which disaster risk assessments, emergency procedures and response arrangements have been institutionalised.

This represents an important matter for confirmation during implementation planning.

Given the nature of the risks facing Malkerns, the Council will need to work closely with national disaster management structures, emergency services, relevant government departments, utility providers, agricultural stakeholders and community representatives.

Such cooperation is particularly important for early warning communication, emergency response coordination, evacuation arrangements, protection of vulnerable groups and recovery support.

6.7.2.5 Summary of Principal Disaster Risks

Table 6-21: Principal Disaster Risks and Potential Impacts

Disaster risk	Potential impact on the municipality
Drought and water shortages	Reduced agricultural production, pressure on water resources and disruption of livelihoods
Flooding and heavy rainfall	Damage to roads, drainage systems, properties and public infrastructure
Severe storms	Damage to buildings, agricultural assets, electricity infrastructure and essential services
Fires	Threats to human life, property, businesses, agricultural assets and vulnerable settlements
Environmental degradation	Increased vulnerability of natural resources, agricultural land and surrounding communities

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Emergencies affecting informal settlements	Heightened risks to vulnerable households because of inadequate infrastructure and limited emergency access

Source: *Synthesis of the municipality's development context and stakeholder consultation findings.*

6.7.3 Consolidated Disaster Risk Management Assessment

The Situational Analysis confirms that Malkerns faces a combination of natural, climate-related and human-induced disaster risks with potential consequences for human life, livelihoods, infrastructure, agricultural production and economic activity.

Stakeholder consultations highlighted flooding, drought, severe storms, fire risks, road damage, emergency accessibility and the vulnerability of informal settlements as priority concerns.

These risks are compounded by the municipality's extensive agricultural land use, dispersed settlement patterns, infrastructure deficiencies and the potential limitations of existing disaster preparedness arrangements.

The principal development challenge is therefore to strengthen the municipality's capacity to identify and assess disaster risks, implement appropriate prevention and mitigation measures, improve community preparedness and coordinate effective emergency response and recovery arrangements.

6.7.4 Problem Statement

Malkerns Municipality remains vulnerable to natural, climate-related and human-induced disasters, including droughts, flooding, severe storms, fires and other emergencies that threaten human life, livelihoods, agricultural production, infrastructure, property and environmental sustainability. These risks are heightened by inadequate drainage and emergency access in certain areas, the vulnerability of informal settlements, the municipality's dispersed settlement pattern and its dependence on climate-sensitive agricultural activities. Stakeholder consultations further highlighted concerns regarding flood-related infrastructure damage, fire safety, community preparedness and the need for stronger emergency coordination. The absence of sufficiently established or verified disaster risk assessment, preparedness, prevention and response arrangements could increase the municipality's exposure to avoidable losses and service disruptions. Addressing these challenges requires a coordinated and proactive disaster risk management system that strengthens risk identification, prevention and mitigation, institutional preparedness, community awareness, emergency response and recovery capabilities, thereby enhancing the resilience of the municipality and its communities.

6.7.5 Implementation Plan

In response to the disaster risks and institutional preparedness challenges identified above, Malkerns Town Council will pursue a coordinated disaster risk management programme throughout the 2027–2031 IDP period.

The programme will focus on strengthening disaster risk identification and assessment, improving prevention and mitigation measures, enhancing community awareness and preparedness, and establishing effective institutional arrangements for emergency coordination and response.

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A central priority will be the development and implementation of a comprehensive Municipal Disaster Risk Management Plan to guide the identification, assessment and management of disaster risks within the municipality. This will be supported by periodic risk assessments, public awareness campaigns, relevant environmental inspections and appropriate risk prevention and mitigation interventions.

The Council will also strengthen cooperation with national disaster management institutions, emergency service providers, relevant government agencies, businesses and community organisations to improve preparedness, response coordination and the protection of vulnerable communities.

The specific interventions and activities through which these priorities will be pursued are presented in the Disaster Risk Management Implementation Logical Framework below. The framework outlines the Council-agreed objectives, activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, providing the basis for implementation, monitoring and accountability throughout the IDP period.

Table 6-22: Disaster Risk Management Logical Framework

Activity	Objective	Target Performance	Key Performance Indicator	Start - Finish	Resp.
Strategic Objective 1: To Improve Disaster Risk Assessment and Prevention					

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Activity	Objective	Target Performance	Key Performance Indicator	Start - Finish	Resp.
Develop and implement a Disaster Risk Management (DRM) Plan	To plan, prevent, mitigate, and respond to municipal disasters	To have an approved DRM plan within the town by 2031. To have a comprehensive municipal disaster risk assessment conducted and approved annually. To have at least 4 awareness campaigns conducted annually (one per quarter). To have at least 4 inspections conducted annually (Quarterly)	Functional DRM plan in place. Number of annual municipal disaster risk assessments conducted. Number of disaster risk awareness campaigns conducted annually (e.g., in schools, wards) Number of environmental inspections conducted to identify potential disaster risks (e.g., blocked drains, illegal dumping, fire hazards) Number of disaster risk mitigation and prevention interventions implemented annually.	April 2027-March 2031	PHEO

6.8 KPA 8: SPATIAL DEVELOPMENT

6.8.1 Introduction

Spatial development planning is essential for promoting orderly urban growth, efficient land utilisation, sustainable human settlements and the coordinated provision of municipal infrastructure and services. It provides the framework for determining where residential, commercial, agricultural, tourism, industrial and public infrastructure developments should be located, while ensuring that competing land-use demands are managed in a sustainable and equitable manner.

Malkerns faces distinctive spatial development challenges arising from its predominantly agricultural land use, limited designated settlement areas, private land ownership patterns and

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growing demand for residential and commercial development. Its strategic location within the Mbabane–Manzini development corridor further increases development pressures, creating the need to balance urban expansion with the protection of productive agricultural land.

The municipality's spatial development priorities are therefore centred on strengthening land-use planning and development control, facilitating sustainable human settlement development, improving access to land for public facilities and ensuring that future development is aligned with infrastructure availability and the Town Planning Scheme.

This Situational Analysis examines the municipality's spatial characteristics, principal land-use and settlement challenges, and stakeholder concerns, providing the basis for identifying spatial development priorities for the 2027–2031 IDP period.

6.8.1 Situational Analysis

6.8.1.1 Land-Use Structure and Development Pressures

According to the Town Planning Scheme, Malkerns covers approximately 9,036 hectares, of which about 8,452 hectares (93.5%) are under agricultural use, while approximately 584 hectares (6.5%) are designated as human settlement areas.

This land-use pattern reflects Malkerns' historical development as an agricultural production centre and underscores the importance of agriculture to its economic identity.

However, the limited land designated for human settlements presents challenges in accommodating future residential, commercial and public infrastructure development.

Increasing demand for residential land, together with expanding economic activity along the Mbabane–Manzini corridor, places additional pressure on the available development areas.

The principal spatial planning challenge is therefore to accommodate necessary urban growth without compromising productive agricultural land or encouraging unplanned and fragmented development.

The Town Planning Scheme emphasises the need to concentrate residential development within designated settlement areas and protect agricultural land from uncontrolled subdivision and urban encroachment.

6.8.1.2 Human Settlement Development and Housing

Population growth, household formation and increasing private sector interest in residential development are contributing to demand for housing and serviced residential land within Malkerns.

However, the availability of land suitable for development is constrained by existing land-use designations, ownership patterns and infrastructure requirements.

Much of the municipality consists of privately owned agricultural holdings and commercial farms, limiting the availability of land for residential expansion and public development purposes.

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The absence of a municipal sewer reticulation system, together with the cost of extending roads, water, electricity and drainage infrastructure, further constrains the development of new residential areas.

These conditions highlight the need to promote more efficient utilisation of designated settlement land, encourage appropriately planned residential development and coordinate housing growth with infrastructure investment.

