PIGG'S PEAK TOWN COUNCIL

Final Draft

Integrated Development Plan 2026-2031

August 2025

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List of Acronyms

AIDS	Acquired Immuno-Deficiency Syndrome
AOP	Annual Operational Plan
CAD	Computer Aided Design
CBD	Central Business District
CIP	Capital Improvement Program
COVID-19	Coronavirus 2019
EFA	Eswatini Football Association
ETA	Eswatini Tourism Authority
FVS	Financial Viability Strategy
GBV	Gender-Based Violence
IDP	Integrated Development Plan
HIV	Human Immuno-Deficiency Virus
HOTAES	Hospitality and Tourism Association of Eswatini
HRO	Human Resource Officer
LED	Local Economic Development
KPI	Key Performance Indicators
PHEO	Public Health and Environment Officer
PMS	Performance Management System
PLWD	People Living With Disability
PPP	Public-Private Partnership
PPTC	Pigg's Peak Town Council
RDF	Regional Development Fund
SSM	Social Services Manager
SDG	Sustainable Development Goals
SEF	Stakeholder Engagement Framework
SPV	Special Purpose Vehicle
SWAGAA	Swaziland Action Group Against Abuse
ULG	Urban Local Government
MHUD	Ministry of Housing and Urban Development
NDS	National Development Strategy
PPTC	Pigg's Peak Town Council
QMS	Quality Management System
SADC	Southern Africa Development Community
SEDCO	Small Enterprise Development Company
TE	Town Engineer
TP	Town Planner
TPS	Town Planning Scheme
TT	Town Treasurer
ULG	Urban Local Government
US	United States

Mayor’s Foreword

Mayor’s Foreword

It is with great pride and optimism that I present the Pigg’s Peak Town Council’s Integrated Development Plan (IDP) for 2026–2031. This document is more than a strategic guide – it is our shared blueprint for building a town that is vibrant, inclusive, sustainable, and ready to seize the opportunities of tomorrow.

The 2026–2031 IDP reflects the aspirations of our people and the realities of our time. It has been shaped by voices from every corner of our community; residents, businesses, civil society, and partners, and is anchored in national development priorities as well as global sustainability goals. Together, we have identified six strategic focus areas that will drive our progress: economic transformation, infrastructure development, youth and social empowerment, financial viability, spatial management, and strong governance.

Over the next five years, we will work to diversify our economy, unlock investment, and revive tourism so that Pigg’s Peak can stand proudly as the northern Hhohho Region’s Tourism and economic hub. We will invest in modern infrastructure and services that not only meet today’s needs but prepare us for the future. We will empower our youth, protect our environment, and ensure that growth leaves no one behind.

We extend our sincere appreciation to the Ministry of Housing and Urban Development, whose guidance and valuable input during the consultative stage strengthened this plan and ensured it aligns with national priorities. Their support is a testament to what can be achieved when all spheres of government work together for the benefit of our communities. I trust that the Ministry will continue to stand alongside us, offering their steadfast support as we work to bring every aspect of this plan to life.

I am honoured to lead a Council of visionary leaders who have the determination and commitment to drive meaningful development for our town. I am equally proud of our management team, together with the dedication of the entire Council staff, each contributing their skills and passion, we have made this Integrated Development Plan possible.

This is truly a collective achievement, and it stands as a testament to what we can accomplish when we work with unity, purpose, and belief in our shared future.

The journey ahead will demand hard work, unity, and persistence and will not be without challenges. Limited financial resources, infrastructure backlogs, and social pressures require us to be innovative, disciplined, and united. Yet, these same challenges fuel our determination to find new partnerships, harness technology, and deliver projects that make a visible and lasting difference in the lives of our people.

The IDP is a contract between the Council and the community, a call for every stakeholder to play their part. If we walk this path together, I am confident that by 2031, Pigg's Peak will be a model of sustainable urban growth, economic resilience, and community pride.

Let us build this future together!!!!

Executive Summary

Background

The precursor to the preparation of the 2026-2031 Integrated Development Plan (IDP) for Pigg's Peak Town Council was the end of tenure of the 2019-2024 IDP prepared in 2018/2019. The process was typified by a situational analysis that combined a desktop review, a performance review of the 2019-2024 IDP, as well as a stakeholder engagement process. Planning meetings were held by the Management Team, a build-up to Council deliberations and ultimate approvals. Some of the key stakeholders consulted was the Pigg's Peak Town Council (PPTC) Staff.

While complying to Government policy on urban governance, Pigg's Peak Town Council's IDP intends to outline the strategic direction to be followed by the Town Council into the foreseeable future, with focus on the next five years, outlining key priorities, objectives and initiatives for the town.

Strategic direction

Pigg's Peak Town Council's long-term vision is becoming ***a technological-innovation-hub driving economic growth and transforming the Northen Hhohho Region into a preferred tourist destination***, signifying the centrality of both tourism and a strong economy for the town.

Providing municipal services efficiently and effectively through public participation, technology, innovation and tourism support as engines for social and economic development is the Town Council's mission.

In the next five years, PPTC will prioritize youth and social empowerment, economic transformation of the town, enhanced spatial management, infrastructure management, financial viability, and Institutional strengthening.

Problem statement

Pigg's Peak is a town largely anchored on forestry, supported by retail and service industries. The tourism industry is a key element in the larger scheme of themes, which saw a decline after the closing down of the Pigg's Peak Casino, as well as the poor road infrastructure that links South Africa, through the Matsamo and Bulembu borders, and central Eswatini.

The local government operates on an annual budget that hardly meets the town's operational development needs, hampered by overreliance on property rates that are poorly collected. This has led to limited infrastructure sufficiency and the Town Council's ability to properly provide municipal services. This has been further complicated by the increase in the number of indigent people in the town, alongside the growth in child-headed households.

Three of the town's six Wards suffer from poor utility service infrastructure (especially water and sewer), as well as road infrastructure to an extent, with some lagging behind in development, characterised by incomplete land allocation. Social ills such as urban poverty, unemployment, and crime (including the rise in GBV cases) are some of the challenges the Town Council is confronted with. Public facilities are dilapidated with limited funds to execute rehabilitation and maintenance.

The town's landfill is quickly nearing its shelf-life, an immediate threat to the town's waste management processes.

Active opportunities

With the plethora of challenges outlined above, Pigg's Peak remains with a myriad of opportunities which include the increase in appetite for businesses locating in and around the town, including mining and manufacturing establishments which may provide the much needed job opportunities for the town. The Government of Eswatini is planning to upgrade Main Road 1 (MR1) from Bulembu through Ndzingeni, passing through Pigg's Peak. This linkage road has the potential to connect the town to South Africa through Bulembu and increase traffic through Pigg's Peak.

The Town Council has the opportunity to partner with several entities to bolster the town's economy, inviting business establishments to locate in Pigg's Peak. The town also has the opportunity to reactivate its tourism and hospitality industry through staging several tourism attracting events, including sports, arts, music and others. Education and Health tourism have the best of opportunities to resuscitate in Pigg's Peak. Further, the town has the opportunity to partner with financial and other institutions and business establishments to provide low to medium-cost housing, improving the town's outlook.

Strategic objectives and strategies

Economic Transformation: Pigg's Peak Town Council intends to increase economic activity in the urban area by attracting investment into the town in partnership with various entities (including Government ministries and other key partners). Making Pigg's Peak attractive for business and tourism are in the heart of the 2025-2030 IDP. Strategic partnerships will be forged with the hospitality and tourism industry, as well as revive tourism establishments and attractions, with additions where possible and necessary. Focus will be expanding tourism to sports, education, health and business tourism. All these initiatives will increase job opportunities and indirectly reduce poverty and crime in the town.

Importantly, the town's economic transformation will have it base in innovation and technological advancement, with the Town Council promoting innovation, increased access to the digital space, enhancing digital skills and introducing digital advertising as some of the strategic thrusts.

Infrastructure Management: The continuation of mobility improvement in the town remains important to Pigg's Peak, while lobbying needs to continue regarding the condition of the MR1 (Matsamo-Motjane), the town will work on improving the condition of its roads (including upgrading gravel roads) as funds permit. Implementation of the street naming policy will take place while Council also implements paid parking in the CBD. Collaboration with utility services companies will lead to adequately serviced townships with water and sewer issues fully attended to and the provision of electricity in low-income townships and informal settlements. The rehabilitation of public facilities is central to this IDP, including sports and recreation facilities. In addition to the installation of a weighbridge, Council also plans to improve tourism infrastructure, rehabilitate the Civic Centre and further build additional public toilets.

Youth and Social Empowerment: Focus will be on increasing the number of young people who are either employable or able to start and run their own businesses, providing platforms for skills development and entrepreneurship capabilities. Vocational skills will be on target, together with an intentional collaboration with the education sector in Pigg's Peak to further enhance performance, ensuring a high percentage is eligible for University and College enrolment. Council also plans to actively participate in the fight against Gender-Based Violence through civic education, counselling and collaboration with stakeholders, including law enforcers. Council will also attend to other emerging challenges such as mental health, crime and poverty through awareness raising and implementing empowerment programs targeting the youth, women and girls.

Financial Viability: Overall, Council aims to increase its own ability to meet the town's development challenges, through ensuring that there are near-enough resources to implements its development program. Partnerships, donor funding, sale of plots and cost reduction are some of the key strategies outlined in the Financial Viability Strategies. Efforts will be directed at funding some up to 50% of the Council's IDP through these identified alternative funding sources, reducing reliance on property rates. However, improved property rates collection is part of the mix. Cost-containment strategies will also be rolled out by Council, ensuring that expenditure is both prudent and within budget. Other critical elements of this strategy include engaging in Private Finance Initiatives (PFIs), creating a Special Purpose Vehicle (SPV) for purposes of generating own income, and engaging government on outstanding property rates arrears.

Spatial and Environment Management: Council plans to review its Town Planning Scheme since it is due to for review, and further facilitate the establishment of Greenfields in townships. There is need to conclude the allocation of plots in informal settlements, ensuring that residents fully own them. This should be accompanied by a plan to facilitate the development of low-cost housing schemes, ensuring that residents in the town have decent housing. Collaboration with partners and financial institutions is likely to make this a reality, with affordability at the centre. The allocation of commercial plot will be used to encourage investment in Pigg's Peak. To improve the quality of the environment and public health in the urban areas, Council plans to construct a new sanitary landfill and further develop an integrated solid waste management plan for the town. Additional public toilets will be constructed in the CBD, which will not only improve public health but to ensure availability of such services even to tourists. The existing cemetery and animal pound facilities will be separated and properly fenced. Bylaws for environment management and public health will be reviewed for effectiveness in ensuring compliance. The development and implementation of climate change resilience strategies will be part of the environment management programming, together with the develop environmental health risk management plans. This is in addition to the finalization of the draft Disaster Risk Management Plan of the Town Council.

Institutional Capacity Development: Service delivery remains central to the Town Council's mandate and as such, Council will increase the interest and participation of stakeholders in the town's development through carefully crafted Stakeholder Engagement Framework which will include clear communication and feedback mechanisms. Council will also work to increase management and staff capacity to deliver quality services. Some of the initiatives include staff development, team building, performance management and employee wellness. Council will intentionally strengthen its digital infrastructure and services to enhance operations, a platform for automation of processes, availing interface with clients, stakeholders and the general public to access online municipal services, including self-service where possible. Lastly, Council will accelerate the implementation of the Quality Management System which was started in the 2019-2024 IDP.

Implementation approach

Implementation of the IDP will be guided by clear operationalization through the development of Annual Operational Plans (AOP) and relevant annual budgeting processes that enables focus to be on the IDP. Resource mobilization and strategic partnerships will be key to ensure resource availability for implementation.

Low-hanging fruits will be prioritized in the first year, and the need to reprioritize, as guided by resource availability will not be over-emphasized.

Financial implications: The IDP requires about E280 million to implement in 5 years, over a E100 million of which is made up of infrastructure projects. Council has identified several financial viability strategies that it will employed vigorously to ensure the IDP is successfully implemented. In addition to partnership with Inkhundla, Government Departments, NGOs and the private sector, Council will also work on income generation, and believes Government will come through in various ways, including clearing its bills timely and availing much-needed capital improvements grants to ensure that the plans contained in this IDP materialize.

1. Introduction

1.1 Background

Back on March 26, 1884, a French miner found gold and established the Pigg's Peak Gold Mine which stands as the largest source of gold mined in the history of Swaziland. As a result of this discovery, many people came and the community that formed over the next decades was built on those foundations.

Even though gold mining started the growth of Pigg’s Peak, today it thrives as a centre for forestry. Poplar Growers Association’s territory includes large timber plantations from both Shiselweni Forestry t/a Peak Timbers and Swaziland Plantations which account for more than 32,000 hectares . They have added to the city’s economy and created jobs for those who live there. As a result of its growing importance, Pigg’s Peak was recognized as a town in March 1993. At present, it works as the administrative point for the northern Hhohho region and is an important service centre for the nearby areas.

The Town Council which has eight members, leads Pigg's Peak and this council takes over from the residents six members and appoints two members who are selected by the Minister responsible for Housing and Urban Development, as required under the Urban Government Act 1969 . The Council’s offices are within easy reach of the business centre and it has employed 56 employees with nine executives led by the Town Clerk, who is also the Chief Executive Officer.

The purpose of the Council is to ensure that urban services are available, the city’s infrastructure develops and its economy stays sustainable. These responsibilities are mainly financed by property rates, following the guidelines set by the Urban Government Act.

1.2 IDP preparation

The precursor to the preparation of the 2026-2031 Integrated Development Plan (IDP) is the elapse of the 2019-2024 IDP period. It is government policy for all Urban Local Governments (ULGs) to prepare a five-year IDP to guide its operations towards fulfilling their mandate and further meet the priority needs of its residents and other key stakeholders.

The process was largely characterized by the following:

a) A review of the 2019-2024 IDP performance;
b) Engagement of key stakeholders, which included residents, staff of PPTC, business, education, utilities, security and other sectors;
c) Planning meetings involving Management and Council, and;
d) A validation meeting with key stakeholders.

Key to the process was the determination of IDP priority areas for the period 2026-2031, together with key IDP strategies and key performance indicators. The preparation of the PPTC IDP started in September 2024, concluding in August 2025.

1.3 IDP Objectives

The main objectives of the Pigg's Peak Town Council IDP are as outlined below:

a) Outline Pigg's Peak Town Council's strategic roadmap for the period 2026-2031
b) Linking Pigg's Peak Town Council's present situation to its desired state in five years' time;
c) Outlining the Town Council's plan to deal with current challenges while driving towards the attainment of its long-term vision
d) Presenting the Town Council's plan to finance its strategic deliverables
e) Presenting how the Town Council plans to improve service delivery to its residents, business, visitors and key stakeholders;
f) Indicate the state of financial viability of the Town Council, and;
g) Outline key capital improvement projects planned for undertaking by the Town Council.

1.4 Document outline

Section 2 of this document presents the IDP context in the form of a situational analysis, followed by the strategic imperatives of the IDP (Section 3) in the form of its long-term vision, mission, core values and IDP priority areas. Section 4 presents detailed IDP key strategies, while Section 5 presents the approach to the implementation of the IDP. Annexure 1 contains the IDP implementation matrix while Annexure 2 contains the IDP results framework.

2. Situational analysis

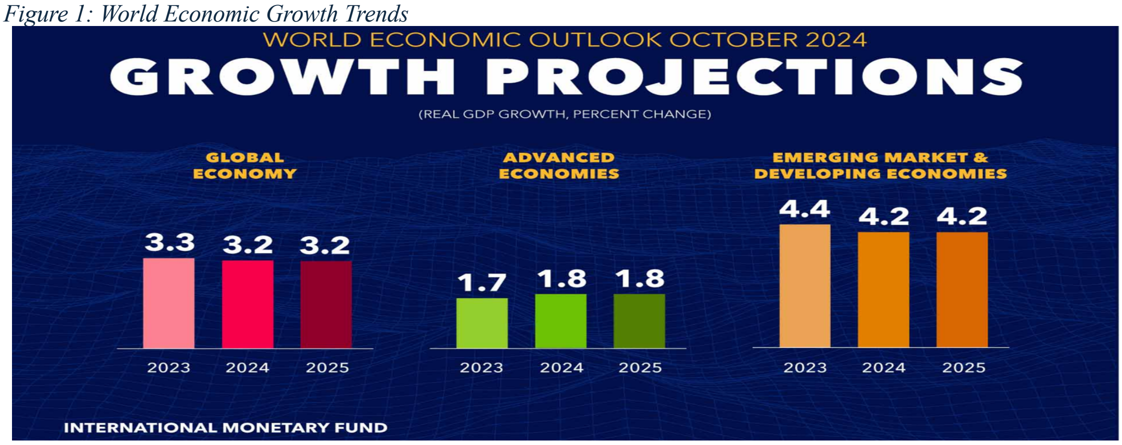
2.1 Global IDP perspectives

a) General overview

While the global economy is projected to grow at an average 3.2% per annum since 2024, the world has faced different uncertainties induced by, amongst other things, the current US trade and foreign policies which has seen most US funding arrangements to developing and least development countries cut and tariffs levied against a number of countries, big and small, by the US. The immediate impact includes job losses, shutting down of social and health programs, widening of national budget deficits and foreign exchange turbulences. Urban local governments (ULGs) will not be spared as some of the programs were directed at urban spaces, dealing with such ills as urban poverty, housing shortages, healthcare gaps, and others.

