

Ezulwini Municipality



2025/26

Annual Report

Discover Happiness

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Governance

1. Councillors

At the highest level of the Municipality, the Councillors constitute the political foundation. Among the eight Councillors who serve on the Council, six (6) are elected from each of the six wards, while the remaining two are appointed by the Honourable Minister of Housing & Urban Development. The Council's primary role is to provide strategic oversight in accordance with the Urban Government Act of 1969. Councillors act as

a vital link between ratepayers and residents and the Municipality's Administrative body. As a result, they play a crucial role in ensuring that the Administration effectively delivers services for the benefit of all ratepayers.

Councillors are non-executive and convene monthly statutory meetings, along with occasional special meetings that are organized as needed to address specific issues. Within the Municipality, there exists a Finance Committee composed of three Councillors and the Council Chairperson, who serves as an ex-officio member.



COUNCIL COMPOSITION

Following the 2023 Local Government Elections, three (3) Councillors were elected, namely: Current Council Chairperson, Councillor C. Hlophe (Ward 4), Council Deputy Chairperson, Councillor B. Mbongo (Ward 3), and Councillor Dr. E. Mazibuko (Ward 1). The remaining five councillors were appointed by the then Minister, Prince Simelane.



Cllr Comfort Hlophe

Council Chairperson

Cllr. Hlophe is an elected member of the Council representing Ward 4. Cllr Hlophe serves in Council as the Council's Chairperson, as elected by councillors. He holds a National Certificate in Electrical Engineering from Mlumati Technical Institute (Ehlandzeni TVET) RSA. Cllr Hlophe is a Managing Director of Comzac Investments which specialises in IT, Networking, Multifunctional Copiers, Printers and Computers. Cllr. Hlophe is also the Bhabhabha Investment Director, which deals with the Trucking Business and Property Business in Eswatini and RSA.



Cllr Bongile Mbingo

Deputy Chairperson and Councillor

Cllr. Mbingo is an elected member of the Council representing Ward 3. She is also the current Council Deputy Chairperson, as elected by all councillors. Cllr. Mbingo is a holder of an MSc in Leadership and Change Management from Leeds Metropolitan in the United Kingdom. She has worked for several public and private organisations as an employee and as a board member.

COUNCILLORS 2025/26



LONG-TERM

VISION

A premium destination
for tourism, innovation and
quality living in Africa



MISSION

STATEMENT

**To enhance the quality of life for all
our stakeholders** by providing sustainable,
innovative and efficient services and infrastructure
to leverage on our uniqueness



Cllr Darron Raw

Cllr. Raw is an appointed Ward 6 Councillor, as appointed by the Honourable Minister for Housing & Urban Development. Cllr Raw serves in the council as a member of the Finance Committee. He is a holder of a B. Com. Degree from the University of KZN in South Africa. He is a former Board Member of the Eswatini Tourism Authority and an active entrepreneur through directorship of five locally based companies in the property and tourism sectors. These companies include Swazi Trails and Legends Shared.



Cllr Zodwa Dlamini

Councillor Zodwa Dlamini is an appointed councillor, as appointed by the Honourable Minister for Housing and Urban Development. Cllr. Dlamini is a holder of a Diploma in Human Resources. She has worked as a Labour Officer at the Ministry of Labour and Social Security for 15 years. Cllr. Dlamini has also worked as a Labour Relations Officer in the ILO conciliation field, then moved to the Ministry for Housing and Urban Development as a Senior Human Resource Manager. Cllr. Dlamini is a board member with other private organisations.



Cllr Sandile H. Dlamini

Finance Committee
Chairperson

Cllr. Dlamini is an appointed Councillor having been appointed by the Honourable Minister for Housing and Urban Development. He is a Ward 2 Councillor and serves at Council as the Finance Committee Chairperson. He is an admitted Chartered Accountant - Eswatini. He holds an ACCA from the UK. He also holds a Certification in Risk Management Assurance. He is an admitted Professional Internal Auditor by the Institute of Internal Auditors in South Africa.



Cllr Dr. Edmund Mazibuko

Cllr. Mazibuko is an elected member of the Council representing Ward 1. Cllr Dr Mazibuko also serves in Council as the Finance Committee Deputy Chairperson. Cllr. Dr. Mazibuko is a holder of a Doctor of Philosophy from Edith Cowan University of Australia, a Master in Education from the University of Wales in the UK, a Bachelor of Education as well as a Diploma in Education also from UNESWA.



Cllr Jabulani Mathonsi

Cllr. Mathonsi was appointed as a councillor by the Honourable Minister for Housing and Urban Development.

He has served the government of Eswatini for over three decades, as an accounting officer in various ministries and departments, including that of Foreign Affairs, serving the Kingdom of Eswatini abroad. Other ministries served, include but are not limited to, the Ministry of Education, Ministry of Finance, Ministry for Housing and Urban Development. The Cllr. is a holder of a certificate in Accounting and business studies from the University of Swaziland and A.A.T. from the United Kingdom.



Cllr Refiloe Mamogobo

Cllr. Mamogobo was appointed as a Councillor by the Honourable Minister for Housing and Urban Development as a representative of Ward 5.

She holds a CBMBA from Bangor University (UK), an LLB (UNISWA), and a BA in Law (UNISWA). Admitted as an Attorney of the High Court, Notary Public and Conveyancer.



MAYOR'S REMARKS

Cllr Comfort Hlophe

“

Our focus will remain on responsible governance, sustainable infrastructure, economic development, environmental resilience, social inclusion, and responsive municipal services.”

It is my privilege to present the Ezulwini Municipality Annual Report for the 2025/26 financial year. This report provides an account of the work undertaken by Council and the Administration during the year, as we continued to pursue our mandate of providing quality municipal services, supporting sustainable development, and creating an enabling environment for the social and economic advancement of our communities.

The year under review has been characterised by meaningful progress across several areas of municipal responsibility. Council continued to provide strategic oversight while the Administration translated Council resolutions and the Municipality's strategic priorities into programmes, projects, and services for the benefit of residents, businesses, and visitors.

A significant milestone during the year was the completion of the preparation of the **Ezulwini Town Planning Scheme 2025**. The Scheme is currently in use within the Town and awaits the requisite ministerial signature. Council also advanced local economic development through the hosting of sixteen (16) flea-market events, youth engagement initiatives and entrepreneurship programmes aimed at strengthening opportunities for young people and informal traders. The rehabilitation of Mukela Public Open Space, including recreational and fitness facilities, is another important investment in the quality of life of our communities.

Council also made progress in strengthening environmental management and public health. The Municipality continued to improve waste collection and recycling, implementing the At-Source Waste Separation Programme and collecting substantial volumes of municipal waste during the year. Public health interventions included health-clearance inspections, food-outlet grading, food-safety awareness, and a rabies vaccination campaign. These initiatives demonstrate Council's commitment to maintaining a clean, safe, and healthy urban environment.

Infrastructure development remained a vital component of our programme. During the year, the Municipality installed **eighty-five (85) solar-powered streetlights**, upgraded approximately **300 metres of Buhleni Street**, including pedestrian and stormwater infrastructure, and completed the Dr Stevens Road drainage and concrete-road project. These interventions address practical needs relating to mobility, pedestrian safety, stormwater management, and public safety.

The year also saw continued growth in development activity. The Municipality received fifty building applications, comprising residential and commercial developments, while twenty-four

applications were approved. This activity reinforces the importance of ensuring that urban growth is meticulously planned, adequately serviced, and aligned with the Municipality's long-term development objectives.

Council recognises that service delivery is sustained not only by infrastructure and programmes, but also by the people and systems behind them. During the year, significant attention was therefore given to staff development, digital transformation, cybersecurity, communication, and institutional strengthening. The Municipality also completed the development and secured Council approval of the **IDP 2026–2031**, following extensive engagement with wards, businesses, and other stakeholders.

As we reflect on these achievements, we must also acknowledge the challenges that remain. Demand for social services continues to place pressure on available resources, while improvements in performance management, IT risk management, disaster recovery, communication, and community participation remain critical areas for continued attention.

On behalf of Council, I extend my appreciation to our residents, ratepayers, businesses, development partners, community organisations, Government ministries, and all other stakeholders who contributed to the Municipality's work during the year. I particularly commend the employees of Ezulwini Municipality for their commitment and dedication to service delivery. In addition, I take this opportunity to give special appreciation to my fellow honourable Councillors who have made these achievements possible.

As Council enters the next phase of implementing the IDP 2026–2031, our focus will remain on responsible governance, sustainable infrastructure, economic development, environmental resilience, social inclusion, and responsive municipal services.

I thank you.

Cllr Comfort Hlophe
Mayor



CEO'S REMARKS

Cllr Comfort Hlophe

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"The 2025/26 financial year was a year of implementation, institutional strengthening, and continued transformation for Ezulwini Municipality

The 2025/26 financial year was a year of implementation, institutional strengthening, and continued transformation for Ezulwini Municipality. Against a backdrop of increasing expectations for efficient municipal services, urban growth, and sustainable development, the Administration remained focused on translating Council's strategic direction into practical programmes and measurable interventions.

A major institutional milestone was the completion and approval of the Municipality's **Integrated Development Plan 2026–2031**. The process involved extensive stakeholder engagement through ward consultations, business forums, and validation meetings, culminating in Council's approval of the Plan on 11 December 2025. The IDP provides the strategic framework for the Municipality's priorities in infrastructure development, economic stimulation, social equity, environmental resilience, and good governance.

The Town Planning Department made important contributions towards orderly urban development. The preparation of the Ezulwini Town Planning Scheme 2025 was completed, while the Department continued to support local economic development through flea markets, youth entrepreneurship initiatives, public-open-space management, and the introduction of GIS-based citizen-engagement and land-information platforms.

The Engineering Department delivered several projects with direct implications for mobility, public safety, and climate resilience. These included 85 solar-powered streetlights, the upgrading of approximately 300 metres of Buhleni Street and the completion of the Dr Stevens Road drainage and concrete-road project. The Department also continued development-control functions and supported significant private and institutional investment within the Municipality.

Environmental and public-health services remained central to municipal operations. The Municipality collected approximately 1,977.52 tonnes of waste during the reporting period, while recyclable materials increased compared with the previous financial year. The At-Source Waste Separation Programme continued to expand, supported by civic education, community partnerships, and youth participation. Public-health activities included food-safety inspections, food grading, health-clearance certification, condemnations, and animal vaccination.

Social Services continued to provide interventions in community development, youth participation, mental wellness, HIV/AIDS prevention, gender-based-violence awareness, and Home-Based Care. The Department also identified staffing and resource limitations as constraints affecting programme coverage, highlighting the need for continued institutional support and partnerships.