The municipality's growing attractiveness as a residential location nevertheless presents opportunities for cooperation with landowners and private developers, provided that proposed developments comply with the Town Planning Scheme and applicable development requirements.

6.8.1.3 Informal Settlements and Settlement Upgrading

Informal settlement development presents an important spatial planning and service delivery challenge for Malkerns.

Stakeholder consultations identified concerns regarding settlement conditions, land tenure, infrastructure deficiencies and the need for more inclusive approaches to human settlement development.

Mangozeni emerged as a particularly important issue during the consultation process, with stakeholders expressing differing views on its future development. These included proposals for relocation, upgrading and formalisation.

The existence of competing perspectives highlights the need for a carefully managed, evidence-based and participatory approach to settlement planning.

Decisions concerning informal settlement upgrading, regularisation or possible relocation should be informed by settlement profiling, land ownership and tenure assessments, environmental and infrastructure conditions, development feasibility and meaningful engagement with affected communities.

Such an approach would enable the Council to identify appropriate interventions while balancing spatial planning requirements with the needs and circumstances of affected residents.

6.8.1.4 Land Availability, Ownership and Municipal Boundary Constraints

Access to suitable land remains a significant constraint on municipal development.

Stakeholder consultations identified land scarcity, private ownership patterns and disputed boundaries as recurring obstacles to the implementation of public infrastructure and community development projects.

These constraints have affected the identification and acquisition of land for public facilities, including markets, transport infrastructure, sanitation amenities and other municipal services.

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Unresolved municipal boundary issues may also create uncertainty regarding development control, land administration and service delivery responsibilities.

Addressing these challenges requires improved land information, stronger engagement with landowners and relevant government institutions, and coordinated processes for resolving land and boundary matters.

Strategic identification and reservation of land for future public facilities will be particularly important in supporting the implementation of the municipality's development priorities.

6.8.1.5 Spatial Planning, Development Control and Infrastructure Coordination

The Town Planning Scheme provides the principal framework for guiding land-use allocation, development control and orderly spatial development within Malkerns.

Effective implementation of the Scheme is essential for managing competing land uses, protecting agricultural resources and ensuring that new developments are appropriately located and serviced.

The municipality's dispersed settlement pattern and extensive agricultural land use increase the cost of infrastructure provision, making coordinated spatial and infrastructure planning particularly important.

Future residential and commercial development should therefore be directed towards areas where infrastructure can be provided efficiently and sustainably.

Stakeholder consultations reinforced the need for stronger development control, improved access to appropriately located land and more effective coordination between land-use planning and infrastructure investment.

Informal traders also highlighted the need for secure, accessible and serviced trading areas, demonstrating the importance of integrating informal economic activities into municipal spatial planning.

The establishment of an effective street naming and physical addressing system is another important spatial development requirement. Such a system would support property identification, service delivery, emergency response, business operations and municipal administration.

6.8.1.6 Summary of Key Spatial Development Challenges

Table 6-23: Key Spatial Development Challenges and Implications

Spatial development challenge	Development implications
Limited designated settlement land	Constrains opportunities for residential and commercial expansion
Protection of agricultural land	Requires effective land-use control to prevent inappropriate subdivision and urban encroachment
Informal settlement development	Necessitates settlement profiling, participatory planning and appropriate upgrading or regularisation interventions
Land ownership and availability constraints	Delays the development of public facilities and essential municipal infrastructure
Municipal boundary disputes	Creates uncertainty regarding land administration, planning and service delivery responsibilities

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Infrastructure servicing requirements	Increases the cost of new development and reinforces the need for coordinated spatial and infrastructure planning
Development control challenges	Requires consistent implementation and enforcement of the Town Planning Scheme
Inadequate street naming and addressing	Affects property identification, municipal administration, service delivery and emergency response

Source: *MKTC Town Planning Scheme and stakeholder consultation findings.*

6.8.2 Consolidated Spatial Development Assessment

The Situational Analysis demonstrates that Malkerns faces increasing pressure to accommodate residential, commercial and public infrastructure development within a municipality where most land remains under agricultural use.

The limited availability of designated settlement land, private land ownership patterns, infrastructure servicing costs and unresolved land and boundary issues constrain orderly urban expansion and the implementation of municipal development projects.

Informal settlement development, particularly the competing perspectives concerning Mangozeni, further highlights the importance of inclusive and evidence-based spatial planning.

At the same time, the municipality must protect its productive agricultural land, which remains central to its economic identity and long-term development potential.

These challenges reinforce the need for effective implementation of the Town Planning Scheme, stronger development control, strategic land management, appropriate settlement upgrading and closer coordination between spatial planning and infrastructure investment.

6.8.3 Problem Statement

Malkerns Municipality faces increasing spatial development pressures arising from competing demands for agricultural, residential, commercial, tourism and public infrastructure land uses, compounded by limited designated settlement land, predominantly private land ownership, informal settlement development, land availability constraints and unresolved municipal boundary issues. These challenges are further intensified by growing demand for housing and serviced land, infrastructure development costs, weaknesses in land-use management and development control, and the need to protect productive agricultural resources from uncontrolled urban encroachment. Stakeholder consultations also highlighted difficulties in securing land for public facilities, competing views on informal settlement upgrading and relocation, and the need for appropriately planned and serviced trading areas. Collectively, these constraints undermine orderly urban growth, efficient infrastructure provision, inclusive settlement development and the implementation of municipal development priorities, necessitating integrated spatial planning, effective development control, strategic land management, sustainable settlement upgrading and improved coordination of land-use and infrastructure development.

6.8.4 Implementation Plan

In response to the spatial development and land-use management challenges identified above, Malkerns Town Council will pursue an integrated spatial development programme aimed at

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promoting orderly urban growth, improving land-use management, facilitating sustainable human settlement development and ensuring the efficient spatial organisation of the municipality throughout the 2027–2031 IDP period.

The programme will focus on strengthening implementation of the Town Planning Scheme, improving development planning and control, facilitating appropriate informal settlement upgrading and identifying and securing land for essential public facilities and municipal development requirements.

Particular attention will be given to informal settlement profiling, mapping and needs assessments, together with the development and implementation of appropriate settlement upgrading policies and plans. These interventions will support evidence-based decisions regarding settlement development and improved living conditions.

The Council will also promote compact and efficient urban development, protect productive agricultural land, strengthen coordination between spatial planning and infrastructure investment, and establish a functional street naming and addressing system to improve municipal administration and service delivery.

The specific strategic interventions and activities through which these priorities will be pursued are presented in the Spatial Development Implementation Logical Framework. The framework outlines the Council-agreed objectives, activities, sub-objectives, performance targets, key performance indicators, implementation timeframes and responsible officials, providing the basis for implementing and monitoring the municipality's spatial development priorities during the IDP period.