Economy & Geopolitics

Figure 1: World Economic Growth Trends



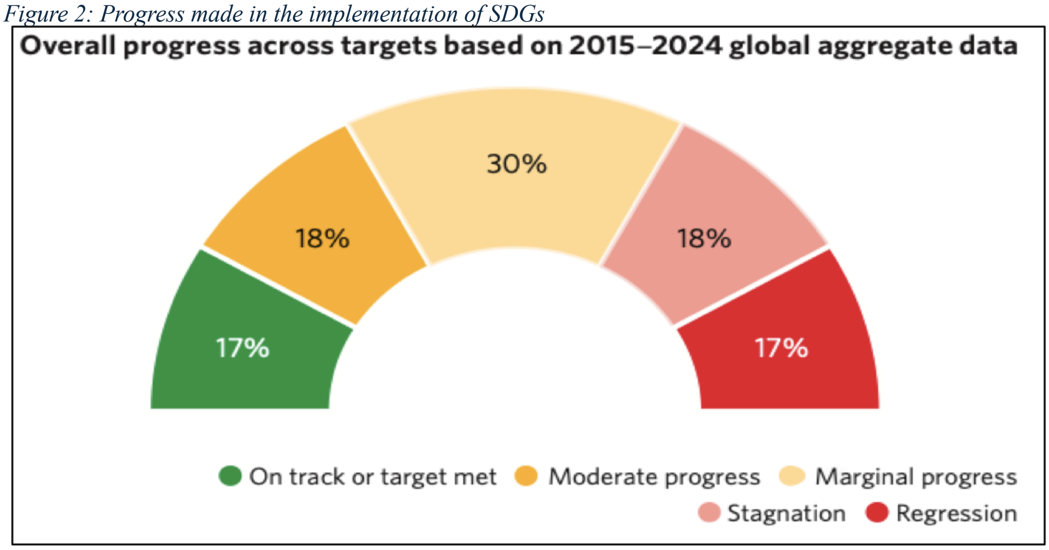
The positive side of the coin is that the current trade wars experienced by the world may lead to increased regional and inter-continental trade which could directly benefit developing and least development countries, including Eswatini.

Russia/Ukraine war is not over yet, having started in 2022, leading to hiked global inflation and geopolitical haphazard. Such effects remain in force throughout the world, negatively affecting livelihoods, access to basic necessities and availability of donor funding to some extent.

Statistics show that the world has not done well towards meeting the Sustainable Development Goals (SDG) by 2030 as envisaged due to a number of reasons, the slow-down being attributed to the impact of the Coronavirus 2019 (COVID-19).

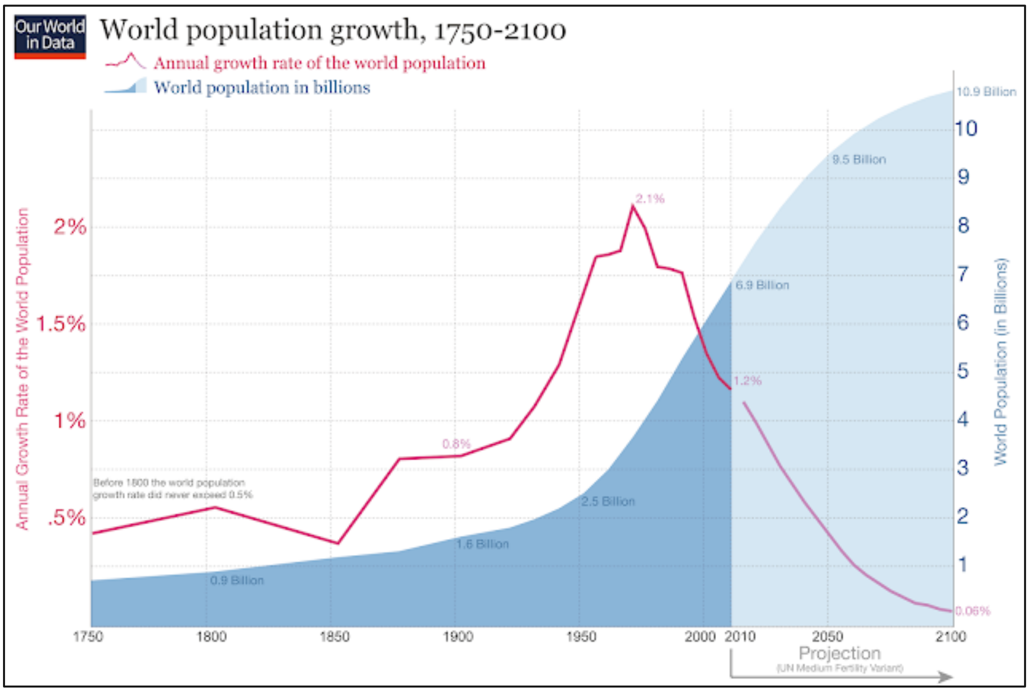
Social development

Figure 2: Progress made in the implementation of SDGs



Source: United Nations, 2024

Notably, the world's population continues to grow at a steeper rate since the 1950s, reaching 8 billion people in 2024, and projected to reach 9 billion in 24 years' time (2048). As a result, the need for increased resources, infrastructure and management capabilities to cater for such growth cannot be over-emphasized, especially in the urban space.



The recent political developments in South Africa, which has seen the then ruling party, the National African Congress, losing its majority in parliament, paving the way for a Government of National Unity, is a new phenomenon that is also fraught with tugs-of-war, which could spiral into instability, as evidenced by the recent disagreements over the passing of the national budget. Such as a high likelihood of destabilizing economies attached to the South African economy such as counties in the Southern Africa Customs Union and the SADC in general.

b) Governance frameworks

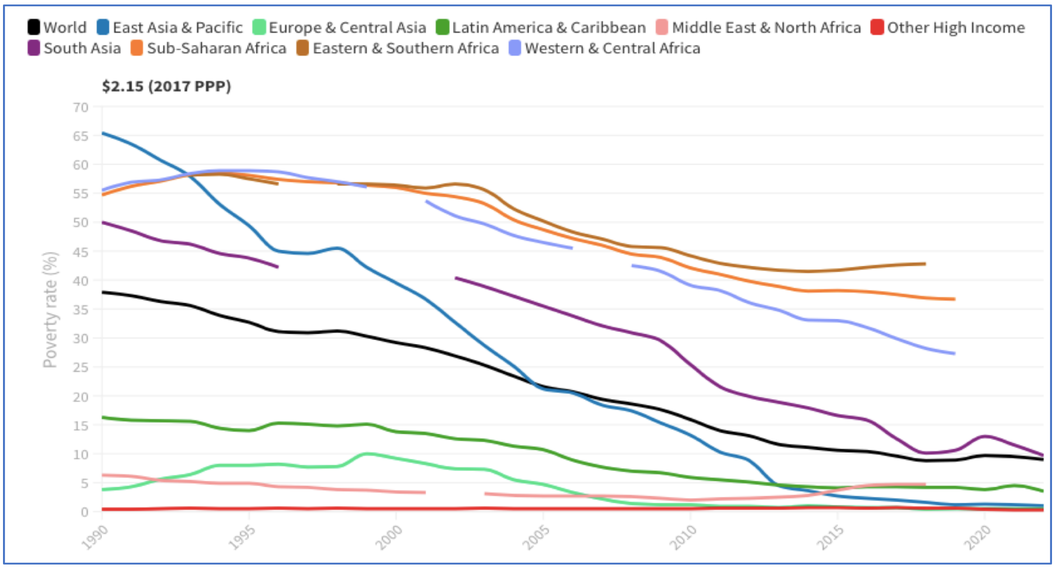
Urban local governments are generally a subset of national (sometimes referred as central or federal) governments and vary from provincial, county, district, municipal and other forms and sizes. Most of these are aligned to the political governance systems in place in the different countries while others operate semi-autonomously.

Of note is that local governments focus on the provision of urban services, and ensuring socio-economic development of local territories through leadership structures formed through local elections and/or appointments.

As nations strive to meet the 2030 Sustainable Development Goals (SDG) targets, local governments, including Urban Local Governments (ULGs) are a specific spatial space responsible for their share contribution towards nations meeting these goals.

c) Liveability and commerce

The ability to lead fulfilling lives and the meeting of life’s aspirations for urban dwellers depend much on the environment created and maintained by ULGs through strategies and plans that attend to the needs of residents, visitors, people in transit and business. As more and more people migrate to towns and cities, the ULGs face more pressure to provide the necessary infrastructure and services required to make these urban spaces more liveable. Such pressure also entails the ULGs providing good space for economic development through supporting business establishment, trade, employment creation, etc. African countries remain with the highest unemployment rates in the world.



The availability of proper affordable housing, efficient utility services, mobility, ensuring public health, and efficient civic services are some of the key elements of what is expected from ULGs worldwide. In addition, ULGs still have to deal with such social ills as urban poverty, unemployment and crime.

d) Local government economy

While some have revenue sharing with central governments, others are purely self-funding, with locally determined priorities that dove-tail from central government policies and priorities, taking into account their uniqueness.

2.2 National IDP context

a) Local government overview

In Eswatini, local governments are effectively an extension of central Government, split between Urban Local Government (ULG) and Tinkhundla government structures, the former being a subset of the latter albeit working independently of the other in the majority of cases. In recent times, Government initiated a process of integrating the local government space through introducing the Tinkhundla Local Government Bill (2024) which is undergoing public consultations.

The Ministry of Housing and Urban Development (MHUD) is the ministry responsible for Urban Local Governments, and runs ULGs through the Urban Government Act of 1968, which introduces the Council (elected and/or appointed) to provide governance oversight, while Executive Management runs the day-to-day operations of the ULGs. The country has a total of 15 ULGs which could include controlled areas.

b) Policy and legislative framework

The Urban Government Act spells out the roles and responsibilities of ULGs. However, there is a plethora of ancillary pieces of legislation responsible for the function of ULGs such as the Rating Act, the Building Act, the Public Finance Management Act, and others. While the Rating Act is undergoing a review, there has been pressure directed at the review of the Urban Government Act for some time.

Close to 20 years ago, Government took a policy position that made Integrated Development Planning a critical tool for urban development planning and management, putting together the ULG's development strategies, and guiding operations and services delivery countrywide.

The Ministry of Housing and Urban Development has recently developed its 2025-2030 strategic plan which aims to improve urban local government operations and ULGs are expected to dovetail their strategies to the Ministry's roadmap. The strategy outlines five strategic goals for achievement, focusing on national housing and human settlements, spatial development planning, crown land management, as well as fire and emergency services. When it comes to local governments, the strategy puts emphasis on capacity building, the provision of infrastructure and governance and accountability.

The 2024-2029 Government Policy Statement clearly states that new legislation will be enacted to strengthen local government and ensure decentralization and service delivery.

The National Development Plan (NDS) has six (6) priorities for the five year period (2022/23-2027-28), namely

a) Improving good governance
b) Establishing a competitive, job creating private sector;
c) Modernising the agriculture sector for increased production and food security;
d) Investing in human capital and social development focusing on:
    - Skills development;
    - Youth empowerment;
    - Quality healthcare for all;
    - Quality education for all, and;
    - Poverty reduction.
e) Strengthening infrastructure (transport, energy, water and digital innovation), and;
f) Climate proofing investments and strengthening environmental management.

This policy imperatives are crucial elements that guide the ULG's IDP for congruence purposes.

c) Operations of urban local governments

The Urban Government Act of 1969 dictates that a ULG, amongst other things, should:

a) Controlling, managing and administering the urban area;
b) maintaining and cleansing all public streets and open spaces vested in the Board or committed to its management;
c) Abating all public nuisances;
d) Safeguarding public health, and providing sanitary services for the removal and disposal of night soil, rubbish, carcasses of dead animals and all kinds of refuse;
e) Establishing or taking over and maintaining, subject to the extent of its resources, any public utility service which it is authorised or required to maintain under any law and which is required for the welfare, comfort or convenience of the public;
f) Develop, controlling and managing any land vested in, owned or leased by the Town Council;
g) Establishing or taking over and administering, subject to the extent of its resources, housing schemes for the inhabitants of the municipality; and
h) Generally promoting the public health, welfare and convenience, and the development, sanitation and amenities of the municipality.

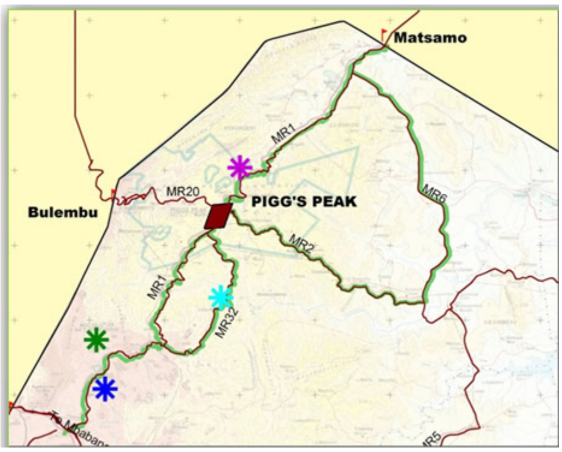
To deliver on their mandate, ULGs generate revenue through collecting property rates from private property owners and the government, user fees and service charges. Earlier, Government had provided grants for capital projects and further supported ULG's with subvention. However, in recent times, the Capital Improvement Program (CIP) grants have diminished and subvention has ceased for some of the ULGs, reconfiguring the funding model for ULGs in the country towards self-sustenance.

Reliance on property rates for income has been the major struggle for the majority of the ULGs while pressure to reduce the amount of rates charged has been mounting for different categories of ratepayers. The collection of government property rates has been characterized by delayed payments, negatively affecting the cash flow of the majority of ULGs.

2.3 Pigg's Peak

Pigg's Peak is located in the north-west of Swaziland, approximately 70 kilometres north-east of the capital city of Mbabane and 40 kilometres from Matsamo boarder (the gateway to Mpumalanga Province in South Africa), with aerial extent of 856.6 hectares, 33.5% of which is afforested by Shiselweni Forestry t/a Peak Timbers.

Once an asbestos and gold mining centre, as the nearby Forbes Reef "ghost town" reveals, Pigg's Peak remains with traces of an early gold-rush complete with workings, cemetery and hotel. An activity node was established at the junction of the Bulembu-Pigg's Peak corridor and Mbabane-Matsamo corridor, which gradually developed into a service centre for the entire sub-region. Both Bulembu and Matsamo borders are prominent to link with South Africa, although the Bulembu road from Pigg's Peak is in need of upgrading in order to effectively provide such a link. Today the town is known for being the capital of the northern Hhohho region and service centre to its hinterland. The town's economy is mainly supported by the forestry (timber) industry and testament to this, two timber companies are operating, namely; Shiselweni Forestry t/a Peak Timbers and Swaziland Plantations.



The town is divided into more than 1400 plots, zoned into various land use zones, which include the following; residential, commercial, public facilities, industrial and public open spaces. Pigg's Peak Town Council comprises of six departments namely; Administration/Human Resource, Social Services, Finance, Environment and Public Health, Engineering and Internal Audit, with a total staff complement of fifty-six (56) employees.

Generally, the town is challenged by limited job opportunities since fewer than necessary businesses are established in Pigg's Peak which are largely in the forestry, hospitality and retail industries. The town has renowned schools such as Mhlatane, known for its quality education, the once renowned Pigg's Peak Government Hospital and a number of government establishments such as the Magistrates Court, Police Station, Pigg's Peak Inkhundla and others.

2.4 Organizational context

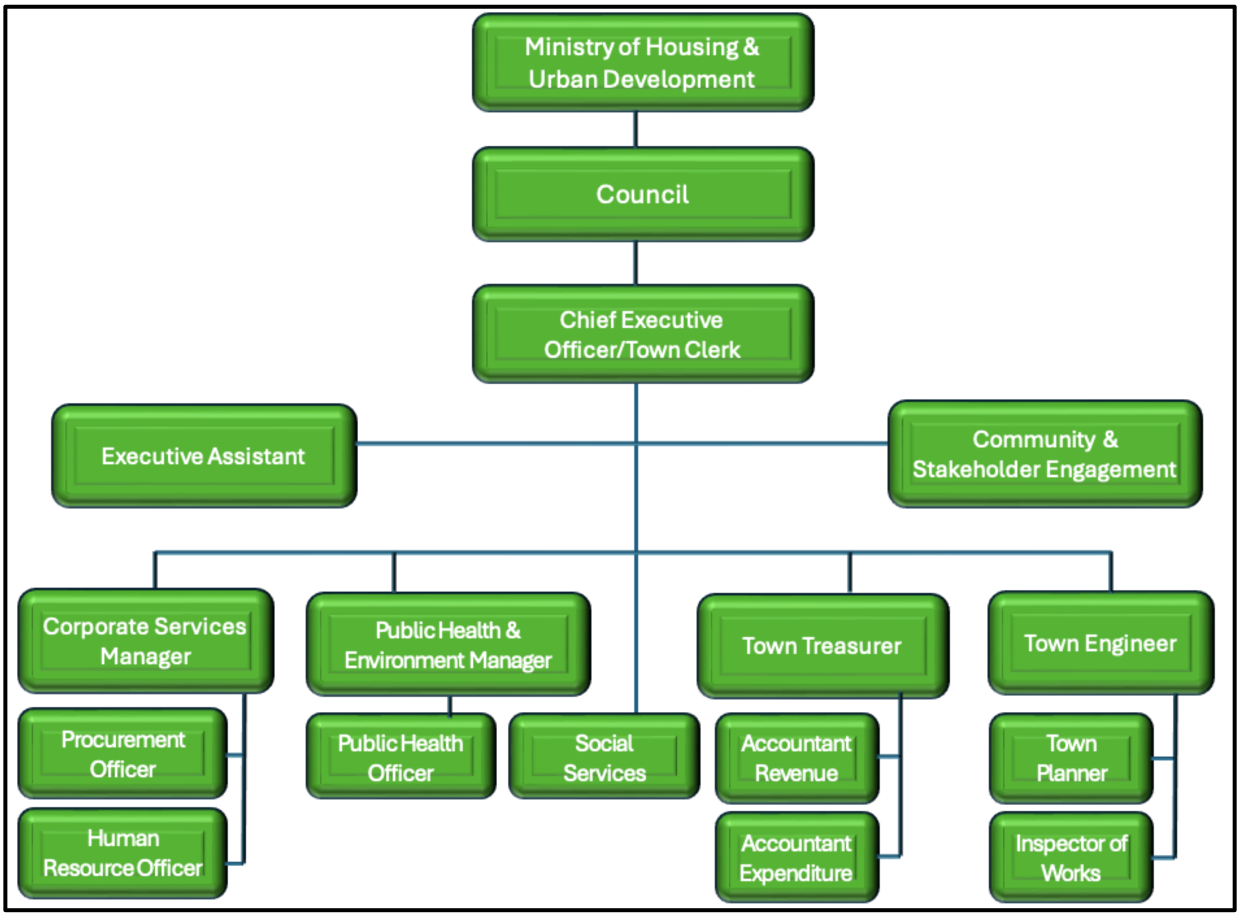
The Pigg's Town Council is led by a group of 8 Councillors, six of which are Ward Councillors, and the other two are appointed by the Minister of Housing and Urban Development in accordance with the Urban Government Act of 1969. Council is responsible for providing overall governance oversight, including: Budget approval, policy approval, approval of strategies and other proposals from Management.