From an organisational perspective, Corporate Services strengthened the Municipality's human-resource capacity, professional development, information technology, cybersecurity,

communications, and governance systems. The Municipality had 58 employees at the end of March 2026, supported five Graduate Trainees and 13 interns, and facilitated 23 training programmes. IT infrastructure was strengthened; cybersecurity awareness was expanded and digital platforms such as SharePoint and Inspect Xplore were advanced.

Communication and stakeholder engagement also received greater attention. The Municipality expanded its digital presence, maintained direct communication with residents and introduced dedicated mechanisms for customer support and fraud reporting. At the same time, the Administration recognises that digital communication cannot entirely substitute for traditional engagement, particularly given the continuing digital divide within the community.

The year was not without challenges. The Administration must continue addressing human-resource capacity, full implementation of performance management, IT risk and disaster-recovery requirements, ageing ICT infrastructure, stakeholder communication and the increasing demand for social services. These matters have informed the priorities for the next implementation cycle.

Looking ahead, the Administration will focus on translating the IDP 2026–2031 into departmental Service Delivery and Budget Implementation Plans, strengthening monitoring and evaluation, improving municipal infrastructure and service systems, expanding community participation, and ensuring that available resources are deployed efficiently and responsibly.

I wish to express my appreciation to the Mayor and Council for their strategic direction and oversight, to the Heads of Departments and all municipal employees for their dedication, and to our residents, businesses, partners and stakeholders for their continued cooperation and participation in municipal programmes.

The 2025/26 financial year demonstrates that sustainable municipal development requires a combination of sound governance, capable people, effective systems, responsible infrastructure investment and constructive partnerships. The Administration remains committed to building on the progress achieved during the year and to delivering a responsive, resilient and service-oriented Municipality.

Mathokoza Shongwe
Chief Executive Officer

The Town Planning Department would like to present the following report on activities carried out in the period from April 2025 to March 2026.



01

TOWN PLANNING

DEPARTMENT
Report



2 GIS PLATFORMS Citizen Engagement

Expanded digital access to municipal services, land-use information and citizen reporting.

16 FLEA MARKETS 42 stalls • 100% booked

Strengthened informal trade and boosted local economic vibrancy.

10.3 HA Public open spaces cleared & maintained

Improved the usability, cleanliness and accessibility of public spaces across Ezulwini.

INTRODUCTION

Through continued efforts to implement the Ezulwini Municipality's IDP as well as the Ezulwini Town Planning Scheme, 2018, the Department's achievements in the 2025/26 financial year are an outcome of collaboration with Council, Ezulwini Municipality management, external and corporate partners, as well as community stakeholders.

1. KEY ACCOMPLISHMENTS:

- The Development of a new Ezulwini Town Planning Scheme.
- Hosted 16 flea markets to enhance informal economic activity.
- Economical Empowerment of waste

separators

- Rehabilitation of Mukela POS
- GIS Citizens engagement applications

2. FUTURE GOALS

Development and activation of at least two public open spaces within the urban area by the end of the 2026/27 financial year.

3. SUMMARY OF LAND-USE APPLICATIONS (PER TYPE: 2025/26)

The Department processed six (6) land use applications during the 2025/2026 Financial Year. This shows a 33.3%. decrease compared to the previous financial year, where nine (9) applications were processed.

Type of Application	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Total
Special Consent Applications				2			2
Home Offices Application							0
Rezoning applications				1			1
Subdivisions				2		1	3
Human Settlements							0
Variations							0
Sectional Title Applications							0
Total	0	0	0	5	0	1	6

Table 1: Land use applications processed in the 2025/26 financial year

Difference in land use applications in the past three financial years

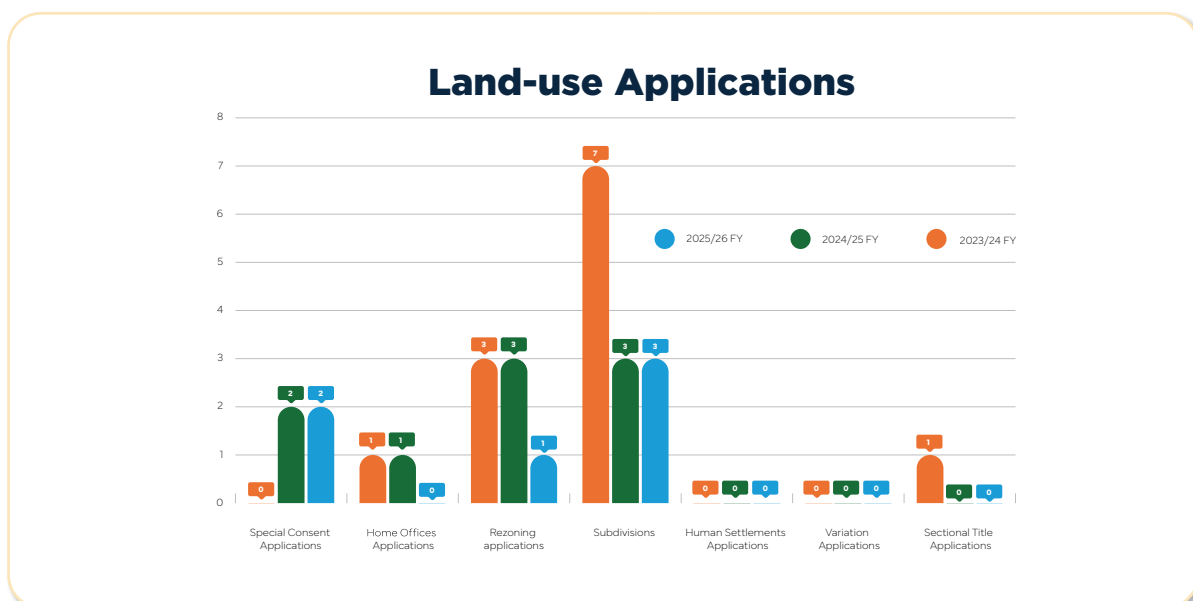


Figure 1: Difference in land use applications from the last three financial years

4. PREPARATION OF EZULWINI TOWN PLANNING SCHEME

The Municipality has completed the preparation of the Ezulwini Town Planning Scheme 2025. The Scheme is awaiting signature by the Minister at the Ministry of Housing and Urban Development. However, the Scheme is applicable and in use in the Town.

5. LOCAL ECONOMIC DEVELOPMENT

5.1 Ezulwini Youth Forum

The Ezulwini Youth Business Forum was held on October 25th, 2025, at the Mananga College through the collaboration between the Municipality and the Youth Chamber of Commerce and Industry. The forum aimed to address the Municipality's

challenge of lack of a comprehensive youth database. A total of 41 participants attended and identified key challenges affecting their economic participation, including difficulty in accessing start-up and expansion funding, high business operating costs due to Ezulwini's premium market status, high unemployment and crime that affect local purchasing power and business safety, limited access to centralized information on opportunities, and a mismatch between existing youth skills and the practical competencies required for business success, particularly in financial management and digital literacy. The participants were mostly from the peri urban area and with only one member from the urban area.



Image 2: Ezulwini Youth Forum participants

5.2 Unemployment Reduction Initiatives

The Department facilitated cooperative awareness and entrepreneurship training programmes aimed at empowering youth and promoting sustainable waste management initiatives within the Town. Cooperative awareness training was conducted by the Eswatini Co-operative Development College (ECODEC) on 14 November 2025 at the Municipal Offices, with 17 waste separation volunteers participating. The training introduced participants to cooperative principles, governance structures, and the opportunities available within the waste recycling sector, enabling them to make informed decisions on participating in future cooperative initiatives. Additionally, the Municipality engaged Enactus Eswatini to facilitate a three-day entrepreneurship

training programme for 16 youth from the Ezulwini community from 5-6 and 12 March 2026. The programme focused on the "Waste-to-Wealth" and circular economy approach, focusing on sustainable business practices, enterprise development, and professional service delivery. Participants were guided on cooperative registration processes, election of a management board, allocation of member roles, and the preparation of investor-ready business plans supported by realistic financial projections, including 24-month cash flow forecasts, income statements, and balance sheets. The training programme marked an important milestone in promoting youth empowerment and entrepreneurship development within the Town.



Image 3: Cooperative awareness training

The Office hosted sixteen (16) flea market events on Saturdays at Tea Road opposite the Crescent Shopping Centre as part of its ongoing Local Economic Development (LED) programme. The initiative aimed to empower informal traders by providing a structured and accessible platform for small businesses to generate income and contribute meaningfully to the local economy. Informal trading continues to play an important role in the town's economic landscape by creating employment opportunities, supporting livelihoods, and encouraging entrepreneurship, particularly amongst youth and small-scale entrepreneurs.

The flea market accommodates forty-two (42) stalls, which continue to demonstrate the growing demand for informal trading opportunities within the town. In addition to supporting traders, the flea market attracts visitors into the town. The continued success of the programme highlights the importance of supporting and integrating the informal sector as a key component of the town's overall economic development strategy.

6. PARKS MANAGEMENT

6.1 Maintenance of Public Open Spaces

The Ezulwini Municipality's public open spaces were maintained and kept clear while working on strategies to activate the public open spaces so they can be used by the public. 10.3 hectares of land was cleared and maintained in the year.

PLOT DESCRIPTION	AREA (square meters)
45 Goje Township	2514
37 Mountain View Township	26712
12 Mahlanganisa Township	2433
129 Mantenga Township	13614
131 Mantenga Township	3498
132 Mantenga Township	38743
10/35 Natex Township	3498
11/35 Natex Township	502
38 Mountain view Township	10568
4 Thembelisha Township	1486
Total	103496 (10.3 Hectares)

Table 2: Public Open spaces cleared in the financial year

6.2 Mukela Public Open Space Rehabilitation

Following the engagement of the maintenance contractor in March 2025 to rehabilitate Mukela Township POS, several amenities have been rehabilitated to enhance the park's usability for the Mukela community. The planned upgrades included a multi-functional court, braai areas, a kids' play area, and outdoor gym equipment to promote fitness and recreation. The POS has been completed and all the amenities have been completed.



Image 4: Images of the progress at the Mukela POS



Africa, the Municipality has successfully developed digital platforms aimed at expanding the use of GIS beyond the Town Planning Department to other municipal departments and the wider community. The platforms include a Citizen Engagement Platform, which enables residents to report faults and service-related issues within the Municipality, and a Parcel (Land) Viewer Platform, which allows users to view property boundaries, actual land use, zoning information, and street addresses. The platforms can be accessed via the following link:

<https://ezulwini-citizen-engagement-platform-eztc.hub.arcgis.com/>.