Table 6-24: Spatial Development Logical Framework

Activity	Objective	Target performance	KPI	Start – finish	Resp.
Strategic Objective 1: To have upgraded informal settlements					
Conduct informal settlement profiling, mapping, and needs assessments	To assess and document informal settlement conditions	Informal settlement assessment and mapping exercise completed by March 2027	Needs assessment report produced	January 2028 to March 2028	TP
Develop and adopt an Informal Settlement Upgrading Policy/Strategy	To establish a policy framework for upgrading	Informal Settlement Upgrading Policy/Strategy developed and approved by 2027	Informal Settlement Upgrading Policy/Strategy developed and approved	April 2027 to June 2027	TP
Prepare and implement upgrading plans for identified	To implement upgrading interventions	1 upgrading plan prepared and implemented per year	Number of identified informal settlement areas	April 2027-March 2031	TP

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Activity	Objective	Target performance	KPI	Start – finish	Resp.
informal settlements			covered by upgrading plans		
Strategic objective 2: To have land for public amenities					
Identify and reserve land for public amenities through planning processes	To secure land for amenities	3 public amenity sites identified by April 2029	Hectares of land secured or reserved for public amenities.	April 2027 to April 2029	TP
Incorporate public amenity sites into the Town Planning Scheme and development plans	To have an integrated plan showing the amenities and their location	3 public amenity sites incorporated into planning schemes	Number of public amenity sites identified and incorporated into Malkerns Town Planning Scheme.	April 2027 to March 2029	TP
Facilitate land acquisition, reservation, or developer contributions for public amenities	To ensure provision of amenity land	3 land acquisition/reservation initiatives undertaken by 2031	Number of new developments providing land for public amenities in accordance with planning requirements.	April 2029 to December 2031	TP
Strategic objective 3: To have an integrated infrastructure management strategy					
Conduct an infrastructure and service delivery needs assessment	To assess infrastructure gaps	Infrastructure assessment report completed by May 2027	Infrastructure assessment report	April 2027 to May 2027	TE
Develop and adopt an Integrated Infrastructure Management Strategy	To establish an integrated management framework	Infrastructure Management Strategy developed and approved by June 2027	Integrated Infrastructure Management Strategy approved and operational	April 2027 to November 2027	TP, TE
Implement priority infrastructure and mobility	To deliver infrastructure upgrades	1 infrastructure and mobility project implemented annually	Number of planned infrastructure projects	July 2027 to	TE

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Activity	Objective	Target performance	KPI	Start – finish	Resp.
improvement projects			completed annually	December 2031	
Strategic objective 4: To have relevant policies promoting the integration of climate-resilient practices and coordination for orderly growth					
Review existing planning policies and identify climate resilience gaps	To identify resilience gaps	Review of existing policies and produce gaps identified in review document by 2027	Climate resilience policy review completed	April 2027	TE/PHEO/ TP
Develop climate-resilient planning policies	To strengthen resilience in planning	80% of all planning applications assessed against climate resilience requirements from 2028	Climate resilience and sustainable development policies developed or reviewed	May 2027 to February 2028	TP
Conduct stakeholder engagement and awareness programmes on climate resilience and orderly growth	To build awareness and coordination	1 stakeholder coordination initiatives undertaken annually	Number of climate resilience programmes conducted	April 2027 to December 2031	TP
Strategic objective 5: To promote a compact and efficient urban form through the Town Planning					
Strengthen development control and compliance monitoring by all building applications submitted	To enforce planning compliance	100% development applications assessed for compliance	Number of development applications compliant with the Town Planning Scheme	April 2027 to December 2028	TP
Promote mixed-use and higher-density development within designated growth areas	To encourage compact growth	At least 20% of the mixed-use development applications facilitated	Number of mixed-use developments approved within	April 2027 to December 2031	TP

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Activity	Objective	Target performance	KPI	Start – finish	Resp.
through civic education			designated growth areas		
Review the Town Planning Scheme and related development control policies	To update planning legislation and policies	Town Planning Scheme review completed by 2028	Planning policies and guidelines reviewed and approved	April 2027 to March 2028	TP
Strategic objective 6: To establish a functional street naming and addressing system					
Develop and implement a comprehensive street naming and addressing program	To allocate street names	At least 50% of streets within Malkerns Town Council jurisdiction named and approved	Number of streets named	December 2028	TP
Create a street address system	To implement a standardized street addressing system	Street addressing system designed, piloted, and adopted	Street address system in place	2029	TP
Implement the street addressing system	To establish an integrated management framework	100% coverage of street names in all formalized settlements	Street address system in place	2029	TP

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7 IDP 2027 – 2031 Cost Estimates

Council and the senior management team developed and agreed on the IDP implementation budget framework as per the dictates of the IDP. For ease of reading and understanding, the projected cost of the IDP has been segregated according to the key performance areas (KPAs), while showing budget estimates for each year of the IDP and the total Consolidated IDP Budget Estimate

For the five years under review, implementing the IDP would cost E96,508,035 (Emalangeni ninety-six million five hundred and eight thousand and thirty-five). Below is the breakdown of the estimated total cost for implementing the IDP. Shown also are the estimated cost figures for each KPA and for each financial year. The detailed cost estimates, by project, are contained in Annexure 1 below.

7.1 IDP Summary of Cost Estimates by Key Performance Area

The following is a schedule of the estimated cost of implementing this 2027 – 2031 IDP, based on the identified key performance areas. This schedule shows that implementing the IDP would cost E101,868,035, and that 57% of this will be needed in the last two years. It also shows that a bulk of the investment will be for Public Infrastructure Development (40%) and Spatial Development (38%).

Table 7-1: IDP Cost Estimates by KPA

MKTC IDP BUDGET FRAMEWORK/COST ESTIMATES: Overall IDP Costing								
KPA #	**KPA Description**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	***Split by KPA***
1	Governance, Institutional Strengthening and Stakeholder Relations	4,375,000	1,140,000	1,240,000	1,015,000	495,000	485,000	***4%***
2	Financial Viability & Management	630,835	246,000	120,600	55,660	141,226	67,349	***1%***
3	Social Development	10,961,800	2,058,800	2,411,000	2,127,000	2,166,000	2,199,000	***11%***
4	Local Economic Development	3,247,400	600,000	1,020,000	573,000	558,000	496,400	***3%***
5	Public Health & Environment Management	2,320,000	315,000	645,000	532,500	357,500	470,000	***2%***
6	Public Infrastructure Development	40,619,000	5,150,000	5,860,000	9,687,000	5,830,000	14,092,000	***40%***
7	Disaster Risk Management	600,000	300,000	75,000	75,000	75,000	75,000	***1%***
8	Spatial Development	39,114,000	2,660,000	396,000	5,393,000	20,580,000	10,085,000	***38%***
	Total	**101,868,035**	**12,469,800**	**11,767,600**	**19,458,160**	**30,202,726**	**27,969,749**	
	Split by Financial Year		***12%***	***12%***	***19%***	***30%***	***27%***	

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8 MKTC 2027-2031 IDP Integration

8.1Alignment with Global, National, Regional and Other Key Priorities

The essence of Integrated Development Planning is that the plan must integrate the needs and aspirations of the people, business, institutions, and other key stakeholders. The primary essence of integration is two-way, one being that the plan internally ensures proper integration of the council's institutional architecture, inclusive of administrative systems and processes, and all council wards. The second aspect of the IDP is externally focused and recognizes that the council does not exist on an island but in the midst of the government's nationwide services network, including national and international development partners. These may include, but are not limited to, service providers such as road infrastructure, health systems, and utility companies. The external integration also compels MKTC to seek partnerships with the UN, AU, SADC, SACU and other external developmental players in order to access both technical and financial support. The external focus also compels the planning to embrace the needs and aspirations of neighbouring communities as these also have a bearing on the life of the municipality.

8.2National Integration Opportunities

Integration and alignment opportunities exist at national, Ministry and Manzini Regional level, including Inkhundla level. At the National level, there is the National Development Plan 2023-2028, which is the most current, most relevant and alive reference point.

At the national level, there also is the Eswatini Programme of Action (PoA) 2024–2029, which is a government-led strategic plan aimed at achieving exponential inclusive economic growth, social development, and national transformation under the theme "Igniting Wealth and Well-being for the Nation."

At the Ministry level, the Ministry's 2025-2030 Strategic Plan, which provides a five-year vision to guide urban development efforts in Eswatini, was found to be a relevant integration opportunity.

At the Regional level, Manzini Regional Development frameworks as well as neighboring and host inkhundla development plans and neighboring chiefdom development plans are the most relevant for integration planning for development.

In summary, the plan is designed to benefit from opportunities presented by key national role-players such as the following: -

1) Government Ministries in particular.
    a. The mother Ministry of Housing and Urban Development, mainly for financial and technical resources, as well as legal and policy guidance and oversight.
    b. The Ministry of Public Works and Transport, which is responsible for national roads infrastructure, some of which have a direct connection with the municipality roads network.
    c. The Ministry of Health, which provides health services nationwide including municipalities.