Until 2023, the municipality has had pretty much similar or familiar faces in the Council, with over 60% of Councillors coming in for a second or third term. While this is good for continuity, it has its own downsides, the possibility of lack of new and transformative ideas. Over the years, indications have been that cohesion amongst different players in the ULG's governance could benefit from improvement in order to enhance municipal service delivery.

The management team, on the other hand, remains pretty much the same, with a few members having left Council (and got replaced) in the last five to ten years. Again, this could contribute positively to continuity and stability, provided it does not compromise the infusion of fresh ideas.

Council's operations are in the hands of a management team led by the Town Clerk, also referred to as the Chief Executive Officer (CEO). Other management positions include those of the Town Treasurer (TT), Town Engineer (TE), Environment and Public Health Officer (EPHO), the Human Resource Officer (HRO) and the Social Services Manager (SSM). In total, about 56 people are in the employ of the Town Council.

Figure 3: PPTC Organogram

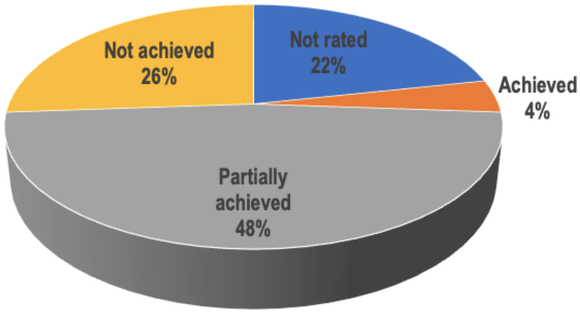


A host of services are offered by the Town Council as envisaged by the Urban Government Act and other pieces of legislation such as the Building Act, the Public Health Management Act, and others. This is in addition to infrastructure development and management and other strategic growth initiatives that the town sets in motion from time to time.

Some of the envisaged services and facilities are not yet in place in Pigg's Peak and efforts towards ensuring their availability and operation should be set in motion. Improvements can be made regarding the provision of recreational facilities in Pigg's Peak.

The Pigg's Town Council IDP 2019-2024 had a total of 23 strategic objectives split between 5 thematic areas with specific programs and initiatives. In addition, the IDP contained a costed Capital Improvement Program.

From a total of 23 strategic objectives, only 4.3% were achieved, while 47.8% % were partially achieved. About 22 % of the objectives were not rated due to insufficient data while 26% was not achieved at all.



Of note is that the Town Council seemed to be on course to implement most of the planned IDP programmes. Some 22% suffered from limited resources, while others required approvals which should have been obtained within the IDP period to allow for implementation. Lack of sufficient data made it not possible to rate the achievement of some (22%) of the objectives.

Some of the IDP initiatives are difficult to justify their non-completion or implementation within the IDP period. For instance, the finalization of performance contracts and launching of the Performance Management System after a lot of spade work done, the approval of the employee wellness policy and programme, the finalization of the disaster risk management strategy in a period of five years, and others. This indicates the existence of an opportunity to improve coordination, follow-up and sticking to the plan as much as possible.

The insufficiency of funds to implement some of the initiatives points to the need to evaluate the effectiveness of the Town Council's Financial Viability Strategy.

2.5 SWOT Analysis

A standard analysis of the internal organizational context is according to the strengths and weaknesses (SW) of an organization, while the external environment is conducted with focus on Opportunities and Threats (OT) in what is known as a SWOT analysis outlined below for Pigg's Peak Town Council.

Cat.	Details
Strengths	a) Availability of basic infrastructure b) Improved stakeholder engagement processes c) Strong staff complement d) Timely private property rates payment e) Diversified revenue streams through financial viability strategy f) Good Internal Processes g) Good institutional facilities h) Qualified/skilled workforce i) GIS Software in place j) Use technology to improve stakeholder engagement k) Availability of Environment Management Plan and Strategies

Cat.	Details
Weaknesses	✓ Limited financial resources and challenges in timely payment of property rates ; ✓ Follow up on program implementation appears weak ✓ High management turnover ✓ Poor maintenance of structures ✓ Leadership and management capacity needs improvement ✓ Dissatisfied employees due to weak staff empowerment and engagement ✓ Shortage of Critical Equipment and software, e.g. Transport, Laptops, Weighbridge, Laboratory facilities, Auto-CAD software ✓ Lack of disposal facilities for hazardous waste ✓ Over reliance on government rates ✓ Insufficient organizational policies ✓ Poor internal communication, ✓ Lack of basic infrastructure in townships ✓ Delays in fully adopting QMS ✓ Mushrooming of illegal structures ✓ Encroachment

O/T	Opportunities	Threats
Political	a) Support from MHUD b) Decentralization policy in support of strengthening local government – increased scope of local government, could mean increased resources c) Partnership with Inkhundla Council	a) Advent of events similar to 2021/22 (civil unrests) which could regress development in the urban area

Economic	a) Growth in national tourism sector could spill over to Pigg's Peak; b) National economic growth projections could mean availability of business opportunities and growth prospects for Pigg's Peak c) Job creation initiatives could be developed and launched d) Revenue diversification e) Construction of MR20 and MR2 by the Central Government	a) Dwindling financial support from national government due to possible poor economic performance b) Bigger portion of the land is owned by the government c) Shortage of suitable investors for PPP's and other types of investments d) Slow development of properties
Social	a) Recreational facilities could be developed in Pigg's Peak; b) Promote sports, make Pigg's Peak a hive of sporting activity all-year-round c) Develop poverty alleviation programs	a) High unemployment could lead to increased crime in Pigg's Peak; b) High incidence of disasters (including natural disasters); c) Ageing population of Rate Payers d) Rise in gender based violence cases e) High poverty level f) Increase in gangsterism and crime g) Limited sports facilities h) Increase of immigrants i) Increase in social ills
Technological	a) Make access to technology, internet based services easier; b) Use technology to improve service delivery and access to municipal services	a) Growth in cybercrime and computer-based gambling which could be counter-productive b) Poor connectivity could thwart progress towards internet based access to municipal and other services c) Inability to utilise new digital platforms by the older generation (rate payers)
Environmental	a) Availability of funds directed at environment protection – could be tapped into for environment protection programs in Pigg's Peak b) Mobilize funds to further develop bulk services infrastructure as town grows (sewer reticulation, access to potable water, etc.).	a) Occurrence of natural disasters (storms that destroy infrastructure, drought that could reduce availability of water resources, etc.) b) Occurrence of wild and/or forest fires that could bring down the town's economy and destroy infrastructure and lives. c) Country does not have a hazardous waste disposal facility
Legal	a) Possible review of critical pieces of legislation for municipal governance and management (e.g. Urban Government Act, Rating Act, etc.).	a) Gaps in legislation governing a number of operations of urban local government b) Delays in approval of townships c) Lack of enforcement of cyber laws

3. IDP Strategic Imperatives

3.1 Long-term vision

Pigg's Peak Town Council's long-term vision remains rooted in the desire for the town to become a regional economic hub that attracts tourists, local and international, diversifying the town's anchor economy for long-term sustainability.

A technological-innovation-hub driving economic growth and transforming the Northen Hhohho Region into a preferred tourist destination

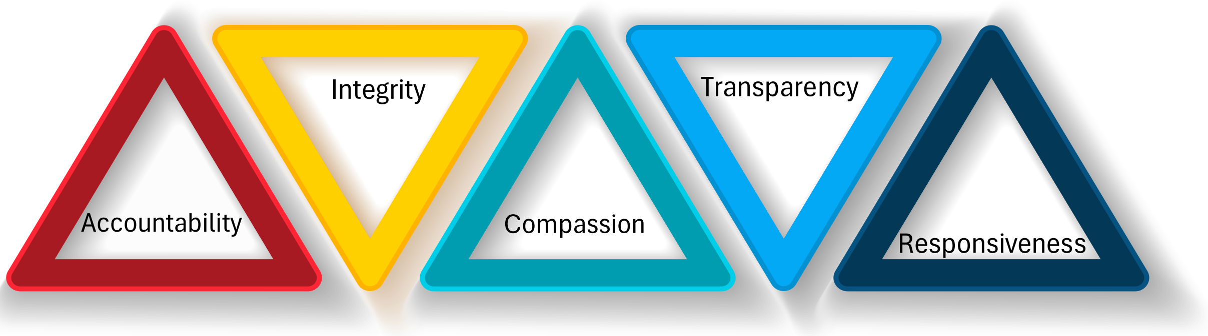
3.2 Mission Statement

The Town Council continues to execute its core mandate articulated in the Urban Government Act, based on the context and the developmental needs of the town, as well as the desired future of Pigg's Peak.

To provide municipal services efficiently and effectively through public participation, technology, innovation and tourism support as engines for social and economic development

3.3 Core values

Five core values have been outlined to underpin the organizational culture of Pigg's Peak Town Council.



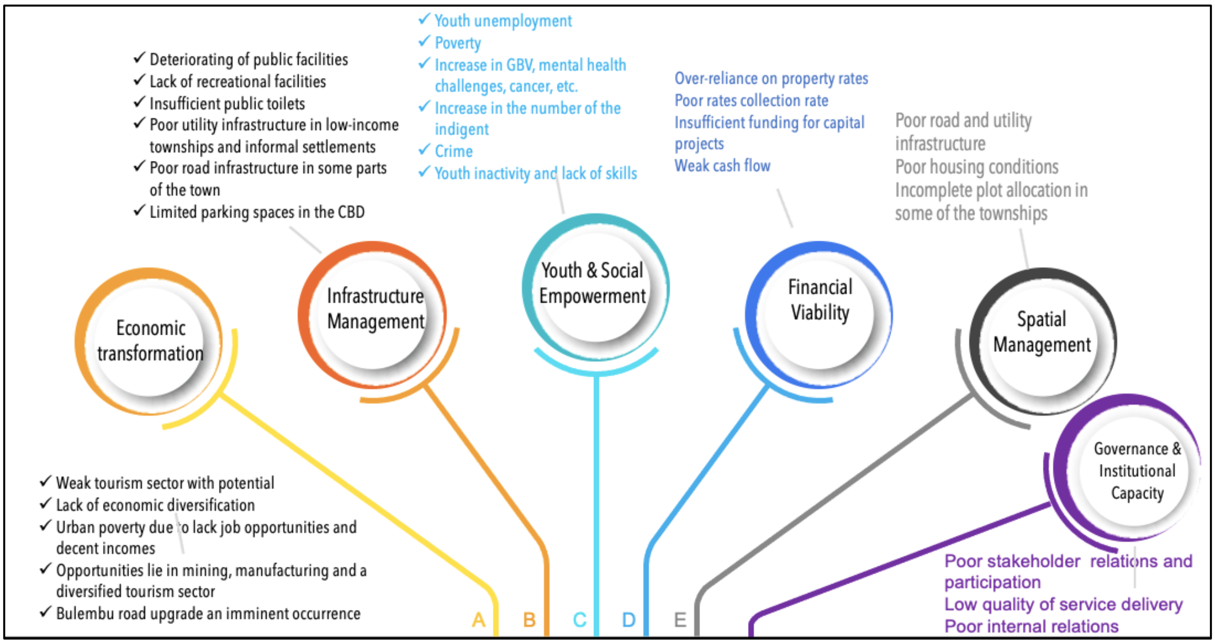
Accountability	Council officials are answerable for their actions, decisions and use of public resources. They must explain and justify their conduct to the public especially in areas like planning, budgeting, development projects and service delivery
Integrity	Town Council officials are expected to be honest, ethical, and consistent in their actions. They should avoid conflicts of interest and uphold moral principles in their dealings.
Compassion	The wellbeing of all stakeholders should be a central focus. Town Council must consider the needs, rights and dignity of all people, including the vulnerable.
Transparency	Information about the town activities, decisions, finances should be open and accessible to the public. This builds trust and reduces opportunities for abuse.
Responsiveness	Providing timely, efficient, effective services that meet the needs of the community such as clean water, waste management, infrastructure, licensing, etc.

3.4 IDP Themes and Objectives

3.4.1 Strategic priority areas

The figure below shows the six priority areas for the PPTC's five-year Integrated Development Plan (2025-2030). The figure also highlights some of the key issues that the IDP attempts to deal with, including opportunities the Town Council attempts to take advantage of.

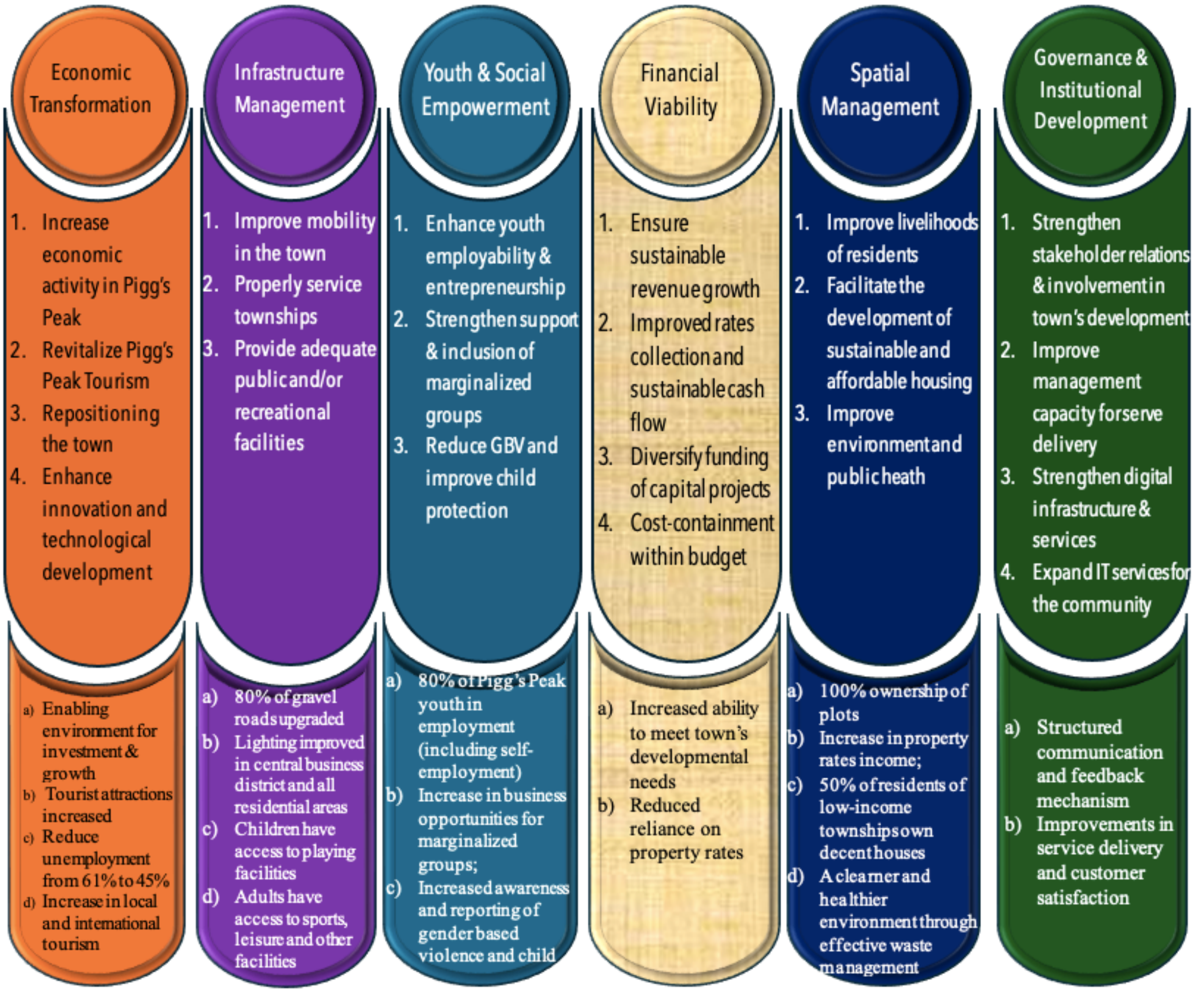
Figure 4: Pigg's Peak Town Council IDP Priorities



3.4.2 Strategic objectives and outcomes

The following are Pigg's Peak Town Council's strategic objectives and outcomes for the period 2025-2030.