7. GIS Products for the Municipality

After several months of collaboration with ESRI South

Image 5: Citizens Engagement Platform

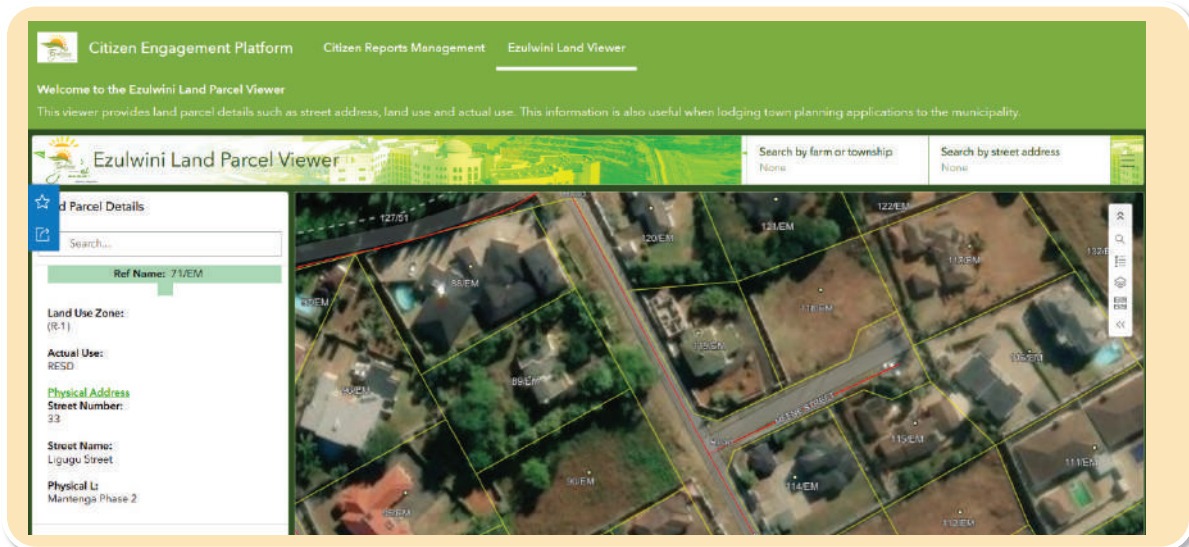


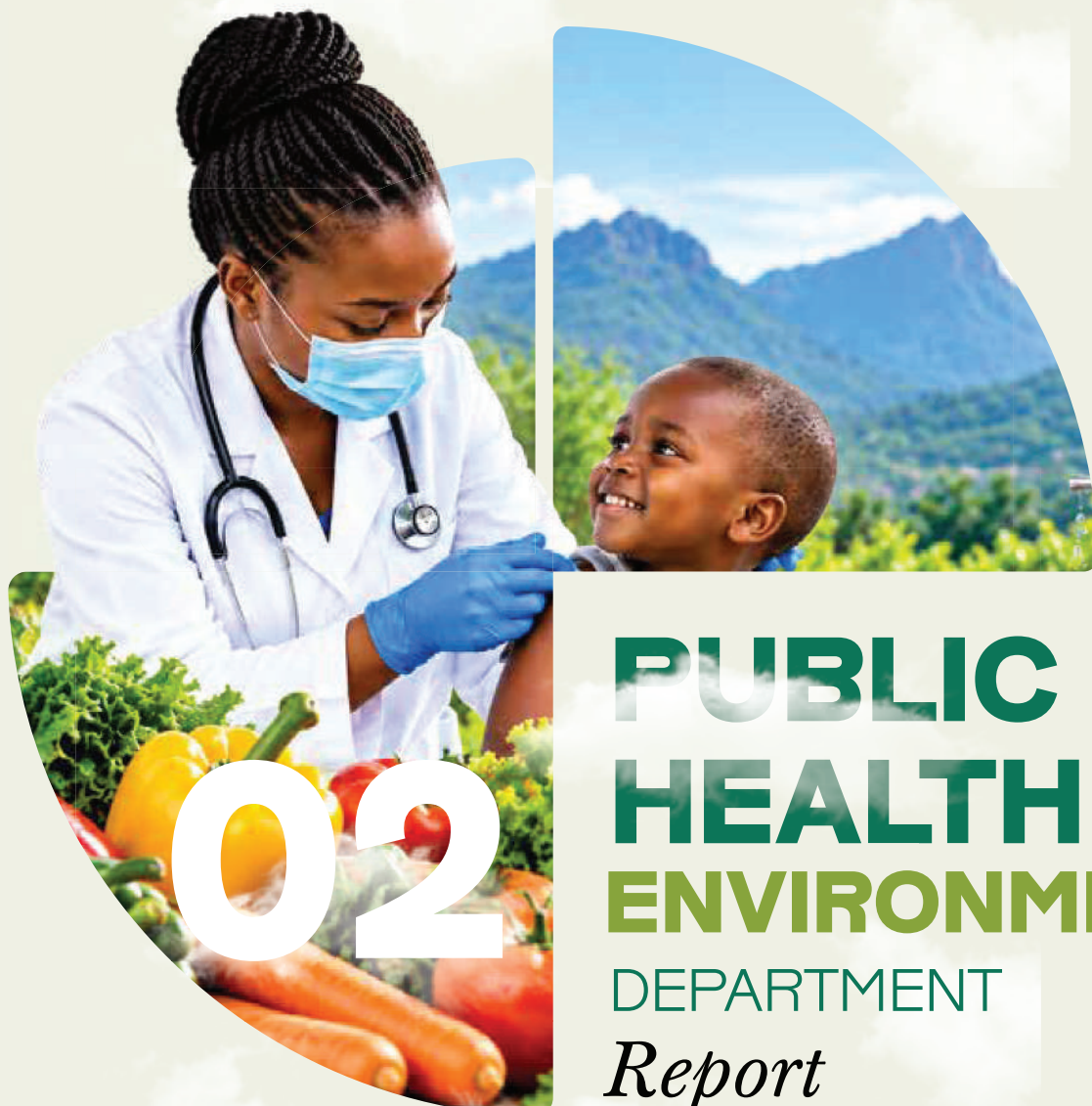
Image 6: Ezulwini Parcel Viewer

8. OUTDOOR ADVERTISING

To ensure the efficient and uniform installation of outdoor decorations, particularly flags, the Town has procured and installed flag channels at strategic locations along the MR103. This initiative is aimed at enhancing preparedness, especially as the Town frequently hosts state visits. With ongoing developments and the anticipated completion of the International Convention Centre (ICC), the Town expects an increase in visitors and National events that will require the regular installation of flags. In response, the Department has proactively procured flag channels and poles to facilitate quick, consistent, and efficient installation whenever required.



Image 7: Installed flag pole channels



PUBLIC HEALTH AND ENVIRONMENT

DEPARTMENT *Report*



Content

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74 Health Clearances

Strengthened food safety compliance.

46 outlets inspected & graded

Improved food hygiene standards.

26% waste diversion rate

Boosted recycling and sustainability.

KEY ACCOMPLISHMENTS

- Submission of 11 Municipal Bye-Laws and User Fees at the Ministry of Housing and Urban Development.
- Completion of State of Environment Report.
- Improved Quality of service through certification of Council to ISO 9001:2015 Quality Management System.
- Improve response and resilience of the town to disasters by operationalising the Disaster Risk Reduction component within Council.
- Procurement of additional material for waste collection and disposal services.
- Use of Inspect Explore application for processing of Health Clearance Certificates (HCC)

INTRODUCTION

The Public Health and Environment Department present its report of activities conducted during the Financial Year 2025/2026.

This is achieved through the delivery of key services such as:

- Environmental Management Waste management
- Food Safety management
- Occupational Health and Safety management
- Disaster management

These activities align with the Sustainable Development Goals

- **SDG 3:** Good Health and Well being
- **SDG 6:** Clean Water and Sanitation
- **SDG 11:** Sustainable Cities and Communities

- **SDG 12:** Responsible Consumption and Production
- **SDG 13:** Climate Action
- **SDG 15:** Life on Land

1. PUBLIC HEALTH

1.1 Health Clearance Certificates

A health clearance certificate is a certificate that is issued to food establishments to demonstrate compliance to the Food Handling Regulations. The certificate is valid for a period of six (6) months and renewable thereafter.

The Office issued a total of **74 Health Clearance Certificates (HCC)** during the year under review, primarily for the renewal of restaurant and liquor licenses.

Number of Health Clearance Certificates FY 2025/2026

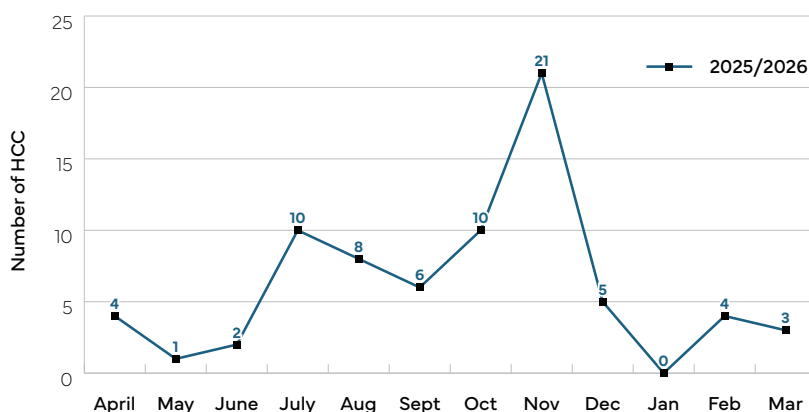


Figure 1: Health Clearances issued in the financial year 2025/26

Figure 1 indicates a significant increase in application of health clearances submitted to the Office particularly around the month of July and November. The increase during these months is caused by the annual food grading activity which prompts outlets to apply for health clearance to prepare for the grading.

Equally so during the month of November most of the liquor license issued by the Ministry of Commerce had expired and hence 21 establishments applied for liquor license. The trends are seen in both financial years 2024 and 2025 as shown in the figure in the next page.

Number of Health Clearance Certificates Issued in the last 2 years

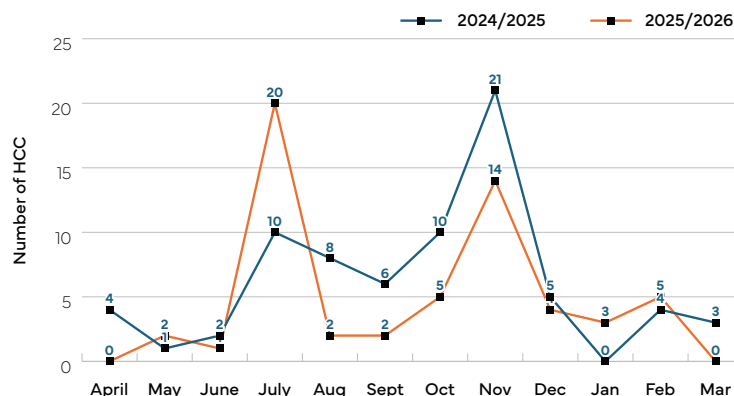


Figure 2: Summary of health clearances issued over previous 2 years

1.2 Routine Inspections

Routine inspections are unannounced periodic inspections conducted as a part of an ongoing regulatory scheme based on the establishment's risk category.