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d. The Ministry of Tinkhundla Administration and Development through its regional administration structures, especially the Manzini Region under which MKTC falls.
e. The host and neighbouring Tinkhundla local governments
f. Other municipalities with a direct link to MKTC, in particular, Manzini, Mbabane and Ezulwini.
g. Disciplined services inclusive of the police, fire and emergency services, and others

2) Utility services such as energy/electricity services, water services, telecommunications, environment management and others.
3) Training institutions within and neighbouring the municipality.
4) Private service providers such as private security companies which may partake in public-private partnerships (PPPs) for service delivery.
5) The private sector, which might include integral services under their corporate social investment (CSI) budgets.
6) The IDP also must align the national agenda as guided by the national development plan, the poverty reduction strategy, and other guiding national plans, policies, and standards.

8.3 International Integration Opportunities

8.3.1 UN Sustainable Development Goals Alignment – SDG 11

The UN SDG 11 has been found to be the most relevant global development priority. Integrating our IDP with SDG 11 programmes could trigger both technical and financial support for the MKTC programmes on environmental management. Below are some of the direct linkages between our MKTC IDP and SDG 11, to which MKTC can solicit technical and financial support for its IDP programme.

Table 8-1: Integration with SDG11

	MKTC IDP KPA	SDG 11 RESPONSE
1	Spatial Development	Ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
	Local Economic Development	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
3	Public Infrastructure Development	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
4	Public Health & Environment Management and the KPA on disaster Risk Reduction	Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global GDP caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
		Strengthen efforts to protect and safeguard the world's cultural and natural heritage

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		Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

8.3.2 Paris Agreement on Climate Change

The Paris Agreement is an agreement within the United Nations Framework Convention on Climate Change (UNFCCC), dealing with greenhouse-gas-emissions mitigation, adaptation, and finance, signed in 2016. The agreement's language was negotiated by representatives of 196 state parties at the 21st Conference of the Parties of the UNFCCC in Le Bourget, near Paris, France, and adopted by consensus on 12 December 2015. As of February 2020, all UNFCCC members had signed the agreement, 189 countries have become party to it including Eswatini Kingdom, and the only significant emitters which are not parties are Iran and Turkey.

The agreement implementation framework seeks for countries and local governments to develop proper infrastructure and planning of residential areas; relocation and rearrangement of residential areas frequently affected by typhoons, floods, erosion of riverbanks and seashores, or in risk of flash floods and/or landslides. This action framework item is aligned to our public health & environment, and disaster risk management key strategic performance areas.

8.3.3 African Union 2063 Agenda Alignment

AU Agenda 2063 has amongst its priorities for national development the following sustainable development goals which are pertinent for MKTC IDP alignment: -

Goal 1: End poverty in all its forms everywhere.
Goal 2: End hunger, achieve food security, and improve nutrition.
Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.
Goal 16: Ensure that people everywhere have the knowledge, skills, and opportunity to lead a healthy and productive life.
Goal 18: Engage and empower youth and children.

8.3.4 Sendai Framework for Disaster Risk Reduction 2015 – 2030

The **Sendai Framework for Disaster Risk Reduction 2015-2030** was adopted at the Third UN World Conference in Sendai, Japan, on March 18, 2015. It is the outcome of stakeholder consultations initiated in March 2012, and inter-governmental negotiations from July 2014 to March 2015, supported by the United Nations Office for Disaster Risk Reduction at the request of the UN General Assembly.

The framework has four priority action areas, being: -

a) **Priority 1:** Understanding disaster risk
b) **Priority 2:** Strengthening disaster risk governance to manage disaster risk
c) **Priority 3**: Investing in disaster risk reduction for resilience

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d) **Priority 4:** Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation and reconstruction.

Of paramount importance is that the framework under the 4 priority action areas recognizes the need to provide technical and financial support to developing countries. It also recognizes that such support and actions can also be focused on both national and local governments. This presents an opportunity for MKTC to tap into these opportunities for technical and financial support.

9 IDP Implementation Risk Identification and Mitigation

The successful implementation of this Integrated Development Plan (IDP) will depend not only on the availability of financial, human and institutional resources, but also on the municipality's ability to anticipate, manage and respond proactively to risks that may impede the achievement of its strategic objectives. While this IDP provides a clear roadmap for the development of Malkerns over the period 2026–2031, implementation will inevitably take place within an environment characterised by changing economic conditions, resource constraints, policy developments, institutional challenges, climate-related events and other unforeseen circumstances. It is therefore essential that potential implementation risks are identified early, regularly monitored, and effectively mitigated to minimise disruptions and avoid strategic surprises.

To strengthen implementation governance, Malkerns Town Council has undertaken a strategic risk assessment using a simple 3 × 3 Risk Assessment Matrix**,** based on the likelihood (probability) of a risk occurring and the severity (impact) should that risk materialise. Each identified risk has been assessed as having either a Low**,** Medium or High probability of occurrence, as well as a Low**,** Medium or High impact on the successful implementation of the IDP. The interaction between these two dimensions produces an overall risk rating using the Red-Amber-Green (RAG) methodology, thereby enabling Council and Management to prioritise their attention and resources towards those risks that present the greatest threat to successful implementation.

Unlike many implementation risk assessments that focus on individual projects, the Malkerns Town Council has undertaken this assessment at the Key Performance Area (KPA) level. This strategic approach enables Council and Management to monitor risks that could affect the achievement of broader development outcomes across each of the municipality's strategic focus areas. The assessment further identifies practical mitigation measures and assigns responsibility for managing each risk, thereby strengthening accountability and supporting proactive decision-making throughout the implementation period.

The Implementation Risk Identification and Mitigation Matrix should therefore be regarded as a living management tool rather than a once-off assessment. It is recommended that the matrix be reviewed and updated at least quarterly as part of the municipality's performance management and

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enterprise risk management processes, with particular attention being given to risks rated Red (High Priority) and Amber (Medium Priority). This will enable Council and Management to identify emerging risks early, implement appropriate corrective measures, and enhance the likelihood of successfully achieving the objectives of the Integrated Development Plan.

Table 9-1: IDP Implementation Risks Identification and Mitigation Matrix

KPA	Key Risk	Likelihood	Impact	RAG	Mitigation	Owner
Governance & Institutional Strengthening	Leadership instability; poor stakeholder buy-in	Medium	High	RED	Governance strengthening; quarterly IDP reviews; performance contracts	Council/ CEO
Financial Viability	Revenue shortfalls; funding gaps	High	High	RED	Diversify revenue; PPPs; improve collections; phased implementation	Finance/ Treasury
Social Development	Low community participation	Medium	Medium	AMBER	Engagement plan; partnerships; communication	Social Services
Local Economic Development	Weak investment and job creation	Medium	High	RED	Investment promotion; SME/agro-processing support	LED
Public Health & Environment	Climate and environmental risks	Medium	High	RED	Waste, health and climate resilience programmes	Public Health
Public Infrastructure	Contractor delays; asset failures	High	High	RED	Asset management; maintenance; procurement planning	Technical Services
Disaster Risk Management	Floods, fires, droughts	Medium	High	RED	Emergency plans; drills; early warning	Social Services
Spatial Development	Land/boundary disputes; uncontrolled development	Medium	High	RED	Planning enforcement; land strategy	Town Planning

Legend:

RED = High-priority management attention.

AMBER = Active monitoring and mitigation.

GREEN = Routine monitoring.

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10 IDP Monitoring and Evaluation

Below is a monitoring and evaluation template that Council may consider for purposes of ensuring effective implementation of this IDP. The Council report structure is such that every quarter, management prepares and presents to Council quarterly management performance reports, which by and large are the IDP. It is proposed that over time the Council introduce and integrate an information management system, which in essence will be about managing information on the IDP implementation, including possibilities of a dashboard update system for each project, which would enable management to electronically track and monitor both progress and budget performance on each project. In the meantime, though, MKTC is advised to model an M&E template along the example shown below. Once the integrated information management system has been established, it will come with inbuilt M&E subsystems, which would then be adopted.