Figure 5: Pigg's Peak Town Council IDP Objectives and Outcomes



3.5 Policy alignment

As a matter of principles, the IDP should not deviate from key policies guiding urban development in Eswatini and the world over. In this case, care has been taken to ensure that Pigg's Peak Town Council's IDP aligns with the strategic plan of the Ministry of Housing and Urban Development (MHUD), Government Policy Statement (2024), Sustainable Development Goals (SDG) and the Urban Government Agenda as outlined in the table below.

Table 1: Pigg's Peak IDP Objectives alignment with key International and National policy narratives

	IDP Objective	Ministry Strategic Plan	Government Policy	Sustainable Development Goals	Urban Government Agenda
Economic Transformation	1.1 Increase economic activity in the urban area 1.2 Revitalize Pigg's Peak Tourism	**10.1:** Develop initiatives to support local businesses and stimulate economic growth. **10.2:** Create opportunities for Public-Private Partnerships (PPP) and Public Finance Initiatives (PFI).	**6.0 Economic Policy:** A progressive investment and industrialization policy framework targeting an average economic growth rate of 12% within the next five years shall be developed and implemented		90, 91 Financing mechanisms, enabling policy and regulatory frameworks
	1.3 Repositioning the town	**10.1:** Develop initiatives to support local businesses and stimulate economic growth.	**6.0 Econimic Policy:** This ambitious target will be achieved through a Government-led long-term transformation agenda of the economy promoting industrialization and supporting mega investments and growth in key sectors such as infrastructure, agriculture, manufacturing, and services.		56. We also commit ourselves to increasing economic productivity through the promotion of full and productive employment and decent work and livelihood opportunities in cities and human settlements.
	1.4 Enhance innovation and technological development	**17:** Enhance Technological Capabilities and Innovation	**6.0 Economic Policy:** The role played by innovation and technology in supporting small and large enterprises and ultimately their contribution to the economy will be harnessed.		**126.** We recognize that the implementation of the New Urban Agenda requires an enabling environment and a wide range of means of implementation, including access to science, technology and innovation and

					enhanced knowledge-sharing on mutually agreed terms, as well as capacity development and mobilization of financial resources...
Infrastructure Management	2.1 Improve mobility in Pigg's Peak	**9.1:** Facilitate the development of fully serviced urban townships to accommodate growing populations. **9.2:** Supervise the provision of urban infrastructure to ensure quality standards.	**7.0 Infrastructure Development:** Government recognizes the role of infrastructure development as a requisite for development and will continue its investment in infrastructure to stimulate growth of the economy to create jobs and bring the much-needed services to the public.	11 SUSTAINABLE CITIES AND COMMUNITIES	
	2.2 Properly service informal settlements				27. We reaffirm our pledge that no one will be left behind and commit ourselves to promoting equally the shared opportunities and benefits that urbanization can offer and that enable all inhabitants, whether living in formal or informal settlements, to lead decent, dignified and rewarding lives and to achieve their full human potential.
	2.3 Provide adequate public and/or recreational facilities				
Youth & Social Empowerment	3.1 Enhance youth employability and entrepreneurship	**10.7:** Economic empowerment of urban communities for sustain-able urban living	**10. Wealth Creation and Inclusive Growth:** To fight poverty, Government will ensure economic policies are inclusive and address the needs of the poorest citizens.	8 DECENT WORK AND ECONOMIC GROWTH	43. We recognize that sustained, inclusive and sustainable economic growth, with full and productive employment and decent work for all, is a key element of sustainable urban
	3.2 Strengthen support and inclusion for marginalised groups			3 GOOD HEALTH AND WELL-BEING	

			Government will also directly invest to create jobs as well as to stimulate investment by the private sector.	5 GENDER EQUALITY	and territorial development and that cities and human settlements should be places of equal opportunities, allowing people to live healthy, productive, prosperous and fulfilling lives.
	3.3 Reduce gender-based violence and improve child protection		**22.0 National identity and family heritage:** The Council will also work with the Nation in fighting gender-based violence and other forms of violence that have become common in the country.	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY	100. We will support the provision of well-designed networks of safe, accessible, green and quality streets and other public spaces that are accessible to all and free from crime and violence, ***including sexual harassment and gender-based violence***
Financial Viability	4.1 To ensure sustainable revenue growth.	**Objective 8.2:** Implement systems to enhance financial sustainability, risk management, transparency and accountability in local governance.	**11.0 Public Sector Management & Service Delivery:** Modernization entails rationalizing and rearranging the public sector ensuring optimal allocation of manpower, financial resources, and tools, rigorously building management capacity of civil service, professionalization, digitization, and reducing bureaucracy and inefficiencies within the	11 SUSTAINABLE CITIES AND COMMUNITIES	90, 91 Financing mechanisms, enabling policy and regulatory frameworks 132. We will mobilize endogenous resources and revenues generated through the capture of benefits of urbanization, as well as the catalysing effects and maximized impact of public and private investments, in order to improve the financial conditions for urban development and
	4.2 To ensure improved collection rates and sustainable cash flow.			11 SUSTAINABLE CITIES AND COMMUNITIES	

			government machinery.		open access to additional sources
	4.3 Diversify funding of town capital projects			11 SUSTAINABLE CITIES AND COMMUNITIES	90, 91 Financing mechanisms, enabling policy and regulatory frameworks
Spatial Management	5.1 Improve livelihood of Pigg's Peak Residents	**Objective 1.1:** Increase the number of affordable housing units by 20% over the next five years **Objective 1.2:** Facilitate upgrading of existing human settlements infrastructure to meet modern standards of living.	**7.0 Infrastructure Development:** Initial analysis prioritizes infrastructure on water development, electricity generation and distribution, referral hospital, road network, new Parliament Building and Campus, railway line extension, dry port, airport expansion, University of Technology, Vocational Institutions, Internet connectivity infrastructure, ***institutional housing,*** factory shells, National Courts, and World Class sporting facilities.	11 SUSTAINABLE CITIES AND COMMUNITIES	
	5.2 To ensure the development of sustainable and affordable housing			11 SUSTAINABLE CITIES AND COMMUNITIES	46a. We commit ourselves to promoting the role of affordable and sustainable housing and housing finance
	5.3 Improve environmental quality and public health	**Objective 18.5:** Promote sustainable practices in urban operations to minimize environmental impact	**16.0 Health and HIV/AIDS:** Government will leverage the investment made in the health sector to ensure access to appropriate quality health care services. **5.0 Sustainability:** The Kingdom of	3 GOOD HEALTH AND WELL-BEING 15 LIFE ON LAND	55. We commit ourselves to fostering healthy societies by promoting access to adequate, inclusive and quality public services, a clean environment, taking into consideration air quality guidelines, 75. ..... ensure sustainable consumption and production patterns, help create new decent jobs, improve

			Eswatini shall pursue the principles of broad-based sustainable development to become a green economy	1 NO POVERTY 2 ZERO HUNGER	public health and reduce the costs of energy supply.
Governance & Institutional Development	6.1 Build stronger stakeholder relations for improved collaboration	**Objective 8.3:** Promote cooperation with other forms of government.	**27.0 Conclusion:** Within the next five (5) years, and building on the work of our predecessors, Government, the private sector and all emaSwati will together transform our economy, create wealth and jobs for all thus reducing poverty and the dominant social ills, and build strong institutions that deliver quality services efficiently.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 11 SUSTAINABLE CITIES AND COMMUNITIES	
	6.2 Improve stakeholder involvement in the town's development				
	6.3 Improve management capacity for service delivery	**Objective 8.1:** Develop capacity-building programs for local government politicians & officials.	**11.0 Public Sector Management & Service Delivery:** This administration's stance is that effective service delivery is linked to efficient public sector management and performance.	11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION	151. We will promote capacity-development programmes to help subnational and local governments in financial planning and management, anchored in institutional coordination at all levels
	6.4 Strengthen digital infrastructure and services to enhance	**Objective 11.3:** Promote digitalization and e-governance in urban administration	**11.0 Public Sector Management & Service Delivery:** Emphasis on	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	156. Promote the use of technology and innovation to improve urban management

	Council operations and service delivery		digitization and modernization of public service delivery		and service delivery
	6.5 Strengthen digital infrastructure and services to enhance Council operations	10.3: Strengthen community engagement through digital communication tools	22.0 National Identity and Family Heritage: Encourage access to national services		132. Open access to additional sources through ICT-enabled services

4. IDP Strategies

4.1 Economic Transformation

4.1.1 Problem statement

Economic diversification

Pigg's Peak's economy is dominantly reliant on timber, hospitality and retail sectors which are insufficient in providing enough jobs and economic benefits to the town. The main problem is the lack of a diversified economy, fewer than necessary industries, and the town's inability to attract more firms to establish in Pigg's Peak. As a result, unemployment remains high (estimated at over 61%) and urban poverty cuts deep in the process. Some of the spill-off effects of this situation is the struggle of property owners to develop their properties and timely paying their property rates. Ultimately, the town's development stagnates, causing a number of social ills and lack of growth.

Economic opportunities

Of note is the fact that, in recent time, a Green Chert mining operation started very close to the town, which is expected to lead to economic benefits for Pigg's Peak in the form of job opportunities and other spin-off benefits.

The potential of the town's tourism sector has not been fully explored despite a number of hospitality establishments, hampered by the poor condition of the Main Road 1 (MR1) that passes through the town from South Africa to the country's centre. The demise of the gambling activity in the locality has been cited as one of the causes of a slide in the tourism sector in Pigg's Peak. No bold actions have been visibly taken to bolster the sector over the years.

4.1.2 Strategic initiatives

a) Increased economic activity

Council plans to capacitate local entrepreneurs to enable them to be more profitable and grow their trade beyond Pigg's Peak through capacity building/training initiatives in collaboration with other government agencies such as the Small Enterprise Development Company (SEDCO) and others, linking these entrepreneurs to appropriate financial services and markets.

Secondly, Council plans to allocate land for commercial purposes to ensure that more businesses are established in the town. Those who already own commercial land but not utilizing it will be encouraged to develop and or link with potential investors for developing and profitably using the land.

Intentional efforts will be made to attract investors to Pigg's Peak through collaboration with the Eswatini Investment Promotion Authority and other players. This will include the identification of opportunities and the town's comparative advantage in certain sectors. At five big investors should be attracted in the next five years of the IDP, averaging at least one per year.

The Council's Local Economic Development (LED) Strategy will be reviewed for better implementation, which will go a long towards empowering local business through public contracts and other forms.

b) Revitalized tourism

The revitalization of Pigg's Tourism will be led by the formulation of a comprehensive tourism development strategy for the town, the implementation of which is expected to rejuvenate tourism, creating enough interest in visiting Pigg's Peak for various reasons. Other initiatives will include intentionally setting up tourist attraction activities and events such as hiking, staging sports tournaments, hosting arts and culture or music events, Craft Centre that will accommodate tourist buses and others.

Council also plans to collaborate with the Hospitality & Tourism Association of Eswatini (HOTAES) with the view to determine the best way to support tourism in Pigg's Peak, unlocking challenges and responding to the industry's needs. Collaboration with the Eswatini Tourism Authority (ETA) will also assist in the marketing of the town and further align programming with the national tourism agenda/plans.

Education and sports tourism are seen to be the lowest hanging fruits for Pigg's Peak's tourism, which points to the collaboration with the education sector in Pigg's Peak to promote Pigg's Peak's education institutions (and schools) to increase enrolment. This may call for the establishment of hostels and other forms of accommodation, increase expenditure in consumable goods, thus promoting business as well. The revamping of sports facilities to attract more sports events is one of the targets for this strategic area.

c) **Proper positioning of the town**

To support the increasing of economic activity and revitalization of the town's tourism, there is need to properly position the town, making it known and attractive to targeted investors and tourists. A branding and marketing strategy for Pigg's Peak will be developed for implementation. Secondly, a plan to improve public relations will be launched, ensuring that Pigg's Peak is viewed favourably but her stakeholders and the general public.

d) **Enhanced innovation and technological development**

With Council vision clearly outline the town's ambition towards creating an innovation and technology driven economic development, Council aims to support the provision of digital skills through strategic linkages with partners in the space which includes businesses, Internet Service Providers (ISPs), government entities and international partners. The ploy is to ensure that the entire town is transformed into an Information Communication Technology (ICT) hub, led by the necessary skills required by business establishments in Pigg's Peak and beyond. Skills training initiatives and innovation fairs will be the key springboards to this pursuit.

Led by the Pigg's Peak youth, Council plans to promote the generation of ideas and solutions to pertinent town opportunities and challenges respectively, providing space for such ideas to get to the surface, tested for implementation.

Other initiatives include the provision of Wi-Fi connectivity for various purposes, including education and business in strategic locations under friendly conditions to increase penetration and access.

The introduction of digital advertising boards in the town will signal Pigg's Peak Town Council drive towards a town-wide digitization of processes besides internal Council operations (See institutional capacity development theme).

Figure 6: Summary of Economic Transformation Strategies

Objective	Increase economic activity	Revitalize town's tourism	Proper positioning of the town	Enhanced innovation & technological Development
Initiatives	a) Capacity building and monitoring for SME and Informal traders b) Identify and allocate potential commercial and industrial plots within the urban area. c) Attract local and external investors. d) Train private owners for the benefits of land development and link them with investors. e) Review and Implement LED Strategy f) Empower local SMEs to participate in public procurement	a) Tourist attractions facilities in town b) Develop and implement a tourism strategy c) Stimulate education tourism – promote Pigg's Peak schools d) Collaborate with Pigg's Peak HOTAES Chapter e) Collaborate with Eswatini Tourism authority f) Collaborate with hospitality establishments	a) Develop and implement Branding and Marketing strategy b) Improve public relations	a) Support the provision of digital skills in the town's population b) Hold annual innovation fair for Pigg's Peak c) Partner with service providers for access to Wi-Fi hotspots for education and business d) Introduce digital advertising and information boards
Outcomes	a) Enabling environment for investment b) Reduced unemployment	a) Tourism attractions increased b) Increase in local and international tourism	a) Local and global awareness about and interest in Pigg's Peak increased	Increased use of digital space for improved access to services and quality of life New products and services

4.2 Infrastructure Management

4.2.1 Problem statement

Whereas the Town Council has invested considerable amounts of resources in improving the town's road network over the last 6 years, gaps remain, requiring more of the Town Council's attention. Main Road 1 (MR1) needs attention immediately before and after town, that is, all the way from the MR103 in the west, and from Matsamo Border in the North. The road has done its shelf-life and requires a redoing yet it is the main conduit for reaching Pigg's Peak, responsible for business and tourism influx to the town. In its current condition, it is becoming a deterrent to both business and tourism.

Road infrastructure

In-town roads also need rehabilitation, especially within the informal settlements and pocks of roads in the North-Eastern part of the town. These are small stretches that hardly exceed 100 metres but can easily combine to make over 2 kilometres of gravel road that need upgrading. Specifically, the road leading to the Correctional Services is in a deplorable state, and requires rehabilitation.

The town's bus and taxi terminal is inadequate for the volume of public transport operating between Pigg's Peak and other places, causing disorganization and poorly coordinated transport movement.

Road infrastructure

With Pigg's Peak dominated by timber plantation and harvesting and being a transit town for cross-border travelling and freight, heavy-duty vehicles have a huge impact on the town's road without a compensatory framework in place for the town.

Some areas in the CBD, such as in the MR1, East of Malandalahle, pedestrian walkways are urgently needed to avoid pedestrians being knocked down by vehicles. The entire Malandalahle township has a growing pedestrian population and thus, the need for pedestrian walkways cannot over-emphasized.

Utilities Infrastructure

While the CBD is somewhat utility service-secure, this is not the case in the town's informal settlement where access to water, sewer reticulation and electricity remain elusive for some residents. Mangwaneni and Malandalahle need attention regarding sewer reticulation. However, there are also challenges relating to non-observance of servitude, leading to utility providers struggling to provide the necessary infrastructure. There is a high possibility of some houses being built on top of sewer and water pipes in such areas as Mangwaneni due to servitude non-observance, some of which could be due to missing maps of the residential areas.

Public Facilities

Public facilities in the town are in bad shape, with examples such as the Gobolodlo Community Hall, the Killarney Sports Ground and the Pigg's Peak Club sports facilities. The town does not have sufficient public open spaces/parks, and this is not good for tourism and leisure in the urban area. Children and the youth do not have good places to play, which is an unnecessary deprivation.

The CBD also lacks sufficient public toilets yet Pigg's Peak is working hard to 'appease' her visitors. Malandalahle is in need of public toilets.

4.2.2 Strategic interventions

Three strategic thrusts have been identified for pursuit in the next five years in Pigg's Peak, namely:

a) Improving mobility

Improving mobility in the town will include the upgrading of at least four gravel roads to asphalt. These are Bahloli, Malandalahle, Mangwaneneni and SEDCO gravel roads. These and other streets will require street lighting to improve mobility even during the night. However, work to fix existing road network will continue, including maintenance works and the designation of parking spaces in the CBD.

The bus/taxi rank needs improvements to create sufficient space for transport vehicles.

Part of the plan is to remove abandoned and dilapidated structures within town both for improved mobility and the town's beautification.

b) **Properly servicing informal settlements**

Apart from the road infrastructure and provision of sanitary services to informal settlement, Council still has the responsibility to ensure that utilities are adequately provided in the urban area. Even though utilities and pertinent infrastructure are provided by utility companies (which are government agencies), Council's role is facilitating the processes involved, ensuring that all bottlenecks are removed and that misunderstanding and disagreements are resolved. Council will engage with utility companies to ensure that existing challenges are dealt with conclusively. This is with particular reference to connection to water and sewer reticulation networks, as well as electricity in Macambeni and Mangwaneni informal settlements.

c) **Adequate public/ recreational facilities**

Council plans to rehabilitate the community hall at Malandalahle which is in bad shape, in addition to rehabilitating the Gobolodlo hall and the Civic Centre during the IDP period. Council also plans to construct a social centre in Macambeni to serve the Ward. The Killarney sports ground, including the tennis and volleyball courts are targeted for rehabilitation with assistance from sports federations and government agencies. This is crucial for the revival of sports activity and tourism in Pigg's Peak, bringing the town 'back to life'.