The Office conducted **70 routine** inspections during the review period, with 57 Notices of Violation (NOVs). The month of June 2025 was the most intensive month with 22 inspections and 18 NOVs. Below is a summary of the inspections conducted monthly.

Annual Routine Inspections FY 2025/26

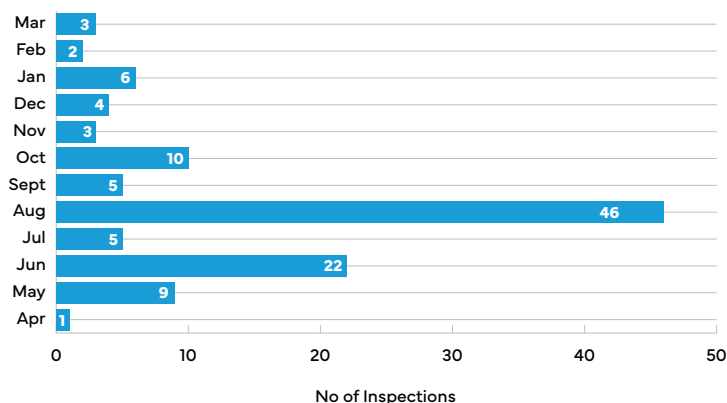


Figure 3: Number of routine inspections conducted in previous financial years.

1.3 Food Safety and Hygiene Seminar 2025

The Office hosted a Food Safety and Hygiene Seminar at Happy Valley Hotel & Casino, bringing together stakeholders from hospitality, food service, and property management sectors. The seminar provided regulatory updates, expert presentations, and discussions on improving food safety compliance and public health.

Key Outcomes of the seminar emphasized the importance of regulatory compliance, hygiene, and emergency planning in protecting public health. Participants gained practical knowledge of legal standards, risk management, and operational improvements, while the event also strengthened stakeholder collaboration and highlighted the need for ongoing education and enforcement.



Image 5: Food handlers and Store Managers at the Food Seminar hosted by Council during the month of July 2025

1.4 Food Outlet Grading

Grading of food outlets provides knowledge to customers on the status of hygiene in food premises and the general condition of the food commodities prior to purchasing.

The Office conducted the annual grading of food outlets for all establishments within Ezulwini. A total of **46 food establishments** were inspected and graded, with the summary of the grades obtained presented in Figure 6.

Food Establishment Grading for the FY 2025/26

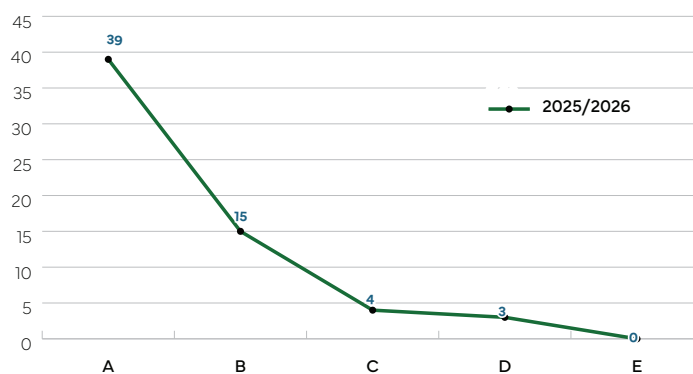


Figure 6: Outcome of the Annual Food grading for the current year.

During the year under review, the Council observed a notable improvement in the performance of food

establishments, as there was a **5% increase in A-graded** outlets.

Food Outlet Grading Results over the past 3 years

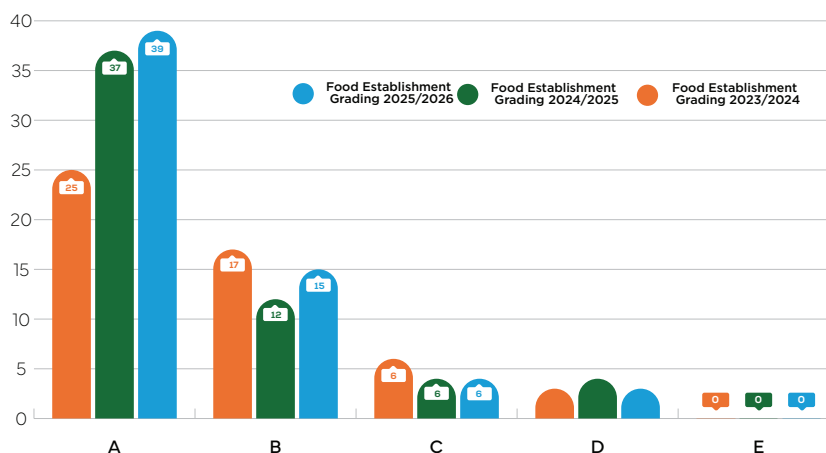


Figure 7: Food grading inspections conducted in previous financial years.

1.5 Condemnations

The disposal of any food that is diseased, unsound, unwholesome, or otherwise unfit for human consumption.

A total of **7.24 tonnes** of expired and damaged food items were seized from various food establishments within the town during the year under review. This was undertaken in accordance with the **Public Health (Food Hygiene) Regulations, 1973**, which require that food which is unsound, unwholesome, or otherwise unfit for human consumption be condemned and destroyed or

disposed of to protect public health.

Compared to the previous reporting period, the quantity of condemned food decreased by **33%**. This reduction is attributable to increased awareness among food business operators regarding proper food handling and storage practices, as well as strengthened routine food safety inspections and enforcement activities undertaken by the Municipality. The decline in condemned food suggests improved compliance with food hygiene requirements and enhanced food safety management across food establishments.

Condemned Waste of the past 3 years

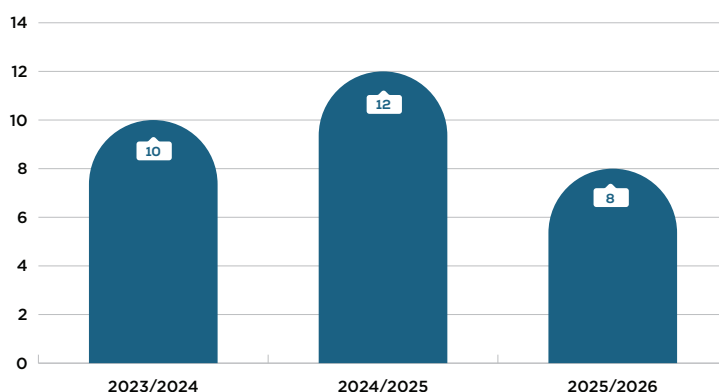


Figure 8: Summary of condemnations in for the past 3 years

Figure 8: Summary of condemnations in for the past 3 years

1.6 Rabies Campaign - Dogs and Cats Vaccinations

In collaboration with the Ministry of Agriculture's Veterinary Unit, the Office facilitated a rabies vaccination campaign covering **four (4)** community

stations: Local Authority Offices, Ligugu Street (Mantenga), Mahlanganisa Street (Spintex Village), and Galp-Midway. A total of 120 animals were vaccinated (112 dogs and 8 cats).



Image 9: Residents vaccinating their dogs and cats at the Local Authority Premises

2. ENVIRONMENT MANAGEMENT

2.1 Waste Management

The Municipality through the Public Health and Environment Department manages all municipal solid wastes (MSW) generated across the Municipality. Waste collection is carried out once a week in the residential sector and more regularly

in the commercial sector. A total of **1,977.52 tons** of total waste was collected in Ezulwini in the year under review. Of those quantities **42%** of that waste was from the commercial sector, **30%** from the residential sector and about **11%** of the total waste collected was diverted for recycling purposes. Figure 9 below, illustrates the quantities of waste collected.

Waste Collected over the past 2 years

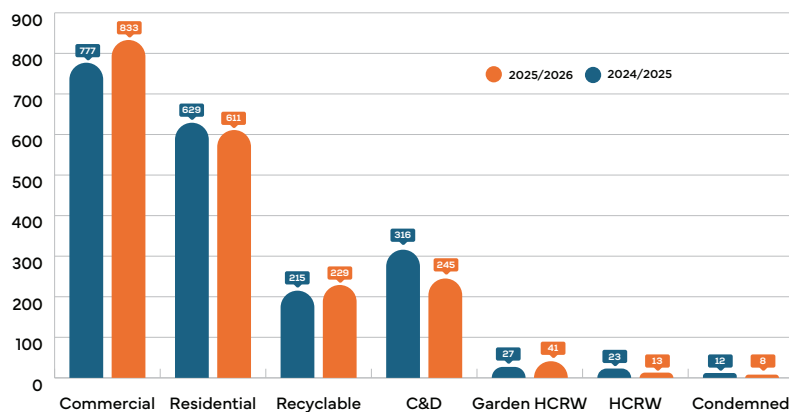


Figure 10: Summary of total waste volumes collected over the past 2 financial years.

The above figure compares waste collected across the various waste streams over the past two (2) financial years.

- **Commercial waste** increased from 777 tonnes in 2024/25 to 833 tonnes in 2025/26, reflecting growth in economic and business activities.
- **Recyclable materials** also increased from 215 tonnes to 229 tonnes, indicating improved participation in waste separation and recycling programmes.
- In contrast, **residential waste** declined slightly from 629 tonnes to 611 tonnes, suggesting that waste segregation initiatives

are reducing the amount of household waste disposed of at landfill.

- **Construction and demolition (C&D) waste** decreased significantly from 316 tonnes to 245 tonnes, while Health Care Risk Waste (HCRW) declined from 23 tonnes to 13 tonnes.
- **Garden waste** increased from 27 tonnes to 41 tonnes, whereas condemned food waste decreased from 12 tonnes to 8 tonnes, reflecting improved food handling practices and strengthened food safety compliance

2.2 Commercial Waste

Annual Commercial Waste 2025/26

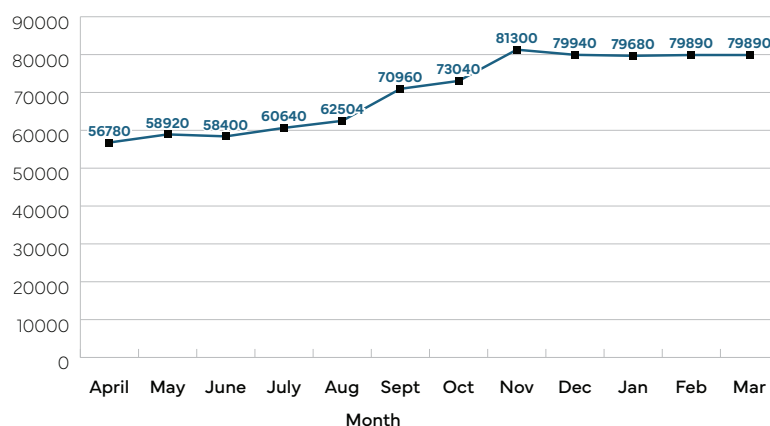


Figure 11: Commercial waste collected in the financial year 2025/26

Figure 11 illustrates a steady increase in commercial waste generated within the town over the reporting period. This trend is consistent with the growth in economic activity, commercial development, and business operations during the year under review. The increase in commercial waste reflects expanding

economic activity and is indicative of a growing local economy, while also highlighting the need for continued investment in efficient waste collection, recycling, and waste management infrastructure to meet the rising demand.