1.1 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 in 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 this IDP.

1.2 Performance Management

The organizational performance management framework through the Annual Operational Plans (AOPs), supported by Departmental Meetings, SMT, and Council meetings, shall be key in the monitoring of the implementation of the IDP. The Performance Management System (PMS), which monitors and empowers employees, will serve as a support mechanism for the monitoring and evaluation of the IDP implementation. The above-mentioned performance management frameworks must be adhered to for effectiveness in the implementation of the IDP.

1.3 Reporting

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

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

The Senior Management Team (SMT) will be responsible for the production of quarterly and annual IDP progress reports for consideration by the Council. These reports will indicate progress made against planned IDP 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 also to the entire IDP, to show the extent to which the AOPs are contributing to the overall IDP expected outcomes.

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1.4 Best Practices

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

a) Municipal Evaluation Plans are 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 the setting of quarterly and annual performance targets for individuals, and conducting performance appraisals for the staff of the Council following the Council's performance management policies. Importantly, the individual performance targets should tie in with departmental targets, which are, in turn, expected to tie up with the IDP targets. The following performance assessment framework is recommended.

IDP PERIODIC PERFORMANCE ASSESSMENT FRAMEWORK

Rating Scale					
Assess and rate progress on each activity on a scale of 0-5 where:					
0 = Nothing done	**1 =** Implementation plan developed but not executed and no budget	**2 =** Implementation plan completed and budget available but implementation less than 50% done but progressing	**3=** implementation more than 50% complete but less than 80% complete and progressing	**4 =** implementation more than 80% but less than 100% complete and progressing	**5 =** 100% complete
(For % measure, the budget, quantities, distance or any other relevant measure may be used)					

EXAMPLE

KPA 1	**Governance, Institutional Strengthening and Stakeholder Relations Logical Framework**				
Strategic Objective 1	**To enhance a well-capacitated Council and Senior Management Team (SMT) on Corporate Governance**				
Strategic Activity	**Rating (0-5)**	**Performance Indicator**	**Actual Output Performance as at (date when evaluation was made)**	**Justification in support of actual performance output**	**Plans to either improve or maintain actual performance output**

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1.1 Upgrade Council Standing Orders into a Board Charter		Reviewed and approved SO/BC			

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SUMMARY MKTC IDP PERFORMANCE REPORT

STRATEGIC OBJECTIVS	TOTAL ACTIVITIES	0 Rating	1 Rating	2 Rating	3 Rating	4 Rating	5 Rating
KPA 1: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX							
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
KPA 2: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX							
KPA 3: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX							
TOTAL							
GRAND TOTAL							
% OUT OF Total Activities							

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10 Annexures

10.1 Annexure 1: 2027-2031 Detailed IDP Cost Estimates

KPA 1: Governance, Institutional Strengthening and Stakeholder Relations

Strategic Objective 1	**To enhance a well capacitated Council and Senior Management Team (SMT) on Corporate Governance**						
Activity #	**Activity Description**	**Total (E)**	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Optimize Council Standing Orders into a Board Charter and align with Corporate Governance Best Practices to a Board Charter	**200,000**	200,000	-	-	-	-
2	Conduct corporate governance training for councilors & (SMT)	**900,000**	180,000	180,000	180,000	180,000	180,000
Total for Objective		**1,100,000**	**380,000**	**180,000**	**180,000**	**180,000**	**180,000**
Strategic Objective 2	**To enhance Malkerns Town Council's Quality Service Delivery and Regulatory Framework**						
Activity #	**Activity Description**	**Total (E)**	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Develop and implement a quality management system	**580,000**	80,000	500,000	-	-	-
2	Develop and implement human resources policy	**120,000**	30,000	30,000	30,000	30,000	-
3	Procure QMS internal & external audit consultancy services	**400,000**	80,000	80,000	80,000	80,000	80,000
4	To engage a consultant to conduct a corporate performance assessment	**250,000**	-	-	250,000	-	-
5	Undertake a Policy Needs assessment and develop policies as per the need	-	-	-	-	-	-
Total for Objective		**1,350,000**	**190,000**	**610,000**	**360,000**	**110,000**	**80,000**

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Strategic Objective 3:	To improve stakeholder collaborative engagement						
Activity #	**Activity Description**	**Total (E)**	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Establish a stakeholder liaison Officer position	**75,000**	75,000				
2	To develop a Communication Policy	**20,000**		20,000			
3	To develop Gifts and Hospitality Policy	-	-				
4	Conduct civic education sessions to all stakeholders on municipal issues	**100,000**	20,000	20,000	20,000	20,000	20,000
Total for Objective		**195,000**	**95,000**	**40,000**	**20,000**	**20,000**	**20,000**

Strategic Objective 4	To Attract and Retain Competent and Results-Driven Human Capital						
Activity #	**Activity Description**	**Total (E)**	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Develop and implement employee retention strategy	**125,000**	25,000	25,000	25,000	25,000	25,000
2	Develop a succession plan	**-**	-	-	-	-	-
3	Develop & implement Human Resource Development Plan	**330,000**	30,000	-	300,000	-	-
4	Automate & implement the performance management system	**100,000**		100,000	-	-	-
	Total for Objective # 4	**555,000**	**55,000**	**125,000**	**325,000**	**25,000**	**25,000**
Strategic Objective 5	**To establish a Positive Organizational Culture**						
Activity #	**Activity Description**		**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Develop and implement employee wellness program	**25,000**	5,000	5,000	5,000	5,000	5,000

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2	Conduct Team Building Exercises for Councillors	**200,000**	40,000	40,000	40,000	40,000	40,000
3	Conduct Team Building Exercises for Human Capital	**100,000**	20,000	20,000	20,000	20,000	20,000
4	Conduct stay interviews	**100,000**	20,000	20,000	20,000	20,000	20,000
Total for Objective # 5		**425,000**	**85,000**	**85,000**	**85,000**	**85,000**	**85,000**
Strategic Objective 6	**To Optimize and maintain the Council's Information Technology Infrastructure**						
Activity #	**Activity Description**	**Total (E)**	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Establish IT Officer Position	**-**	-	-	-	-	-
2	Source and install a Council's server	**300,000**	300,000	-	-	-	-
3	Develop an IT Policy	**20,000**	-	20,000	-	-	-
4	Develop a Data Recovery Plan	**20,000**	-	-	20,000	-	-
5	Train staff on data analytics	**-**	-	-	-	-	-
6	Capacitate Users on Artificial Intelligence and other emerging digital Tools	**-**	-	-	-	-	-
7	Develop and implement data analytics software	**-**	-	-	-	-	-
Total for Objective # 6		**340,000**	**300,000**	**20,000**	**20,000**	**-**	**-**

Strategic Objective 7	**To leverage public procurement as a tool for sustainable service delivery, infrastructure development, and local economic growth.**						
Activity #	**Activity Description**	**Total (E)**	**Year1**	**Year2**	**Year3**	**Year4**	**Year5**
1	Develop a Procurement Strategy	**150,000**	10,000	140,000			
2	Review procurement policy and procedures (SOP's)	**-**					
3	Strengthen procurement transparency and accountability mechanisms -conduct external auditor	**100,000**	-	-	-	50,000	50,000

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4	Promote local supplier participation in Council procurement opportunities	-	-	-	-	-	-
5	Implement value-for-money procurement initiatives	-	-	-	-	-	-
6	Conduct stakeholder engagement and capacity-building initiatives (External stakeholders)	**35,000**	-	15,000	-	-	20,000
7	Conduct stakeholder engagement and capacity-building initiatives (internal personnel)	**125,000**	25,000	25,000	25,000	25,000	25,000
Total for Objective		**410,000**	**35,000**	**180,000**	**25,000**	**75,000**	**95,000**
	Total for KPA No. 1	**4,375,000**	**1,140,000**	**1,240,000**	**1,015,000**	**495,000**	**485,000**