Figure 7: Summary of Infrastructure Management Strategies

Objective	Improving mobility	Properly servicing informal settlements	Adequate public/ recreational facilities
Initiatives	a) Upgrade gravel roads b) Install street lights in selected areas c) Rehabilitate roads	a) Ensure sewer coverage in informal settlements	a) Rehabilitate public infrastructure b) Construct social centre in Macambeni c) Rehabilitate sports facilities d) Rehabilitate main market e) Rehabilitate Gobolodlo hall f) Rehabilitate Civic Centre g) Construction of landfill
Outcomes	a) 80% of gravel roads upgraded b) Lighting improved in central business district and all residential areas	70% sewer , water and electricity coverage in informal settlements	a) Children have access to playing facilities b) Adults have access to sports, leisure and other facilities c) All public facilities in good working conditions

4.3 Youth & Social Empowerment

4.3.1 Problem statement

Youth unemployment and inactivity

The country's youth population is largely characterised by high unemployment and alcohol and drug abuse due to lack of employment opportunities, even for graduates. Access to business opportunities is limited, further complicated by lack of access to finance for young people to start and run their own businesses. Pigg's Peak is estimated to have 61% of its employable youth unemployed. Even when employment opportunities avail, lack of required skills among young people emerge as a problem.

The absence of sports vibrancy due to lack of facilities is also a huge impediment to youth development in Pigg's Peak, a situation that has been worsened, over time, by the relatively inactivity of the Killarney sports ground.

Social ills

Like the rest of the country, Pigg's Peak is faced with a number of social challenges that include an increase in the number of destitutes, especially those with mental health challenges, as well as the scourge of gender-based violence and child abuse, which cannot longer be successfully ignored due to the growing magnitude of the problem.

There is an observed increase in child-headed households in Pigg's Peak, with parents dying and leaving their properties in the hands of children who have limited or no capacity to take care of themselves and even pay property rates. This is a recipe for hunger, poverty and criminal activity in some cases.

4.3.2 Strategic interventions

a) Enhanced Employability and Entrepreneurship

Council aims to develop specific ***vocational skills*** for the Pigg's Peak youth, ensuring that the envisaged investment in the town is able to absorb the youth through employment opportunities. Such include skills in the textile, mining and related industries as these are likely establish and grow in Pigg's Peak. Skills development workshops will be arranged at least once per annum, targeting skills in demand, and attempts will be made towards the idea of a vocational centre or college for Pigg's Peak, which will service other neighbouring communities.

Entrepreneurship development sessions will be conducted at least once per annum through collaboration with service providers, focusing on the youth, leading to the creation of new enterprises that would lead to job creation and employment of young people in Pigg's Peak. Between 300 and 500 young people will be involved in the program. This may include young people from neighbouring communities to the urban area.

Lastly, other tailor-made youth programs will be developed based on needs, implemented throughout the IDP period. Again, this is targeting at least 300 young people.

b) Support and inclusion of marginalized groups

To ensure fully and meaningful participation of marginalized groups in programming. This groups are people living with disability, elderly, key population, children, women, as well as girls. The programme will include but not limited to Mental Health and Psychosocial Support, Civic Education on Sexual Reproductive Health, Social centres, Youth, Early childhood Care and Development, Gender, Wellness program.

A civic education on sexual reproductive health will be conducted, targeting all the vulnerable groups (women, PLWD, Adolescents, man, key population). Not less than two sessions will be conducted per annum, totalling 10 over the five-year period.

c) Reduced Gender-Based Violence and child abuse

Civic education on GBV will be conducted in collaboration with other government agencies, including the police service, targeting to-be perpetrators and victims, at least once per annum. Besides, civic education, effort will be directed at empowering GBV assisting victims of GBV and child abuse through collaboration with organizations directly working on the issues such as Eswatini Action Group Against Abuse (SWAGAA), the police, Legal Aid Eswatini and others.

Figure 8: Youth & Social Development Strategy Priorities

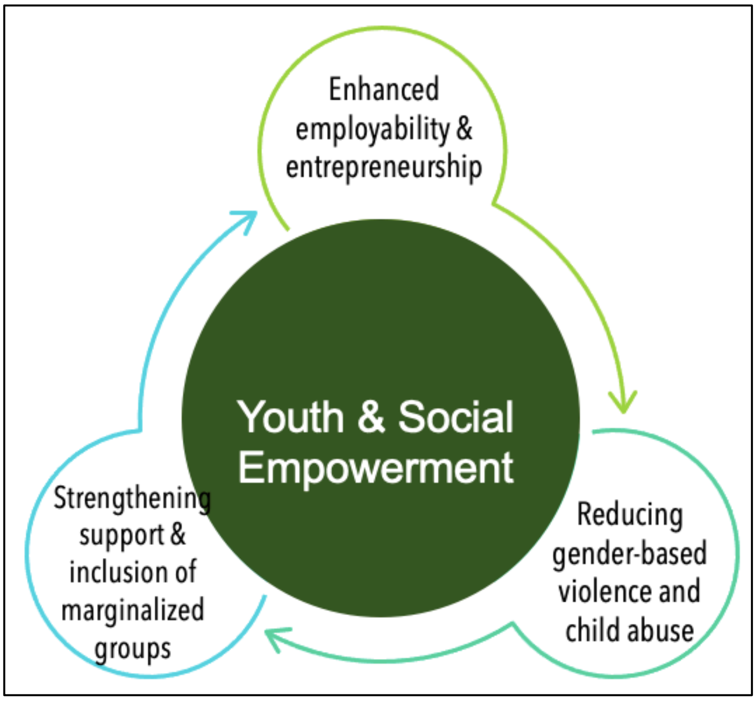


Figure 9: Summary of Youth & Social Enhancement Strategies

Objective	Enhanced Employability and Entrepreneurship	Support and inclusion of marginalized groups	Reduced Gender-Based Violence and child abuse
Initiatives	a) Vocational training and skills development b) Entrepreneurship capacity building c) Develop relevant youth development programs d) Support to education sector performance e) Arts and culture program implementation	a) Education on sexual reproductive health and rights b) Develop and implement indigent policy c) Implement comprehensive ECCDE program d) Coordinate health and social partners, as well as interventions for PLWD	a) Conduct preventative civic education on GBV and child abuse b) Develop a women and girls economic empowerment program c) Awareness raising campaigns across social ills d) Lihlombe lekukhalela
Outcomes	✓ Youth successfully absorbed by available job opportunities ✓ Youth increasingly establishing successful businesses	✓ Good decision taking ✓ Dependence will drop from the sexual partners ✓ Less social ills ✓ Increase of people visiting hospital	✓ Decrease in incidence of GBV and child abuse ✓ Increase of GBV reporting

4.4 Financial Viability

4.4.1 Problem statement

Over the years, the Town Council has faced pressure to deliver urban services out of a limited financial base, leading to stakeholders complaining about unfulfilled promises or unrealistic budgeting by the Town Council. Council is still unable to collect all rates due, leading to cash flow challenges and insufficiency of funds to meet the town's development needs.

Limited financial base

Property Rates Payments

One of the leading causes of budget insufficiency is reliance on property rates when the bulk of the properties in Pigg's Peak town belong to the Government which does not pay the full amount billed and often delay making such payments.

The increase in child-headed households is creating a new dilemma in the town, with such properties failing to meet their rates obligations when due.

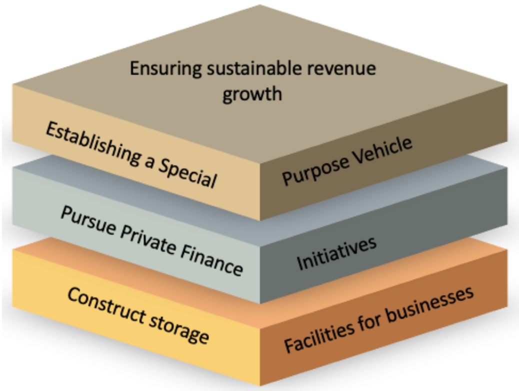
The Town Council's wage bill, even though within the stipulated government policy, shows considerable growth as a percentage of the Town Council's total expenditure.

Cost outlay

4.4.2 Strategic Interventions

a) Sustainable revenue growth.

A sustainable revenue growth for Pigg's Peak Town Council will be function of exploring the feasibility of a special purpose vehicle (SPV) for revenue generation, which will be a registered company that is able to operate and make a profit, the proceeds from which will be used to finance the operations of the Town Council. Business concepts and plans will be developed for this initiative, banking on identifiable opportunities that can be better off taken up by the company.



Council will also identify projects for which it can partner with developers in their execution. Examples could include the construction of malls, setting up of tourist attraction centres, and other similar projects. Public-Private Partnerships will be explored across a variety of initiatives, including the mix of Council investment, equity and land contributions towards commercial projects.

b) Improved collection rates and sustainable cash flow.

Council also plans to streamline bylaws which would enable it to generate additional revenue through other user-fees such as bank rank fees, etc. This will reduce over-reliance on property rates revenue.

A revenue collection task force will be established, with team members dedicated to specific accounts, building the necessary relations and ensure that debts are recovered in the shortest time possible.

Council will also engage financiers on how best property rates and related arrears could be recouped through directly debiting the accounts of concerned or owing property owners.

c) Diversifying funding of town capital projects

Council will also identify capital projects that can be funded through a variety of sources external to Pigg's Peak Town Council. This will include such sources as the Microprojects and the Regional Development Fund (RDF) where applications for funding can be channelled through the Pigg's Peak Inkhundla. Modalities will be worked out concerning how best such funds can be accessed for use within the urban area.

Other sources will be explored appropriate to different initiatives in the town. For instance, the Sports Facilities Rehabilitation Fund under the Ministry of Youth, Sports and Culture could be utilised for several sports facility uplifting projects within Pigg's Peak.

Again, working collaboratively with other stakeholders such as the Eswatini Football Association (EFA), the Eswatini Tennis Association (ETA) and others may assist in unlocking certain funds to finance the rehabilitation of sports facilities in the town.

d) Keeping costs within budget

The automation of processes will require less investment in labour and service requirements, leading to savings that lead to cost-containment. Ultimately, this should reduce the need for additional manpower, and Council plans to use this to freeze the hiring of additional staff during the IDP period.

Table 2: Summary of Financial Viability Strategies

Objective	Ensure sustainable revenue growth	Improved collection of rates and sustainable cash flow	Diversified funding of capital projects	Keeping costs within budget
Initiatives	a) Establish a special purpose vehicle (SPV) for revenue growth b) Pursue Private Finance Initiatives (for MUD) c) Construct storage facilities for business	a) Streamline bylaws for improved additional revenue collection. b) Establish a revenue collection task force team. c) Engage financiers for financed properties and plan to recoup rates/arrears. d) Lobby government on rates payments	a) Lease commercial plots (Nazarene) b) Sale of plots (Mhlatane) c) Resource mobilization	a) Introduce weighbridge b) Introduce water harvesting c) Process automation d) Apply moratorium on hiring
Outcomes	10% revenue growth year-on-year	At least 90% of billed invoiced paid on time	30% of capital projects funded from external sources	Efficiency use of resources

4.4.3 Financial Estimates

a) Projected Revenue

Pigg's Peak Town Council is expected to generate and average E29 million per annum largely from property rates (89.92%), which shows over-reliance on the property rates. At this rate, Council's revenue is expected to top E145.2million in five years. Of essence is the drive to augment this revenue through such strategies as Private Finance Initiatives, sourcing funds other sources, including partnerships and sponsorships. This should contribute at least 30% to the total revenue, decreasing reliance on property rates in the process.

Table 3: Pigg's Peak Town Council Five-Year Revenue Projections – Scenario 1

Revenue Source	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	E'000	E'000	E'000	E'000	E'000	E'000
Government Property Rates	19,972	19,972	19,972	21,969	21,969	103,854
Private Property Rates	5,136	5,136	5,136	5,650	5,650	26,709
Government Subvention	630	630	630	630	630	3,150
Refuse charges	123	129	136	142	150	680
User Fees/ Market Fees	570	598	628	660	693	3,150
Scrutiny	24	25	26	28	29	133
Advertising Boards	47	49	51	54	57	257
Pound Fees	5	5	6	6	6	28
Rates Clearance	1	1	1	1	2	7
Tender fees	20	20	20	20	20	100
Waste skips collections	40	42	44	46	48	219
Leasing Rental	1,143	1,201	1,261	1,324	1,390	6,318
Interest Received	120	120	120	120	120	600
Total Revenue	**27,831**	**27,928**	**28,031**	**30,649**	**30,762**	**145,202**

Of note is that Government lags behind payment of property rates, and on average, does not honour up to 20% of annual rates bills. The scenario below (Table 4) captures this phenomenon. It also captures other initiatives to be taken by Council to augment its income, which includes leasing out commercial plots for an average 25 years, entering into a private finance initiatives set to use Plot 933 for a mixed-use developed, as well as exploring other funding sources through various means, including a robust resource mobilization drive. This improves Council revenue from to E268 million in five years, averaging E53.6million per annum, thereby reducing the contribution of property rates to the total kit to about 53%.

Figure 10: Projected Revenue Distribution by Source

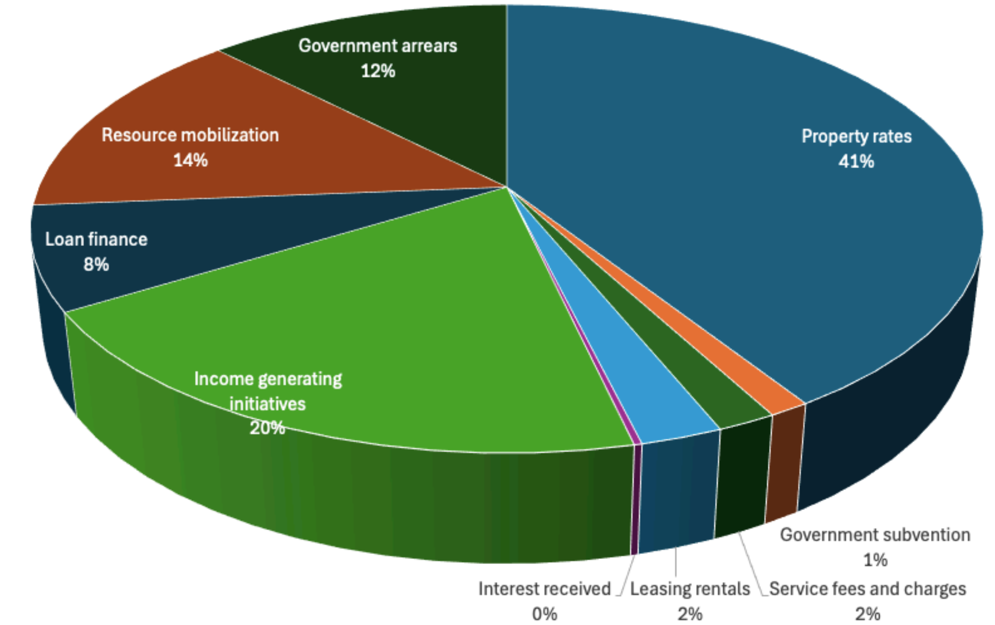


Table 4: Pigg's Peak Town Council Revenue Projections 2026-2031 – Scenario 2

Revenue Source	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
	E'000	**E'000**	**E'000**	**E'000**	**E'000**	**E'000**
Government Property Rates	19,972	19,972	19,972	21,969	21,969	103,854
Private Property Rates	5,136	5,136	5,136	5,650	5,650	26,709
Government Subvention	630	630	630	630	630	3,150
Refuse charges	123	129	136	142	150	680
User Fees/ Market Fees	570	598	628	660	693	3,150
Scrutiny	24	25	26	28	29	133
Advertising Boards	47	49	51	54	57	257
Pound Fees	5	5	6	6	6	28
Rates Clearance	1	1	1	1	2	7
Tender fees	20	20	20	20	20	100
Waste skips collections	40	42	44	46	48	219
Leasing Rental	1,143	1,201	1,261	1,324	1,390	6,318
Interest Received	120	120	120	120	120	600
Mhlatane plot sale and development	2,550	2,550	-	-	-	5,100
Government debt -rates arrears	-	-	33,000	-	-	33,000
SPV income generation 1	-	9,000	9,000	9,000	9,000	36,000
New Loan	-	-	-	20,000	-	20,000
Resource Mobilization	-	6,000	10,500	10,500	10,500	37,500
Total Revenue	**30,381**	**45,478**	**80,531**	**70,149**	**50,262**	**276,802**

b) **Projected Expenditure**

Council plans to expend at least E276 million in the next five years, with 18% of this amount going towards staff costs and 8% going towards loan servicing at an average rate of E4.43 million each year. About 25% of the budget goes towards recurrent (14%) and special recurrent (11%) expenditure.

About 48% of the budget is allocated towards IDP expenditure over the next five years, totalling 132.1 million.

Table 5: Pigg's Peak Town Council Five-Year Expenditure Projection

Expenditure Item	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Personnel expenses	8,970	9,419	9,890	10,384	10,904	49,567
Council retainer fees	679	679	679	679	679	3,394
Recurrent expenses	6,819	7,160	7,518	7,894	8,289	37,680
Loan repayment	4,433	4,433	4,433	4,433	4,433	22,167
Special recurrent expenditure	5,683	5,967	6,265	6,578	6,907	31,400
IDP expenditure	3,242	18,519	28,739	39,261	42,353	132,114
Total Expenditure	**29,826**	**46,177**	**57,524**	**69,230**	**73,564**	**276,320**

The bulk of the IDP expenditure goes towards infrastructure costs (87%) while 5% goes towards initiatives directed at the economic transformation of the town.