2.3 Residential Waste

Annual Residential Waste 2025/26

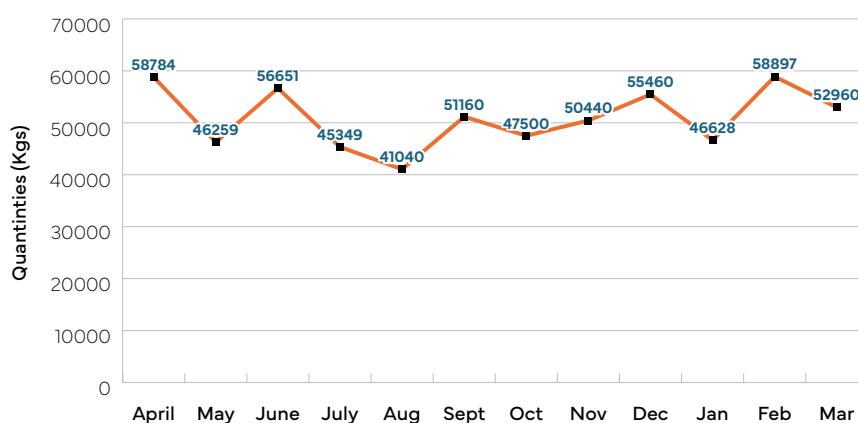


Figure 12: Residential waste collected in the financial year 2024/25

Residential waste is showing a declining trend during the period under review. This decrease can

be attributed to the successful implementation of waste segregation programmes targeting residential households, which have encouraged the separation of recyclable materials at source. Increased public awareness and participation in these initiatives have

contributed to diverting recyclable waste from the general waste stream, thereby reducing the volume of residential waste requiring disposal.

2.4 Recycling

Annual Recyclable Waste 2025/26

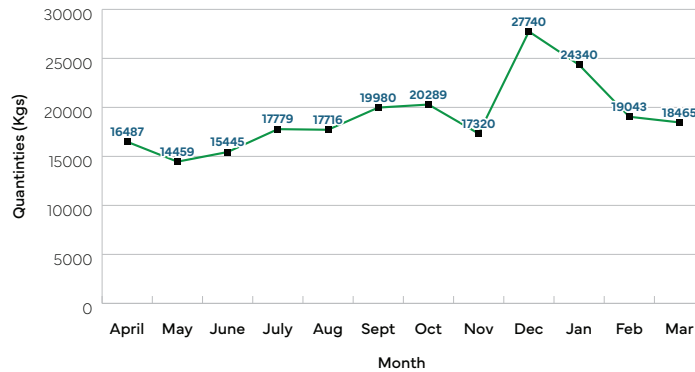


Figure 13: Recyclable materials collected in the financial year 2025/26.

Recyclable materials steadily increase in the quantity of recyclable materials recovered throughout the reporting period, with notable peaks recorded during the month of December. This increase can be attributed to heightened economic and tourism activities, which generated greater volumes of recyclable waste. The upward trend also reflects the continued success of the Municipality's waste separation programme and increased participation by households and businesses in recycling initiatives, resulting in higher waste diversion from landfill.

2.5 Health Care Risk Waste (HCRW)

HCRW is waste generated by healthcare activities that may pose a risk to human health or the environment because it is infectious, hazardous, toxic, radioactive, or capable of causing injury if not properly managed.

The Municipality does not own a final disposal facility to manage Health Care Risk Waste (HCRW). However, it performs an oversight and regulatory role to ensure that all healthcare facilities within its jurisdiction manage and dispose of HCRW in accordance with the **National Health Care Waste Management Guidelines**. Healthcare facilities are required to segregate, store, transport, and dispose of HCRW through approved and licensed waste management service providers to safeguard public health and the environment. The HCRW data presented in this report were obtained from Medisun Clinic, Clicks Pharmacy, Ezulwini Pharmacy, LinkMed Pharmacy, Artemis Medical Centre, and Ezulwini Private Hospital.

Annual Health Care Waste 2025/26

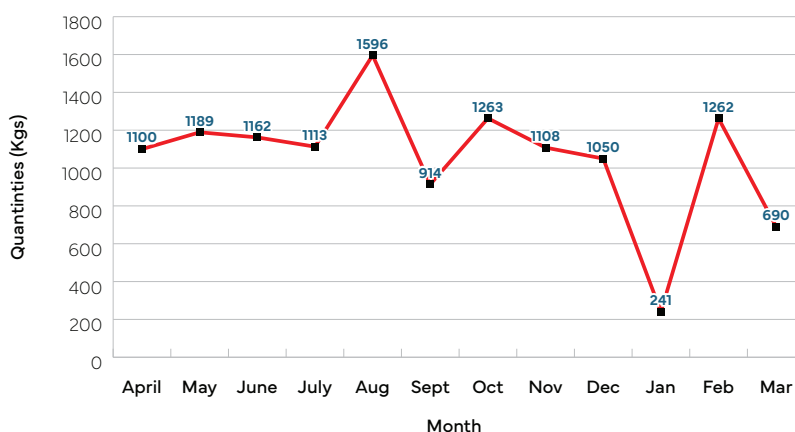


Figure 14: Health Care waste disposed in the financial year 2025/26.

Figure 14 shows that Health Care Risk Waste (HCRW) generation remained relatively stable throughout the 2025/2026 financial year, averaging approximately 1,000kgs per month. The highest quantity (1,596 kg) was recorded in August 2025, while the lowest (241 kg) was reported in January 2026, likely due to reduced healthcare activities and delayed waste collections during the festive period. Overall, the trend indicates consistent HCRW generation, with normal monthly fluctuations associated with healthcare service demand and operational factors.

3. Commemoration of Special Days

3.1 World Environment Day 2025

The office commemorated World Environment Day 2025 under the theme **"Ending Plastic Pollution"** through the successful launch of the town-wide At-Source Waste Separation Programme. The event was held at Corner Plaza, the event served as both a public education platform and a formal rollout of the programme. Stakeholders from across government, the private sector, schools, and community organisations attended, with notable participation from youth volunteers trained as waste ambassadors for the Waste Separation Programme. The event featured speeches and presentations by local corporate organizations, schools' Green Clubs, a theatre performance aligned with the theme, and an interactive public quiz session.

3.2 World Day for Safety & Health at Work Commemoration

In celebration of the World Day for Safety and Health at Work 2025 themed Revolutionizing Health and Safety: **The Role of AI and Digitalization at Work**, the Office organized a three-day program which started on April 28th – 30th 2025 sought to promote a good safety culture, raising awareness to all employees and innovation within the workplace. The commemoration focused on hands-on participation, knowledge sharing, and employee recognition, strengthening the Office's commitment to creating a safer and healthier work environment for all.

3.3 International Day for Disaster Risk Reduction

Guided by this year's theme, **"Fund Resilience, Not Disasters,"** the discussions focused on strengthening financial and institutional support for disaster resilience in Eswatini. Some of the speakers were National Disaster Management Agency, United Nations Development Agency, and Eswatini Environment Authority who shared opportunities for funding of the various disaster risk reduction activities. The Department of Forestry under the Ministry of Tourism and Environmental Affairs donated 30 indigenous trees, (six) 6 fire knapsacks, and (four) 4 fire beaters in support of the Municipality's ongoing resilience efforts.



Image 15: Group picture of the participants who attended the meeting

4. CIVIC EDUCATION

4.1 Waste Management in the Peri-Urban Area

The Municipality successfully launched a community-based waste management programme in partnership with the Ebuka

Community. As part of the initiative, the community identified a suitable site for the establishment of a buy-back centre to facilitate the collection and recycling of recyclable materials. To support the project, the Municipality provided perimeter fencing and a concrete slab to secure the site and prevent access by stray animals.

A Memorandum of Understanding (MoU) was subsequently signed between the Municipality and the community, outlining the roles, responsibilities, and the terms and conditions governing the partnership.

4.2 Green Anglican Clean-up Campaign

The Municipality attended the Green Anglican Clean-

up Campaign held at Mvutjini in the peri-urban area under the theme, **"Peace with Creation"**. The campaign was attended by various key stakeholders, including the leadership of the Diocese of Eswatini, Anglican Church leadership, the Mvutjini zone leader, the Eswatini Environment Authority (EEA), and the community at large.



Image 16: The CEO participating in the tree-planting exercise with Reverend Hlophe from the Diocese of Eswatini

5. Waste Separation for Corporate Stakeholders

5.1 Benchmarking Meeting

The Municipality successfully hosted a two-day benchmarking engagement with the Municipal Council of Mbabane (MCM), on the At-Source Waste Separation Programme. Day one included a structured presentation detailing the programme's strategic alignment, implementation stages, monitoring mechanisms, operational challenges, and future expansion plans. Day two involved a guided site visit, enabling delegates to observe collection operations, secondary sorting, and community engagement processes in practice. The benchmarking exercise strengthened inter-municipal collaboration, positioned Ezulwini as a leader in sustainable waste management, and created opportunities for continued knowledge sharing and regional programme replication.

5.2 Social Impact of the Waste Separation Programme on Youth Volunteers

The At-Source Waste Separation Programme continues to demonstrate significant social impact, particularly in empowering the youth who have served as volunteers throughout the implementation phase. Beyond contributing to improved environmental management, community awareness and behaviour change, the programme has created meaningful opportunities for skills development, livelihood enhancement, and long-term economic participation.

To support youth upliftment, the Office, through the Town Planning Department, partnered with the Eswatini Cooperative Development Enterprise (CODEC) to train the volunteers on the formation and management of cooperatives. In addition, a former volunteer who is now a qualified and registered Medical Care Practitioner, voluntarily trained five (5) current volunteers in First Aid Level 1. All five participants successfully passed their examinations and are now certified first aiders. This achievement not only enhances their employability but also improves the overall safety capacity within the programme.



Image 17: The PHEM, volunteers who are Certified First-Aiders and the Training Manager

5.3 ENVIRONMENTAL MONITORING OF CONSTRUCTION PROJECTS

The Council conducted inspections of two (2) construction projects to ascertain compliance with the **Environment Management Act of 2002**. Construction projects which are non-compliant with environmental requirements are served with Notices of Improvement which are subsequently followed by Prohibition Notices.