KPA # 2: Financial Viability and Management

Strategic Objective 1	**To Develop and Maintain Robust Internal Control Mechanisms**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Conduct internal audits	**280,835**	46,000	50,600	55,660	61,226	67,349
Total for Objective # 1		**280,835**	**46,000**	**50,600**	**55,660**	**61,226**	**67,349**
Strategic Objective 2	**To Strengthen the Safeguarding and Management of Municipal Assets**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Conduct fixed assets valuation	**160,000**	80,000	-	-	80,000	-
2	Conduct fixed assets disposal	-	-	-	-	-	-
Total for Objective # 2		**160,000**	**80,000**	**-**	**-**	**80,000**	**-**
Strategic Objective 3	**To Diversify Municipal Revenue Streams**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**

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1	Develop and Implement a Comprehensive Growth & Revenue Optimization Strategy	**120,000**	**120,000**	**-**	**-**	**-**	**-**
Total for Objective # 3		**120,000**	**120,000**	**-**	**-**	**-**	**-**
Strategic Objective 4	**To Mobilize New Resources**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Conduct training on proposal writing	**70,000**	-	70,000	-	-	-
2	Enter into PPPs	-	-	-	-	-	-
3	Collaboration with local and international partners	-	-	-	-	-	-
4	Leverage on partnerships with business community and other partners	-	-	-	-	-	-
Total for Objective		**70,000**	**-**	**70,000**	**-**	**-**	**-**
Strategic Objective 5	**To Strengthen the Collection of Outstanding Debts Owed to Council**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Develop debt management policy	-	-	-	-	-	-
2	Implement the interest penalty waiver policy to encourage settlement of arrears	-	-	-	-	-	-
3	Implement rates collection strategies	-	-	-	-	-	-
Total for Objective # 5		-	-	-	-	-	-
Total for KPA No. 2		**630,835**	**246,000**	**120,600**	**55,660**	**141,226**	**67,349**

KPA # 3: Social Development

Strategic Objective 1	**To Improve Access to Quality Healthcare Services**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Conduct mobile health outreach programmes in communities	**25,000**	5,000	5,000	5,000	5,000	5,000

2	Partner with relevant stakeholders to deliver health services	-	-	-	-	-	-
3	Partner with Ministry of Health to deliver vaccination drives	**35,000**	5,000	6,000	7,000	8,000	9,000
4	Facilitate establishment of municipal clinic	**10,000**	5,000	5,000	-	-	-
5	Equip clinic with furniture and medical equipment	**350,000**	-	350,000	-	-	-
6	Conduct health awareness campaigns	**900,000**	160,000	170,000	180,000	190,000	200,000
7	Organise wellness programmes and fitness days	**371,800**	68,800	70,000	75,000	78,000	80,000
8	Organise annual Youth Sports Tournament	**400,000**	60,000	70,000	80,000	90,000	100,000
9	Organise annual Disability Sports Tournament	-	-	-	-	-	-
Total for Objective # 1		**2,091,800**	**303,800**	**676,000**	**347,000**	**371,000**	**394,000**
Strategic Objective 2	**To Enhance Access to Quality Education and Lifelong Learning Opportunities.**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Provide educational assistance to vulnerable learners	**100,000**	20,000	20,000	20,000	20,000	20,000
2	Facilitate career guidance programmes in schools	**430,000**	80,000	80,000	90,000	90,000	90,000
3	Conduct vocational skills training of out of school youth	**315,000**	60,000	60,000	65,000	65,000	65,000
4	Establish SME support forums	**440,000**	85,000	85,000	90,000	90,000	90,000
5	Conduct youth mindset change forums	**300,000**	60,000	60,000	60,000	60,000	60,000
6	Facilitate business mentorship programmes	**440,000**	85,000	85,000	90,000	90,000	90,000
7	Establish SME support forums	**480,000**	90,000	90,000	100,000	100,000	100,000
8	Mobilise for a craft and cultural Fair	**600,000**	100,000	110,000	120,000	130,000	140,000
Total for Objective # 2		**3,105,000**	**580,000**	**590,000**	**635,000**	**645,000**	**655,000**
Strategic Objective 3	**To Reduce Poverty and Improve Livelihoods**						
ACTIVITY #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Develop and adopt a social development policy	**5,000**	-	5,000	-	-	-
2	Support community income-generating projects through linking them to funders and through skills development.	**480,000**	90,000	90,000	100,000	100,000	100,000

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3	Facilitate household food security initiatives	**400,000**	80,000	80,000	80,000	80,000	80,000
4	Link vulnerable households to social protection programmes	**-**	-	-	-	-	-
Total for Objective # 3		**885,000**	**170,000**	**175,000**	**180,000**	**180,000**	**180,000**

Strategic Objective 4	**To Prevent and Reduce Incidences of GBV through Wwareness, Prevention and Support Services.**						
Activity #	**Activity Description**	**Total (E)**	Year 1	Year 2	Year 3	Year 4	Year 5
1	Conduct GBV awareness campaigns	**375,000**	70,000	70,000	75,000	80,000	80,000
2	Develop a Gender Based Violence (GBV) prevention and response strategy	**5,000**	5,000	-	-	-	-
3	Organise community dialogues on GBV	**125,000**	25,000	25,000	25,000	25,000	25,000
4	Establish referral pathways for GBV survivors	**-**	-	-	-	-	-
Total for Objective # 4		**505,000**	**100,000**	**95,000**	**100,000**	**105,000**	**105,000**
Strategic Objective 5	**To Promote Mental Health Awareness and Access to Psychosocial Support Services.**						
Activity #	**Activity Description**	**Total (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Conduct community mental health awareness campaigns	**445,000**	85,000	90,000	90,000	90,000	90,000
2	Develop and adopt a Volunteer Management Policy	**-**	-	-	-	-	-
3	Facilitate counselling and psychosocial support services	**50,000**	10,000	10,000	10,000	10,000	10,000
4	Commemorate international mental health awareness dates (men's month, mental health day, world suicide prevention day, etc.)	**900,000**	180,000	180,000	180,000	180,000	180,000
5	Train community volunteers in psychosocial support	**270,000**	50,000	55,000	55,000	55,000	55,000
Total for Objective # 5		**1,665,000**	**325,000**	**335,000**	**335,000**	**335,000**	**335,000**
strategic objective 6	**To Strengthen Child Protection Systems and Promote Child Welfare.**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**

1	Conduct child protection awareness campaigns	**250,000**	50,000	50,000	50,000	50,000	**50,000**
2	Develop a child protection policy	**5,000**	-	5,000	-	-	-
3	Support vulnerable children through social centres	**550,000**	150,000	100,000	100,000	100,000	**100,000**
4	Establish child abuse reporting mechanisms	**-**	-	-	-	-	-
Total for Objective # 6		**805,000**	**200,000**	**155,000**	**150,000**	**150,000**	**150,000**
Strategic Objective 7	**To Empower the Youth and Reduce Juvenile Delinquency through Positive Engagement Programmes.**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Implement the government youth development programmes	**250,000**	50,000	50,000	50,000	50,000	50,000
2	Develop a youth development strategy	**5,000**	-	5,000	-	-	-
3	Organise youth leadership empowerment camps	**250,000**	50,000	50,000	50,000	50,000	50,000
4	Support youth volunteer initiatives by partnering with non-profit organisations	**50,000**	10,000	10,000	10,000	10,000	10,000
Total for Objective # 7		**555,000**	**110,000**	**115,000**	**110,000**	**110,000**	**110,000**
strategic Objective 8	**To Promote Social Inclusion and Equitable Access to Services for Vulnerable Groups.**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Celebrate International Day of Persons with Disabilities	**250,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**
2	Increase participatory of people living with disabilities and other vulnerabilities.	**300,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
3	Develop a social inclusion strategy	**-**	-	-	-	-	-
Total for objective # 8		**550,000**	**110,000**	**110,000**	**110,000**	**110,000**	**110,000**
Strategic objective 9	**To Reduce the Prevalence of Teenage Pregnancy through Prevention, Education and Support Programmes.**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Conduct SRHR awareness campaigns by conducting awareness events	**250,000**	50,000	50,000	50,000	50,000	50,000