Table 6: Pigg's Peak Town Council IDP Expenditure Projections

IDP Expenditure	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Economic transformation	710	3,315	590	545	550	5,710
Infrastructure Management	1,439	12,862	22,437	37,354	32,501	106,593
Youth & Social Empowerment	665	545	665	525	8,535	10,905
Financial viability	403	92	1,592	92	92	2,271
Spatial Management	100	1,510	3,270	480	590	5,950
Governance & Institutional Capacity	85	215	185	115	85	685
Total	**3,242**	**18,519**	**28,739**	**39,261**	**42,353**	**132,114**

c) **Funding Model and options**

The revenue and expenditure projections outlined above indicate that the IDP will largely depend on such initiatives as income generation through a Special Purpose

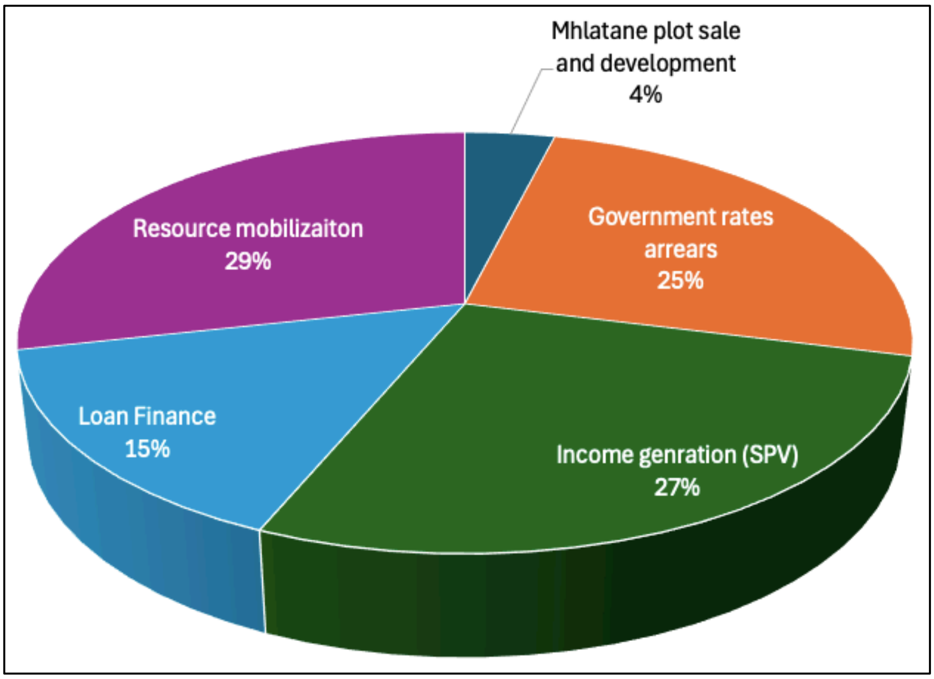
Vehicle (SPV) and resource mobilization efforts, which should provide 35% of the Town Council's revenue in the next five years. Some of the infrastructure rehabilitation projects may be funded through partnerships and donor funds, which will assist Council to successfully its IDP infrastructure targets. Secondly, Council will clearly need to devise ways to reduce recurrent and special recurrent expenditure over the years while increase other sources of revenue.

The implementation of the Financial Viability Strategy is expected to deliver results, leading to more resources available to deliver the IDP.

Essentially, PPTC expects the Government to, at minimum, remit the outstanding E33million debt within the next five year period as more debt will have been incurred according to the current trends. Secondly, PPTC plans to develop and sell plots through a Private Finance Initiative (PFI) arrangement, producing at least E5.1million profit that will be used to finance the IDP.

Third, Council plans to develop an arrangement that revitalizes the Pigg's Peak Club, through a Special Purpose Vehicle (SPV), leading to profits that will be redeployed to finance the IDP. Council also plans to vigorously pursue Resource Mobilization, beginning by creating the capacity to mobilize resources, and take advantage of existing and new opportunities within Government, the Microprojects, Regional Development Fund, Green Finance, and many others.

Figure 11: PPTC Income diversification



4.5 Spatial and Environmental Management

4.5.1 Problem statement

For some years, Pigg's Peak has continued to face the gigantic challenge of non-allocation of plots to residents, especially in the three informal settlements, namely; Macambeni, Malandalahle and Mangwaneni. The leading cause for this situation has been the lack of resources to formally upgrade these settlements to proper townships through the installation of appropriate infrastructure and ensuring legally acceptable demarcations.

The resulting effect from the above is inability of residents to hold proper rights to property in town and to eventually have access to property service delivery infrastructure and utilities, as well as appropriate housing. A high level of dissatisfaction has been exhibited by residents pertaining this issue.

The allocation of land for industrial and commercial purposes also seem to lag yet Pigg's Peak desperately needs to stimulate increased economic activity to benefit its population and boost sustainability.

PPTC's Town Planning Scheme (TPS)

A plethora of Council's critical environmental development frameworks require either development or review to ensure their effectiveness in dealing with Pigg's Peak environmental and public health concerns, challenges and opportunities. These include an outdated Integrated Solid Waste Development Plan (ISWDP), as well as an outdated Environment Management Plan, both which need review.

The town's landfill is quickly nearing its shelf-life, filling up quickly, bringing a new challenge to Council on waste disposal processes. The absence of a weighbridge has also limited Council's ability to appropriately recover the costs associated with waste disposal.

Council also has to decisively deal with a number of Climate Change-induced risks, as well as other environmental challenges, including the existence of dongas (Malanda, etc.) and Invasive Alien Species (IAS) that threatens several ecosystems in the town.

4.5.2 Strategic Interventions

a) Improve living conditions of Pigg's Peak Residents

One of the things that have contributed to the low standard of living in Pigg's Peak informal settlements is the poor living conditions characterised by poor housing resulting from non-allocation or delayed allocation of plots to residents. While the process started during the 2019-2024 IDP, the subsisting period will focus on quickly finalizing the process through closer and stronger collaboration with relevant government agencies, especially the Ministry of Housing and Urban Development (MHUD), and the office of the Surveyor General.

The allocation of residential plots at Macambeni and Malandalahle will be sped up in 2025/2026, opening doors for residents to own and develop their properties.

The allocation of commercial properties will also be accelerated, allowing not only ownership, but development that leads to economic enhancement and job creation. Ultimately, plot owners will either be making income or getting jobs from such initiatives, with the spill-over effects of increasing disposable income, and by extension, the payment of property rates.

Finally, Council also plans to designate and properly prepare areas for informal traders in the Central Business District (CBD).

b) To facilitate the development of sustainable and affordable housing

Council plans to engage potential developers, the National Housing Board and financers in a bid to facilitate the development of housing schemes in the townships, especially those that have recently been formalized, as well as informal settlements. This will deal with ensuring accessibility through affordability.

Secondly, Council plans to facilitate the development of housing cooperatives in Pigg's Peak which will empower residents to work collaboratively to develop proper low-cost housing in an affordable way.

c) Improve environmental quality and public health

Pigg's Peak Town Council aims to construct public toilets in the CBD, adding to existing toilets, for purposes of increasing the number of public toilets available as the town's population grows. This will reduce the distance between available toilets for the public and tourists, keeping the town's hygiene at the best level possible.

With its lifespan coming to a close, there is need to add a cell to the Pigg's Peak Landfill. However, alternatives to adding a cell is actually reducing waste that require disposal through various approaches such as waste recycling, waste reuse, etc.

There is need to properly fence the Council's animal pound, placing it at its correct outlook for its purpose, equipping it with all the necessary facilities. There is also need to separate the animal pound and cemetery. Instances of tomb vandalism by roaming animals have been reported in the cemetery which could be a result of the coexistence of the two facilities.

Further, Council will develop an integrated solid waste management plan to properly attend to waste management, and develop bylaws which will aid in the regulation of both waste disposal and environment management, increasing compliance in the process.

Climate change resilience will be mainstreamed across all environmental health plans.

d) To regulate land use in the urban area

Council's Town Planning Scheme (TPS) is due for review. This important instrument needs to stay relevant to property guide and control development in the town. The review is planned for 2026/27. Council also plans to facilitate the development of Greenfields in townships, which will require the opening of Township Registers with Deeds Office.

Figure 12: Summary of Spatial Management Strategies

Objective	Improved livelihood of Pigg's Peak residents	Ensure sustainable and affordable housing	Improve environment quality and public health	Improved safety of life and property	To regulate land use in the urban area
Initiatives	a) Complete the allocation of residential plots in Macambeni b) Allocate commercial plots c) Designate informal trading areas d)	a) Facilitate the develop housing schemes in informal settlements b) Support the development and upgrading of safe and adequate sanitation infrastructure	a) Construction of public toilets (CBD, Macambeni) b) Construction of landfill cell c) Properly fence and separate animal pound and cemetery d) Develop an Integrated Solid Waste Management Plan e) Expansion of waste collection services f) Clean-up campaigns g) Updating bylaws, policies and operating procedures	a) Develop an environmental health risk management plan b) Finalization of the PPTC Disaster Risk Management Plan c) Develop Climate Change Resilience Strategies d) Support crime reduction initiatives collaboratively with REPS	a) Review the PPTC Town Planning Scheme b) Facilitate development of greenfields in the townships
Outcomes	a) 100 % Ownership of plots b) Increase in rates income	a) 50% of people living in informal settlements to own decent housing	a) A cleaner and healthier environment through effective waste and environmental health	a) Impact of disaster risk minimized; b) Crime reduced significantly in the urban area	a) Improved spatial organization and appearance of the town

4.6 Governance & Institutional Development

4.6.1 Problem statement

The town has different stakeholders playing different roles in the town's development, who require different services from the Town Council. These include residents (who could be property owners, and some renting, etc.), business operators, transport operators, developers, government departments and agencies, utility providers, security cluster, Inkhundla, schools, and others. The participation of these stakeholders in the town's development in the form of ideas, feedback, and decision-making does not seem to be at its best, having been 'hackled' by a plethora of upheavals when it comes to engagement forums. This has limited input, support and communication, which are vital for the town's development and improved service delivery.

Cohesion and collaboration between Council and Wards may benefit from structured engagement frameworks, which has not necessarily been the case, with some wards having a history of not accepting Council to visit and hold meetings with them for various reasons. This is despite the fact that Pigg's Peak is relatively a small town that should be easily well-knit for super-fast communication and linkages for development.

4.6.2 Strategic Interventions

a) **Build stronger stakeholder relations for improved collaboration;**

Based on the belief that Council cannot do everything on its own but with effort from other stakeholders, including the cooperation of residents, Council will develop a stakeholder engagement framework through which interactions with stakeholders will be properly guided. Through implementation of the framework, stakeholders will be able to make key contributions to the town's development.

This will be coupled with the development of feedback mechanisms aimed at ensuring that stakeholders are able to provide Council with feedback periodically regarding service delivery, development programs and the overall functioning of the Council machinery pertaining the town's development.

Ultimately, a cordial relationship will be forged with all key and relevant stakeholders.

b) Improve management capacity for service delivery

The IDP five-year period requires sharp managerial competencies, ability to get things done right and timely all the time. Key skills requirements will be determined through a skills gap analysis, leading to the development of specific capacity development programs for management and staff.

Keeping in hindsight Council's performance and dynamics in recent years, the need for team cohesion initiatives cannot be overemphasized. Determination of appropriate team cohesion activities will be made for launch. This is in addition to the implementation of staff wellness policy and programs.

The launch of the Performance Management System will ensure that everyone in the Council's employ, from the Town Clerk to the labourer, is not only accountable but a high performer as well. This will be coupled with the introduction of succession planning and mentorship, at least at management level. Processes aimed at boosting employee morale will be launched due to identified need.

The full adoption of the Quality Management System, whose implementation started in 2019-2024 IDP, will be prioritized in the 2026-2031 IDP, aiming for fully realizing the benefits of the system in improving service delivery and customer satisfaction in the urban area.

c) Strengthening digital infrastructure and services to enhance operations

The automation and integration of processes will lead the improvement of providing services to PPTC's clients, stakeholders and the public. Council will also ensure that the public has access to digital plans that enables self-service and access to online services offered by Council. Further, Council will introduce emerging technologies into its operational space, including exploring the use of artificial intelligence (AI), cloud computing and others.

Figure 13: Summary of Governance and Institutional Capacity Strategies

Objective	Building stronger stakeholder relations for improved collaboration	Improve management capacity for service delivery	Strengthen digital infrastructure and services to enhance Council
Initiatives	a) Develop a stakeholder engagement framework b) Develop and implement feedback mechanisms	a) Skills gap analysis b) Management development program c) Launch Performance Management System d) Introduce succession planning and mentorship e) Enhance employee morale f) Establish and Institutionalize SHERQ Management Systems g) Train staff and management in SHERQ principles, compliance, and continuous improvement.	a) Automation & integration of processes b) Provide tools to connect employees, clients and partners c) Introduce emerging technologies (AI, Cloud computing d) Improve public and customer engagement through digital connectivity
Outcomes	Improved stakeholder involvement in the town's development	Improved service delivery	Improved service delivery

5. Capital Improvement and IDP Projects

Introduction

Pigg's Peak Town Council's Capital Improvement Program (CIP) has been prepared as an integral part of the IDP, based on current and future needs of the town. Some of the CIP items, however, come from a backlog of projects that could not be funded due to insufficient funds. In recent years, Government has suspended providing local governments with CIP grants, which were quite helpful in the funding of vital capital improvement projects.

The projects below have been colour-coded, indicating priority levels that have been determined by Council.

	Priority 1:	Effort should be made to begin with these projects ahead of all other capital projects. Most likely, Council will have to use own resources should other resources not be reachable.
	Priority 2	Funds permitting, these projects will feature second, the majority of which could be funded from external sources
	Priority 3	Clearly, implementation will be a function of successful funding and projects in Priority 2 unless these are upgraded to Priority 2.
	Priority 4	These projects are directly dependent on Council's ability to raise external funding, which could include successful PPPs, donor funding and other sources. They will be the first to be implemented after Priority 3 projects, ahead of Priority 5 Projects.
	Priority 5	If funding is not sufficient to carry out these, they will be 'transferred' to the next IDP.

CIP Budget

The total CIP budget stands at E 153,421.00, 59% of which is road infrastructure, followed by the Killarney sports centre that requires over E40 million to fix (26%). About 28% of projects (in value) are first priority, while 8% fall on Priority 2. The largest share of the projects are on Priority 3 (64%), and they are planned for years 4 & 5 of the IDP, with some happening after the five-year IDP period (which is 31% of the CIP, mainly road upgrades and high-mast lights installations).

CIP Funding

Given the fact that Government no longer funds CIP, Council's CIP will be funded through a combination of sources, including Council budget, PFIs, Donor funding, and other sources.

PPTC envisages that should Government live up to her promise of clearing areas with Council this amount will go a long way to funds CIP.

Funding legend key

The CIP budget below has also been categorised using the funding sources. The majority of the Priority 1 and Priority 2 projects are funded through Council funding, while the majority of Priority 3 to Priority 5 projects are largely funded through other sources.

Funding Source	Source Description
1	Council funding
2	Donors (Micro-Projects, Environmental Funding, RDF, PFI, SPV, etc.)
3	Government Arrears
4	Partnerships with other Eswatini Government Ministries

CAPITAL IMPROVEMENT PROJECTS (COUNCIL AND FUNDED)

Project	Ward/Area/Road/Street Name	Size (unit)	Estimated Cost (E'000)						FUNDING SOURCE	PRIORITY
			'26/27	'27/28	'28/29	'29/30	'30/31	'31/32		
1. Upgrading of gravel roads	• Weather station to Macambeni (1)	439m				5,268			1,3	3
	• SEDCO (2)	435m				5,220			1,3	3
	• Bahloli (3)	761m				9,132			1,3	3
	• Mangwaneni (4)	500m				6,000			1,3	3
	• Malanda (5) Concrete	612m					7,344		1,3	3
	• Church of God Road (6) Concrete	190m					2,280		1,3	3
	• Nazarene to new plots (7)	206m					2,472		1,3	3
	• Nazarene to Industrial site (8)	539m					8,085		1,3	3
	• Nazarene Junction behind Shonalanga to Ekhaya Funeral Parlour (9)	640m						9,600	1,3	3
	• Prison road to weather station (10)	1497m						22,455	1,3	3
	• Road between Spar and Khoza (barrou)	230m						2,760	1,3	3
	• By-Pass	844m						10,128	1,3	3
2. Installation of Solar Street lights	• Church of God Road	190m	168						1,3	2
	• Alliance Road	230m		189					1,3	2
	• Road behind Government Hospital	400m			336				1,3	2
	• Nurses Home Road	260m				210			1,3	2
	• PCH Road	260m					210		1,3	2

3. Conversion of street lights to solar	• Town wide	No. 350			7,350				1,3	2
4. Rehabilitate roads (CBD)	• Fruit Shop to Eswatini Bank	260m		1,500	700				1,3	3
	• City Corner to Puma Garage	160m							1,3	
5. Procurement of weigh bridge	Landfill (Capacity:30000kg Divisions:20kg)	12m x 3m	900						1, 2	2
6. Construction of Landfill cell	Landfill				2,000				1, 2	1
7. Construction of Macambeni Social Centre	Macambeni				650				1, 2	5
8. Rehabilitation of Civic Centre	Civic Centre (Including design of chamber and gallery)		515	381	381	104	690		1, 3	2
9. Designs for the rehabilitation of Killarney multi-sports centre	W3		200	10,000	10,000	10,000	10,000		1, 2, 3, 4	1
10. Rehabilitation of Council Main Market	W3			350					1, 2	2
11. Rehabilitation of Gobolondlo Hall	W6		173	70					1	1
12. Rehabilitation of Animal pound	W6			150					1, 2	2
13. Fencing of Cemetery and Pound	W6			400					1,2	2
14. Construction of a Youth Centre	Townwide						10,000		1,2	3

15. Construction of public toilets (CBD)	W3				500				1	3
16. Installation of LED High Mast Lights	Glenn					650			1	3
	Police camp					650			1	3
	Bahloli						650		1	3
	Hospital						650		1	3
	Mangwaneni							650	1	3
	Nazarene Industrial							650	1	3
	Mhlatane							650	1	3
Totals			1,956	13,040	21,917	37,234	42,381	46,893		

OTHER PROJECTS / PROGRAMMES

Project	Location	Size	Estimated Cost (E'000)					Funding Source
			'26	'27	'28	'29	'30	
1. Develop and implement a tourism strategy	Town	N/A		300				1, 2
2. Mobilize for a craft and cultural village centre	Town (W3)	N/A	100					1,2
3. Develop and implement Branding and Marketing strategy		N/A	300					1
4. Improve public relations		N/A	250					1
5. Review the PPTC Town Planning Scheme		N/A		800				1
6. Review and Implement LED Strategy		N/A	100	100	100	100	100	2, 3, 4
7. Preparation of General Valuation		N/A				1,500		1

6. Service Delivery

The table below lists the urban services offered by the Town Council, pitting current service delivery levels against desired improvements through this IDP implementation.