The following sites were inspected:

- Central Bank of Eswatini (CBE)
- Buhleni Street Road upgrade

6. INFORMATION, EDUCATION, COMMUNICATION (IEC) MATERIAL

The Office designed the following IEC materials in relating to Civic Education and commemoration of special days during the year under report.



Figure 18 & 19

7. INTEGRATED DEVELOPMENT PLAN (IDP)

7.1 Finalisation of Municipal Bye- Laws

The Council completed the drafting of 11 Bye-laws and User Fees which were submitted to the Ministry of Housing and Urban Development to facilitate gazetting process. The Ministry submitted these drafts the Attorney General Office for further scrutiny.

7.2 State of Environment Report (SOER)

The Office facilitated a validation meeting for the State of Environment Report which concluded the approval of the report. It was well attended by a diverse range of 53

stakeholders, including academia, NGOs, corporates, residents, and businesses. The meeting was officially opened by the Deputy Mayor, Councillor Hlophe, followed by

a presentation by the Eswatini Environment Authority (EEA), which highlighted the importance of the State of Environment reporting process.



Image 20: Stakeholders listening to the final SOER presentation at Royal Villas

7.3 ISO 9001:2015 Quality Management System

In line with **Strategic Objective Number 11; of Improving legislation, management systems and policies**. The Council started the implementation of ISO 9001 in 2024 with the assistance of a consultant. The Council was audited for Stage 2 Audit in 2026 and has subsequently attained certification for ISO 9001:2015.

7.4 At- Source Waste Separation Programme

The Municipality's At-Source Waste Separation Programme has been operational for the past two years and has contributed significantly to diverting recyclable waste from landfill. This has reduced the volume of waste requiring disposal, resulting in lower landfill disposal and operational costs while promoting sustainable waste management practices. Following its phased implementation, the programme was successfully rolled out across the entire town by March 2025, ensuring that all wards participate in waste separation at source and supporting the Municipality's waste diversion and circular economy objectives.



Figure 21: Summary of Performance of waste separation program

The Waste Separation Programme showed an overall upward trend during the reporting period. Recyclables diverted increased from **2.3 tonnes** in April 2025 to a peak of **9 tonnes** in December 2025 before declining to **5 tonnes** in March 2026. These results indicate improved participation and programme effectiveness in diverting waste from landfill which contributed **26% diversion rate**, despite normal seasonal fluctuations.

7.5 Waste Characterisation Survey

The Municipality conducted a Waste Characterisation Survey to determine the **composition and quantities of waste generated** within its jurisdiction. The survey involved the sorting, categorisation, and analysis of municipal solid waste into different waste streams, including organic waste, paper, plastics, glass, metals, textiles, and other residual waste.



Figure 22: Waste Composition in Ezulwini Urban Area

The survey conducted post-festive period showed a **notable increase in organic waste**, rising from **38% to 47%**, due to heightened food consumption (residents returning from festive holidays) and moisture content due to the wet weather experienced in the week of conducting the study. Conversely, **paper & cardboard waste (particularly rigid plastics)** dropped from **13% to 9%**, and **glass waste** declined from **14% to 10%**, suggesting a shift in consumption of packaging materials. Paper and cardboard waste increases during the festive season since it is used in gift packaging, shipping boxes, and decorations. Similarly, glass waste increases due to high consumption of various beverages during this period.

Sanitary waste increased from 4% to 7%, likely due to the return of residents from holiday travel, increasing household sanitary waste. Meanwhile, **finishes dropped to 2%**, possibly due to improved waste sorting with the return of domestic staff, as well as reduced dust generation in cooler weather. These shifts reflect seasonal consumption patterns and potential improvements in household waste management. **Recyclable content also declined post-festive, from 45% to 38%**, indicating higher recovery potential during the festive season.

8. Disaster Management

8.1 Hydrant Functionality Testing

The Municipality, in collaboration with the Eswatini National Fire Rescue and Emergency Services (ENFRES) and Eswatini Water Services Corporation (EWSC), assessed fire hydrants located in both residential and commercial areas. The exercise involved testing hydrants for functionality, water pressure, and accessibility to confirm their readiness for use during fire emergencies.



Image 23: One of the commercial hydrants being tested by Council and the National Fire Services

8.2 Town-Wide Fire Prevention Inspections and Compliance

The Municipality conducted town-wide fire prevention inspections across commercial centres, public institutions, and selected facilities. These inspections focused on evaluating fire safety measures such as the availability and condition of firefighting equipment, adequacy of emergency exits, and general compliance with fire safety standards.

9. Community Fire Safety Education and Awareness

9.1 School-Based Awareness

Fire safety education sessions were conducted at Ezulwini Catholic Primary School and Kobe Academy Learning. These sessions focused on basic fire prevention practices, emergency response actions, and evacuation procedures. Schools were prioritised as they host vulnerable populations and serve as effective platforms for instilling safety awareness at an early age.



Image 24: Fire Awareness session at Ezulwini Catholic Primary

9.2 National Care Points and Handicraft Market Awareness

Additional fire awareness activities were conducted at the Ezulwini National Care Points and the Ezulwini Handicraft Market. These locations were selected due to their high levels of public interaction and the presence of diverse community groups.

9.3 Establishment of Firebreaks

Firebreaks were established in wildfire-prone areas within the Municipality in collaboration with Mantenga Cultural Village. This intervention was undertaken to reduce the spread and intensity of veld fires, particularly in areas where natural vegetation interfaces with built-up environments. The creation of firebreaks remains a key preventive measure in mitigating wildfire risks.



Image 25: Fire Breaks being established by Council employees in Ezulwini.

9.4 Community-Based Disaster Risk Reduction (DRR) Outreach

Targeted disaster risk reduction outreach programmes were conducted in peri-urban areas, where vulnerability to fire incidents is often higher due to limited infrastructure and informal land-use practices. These engagements focused on raising awareness about fire prevention, safe land management, and the importance of early warning systems. The outreach also strengthened communication channels between the Municipality and local communities.



Image 26: Community outreach programs where Council participated

9.5 Donation of firefighting equipment

The Municipality 10 knapsack sprayers and 10 fire beaters to the Lobamba Fire Station. This donation significantly enhances the station's operational capacity, ensuring that it is better equipped to respond effectively to fire emergencies within the Ezulwini urban area and surrounding communities. Beyond strengthening emergency response capabilities, the donation also serves to reinforce the collaborative efforts between the Municipality and the Lobamba Fire Station.



Image 27: Donation of fire suppression equipment by Ezulwini CEO to Chief Fire Officer at Lobamba Fire Station

10. CAPITAL IMPROVEMENT PROJECTS

10.1 Procurement of fire fighting Equipment

The Municipality procured essential firefighting equipment, including knapsack sprayers, fire beaters, fire rake hoes, and a firefighting water bowser. These resources are critical in enhancing both wildfire suppression and rapid response capabilities.



Image 28: Newly water bouser that will assist Municipality respond in case of fire emergencies

10.2 Waste Skip Bins

The Council procured four (4) skip bins during the year under review to enhance waste collection capacity. The additional infrastructure will improve service delivery and help maintain a clean town, particularly in response to ongoing commercial development and increased waste generation.

Image 29: Newly procured skip bins





ENGINEERING

DEPARTMENT

Report



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85 Solar
Streetlights
Improved night-
time visibility

50 Building
Applications
Growing development
activity

300m Buhleni
Street
Upgraded road and
drainage

INTRODUCTION

The 2025/2026 financial year marked another significant period in the implementation of Ezulwini Municipality's mandate to build a safe, accessible, resilient and economically vibrant urban centre. Guided by the Integrated Development Plan (IDP) 2026–2031, the Comprehensive Mobility Plan and the Ezulwini Town Planning Scheme, the Engineering Department focused on infrastructure delivery, development control, asset management and engineering services that support sustainable urban growth and improved quality of life.

As the custodian of the Municipality's engineering infrastructure and development control functions, the Department continued to oversee roads, road reserves, stormwater drainage systems, street lighting, pedestrian walkways and road markings, while facilitating development in accordance with applicable planning, engineering and public safety requirements.

During the reporting period, the Department completed key infrastructure projects, including the installation of 85 solar-powered streetlights, the upgrading of approximately 300 metres of Buhleni Street and the upgrading of the Dr. Stevens

Road drainage system and concrete road. The Department also continued to support future infrastructure development through engagement with the Ministry of Public Works and Transport on the proposed Nshakabili Relief Road linking the MR103 to the MR3.

Development facilitation remained an important component of the Department's work. The Municipality received 50 building applications during the year, comprising 42 residential and 8 commercial applications, while 24 applications were approved. The Department also continued to support major developments, including the Central Bank of Eswatini Headquarters Phase 1 development and the Medisun Hospital development.

Overall, the Department's work during the year contributed to improved mobility and public safety, strengthened stormwater management and climate resilience, and facilitated orderly urban development and investment. These interventions support the Municipality's strategic priorities and contribute to the achievement of relevant Sustainable Development Goals, particularly SDG 8 and SDG 11.

1. KEY ACCOMPLISHMENTS

- The Department successfully installed 85 solar-powered streetlights along Nyonyane Road, Mantenga Drive and Mpumalanga Road, improving night-time visibility and public safety while promoting energy-efficient infrastructure.
- The Department completed the upgrading of approximately 300 metres of Buhleni Street, including asphalt surfacing, dedicated pedestrian walkways and stormwater drainage infrastructure, improving accessibility and mobility.
- The Department completed the upgrading of the Dr. Stevens Road drainage system and reinforced concrete road connecting to the MR103, providing a long-term solution to recurring flooding and improving safe mobility during heavy rainfall events.

2. PERFORMANCE AGAINST STRATEGY

Through its Engineering Department, the Municipality advanced the achievement of its

strategic objectives through the implementation of key infrastructure projects and the effective execution of development control functions.

a. Objective 5: Efficient Transport and Inclusive Infrastructure

- The upgrading of Buhleni Street improved road conditions, traffic flow and accessibility for motorists and pedestrians. Dedicated pedestrian walkways also improved pedestrian safety and supported non-motorised transport.

b. Objective 8: Safe Environment

- The installation of 85 solar-powered streetlights along Nyonyane Road, Mantenga Drive and Mpumalanga Road improved night-time illumination for pedestrians and motorists, contributing to a safer environment.
- The upgrading of the Dr. Stevens Road drainage system and concrete road improved access during heavy rainfall, reduced flooding-related hazards and protected road functionality.

3. CAPITAL IMPROVEMENT PROJECTS

The Engineering Department implemented strategic capital infrastructure projects aimed at improving public safety, enhancing mobility, strengthening climate resilience and supporting sustainable urban development, in line with the Municipality's IDP and Comprehensive Mobility Plan.

3.1 Installation of Solar-Powered Streetlights

Project Objective

To improve public safety by enhancing night-time illumination for motorists and pedestrians, eliminating identified dark spots and promoting sustainable, energy-efficient public infrastructure.