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2	Implement male mentorship programmes	**300,000**	60,000	60,000	60,000	60,000	60,000
3	Link teenage mothers back to education	**-**	-	-	-	-	-
4	Facilitate vocational skills training	**250,000**	50,000	50,000	50,000	50,000	50,000
5	Link young people to counselling and psychosocial support	-	-	-	-	-	-
Total for objective # 9		**800,000**	**160,000**	**160,000**	**160,000**	**160,000**	**160,000**
Total for KPA No. 3		**10,961,800**	**2,058,800**	**2,411,000**	**2,127,000**	**2,166,000**	**2,199,000**

KPA # 4: Local Economic Development

Strategic Objective 1	**To Stimulate Sustainable Economic Growth in Malkerns by Creating an Enabling Environment for Investment, Entrepreneurship, and Business Development**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Conduct an investment opportunities and business environment assessment	**50,000**	50,000	-	-	-	-
2	Establish and implement a Business Support and Investment Promotion Programme	**464,100**	-	100,000	110,000	121,000	133,100
3	Create jobs through LED initiatives	**-**	-	-	-	-	-
Total for Objective # 1		**514,100**	**50,000**	**100,000**	**110,000**	**121,000**	**133,100**
Strategic Objective 2	**To Strengthen the Agricultural Economy of Malkerns through Improved Market Access, Agri-Business Development, and Climate-Smart Farming Practices**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Establish market linkages between local farmers and formal markets	**-**	-	-	-	-	-
2	Promote agricultural value addition and agro-processing initiatives	**122,000**	20,000	22,000	24,000	26,000	30,000
3	Conduct farmer training on climate-smart agriculture and agribusiness development	**344,300**	-	100,000	110,000	121,000	13,300
4	Linking the trained farmers to land/farms	**-**	-	-	-	-	-

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Total for Objective # 2		**466,300**	**20,000**	**122,000**	**134,000**	**147,000**	**43,300**
Strategic Objective 3	**To Enhance Skills Development and Employment Opportunities by Promoting Training Programmes Aligned with Local Economic Needs**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Conduct a local skill needs assessment	**50,000**	50,000	-	-	-	-
2	Partnership with vocational and other relevant partners for training	**917,000**	150,000	165,000	182,000	200,000	220,000
3	Facilitate internships, apprenticeships, and employment linkages with local businesses	-	-	-	-	-	-
Total for Objective # 3		**967,000**	**200,000**	**165,000**	**182,000**	**200,000**	**220,000**
Strategic Objective 4	**To Facilitate Strategic Partnerships with Government Agencies, the Private Sector, Development Partners, and Community Stakeholders to Advance Local Economic Development Initiatives**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Establish and maintain an LED Stakeholder Forum	**124,000**	20,000	22,000	25,000	27,000	30,000
2	Develop partnership agreements and collaborative projects with strategic partners	**61,000**	10,000	11,000	12,000	13,000	15,000
3	Conduct regular stakeholder engagement and resource mobilisation initiatives	-	-	-	-	-	-
4	Establish a farm agreement management system	-	-	-	-	-	-
Total for Objective # 4		**185,000**	**30,000**	**33,000**	**37,000**	**40,000**	**45,000**
Strategic Objective 5	**To Develop and Promote Agro-Tourism, Cultural Tourism, and Recreational Opportunities that showcase Malkerns as a Destination for Visitors and Investment**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Develop and implement a Tourism Promotion Strategy	**300,000**	300,000	-	-	-	-
2	Organise and market annual tourism, agricultural, and cultural events	**500,000**	-	500,000	-	-	-
3	Support agro-tourism, cultural tourism, and recreational enterprises	**315,000**	-	100,000	110,000	50,000	55,000

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Total for Objective # 5	**1,115,000**	**300,000**	**600,000**	**110,000**	**50,000**	**55,000**
Total for KPA No. 4	**3,247,400**	**600,000**	**1,020,000**	**573,000**	**558,000**	**496,400**

KPA # 5: Public Health and Environment Management

Strategic Objective 1	**To Improve Public Health, Food Safety & Sanitation services**						
Activity #	**Activity Description**	**Total (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Implement a Public Health and Food Safety Compliance Programme for food establishments, collaborating with relevant stakeholders.	**350,000**	60,000	65,000	70,000	75,000	80,000
2	Conduct public health awareness campaigns	**155,000**	20,000	25,000	30,000	35,000	45,000
3	Conduct borehole water safety awareness campaigns.	**35,000**	5,000	5,000	5,000	10,000	10,000
4	Operationalise public ablution facilities within the town.	**275,000**	-	-	-	135,000	140,000
Total for Objective		**815,000**	**85,000**	**95,000**	**105,000**	**255,000**	**275,000**
Strategic Objective 2	**To Strengthen Public and Environmental Health Monitoring and Regulatory Compliance**						
Activity #	**Activity Description**	**Total (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Establish a database of all food premises and commercial establishments	**140,000**	-	-	120,000	10,000	10,000
2	Monitor water quality of the canal traversing through Malkerns	**175,000**	40,000	45,000	90,000	-	-
Total for Objective		**315,000**	**40,000**	**45,000**	**210,000**	**10,000**	**10,000**
Strategic Objective 3	**To Improve Integrated Waste Management and Environmental Cleanliness**						
Activity #	**Activity Description**	**Total (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Develop and implement Waste Management Programmes for schools in Malkerns	**45,000**	10,000	10,000	10,000	10,000	5,000

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2	Implement illegal dumping management initiatives	**365,000**	-	300,000	25,000	25,000	15,000
3	Conduct community clean-up campaigns.	**75,000**	-	20,000	25,000	30,000	-
4	Promote recycling and waste diversion initiatives	**130,000**	-	80,000	20,000	15,000	15,000
Total for Objective		**615,000**	**10,000**	**410,000**	**80,000**	**80,000**	**35,000**
Strategic Objective 4	**To Strengthen Enforcement of Public Health and Environmental By-laws**						
Activity #	**Activity Description**	**Total (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Establish and Review Public Health and Environmental By-Laws	**100,000**	30,000	45,000	12,500	12,500	-
Total for Objective		**100,000**	**30,000**	**45,000**	**12,500**	**12,500**	-
Strategic Objective 5	**To Improve and Enhance Environmental Conservation Practices**						
Activity #	**Activity Description**	**Total (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	To Improve and Enhance Environmental Conservation Practices	**75,000**	-	50,000	5,000	-	20,000
2	Implement Alien Invasives Plants (AIPs) removal programmes in collaboration with different stakeholders	**350,000**	100,000	-	120,000	-	130,000
Total for Objective		**425,000**	**100,000**	**50,000**	**125,000**	-	**150,000**
Strategic Objective 6	**To Strengthen Occupational Health and Safety Systems**						
ACTIVITY #	**Activity Description**	**Total (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Develop and implement Occupational Health and Safety (OHS) policies and procedures.	**50,000**	50,000	-	-	-	-
Total for Objective		**50,000**	**50,000**	-	-	-	-
Total for KPA No. 5		**2,320,000**	**315,000**	**645,000**	**532,500**	**357,500**	**470,000**