SERVICE OFFERED	CURRENT STATUS	Desired Change/Improvement
a) Refuse Collection	✓ Collection done twice a week – residential and daily at the CBD ✓ Once a week in institutions ✓ Currently have one by-back centre & 2 reclaiming companies at the landfill ✓ Landfill has reached its lifespan thus limited space ✓ Worn-out fencing at the current landfill.	✓ Segregation at source to reduce amount of landfill waste ✓ Have more by-back centres that will operate within the urban area. ✓ Acquire land for landfill and have proper engineered landfill cells
b) Building plans approval	✓ Approval of building plans done internally thus reducing the approval period. ✓ Service providers (ENFES, EEC and EWSC) to make comments on the building applications.	✓ Current situation is satisfactory
c) Construction monitoring	✓ Building inspection stages are there that guide construction. ✓ Inspections are done as per the building stage. ✓ Some developers do not abide by the stages of inspection. ✓ Random inspections also conducted	✓ Developers need to be taught about the inspection stages and the implications of not abiding by them. ✓ Regulating illegal construction ✓ Fines need to be imposed. ✓ Regulating informal settlements.
d) Issuing Rates Clearance Certificates and payment of dues certificates	✓ Issuance by client request	✓ Digitized system –Sage system for a rate payer to be able to view statement anywhere. ✓ Digitized rate clearance issuance so that it is automated ✓ USSD Payment linked to Sage to update payment instantly.
e) Issuance of Health Inspection Report	✓ Inspections done, challenge is transport.	✓ Provide adequate transport to improve turnaround times.
f) Issuance of Health Certificate	✓ Inspections done, challenge is transport	✓ Provide adequate transport to improve turnaround times.
g) Rezoning applications	✓ Received by the council on behalf of the property owner. ✓ Rezoning applications are approved the Town Planning Board in the Ministry of housing. ✓ The board meets once a quarter to view and approve applications	✓ Current situation is satisfactory when it comes to the approval of rezoning applications
h) Special Consent applications	✓ Application done the by the property owner who wishes to variate from the Town Planning Scheme. ✓ Approval done by the Council.	✓ Review the town planning scheme to limit the number of special consent applications.
i) Sub-Divisions applications	✓ Application done by the property owner with the assistance of a private surveyor. ✓ Approval done by the Ministry of Housing with the Surveyor general.	✓ Approval period needs to be reduced (4 weeks).

	✓ Timeframe not stipulated to approve the application.	
j) Road marking	✓ Road Marking done internally ✓ Ideal time is winter ✓ Done three times a year	✓ Procurement of road marking machine
k) Clearing storm water drains	✓ Done every month ✓ Residents utilise the storm water drains for disposal of waste water ✓ Disposal of refuse in the storm water drains	✓ Provisions of soak-aways within their properties. ✓ Provision of Sewer lines within the townships
l) Cutting trees that pose as a danger	✓ Lack of expertise in cutting dangerous trees ✓ Function of cutting dangerous trees is currently outsourced	✓ Training of personnel in cutting such trees ✓ Request assistance from Shiselweni Forestry in cutting the trees
m) Removing trees on the road	✓ This is done when the need be,	✓ To remove all the dangerous trees along the roads and maintain their heights.
n) Impounding stray animals	✓ Impounding done through Security rangers, animals are kept at the animal pound at a fee. No medication, no feeding nor watering	✓ Rehabilitation of the animal pound, put feeders and waterers
o) Clearing road reserve over-growth	✓ This is mostly done on rainy season and shortly after the rains.	✓ Utilising the idle spaces and even using herbicides to control the bushes.
p) Issuing occupation certificate	✓ Issued once developer has completed the construction and ready for occupancy. ✓ Some developer's/property owners are not aware with regards to occupation certificates.	✓ Property owners/developers need to be educated with the regards to acquiring occupation certificates. ✓ Penalties/fees should be charged for those occupying the structure/building without approval
q) Grass cutting	✓ Implemented seasonally on road reserves and public spaces ✓	✓ Training of labourers on grass cutting. ✓ Consider outsourcing
r) Road maintenance	✓ Pothole patching when the need arises ✓ Maintenance of manholes ✓ Clearing road edges ✓ Road marking	✓ Training of labourers on pothole patching ✓ Working tools ✓ Procurement of road marking machine
s) Public facilities maintenance	✓ Routine inspections conducted ✓ Maintenance plan in place ✓ Maintenance of Council buildings and sports ground. ✓ Outsourcing of electrical maintenance contract ✓ Material is procured by the local authority.	✓ Implementation of the maintenance plan in full ✓ Conversion of the current lighting system to solar so as to reduce the costs of material ✓ Strengthen contractor monitoring and supervision
t) Litter Picking	✓ Satisfactory however, illegal dumping is still prevalent especially in vacant plots	✓ Conduct environmental awareness
u) Collection of property taxes	✓ Levying of rates	✓ Complete digitalization
v) Regulation of informal trade	✓ Vending sites allocated ✓ Issue permits ✓ Enforce by-laws ✓ Conduct inspection to prevent illegal trading	✓ Formation of an informal trade association ✓ Expand focus area ✓ Provision of sustainable infrastructure ✓ Empowerment on value addition

w) Coordinating HIV / social services	✓ Education on HIV / Social services ✓ Wellness / NCD's campaigns ✓ Mobile clinics coordination	✓ Sustainable programmes
x) Provision of Social Centres	✓ Three social centres ✓ Provide meals for the children (0-18ys) and vulnerable groups ✓ Provide ECCDE	✓ All vulnerable people to be taken care of in all the Wards ✓
y) Provision of social protection	✓ Supporting vulnerable groups ✓ Child welfare monitoring ✓ GBV ✓ Women empowerment ✓ Youth programme ✓ Crime Prevention ✓ Disaster management	✓ Elderly support ✓ Youth empowerment ✓ Youth Council ✓ Disaster Management Plan ✓ Crime Prevention Strategy ✓ Neighbourhood Watch Scheme

5. IDP Implementation

6.1 Preparatory activities

The implementation of the Pigg's Peak IDP 2026-2031 will require the development of Annual Operational Plans (AOPs) which breaks down the IDP into bits that can be implemented each year, and further broken down into departmental plans, ensuring that each Head of Department is responsible for the delivery of the IDP outcomes.

Annual budgets will be informed by such AOPs, ensuring that the budget captures the IDP activities for them to be prioritized and adequately funded.

By end of March each year, the AOPs and budget will have been concluded and approved in readiness for implementation by the 1st of April.

6.2 Implementation approach

The preparation of the AOPs will be informed by negotiations and agreements within the Management team and, later Councillors on what should come first considering resource limitations (reprioritization). While timelines for each of the activities in the IDP have been agreed and concluded, situations that unfold as the years go by require a relook into the plans.

Some of the IDP initiatives are a carryover from the 2019-2024 IDP and those will have to be given a priority for continuation. Those IDP activities that require less funds or can be easily funded externally (through collaboration, donor funding, etc.) should also be prioritized, considered as low-hanging fruits. However, the timing will be influenced by the programming of the external funders in the majority of cases, which determine the timing of the release of resources.

6.3 Resource allocation and mobilization

While resource allocation will be carried out through standard budgeting processes, such processes will require strict adherence to the IDP priorities, deviating from 'normal' budgeting to 'strategic' budgeting. Effort will be directed at controlling recurring administrative expenditure in accordance with government policy, making more resources available for IDP implementation.

This IDP assumes improvements in the way property rates income is collected, including the timing of payment of such by Government. However, the team will need to be capacitated in resource mobilization, and collaborating with stakeholders who have resources that could be easily deployed to Council IDP priorities, resulting in mutual achievement. The sooner Council defines its collaboration framework with the Inkhundla Council, such funds as the RDF, Microprojects, and others will be accessible for some of the IDP initiatives.

Putting together winning funding proposals will be a key deliverable in the IDP implementation space for the Pigg's Peak Town Council.

6.4 Human resource capacity

One of the IDP activities is capacity building for implementation, and this is largely directed at management capacity. However, a skills gap analysis will guide Council on what needs to be done right and urgently in order to have a team that can deliver the IDP. This will affect recruitment, training and development initiative of Council, which will require resources to drive.

In addition, the team will require motivation, cohesion and a system to measure and support performance. It is for this reason that the implementation of the Performance Management System will take a priority place in the IDP implementation.

6.5 Performance monitoring and review

IDP performance monitoring will be a function of quarterly reports produced and submitted to Council by the Management Team. Council has the responsibility to monitor management's pace of delivery on the IDP and provide the necessary feedback.

However, at management level, departments will have to prepare their reports that tally with the IDP outputs to gauge how they fair in meeting the IDP targets.

Integrating the IDP outputs into performance contracts for HoDs and other key staff (and the Performance Management System in general) is key to the success of the IDP.

On an annual basis, Council will assess the extent to which the IDP is being implemented, with focus on the overall direction and attainment of key objectives for purposes of assisting management to deal with challenges and take advantage of new opportunities availing themselves in the process. This will give Council the opportunity to make necessary changes and/or improvements in the IDP, and further inform the resource allocation processes on an annual basis.

Annexure A - IDP Implementation

THEME 1: ECONOMIC TRANSFORMATION

Strategic Objective 1 - Increase Economic Activity in the urban area

Action	KPI	Target	Period	Assumptions	Champ	Budget (E,000)				
						Y1	Y2	Y3	Y4	Y5
1. Capacity building and monitoring for SME and Informal traders	1.1 Formalized businesses. 1.2 Number of trained SME and Informal Traders.	✓ Youth (100 per annum) ✓ SME (50 per annum) ✓ Informal traders (100 per annum)	Apr'26 – Mar'31	Collaboration with partners to equip the personnel with skills	LED	15	20	25	30	35
2. Identify and allocate potential commercial and industrial plots within the urban area.	2.1 Number of commercial plots allocated. 2.2 Number of industrial plots allocated.	✓ 2 per annum ✓ 2 per annum	Apr'26 – Mar'31 Apr'26 – Mar'31	Ministry approval	TPO	10	10	10	10	10
3. Attract local and external investors.	3.1 Number of new investors in town (Manufacturing, Retail and urban agriculture)	✓ 4 per annum	Apr'26-Mar'31	Town environment conducive for investors	CEO	10	10	10	10	10
4. Train private owners for the	4.1 Number of meetings with	✓ At least one per annum	Apr'26-Mar'31	Cooperation from private	TPO	10	10	10	10	10

benefits of land development and link them with investors.	commercial land owners			land owners and investors						
5. Review and Implement LED Strategy	5.1 Status of the LED Strategy	✓ Strategy reviewed, implemented	April 26-March 31	Resource availability	LED	100	100	100	100	100

Strategic Objective 2 - Enhance tourism activities in the urban area

Action	KPI	Target	Period	Assumptions	Champ	Budget (E,000)				
						Y1	Y2	Y3	Y4	Y5
1. Construction of Tourist attractions facilities in town	1.1 Number of facilities constructed	✓ Tourists amenities, museum, craft centre, leisure facilities	Apr'26 – Mar'31	Resource availability Collaboration with stakeholders	LED	150	200	30	30	30
2. Develop and implement a tourism strategy	2.1 Strategy formulated	✓ Guide for tourism to the town	Apr'26 - Mar'27	Availability of resources (funds, expertise)	LED		300			
3. Stimulate education tourism – promote Pigg's Peak schools	3.1 Sector engagement meetings 3.2 Sector promotion program	✓ ≥ 1 meeting per annum Promotion program in place ✓ Sector performance improvement	Jul'26 – Mar'31 Oct'26 – Dec'26	Cooperation of sector players	LED	10	10	10	10	10

		program in place								
4. Collaborate with Pigg's Peak HOTELS Chapter and tourism establishments	4.1 Collaboration meetings held 4.2 Tourism promotion program	✓ ≥ 2 meeting per annum ✓ Program agreed	Jul'26 – Mar'31 Oct'26 – Dec'26	Cooperation of sector players	LED	20	20	20	20	20
5. Collaborate with Eswatini Tourism authority	5.1 Collaboration meetings held 5.2 Tourism promotion program	✓ ≥ 1 meeting per annum ✓ Program agreed	Jul'26 – Mar'31 Oct'26 – Dec'26	Cooperation from STA	LED	5	5	5	5	5
6. Mobilize for a craft and cultural village centre	6.1 Funding for the centre	✓ Centre availability	Apr 26 – Mar 31	Funding accessible	LED	100	50	50		
7. Pigg's Peak Day	7.1 Number of celebrations	✓ 1 per annum	Jul 26 – Mar 31	Availability of funds	LED	30	30	50	50	50

Strategic Objective 3 - Marketing and Branding of the Town

Action	KPI	Target	Period	Assumptions	Champ	Budget (E,000)				
						Y1	Y2	Y3	Y4	Y5
1. Develop and implement Branding and Marketing strategy	1.1 Marketing and Branding Plan	✓ Local and International Stakeholders	Apr'26 - Mar'31	Availability of expertise and funds	CEO	300	20	20	20	
2. Improve public relations	2.1 Stakeholder engagement Plan 2.2 Maintain and update Website	✓ Residents and Stakeholders	Apr'26 - Mar'31	Availability of expertise and funds	CEO	250	250	250	250	250

	& Social media platforms									

Strategic Objective 4: Enhance innovation and technological development

Action	KPI	Target	Period	Assumptions	Champion	Budget (E,000)				
						Y1	Y2	Y3	Y4	Y5
1. Support the provision of digital skills in the town's population	1.1 Number of youth participating in digital skills development	✓ ≥100	Apr'26-Mar'31	I-hub fully operational and accessible	LED	10	10	10	10	10
2. Hold annual innovation fair for Pigg's Peak	2.1 Number of innovation fairs held	✓ ≥1 per annum	Apr'26-Mar'31	Sufficient interest from Pigg's Peak stakeholders and residents	LED	20	20	20	20	20
3. Partner with service providers for access to Wi-Fi hotspots for education and business	3.1 Availability of Wi-Fi hotspots in the urban area	✓ ≥6 hotspots	Apr'26-Mar'27	Agreeable terms by service providers	LED	10	10	10	10	10
4. Introduce digital advertising and information boards	4.1 State of digital advertising in Pigg's Peak	✓ 50% Adoption by businesses	Apr'26-Mar'31	Sufficient interest from businesses operating in Pigg's Peak	LED	50	50	50	50	50

THEME 2: INFRASTRUCTURE MANAGEMENT

Strategic Objective 1: Improve mobility in the urban area

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Upgrading gravel roads (Bahloli, Malanda, Mangwaneni, SEDCO)	1.1 Number of roads surfaced 1.2 % of roads surfaced in Pigg's Peak	✓ 4 ✓ 80%	Apr 26 – Mar 30	Funding available	TE	-	-	-	25,620	20,181
2. Improve lighting	2.1 Number of streets with street lights installation	✓ Church of God Road ✓ Alliance Road ✓ Road behind Government Hospital ✓ Nurses Home Road ✓ PCH Road	Apr'27 – Mar'31	Funding available	TE	-	168	189	336	210
3. Conversion of street lights to solar	3.1 Number of converted street lights	✓ 350 No.	Apr 26 – March 27	Funding	TE			7,350		
4. Rehabilitate roads	4.1 Length of road rehabilitated	✓ CBD Roads	Jul'27 – Mar'28	Funding available	TE		1,500	700		
5. Construction of a weighbridge	5.1 Status of the weighbridge	✓ Weighbridge construction completed	Jul'27 – Mar'28	Funding available	TE	-		900		

6. Implement the street naming policy	6.1 Percentage of streets named	✓ 100%	Jul'26 – Mar'31	Funding available	TPO	73	60	60	60	60

Strategic Objective 3: Proper servicing of informal settlements

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Coordinate with utility providers for sewer coverage	1.1 Condition of Mangwaneni and Malandalahle sewer systems	✓ Sewer systems in place and functional	Apr'26 – Mar'27	Cooperation from service providers	CEO					