Project Description



The Municipality installed 85 solar-powered streetlights at strategic locations across Ezulwini, focusing on areas with inadequate street lighting and identified road safety concerns.

Project Distribution

Location	Number of Streetlights Installed
Nyonyane Road	7
Mantenga Drive	39
Mpumalanga Road	39

Key Outcomes

- Improved night-time visibility for motorists and pedestrians.
- Enhanced public safety through the elimination of identified dark spots.
- Reduced reliance on grid electricity and potential municipal operating costs.



Figure 1: Installed solar-powered streetlights at Mantenga Drive and Mpumalanga Road, Ezulwini.

3.2 Upgrading of Buhleni Street (Ward 5)

Project Objective

To improve road accessibility, pedestrian safety and mobility through the upgrading of municipal road infrastructure and provision of safe pedestrian facilities.

Project Description

The Department completed the upgrading of approximately 300 metres of Buhleni Street, transforming the former gravel road into a safer and more durable transport corridor for vehicles and pedestrians.

Scope of Works

- Construction of road pavement.
- Asphalt surfacing.

- Construction of pedestrian walkways.
- Construction of property accesses.
- Installation of stormwater drainage infrastructure.
- Ancillary road furniture and finishing works.

Key Outcomes

- Improved road condition and traffic flow.
- Enhanced accessibility for residents and visitors.
- Improved pedestrian safety through dedicated walkways.
- Reduced stormwater damage to the roadway.



Figure 2: Completed Buhleni Street project in Ward 5.

3.3 Upgrading of Dr. Stevens Road Drainage and Concrete Road

Project Objective

To improve stormwater management, reduce flood-related hazards, protect public infrastructure and maintain safe, reliable access along Dr. Stevens Road and the adjacent MR103 corridor.

Project Description

The Department completed the upgrading of the stormwater drainage system and construction of a reinforced concrete road section adjacent to the Velvet Monkey establishment. The project addressed persistent stormwater runoff and silt deposition onto the MR103, which posed a hazard to motorists and

pedestrians, particularly during heavy rainfall.

Scope of Works

- Construction of reinforced concrete drainage channels.
- Construction of reinforced concrete roadway.
- Stormwater management improvements.

Key Outcomes

- Reduced flooding along Dr. Stevens Road.
- Eliminated silt deposition onto the MR103.
- Improved road safety for motorists and pedestrians.
- Improved access to surrounding commercial developments.



Figure 3: Dr. Stevens concrete road and drainage channel.

4. DEVELOPMENT FACILITATION AND BUILDING CONTROL

4.1 Major Developments

During the year under review, two major developments were undertaken within Ezulwini Municipality, reflecting continued public and private sector investment. These included the Medisun Hospital – Ward 3 Development and the Central Bank of Eswatini – Ward 2 Development (Conference Hall), which forms part of the broader Central Bank

of Eswatini Headquarters development.

Table 1: Information on Major Projects in Ezulwini

Development	Estimated Value (E) of Development	Proposed Start – Finish date	Progress (%)
Medisun Hospital – Ward 3 Development	17.2 million	July 2021 – TBC	70%
Central Bank of Eswatini – Conference Hall	30 million	April 2024 – October 2025	98%

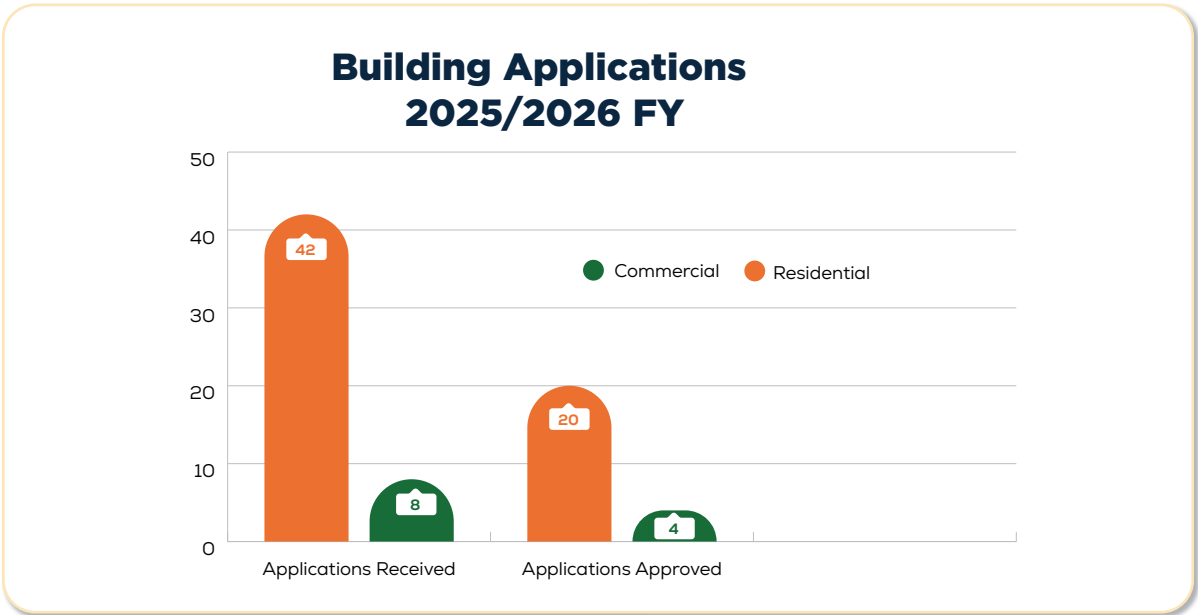


Figure 4 Central Bank of Eswatini Conference Hall

4.2 Building Applications

The Municipality recorded sustained development activity during the 2025/2026 financial year. A total of 50 building applications were received, comprising 42 residential developments (84%)

and 8 commercial developments (16%). During the reporting period, 24 applications were approved, including 20 residential and 4 commercial developments.

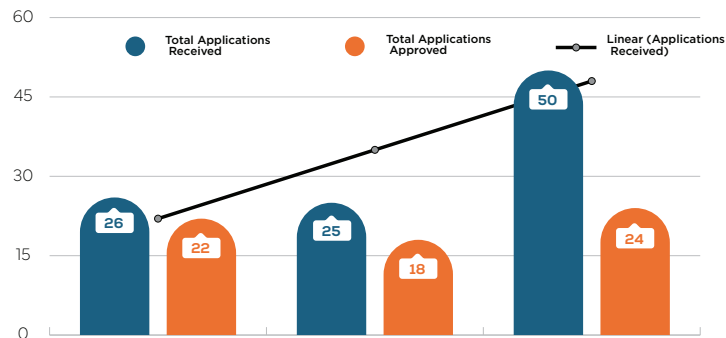


Residential developments accounted for the majority of applications received during the reporting period. The 42 residential and 8 commercial applications, together with the approval of 20 residential and 4 commercial developments, reflect continued development

activity while demonstrating the Department's role in ensuring compliance with planning, engineering and public safety requirements.

4.3 Three-Year Trend

Three-Year Trend of Building Applications 2023/24 - 2025/26



Building application trends over the past three financial years indicate increased development activity within Ezulwini Municipality. Applications rose from 26 in 2023/2024 to 25 in 2024/2025 and then to 50 in 2025/2026, representing a 100% increase compared with the previous financial year. Residential applications increased from 19 in 2024/2025 to 42 in 2025/2026, while 8 commercial applications were received during the year under review. The trend indicates growing development activity and supports the expansion of the municipal property rates base.

The Engineering Department's performance during the 2025/2026 financial year reflects continued progress in infrastructure delivery, development facilitation and municipal engineering services. The Department will build on these achievements by strengthening resilient infrastructure, improving mobility and stormwater management, supporting orderly development and advancing the Municipality's long-term urban development priorities.

4.4 FUTURE GOALS AND OBJECTIVES

The Department will continue to focus on the following strategic priorities:

a. Implementation of the Drainage Master Plan

Implement the Drainage Master Plan over the next five years to improve stormwater management, reduce flood risks, protect public infrastructure and enhance climate resilience.

b. Expansion of Pedestrian and Non-Motorised Transport Infrastructure

Construct pedestrian walkways and cycling infrastructure in accordance with the Comprehensive Master Plan, prioritising existing walkway gaps to create a continuous, safe and accessible non-motorised transport network.

c. Implementation of the Nshakabili Relief Road

Facilitate implementation of the Nshakabili Relief Road linking the MR103 to the MR3, as identified in the Comprehensive Mobility Plan, to improve traffic circulation, redistribute traffic volumes, reduce congestion along the MR103 corridor and support sustainable urban growth.

d. Improve Access to Utility Services

Facilitate universal access to utility services by 2030 through collaboration with utility service providers.



04

SOCIAL SERVICES

DEPARTMENT

Report



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46k

Condoms Received



Combined male and female condom supplies strengthened HIV prevention and community health services.

63

Residents Reached Directly



Health information reached residents through targeted education and awareness activities.

E50k

Cancer Support Donation

Council contribution supported breast cancer awareness, screening and community support initiatives.



CORPORATE

INTRODUCTION

During the 2025/2026 financial year, the Social Services Department implemented programmes aimed at improving the social well-being, health and participation of residents within Ezulwini Municipality. The Department focused on community development, youth empowerment, mental wellness, HIV/AIDS prevention, GBV awareness, Home-Based Care and support to vulnerable groups. The programmes contributed to the Municipality's social development objectives and supported SDGs 1,3, 4, 5 and 10 as reflected in the Department's reporting framework.

1. PROGRAMME IMPLEMENTATION AND ACHIEVEMENTS

The Department continued to promote youth participation through the Active Citizen Programme. Three students completed 20 hours each of community service at Neighbourhood Care Points. Two students were from Kobe Academy and one from Ka Zakhali Private School. They assisted with meal preparation and cooking for children.

The programme contributed to the development of:

- Teamwork and communication skills;
- Leadership and responsibility;
- Problem-solving skills;
- Volunteerism and civic responsibility; and
- Community participation.
- The students were awarded certificates upon completion of their community service.

2. Mental Health and Wellness

A mental wellness session was conducted for Grade 12 learners at Kobe Academy as part of the Municipality's health promotion and wellness initiatives.

The session focused on:

- Examination stress management;
- Time management and study preparation;
- Nutrition and healthy eating;
- Adequate rest and sleep;
- Positive coping mechanisms;

- Emotional resilience; and
- Seeking professional or peer support.

The intervention strengthened mental health awareness and provided learners with practical strategies to manage examination-related pressure.