KPA # 6: Public Infrastructure Development

Strategic Objective 1	**To Provide Water and Sewer Services in Malkerns**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Facilitate the construction of sewer infrastructure through resource mobilization	-	-	-	-	-	-
2	Develop and implement a resource mobilization plan for funding of sewer infrastructure	-	-	-	-	-	-
3	Solicit honey sucker services to facilitate the de-sluding of septic tanks	-	-	-	-	-	-
4	Facilitate the construction of water infrastructure through resource mobilization	-	-	-	-	-	-
5	Develop and implement a resource mobilization plan for funding of water infrastructure	-	-	-	-	-	-
Total for Objective 1		-	-	-	-	-	-
Strategic Objective 2	**To provide facilities and amenities in Malkerns**						
Activity #	**Activity Description**	**Total (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Facilitate the approval of construction plans	-	-	-	-	-	
2	Construct public amenities and facilities	**5,000,000**	-	-	1,000,000	2,000,000	2,000,000
Total for Objective 2		**5,000,000**	-	-	**1,000,000**	**2,000,000**	**2,000,000**
Strategic Objective 3	**To Make the Streets of Malkerns Safe**						
Activity #	**Activity Description**	**Total (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Install 2 - 3km new solar streetlights in identified sections each year	**11,605,000**	2,100,000	2,205,000	2,316,000	2,431,000	2,553,000
2	Install 1 electric high mast in identified locations each year	**6,414,000**	1,050,000	1,155,000	1,271,000	1,399,000	1,539,000
3	Identify possible strategic locations for security cameras	-	-	-	-	-	-
4	Install security cameras in strategic places	**500,000**	-	500,000	-	-	-

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Total for Objective 3		**18,519,000**	**3,150,000**	**3,860,000**	**3,587,000**	**3,830,000**	**4,092,000**
Strategic Objective 4	**To Provide Improved Quality of Roads in Malkerns**						
Activity 4	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Conduct road survey	**-**	-	-	-	-	-
2	Implement either concrete casting/bitumen surface/crossings on identified sections	**12,100,000**	-	2,000,000	2,100,000	-	8,000,000
Total for Objective 4		**12,100,000**	**-**	**2,000,000**	**2,100,000**	**-**	**8,000,000**
Strategic Objective 5	**To Improve Operational Efficiency within the Council**						
Activity 4	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Procure heavy plant and motor vehicles	**5,000,000**	**2,000,000**	-	3,000,000	-	-
Total for Objective 5		**5,000,000**	**2,000,000**	-	**3,000,000**	-	-
Total for KPA No.6		**40,619,000**	**3,150,000**	**5,860,000**	**6,687,000**	**5,830,000**	**14,092,000**

KPA #7: Disaster Risk Management

Strategic Objective 1	**To Improve Disaster Risk Assessment & Prevention**						
Activity #	**Activity Description**	**Total Budget (E)**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Develop and implement a Disaster Risk Management (DRM) Plan	**600,000**	300,000	75,000	75,000	75,000	75,000
Total for Objective # 1		**600,000**	**300,000**	**75,000**	**75,000**	**75,000**	**75,000**

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Total for KPA No.7		**600,000**	**300,000**	**75,000**	**75,000**	**75,000**	**75,000**

KPA # 8: Spatial Development

Strategic Objective 1	**To have Upgraded Informal Settlements**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Conduct informal settlement profiling, mapping, and needs assessments	**300,000**	300,000	-	-	-	-
2	Develop and adopt an Informal Settlement Upgrading Policy/Strategy	**800,000**	800,000	-	-	-	-
3	Prepare and implement upgrading plans for identified informal settlements	**25,000,000**		-	-	15,000,000	10,000,000
Total for Objective # 1		**26,100,000**	**1,100,000**	-	-	**15,000,000**	**10,000,000**
Strategic Objective 2	**To have Land for Public Amenities**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Identify and reserve land for public amenities through planning processes	-	-	-	-	-	-
2	Incorporate public amenity sites into the Town Planning Scheme and development plans	**300,000**	-	300,000	-	-	-
3	Land acquisition, reservation, or developer contributions for public amenities	**10,500,000**	-	-	5,000,000	5,500,000	-
Total for Objective # 2		**10,800,000**	-	**300,000**	**5,000,000**	**5,500,000**	-
Strategic Objective 3	**To have an Integrated Infrastructure Management Strategy**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**

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1	Conduct an infrastructure and service delivery needs assessment	**300,000**	300,000	-	-	-	-
2	Develop and adopt an Integrated Infrastructure Management Strategy	**300,000**	300,000	-	-	-	-
3	Implement priority infrastructure and mobility improvement projects	-	-	-	-	-	-
Total for Objective # 3		**600,000**	**600,000**	-	-	-	-
Strategic Objective 4	**To have Relevant Policies Promoting the Integration of Climate-resilient Practices and Coordination for Orderly Growth**						
ACTIVITY #	**Activity Description**	**Total Budget (E)**	**2,027**	**2028**	**2029**	**2030**	**2031**
1	Review existing planning policies and identify climate resilience gaps	500,000	500,000	-	-	-	-
2	Develop climate-resilient planning policies	-	-	-	-	-	-
3	Conduct stakeholder engagement and awareness programmes on climate resilience and orderly growth	364,000	60,000	66,000	73,000	80,000	85,000
Total for Objective # 4		**864,000**	**560,000**	**66,000**	**73,000**	**80,000**	**85,000**
Strategic Objective 5	**To Promote a Compact and Efficient Urban Form through the Town Planning Scheme and Related Policies**						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Strengthen development control and compliance monitoring for all building applications submitted	-	-	-	-	-	-
2	Promote mixed-use and higher-density development within designated growth areas through civic education	-	-	-	-	-	-
3	Review the Town Planning Scheme and related development control policies	**400,000**	400,000	-	-	-	-
Total for Objective # 5		**400,000**	**400,000**	-	-	-	-

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Strategic Objective 6	To Establish a Functional Street Naming and Addressing System						
Activity #	**Activity Description**	**Total Budget (E)**	**2027**	**2028**	**2029**	**2030**	**2031**
1	Develop and implement a comprehensive street naming program	**30,000**	-	30,000	-	-	-
2	Create a street address system	**320,000**	-	-	320,000	-	-
3	Implement the street addressing system	**-**	-	-	-	-	-
Total for Objective # 6		**350,000**	-	**30,000**	**320,000**	-	-
Total for KPA No. 8		**39,114,000**	**2,660,000**	**396,000**	**5,393,000**	**20,580,000**	**10,085,000**

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10.2 Annexure 2: Benchmarking Opportunities

Benchmarking of Agricultural Towns Relevant to Malkerns

Town	Country	Economic Base	Key Success Factors	Key Lessons for Malkerns
Drakenstein (Paarl)	South Africa	Agriculture, wine, fruit exports, agro-processing, tourism	Strong integration of agriculture, processing, exports, tourism, and municipal planning	Promote value addition, agro-processing, agri-tourism, and agricultural branding while protecting productive farmland
Ceres (Witzenberg Municipality)	South Africa	Fruit production, packaging, cold-chain logistics, and exports	Export-oriented agriculture supported by logistics and processing infrastructure	Strengthen agricultural value chains, logistics infrastructure, and agro-processing industries
Worcester (Breede Valley Municipality)	South Africa	Fruit farming, viticulture, agro-processing, and logistics	Strong agricultural service economy supported by processing and export industries	Develop agro-processing, agricultural logistics, and market linkages
Wageningen	Netherlands	Agricultural research, innovation, agri-business, and knowledge economy	Globally recognised agricultural research and innovation ecosystem	Position Malkerns as Eswatini's agricultural innovation and research hub
Lincoln	New Zealand	Agriculture, agricultural education, agribusiness, and rural enterprise development	Strong integration between agricultural education, research, and farming systems	Strengthen agricultural skills development, entrepreneurship, and technology transfer
Almería	Spain	Horticulture, greenhouse agriculture, agro-	Transformation of agriculture through technology,	Promote climate-smart agriculture, irrigation

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Town	Country	Economic Base	Key Success Factors	Key Lessons for Malkerns
		exports, and agri-business	irrigation, and export markets	efficiency, and export-oriented production

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