Strategic Objective 4: Ensure adequate public and recreational infrastructure

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Rehabilitation of Public Infrastructure	Condition of Malandalahle Community Hall	Neat and Habitable Hall	Apr'26 – Mar'27	Sufficiency of resources	TE	100	-	-	-	-
	Condition of Malandalahle, Mangwaneni & Highlands Inn Social Centre	Neat and Habitable Social Centres	Apr'26 – Mar'30	Sufficiency of resources	TE	60	60	60	60	60
	Condition of Council Civic Centre		Apr 26 – Mar 31	Sufficiency of resources	TE	515	381	381	104	690

	Condition of Killarney Multi-sport courts	High Standard Multi-sport court	Apr’26 – Mar’27	Sufficiency of resources	TE	10,000	10,000	10,000	10,000	10,000
	Condition of Council Main Market	Main Market	Apr’26 – Mar’27	Sufficiency of resources	TE		350			
	Condition of Gobolondlo Hall	Multi-functional facility that accommodates all indoor recreational activities	Apr’26 – Mar’27	Sufficiency of resources	TE	173	70	-	-	-
Construction of Macambeni Social Centre	Status of Macambeni Social Centre	Habitable Social Centre	Apr’27 – Mar’28	Sufficiency of resources	TE			650		
Rehabilitation of Animal pound	Contained animal pound	Animal pound fit for containing stray animals	Apr’26 – Mar’27	Availability of funds	TE		150			
Procurement of Water Harvesting Equipment	Water Tanks, Pumps and water pipes	Killarney Sports Ground	Apr’26 – Mar’27	Availability of Funds	TE		52			

THEME 3: YOUTH & SOCIAL EMPOWERMENT

Strategic Objective 1: Enhancing employability and entrepreneurship

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Vocational training and skills development	1.1 Number of skills development interventions in a year. 1.2 Number of skills targeted 1.3 Facilitate the Establishment of a vocational skills development centre	✓ ≥1 ✓ ≥3 ✓ Centre established and operational	Jul'26 – Mar'31 Apr'26 – Mar'29	Stakeholders collaborative Partnerships	SSM SSM	20	20	20	20	20
2. Entrepreneurship capacity building	2.1 Number of sessions held in a year. 2.2 Number of young people participating	✓ ≥1 ✓ ≥150	Jul'26 – Mar'31	Stakeholders collaborative	SSM	100	100	100	100	100
3. Art and Culture programme	3.1 Number of MOU with Art and Culture/ artists 3.2 Number of Yearly Activities 3.3 Database for artist in the town 3.4 Number of festival /arts	✓ +5 ✓ +5 yearly ✓ 1 database yearly ✓ +3 yearly	Apr 26- Mar 31	Partnership	SSM	10	10	10	10	10

4. Develop and implement a Youth strategy and plans.	4.1 Youth Strategy 4.2 Action plans (Social and health, Economic empowerment, and Sports and recreation)	✓ Program strategy and plan agreed	Apr'26-Mar'31	Funding available	SSM	150	20	20	20	20
5. Conduct Youth Indaba	5.1 Number of participants	✓ +150 yearly	Apr'26 – Mar'31	Funding available	SSM	25	25	25	25	25
6. Establishing partnership with Pigg's Peak Correctional services	6.1 MOU development and Programme 6.2 Number of residences trained yearly per ward	✓ well-structured programme for live skills	Apr'26-Mar'31	Funding available	SSM	5	5	5	5	5
7. Facilitate the construction of Youth Centre in Pigg's Peak	7.1 Status of the Youth Centre	✓ Youth Centre	Apr'30 – Mar'32	Funding available	SSM	-	-	-	-	10,000

Strategic Objective 2: Support to and inclusion of marginalized groups

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Conduct civic education on sexual reproductive health	1.1 Number of sessions held in a year. 1.2 No. of Road shows per annum	✓ 12 per year ✓ 4 per year	Apr26-Mar 31	Available funding	SSM	50	50	50	50	50
2. Develop and implement and indigent policy	2.1 Status of the indigent policy 2.2 Status of an indigent database	✓ Complete list yearly	Apr 26-Mar 31	Available funding	SSM	0	0	0	0	0

3. Coordination of intervention of people with disabilities	3.1 No. of meetings 3.2 List of identified interventions 3.3 No. of devices assistive	✓ 4 ✓ +2 ✓ 10	Apr 26-Mar 31	No funding , partnership with DPMs office	SSM	5	5	5	5	5
4. Coordinate Health and Social partners	4.1 No. of meetings	4 per annum	Apr 26 – Mar 31	Funding available	SSM	20	20	20	20	20
5. Provision of one (1) Meals in all Social Centre's	5.1 No of social Centre beneficiaries	400 per annum	Apr 26-Mar 31	Funding available	SSM	50	50	50	50	50
6. Implement a comprehensive Early Childhood Care Development (ECCD) Program	6.1 No of inspections 6.2 No of training for teachers and catering volunteers	12 per annum	Apr 26-Mar 31	Funding available	SSM	20	20	20	20	30

Strategic Objective 3: Reduce gender-based violence and child abuse

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Conduct civic education on gender-based violence and child abuse	1.1 No of sessions conducted	✓ +12	Apr'26-Mar'31	Available funding	SSM	20	20	20	20	20
2. Develop a women and girls empowerment program	2.1 Full complete program	✓ +100 girls and women reached	Apr'26-Mar'31	Available funding	SSM	10	10	150	10	10
3. Lihlombe lekukhalela programme	3.1 Number of people reached	✓ + 300	Apr'26-Mar'31	Available funding	SSM	10	10	10	10	10

	through door-to-door visits									
4. Coordinate the implementation of awareness raising campaigns within the municipality (including the 16 Days of activism)	4.1 No of campaigns	✓ +12	Apr’26-Mar’31	Available funding	SSM	20	20	20	20	20

THEME 4: FINANCIAL VIABILITY

Strategic Objective 1: Ensure sustainable revenue growth

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Establish a special purpose vehicle (SPV) for revenue growth	1.1 Status of the SPV 1.2 % of revenue generated by SPV	✓ SPV registered, operational ✓ ≥10%	Jul'26 – Mar'27 Apr'27 – Mar'31	Ministry will grant approval Existence of suitable opportunities	CEO	150	20	20	20	20
2. Pursue Private Finance Initiatives	2.1 Number of PFIs entered into by PPTC 2.2 PFI contribution to total revenue	✓ ≥2 ✓ ≥10%	Apr'26 – Mar'30	Suitable opportunities identifiable High private sector interest	CEO	100	10	10	10	10
3. Construct storage facilities for business	3.1 Status of storage facilities 3.2 % contribution to total revenue	✓ Storage facility in place ✓ ≥5%	Apr'26 – Mar'27 Apr'28 – Mar'30	Funds available	TE			See economic dev. budget		

Strategic Objective 2: Improved collection of rates and sustainable cash flow

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Streamline bylaws for improved additional revenue collection.	1.1 Status of the bylaws 1.2 Additional revenue collected	✓ Bylaws approved ✓ ≥5% of total revenue	Jul'26 – Mar'27 Apr'27 – Mar'31	Timely approval of bylaws	TT	91				
2. Establish a revenue collection task force.	2.1 Status of the task force 2.2 Change in rates collected 2.3 Rates debt recovered	✓ Task force in place ✓ 90% of billed rates ✓ 90% of billed rates paid timely	Jul'26 – Mar'27 Apr'26 – Mar'31 Apr'26 – Mar'31	Availability of internal competencies	TT	5	5	5	5	5
3. Engage financiers for financed properties and plan to recoup rates/arrears.	3.1 Engagement with financers 3.2 Rates arrears recouped	✓ ≥ 1 per annum ✓ ≥ 60%	Apr'26 – Mar'27 Apr'27 – Mar'31	Financiers will be agreeable	TT	2	2	2	2	2
4. Lobby government on rates payments	4.1 Government property rates payment	✓ ≥90% paid timely	Apr'26 – Mar'31	Government amenable	CEO	15	15	15	15	15
5. Preparation of General Valuation	5.1 Certified General Valuation Roll	✓ 100 % valuated properties	Apr 28 – Mar 29	Statutory Requirement	TT			1,500		

Strategic Objective 3: Diversify funding of capital projects

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Explore funding of projects through Microprojects	1.1 Number of capital projects funded through Microprojects	≥ 2	Jul'26 – Mar'31	PPTC will meet requirements	CEO	5	5	5	5	5
2. Explore funding of capital projects through the Regional Development Fund	2.1 Number of capital projects funded through RDF	≥ 2	Jul'26 – Mar'31	PPTC will meet requirements	CEO	5	5	5	5	5
3. Explore funding through Sports Development Fund	3.1 Number of projects funded through SDF	≥ 2	Jul'26 – Mar'31	PPTC will meet requirements	CEO	5	5	5	5	5
4. Explore donor funding for capital projects	4.1 Number of projects funded through donor funding	≥ 2	Jul'26 – Mar'31	PPTC will meet requirements	CEO	10	10	10	10	10
5. Leasing of commercial plots	5.1 Number of plots leased	≥36	Apr'26 – Mar'31	Sufficient interest from business operators	TT	-	-	-	-	-
6. Develop and sell plots at Mhlatane	6.1 Number of plots sold	≥71	Apr'26 – Mar'27	Sufficient interest from prospective property owners	TT	-	-	-	-	-

Strategic Objective 4: To ensure that costs are kept within budget and are utilized sparingly

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Identify "low hanging fruits" areas of savings in collaboration with all Departments such as weighbridge and water harvesting.	1.1 Availability of weighbridge 1.2 Availability of water harvesting equipment	✓ Weighbridge installed ✓ Water harvesting equipment ✓ installed	Jul'26 – Mar'27	Weighbridge and water harvesting equipment would have been procured	TT	-	-	-	-	-
2. Identify areas of possible automation (e.g., rate payment receipts, and rate clearance certificates).	2.1 Automation of processes	✓ Areas of possible automation identified across PPTC	Jul'26 – Mar'27	Availability of funds	TT	5	5	5	5	5
3. Identify projects/activities for possible Private Finance Initiatives / Sponsorships/Proposals – LED Tourism project.	3.1 PPP projects in Pigg's Peak	✓ Potential possible PPP sponsorship project identified ✓ MOUs signed ✓ Sponsorship value quantified	Jul'26 – Mar'31	Availability of investors	CEO	10	10	10	10	10

THEME 5: SPATIAL AND ENVIRONMENT MANAGEMENT

Strategic Objective 1: Improved livelihood of Pigg's Peak residents

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Complete the allocation of residential plots in Macambeni	1.1 Plot allocation status	✓ All pending allocations completed	Jul'26 – Mar'27	Timely approvals and actions from SG and MHUD	TP O	20	-	-	-	-
2. Allocate commercial plots	2.1 Number of commercial plots allocated	✓ ≥ 2 per annum	Jul'26 – Mar'31	Timely approvals and actions from SG and MHUD	TPO	20	20	20	20	20
3. Designate informal trading areas	3.1 Status of informal trading areas	✓ Fully designated	Jul'26 – Mar'27	Availability of suitable space in the CBD	TPO	-	-	-	-	-

Strategic Objective 2: Ensure sustainable and affordable housing

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Facilitate the development of housing schemes in informal settlements	1.1 % of residents in informal settlements with decent affordable houses	≥ 50%	Apr'26 – Mar'31	Willing Communities and availability of land tenure	LED	10	20	30	40	50
2. Support the development and upgrading of safe and adequate	1.2 Urban population with adequate sanitation infrastructure	100%	Apr'26 – Mar'31	Effective collaboration with utility	TE	-	-	-	-	-

sanitation infrastructure				service providers adequacy of resources						

Strategic Objective 3: Improve environment quality and public health

Action	KPI	Target	Period	Assumptions	Champ	Budget (E’000)				
						Y1	Y2	Y3	Y4	Y5
1. Construction of public toilets (CBD)	1.1 Number of new public toilets constructed in the CBD	✓ ≥ 1 set	Apr’27 – Mar’28	Suitability of location	EPHM			500		
2. Construction of landfill cell	2.1 Constructed landfill cell	✓ New cell completed	Apr’27 – Mar’28	Sufficiency of resources	EPHM			2,000		
3. Properly fence and separate animal pound and cemetery	3.1 Fenced animal pound 3.2 Fenced cemetery	✓ 100% fenced ✓ Separated from animal pound, fenced	Apr’27 – Mar’28 Apr’27 – Mar’28	Sufficiency of resources	TE				400	
4. Develop an Integrated Solid Waste Management Plan	4.1 Status of the Integrated Solid Waste Management Plan (ISWMP)	✓ Plan completed and approved	Apr’28 – Mar’29	Availability of resources	EPHM			300		
5. Expansion of waste collection services	5.1 Number of new areas incorporated	✓ ≥4	Apr’26 – Mar’30	Council equipment and resources adequate	EPHM	-	-	-	-	-

6. Clean-up campaigns	6.1 Number of clean-up campaigns 6.2 Number of Wards involved	✓ ≥ 2 per annum ✓ All Wards	Apr’26 – Mar’30	Residents willing to participate		10	10	10	10	10
7. Updating bylaws, policies and operating procedures	7.1 Status of environmental health bylaws, policies and operating procedure	✓ ≥ Up to-date and approved	Apr’27 – Mar’28	Availability of expertise and funds	EPHM			100		
8. Review the Environment Management Plan (EMP)	8.1 Reviewed PPTC EMP	✓ EMP review completed	Apr 2026-Mar 2027	Statutory Requirement	EPHM	-	250	-	-	-
9. Procurement of Waste receptacles	1.1 Skip bins 1.2 Dustbins 9.1 Street bins	20 skips 50 bins ✓ 75 street bins	April 2026-March 2030	Sufficiency of resources	EPHM		200			500

Strategic Objective 4: To regulate land use in the urban area

Action	KPI	Target	Period	Assumptions	Champ	Budget (E’000)				
						Y1	Y2	Y3	Y4	Y5
1. Review the PPTC Town Planning Scheme	1.2 Reviewed PPTC Town Planning Scheme	TPS review completed	Apr’26-Mar’27	Statutory Requirement	TPO	-	800	-	-	-
2. Opening of registers for townships (development of Greenfields)	2.1 Township registers open at the Deeds Office	✓ ≥1	Apr’26 – Mar’30	Surveying and pegging completed Approved general plans	TPO	10	10	10	10	10

Objective 5: Improved safety of life and property

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Develop an environmental health risk management plan	1.3 Status of the environmental health risk management plan	✓ Plan completed, approved	Apr'29 – Mar'30	Availability of expertise and funds	EPHM			200		
2. Finalization of the PPTC Disaster Risk Management Plan	2.1 Status of the PPTC Disaster Risk Management Plan	✓ Plan completed, approved	Apr'26 – Mar'27	Availability of expertise and funds	EPHM	30				
3. Develop Climate Change Resilience Strategies	3.1 Availability of Climate Change Resilience Strategies	✓ Strategies in place, implemented	Apr'26 – Mar'28	Availability of expertise and funds	EPHM		200	100		
4. Support crime reduction initiatives collaboratively with REPS	4.1 Reduction in criminal activity in Pigg's Peak urban area 4.2 Neighbourhood watch schemes introduced	✓ ≥ 50% reduction ✓ 6 schemes	Apr'26 – Mar'31	Effective collaboration with REPS	SSM	10	10	10	10	10

THEME 6: GOVERNANCE & INSTITUTIONAL DEVELOPMENT

Strategic Objective 1: Building stronger stakeholder relations for improved collaboration

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Develop a stakeholder engagement framework	1.1 Status of the stakeholder engagement framework	✓ SEF in place, in use	Jul'26 – Mar'27	Internal expertise availability	CEO	10	10	10	10	10
2. Develop and implement feedback mechanisms	2.1 Status of feedback mechanisms	✓ Feedback mechanisms established, operational	Jul'26 – Mar'27	Internal expertise availability	CEO	10	10	10	10	10

Strategic Objective 2: Improve management capacity for service delivery

Action	KPI	Target	Period	Assumptions	Champ	Budget (E'000)				
						Y1	Y2	Y3	Y4	Y5
1. Conduct staff skills gap analysis	1.1 Status of skills gap analysis	✓ 1 skills gap analysis concluded ✓ Staff training & development plan produced	Apr'26 – Mar'27 Apr'26 – Mar'27	Availability of expertise and funds	HRO		30		30	
2. Formulate a management development program	2.1 Status of management development program	✓ Management development program in place, implemented	Apr'26 – Mar'27	Availability of expertise and funds	HRO		100	100		
3. Roll out Performance Management	3.1 Status of the PMS	✓ PMS launched	Jul'26 – Mar'27	General staff capacitated on PMS	HRO	20	20	20	20	20

System at all Levels										
4. Promote Staff wellness and mental health	4.1 Status of wellness and mental health	✓ Healthy and high performing workforce	Apr'26 – Mar'27	Availability of expertise and funds	HRO	15	15	15	15	15
5. Introduce succession planning and mentorship	5.1 Status of succession planning and mentorship	✓ Succession plan and mentorship developed	Apr'26 – Mar'27	Availability of expertise and funds	HRO	10	10	10	10	10
6. Build Skilled, digitally literate workforce	6.1 Status of digitally and SHEQ literate workforce	✓ Staff equipped for digital governance ✓ Staff & management trained in SHEQ	Apr'26 – Mar'27	Availability of expertise and funds	HRO	40	40	40	40	40
7. Develop and adopt a Council-wide SHERQ policy and framework aligned with national standards.	7.1 Available SHERQ Manual	✓ 1	April 2026		EPHM	-	10	-	-	-
8. Integrate quality management systems (QMS) into service delivery processes.	8.1 Status of integration	✓ QMS Manual in place; ✓ Council QMS Certification	March 2026-April 2028		EPHM	40	40	100	40	40