3. HIV/AIDS Awareness and Prevention

The Department conducted an HIV/AIDS awareness session at JV Construction Site. Workers were educated on safe sexual behaviour, condom use, STI prevention, HIV testing and accessing health services. Information was also provided on communicable and non-communicable diseases. A total of 1,000 condoms were distributed during the outreach. The Department also continued condom distribution through urban and peri-urban distribution points. During the reporting period, stock received included:

Commodity	Quantity
Male condoms	45,000
Female condoms	1,000
Lubricants	10,000

Figure 1: Table showing the number of condoms distributed

Distribution points were monitored by site managers, with stock requests communicated to the Department. Distribution information was also recorded for accountability and reporting to NERCHA.

4. Gender-Based Violence and Social Awareness

The Department continued to participate in GBV awareness and community mobilisation activities aimed at promoting gender equality, preventing violence and increasing awareness of available support and referral services.

Activities focused on:

- GBV prevention and awareness;
- Gender equality;
- Safe and healthy relationships;
- Reporting and referral of cases; and
- Access to social support services.

5. Home-Based Care

Home-Based Care support continued to be provided to eligible clients. The Department supplied basic care and hygiene items to assist vulnerable clients and their caregivers.

Items provided included:

- Adult diapers;
- Petroleum jelly/Vaseline;
- Sunlight mild soap; and
- Linen savers.

6. KEY ACHIEVEMENTS

During the 2025/2026 financial year, the Department achieved the following:

- Strengthened community participation through the Active Citizen Programme.
- Supported three students to complete

community service at NCPs.

- Increased mental health awareness among Grade 12 learners.
- Conducted HIV/AIDS prevention and health promotion activities.
- Distributed 1,000 condoms during the HIV/AIDS outreach.
- Received 45,000 male condoms, 1,000 female condoms and 10,000 lubricants.
- Maintained condom distribution through urban and peri-urban distribution points.
- Continued provision of Home-Based Care supplies to eligible clients.
- Conducted community awareness activities on GBV and social protection.
- Strengthened collaboration with schools, community structures and other stakeholders.



Figure 1: 16 days of activism, EZTC with Stakeholders

7. Days of Activism Against Gender-Based Violence

The Social Services Department participated in the 16 Days of Activism Against Gender-Based Violence under the theme **"Unite to End Digital Violence against All Women and Children."** The commemoration brought together government departments, law enforcement agencies, civil society organisations, development partners, traditional leaders, community organisations and

Council employees to raise awareness on GBV and digital violence. The Department also collaborated with Kwakha Indvodza to conduct a GBV awareness session at the KISS JV site, where employees were sensitised on early warning signs of abusive relationships, speaking out against violence and the different forms and consequences of digital violence. The activities strengthened stakeholder collaboration and promoted community awareness and prevention of GBV.



Figure 2: JV Construction Site Awareness Activity

A Social Services awareness activity was conducted at the **JV Construction Site** to reach employees with information on HIV prevention and safer sexual practices. During the activity, **1,000 male condoms** were distributed, together with prevention information and education on the importance of consistent condom use. The activity formed part of the Municipality's broader HIV prevention and community outreach programme, particularly targeting populations in workplace and other high-contact settings.

The Department established an information desk at Gables to provide health education and distribute information on:

- HIV and PrEP;
- ART;
- TB;
- Breast and cervical cancer;
- Blood pressure; and
- Diabetes.

A total of 63 individuals were reached through the activity.



Figure 3: Information desk by the Social Services Department

In commemoration of World Diabetes Month, the Department collaborated with EPH to conduct blood pressure and glucose screening for residents and Council employees. The activity promoted early

detection, health awareness and healthy lifestyle practices, while encouraging individuals to seek appropriate medical



Figure 4: Social Services in collaboration with EPH

The Department invited the Eswatini National Blood Transfusion Service to conduct a blood donation

exercise targeting both employees and residents.



Figure 5: Blood donation

A donation of **E50,000** was made towards breast cancer awareness and support initiatives. The contribution was aimed at supporting efforts to raise awareness about breast cancer, encourage early screening and detection, and provide

assistance to individuals and communities affected by the disease. The donation demonstrates the Municipality's commitment to supporting health and social well-being initiatives within the community.



Figure 6: Breast cancer donation by the Council

Food parcels were donated to **Neighbourhood Care Points (NCPs)** to support the nutritional needs of children and beneficiaries attending the centres. The donation provided essential food supplies to assist the NCPs in maintaining regular meal provision

and ensuring that children receive adequate nourishment while at the centres. This initiative forms part of the Municipality's commitment to supporting vulnerable children and strengthening community-based social support programmes.



Figure 7: Donation to NCPs

8. CHALLENGES

The Department experienced a number of challenges that affected programme implementation and coverage:

- **Staff shortage:** The limited number of Social Services staff affected the Department's ability to implement activities, conduct follow-ups and provide adequate coverage.
- **Limited resources:** Financial and operational resources were insufficient to fully cover all planned activities.
- **Condom shortages:** Temporary shortages affected distribution, particularly in some peri-urban areas. Urban distribution points were prioritised when stock was limited.
- **Community participation:** There is a continued need to strengthen community involvement in social development programmes.
- **Increasing demand:** The Department continues to receive requests for assistance from vulnerable individuals and households, placing additional pressure on available resources.

9. RECOMMENDATIONS

To improve programme implementation, the Department recommends:

- Strengthening staffing within the Social Services Department.

- Increasing resources for community outreach and social protection programmes.
- Improving the availability and timely distribution of HIV prevention commodities.
- Strengthening partnerships with government, private sector and development partners.
- Increasing community mobilisation and participation through ward and community structures.
- Strengthening mental health and wellness programmes, particularly for young people.
- Improving monitoring, data collection and reporting to support evidence-based planning.

10. CONCLUSION

The 2025/2026 financial year saw the Social Services Department continue to provide essential social and health promotion services despite staffing and resource constraints. Key interventions included youth community service, mental wellness education, HIV/AIDS prevention, GBV awareness, Home-Based Care and support to vulnerable groups.



CORPORATE SERVICES

DEPARTMENT

Report



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45k Male condoms received

Received 45,000 male condoms, 1,000 female condoms and 10,000 lubricants, while distributing 1,000 condoms during a targeted workplace awareness outreach.

3 Youth & Mental Wellness Support

Three students completed community service at Neighbourhood Care Points, while a mental wellness session equipped Grade 12 learners with strategies for managing examination stress, emotional resilience and healthy study habits.



Caregivers home visits

Continued Home-Based Care, GBV awareness and social protection initiatives, providing essential hygiene and care supplies to eligible vulnerable clients and strengthening community support systems.

STRATEGIC OVERVIEW

1. INTRODUCTION

This past year has been one of significant transformation and strategic realignment for the Corporate Services Department. The 2025/26 financial year, guided by the principles of the Municipality's Integrated Development Plan (IDP), was dedicated to strengthening the foundational pillars of our organisation: our people, our technology, and our public image.

We focused on embedding a culture of high performance, enhancing our digital infrastructure for greater efficiency and security, and elevating our communication to build trust and engagement with our community. This report provides a comprehensive account of our journey, detailing the strategic initiatives we undertook and the tangible outcomes we achieved.

The dedication and resilience of our team have been instrumental in navigating the challenges and capitalising on the opportunities of the past year. We are proud to report not only meeting but often exceeding our strategic objectives, particularly in staff development, cybersecurity, and digital outreach.

As we look forward, the foundation laid this year will be invaluable as we continue to build a more innovative, responsive, and service-oriented municipal administration.

2. STRATEGIC OBJECTIVES

The Department's activities for 2025/26 were anchored by the overarching strategic objectives of the Ezulwini Municipality's IDP (2019-2049), with a specific focus on:

- **Objective 9: Improve Staff Performance:** To cultivate a high-performance culture through robust performance management, talent development, and employee wellness.
- **Objective 10: Improve Reputational and Stakeholder Engagement:** To strengthen the Municipality's brand and communication with the public to foster transparency and trust.
- **Objective 11: Improve Legislation, Management Systems, and Policies:** To ensure a robust governance framework through the development and review of policies and compliance with standards like ISO 9001:2015.

- **Objective 4 & 8: IT Infrastructure and Disaster Preparedness:** To build a secure, resilient, and modern technological infrastructure that supports digital service delivery and data integrity.

3. DEPARTMENTAL STRUCTURE

The Corporate Services Department is structured into five core units, as mandated by the Municipality's organisational structure: **Human Resources (HR), Information Technology (IT), Communications, Strategy, and the Secretariat.** This integrated structure allows for coordinated and efficient support to the entire Municipality.

4. PERFORMANCE HIGHLIGHTS

4.1 Human Resources: Cultivating a High-Performance Culture

a. Staff Complement and Growth:

- The department successfully managed the Municipality's headcount, which grew to **58 employees** as of March 2026. The gender diversity is currently 64% male and 36% female.
- Recruitment efforts filled key positions to ensure business continuity and service delivery, including crucial positions such as **Assistant Town Engineer (ATE), Rates Collection Officer (RCO) and Corporate Services Assistant (CSA).**
- An effective internship and Graduate-in-Training (GIT) program was maintained, onboarding young professionals and providing them with invaluable practical experience. Council engaged five GIT's and thirteen interns:

b. Graduate Trainees (GIT):

- GIT Social Services
- GIT CSD - Information Technology
- GIT CSD - Communications
- GIT Treasury – Accounts
- GIT Treasury - Procurement

c. Interns :

- Administration – 1
- Public Health and Environment – 5
- Town Planning – 1
- Corporate Services – 4
- Social Services – 2

5. Staff Development & Wellness:

Investment in Human Capital

As a cornerstone of its Strategic Objective 9 ("Improve staff performance"), the Corporate Services Department invested significantly in professional development during the 2025/26 financial year. This commitment focused on enhancing the competencies of our workforce to meet the evolving demands of public service. A total of 23 distinct training programmes were facilitated, spanning executive leadership, digital

literacy, public procurement, and workplace safety. Key achievements include the graduation of two senior employees from the prestigious Wits Executive Development Programme and the certification of 20 staff members in critical First Aid and Fire Fighting. This comprehensive approach to learning and development has strengthened institutional capacity, improved compliance, and equipped our employees with the necessary skills to deliver service excellence to the community of Ezulwini.

Table 1: Staff Training and Professional Development (2025/26)

No.	Training Programme	Key Outcomes & Competencies Gained	Participants
1.	Microsoft Office Training	Enhanced employee productivity and digital competencies through improved proficiency in MS Office applications.	22 Employees
2.	ESPPRA Training	Strengthened knowledge and application of public procurement regulations and best practices for compliance.	14 Employees (Managerial & Clerical)
3.	Executive Development Programme (EDP) - Wits	Enhanced strategic leadership, governance, and executive management capabilities at a senior level.	2 Employees (Completed)
4.	Customer Service Training	Improved customer care, communication, and service excellence standards for front-line staff.	1 Employee (Front Desk Officer)
5.	Executive Secretariat	Improved executive secretariat understanding and service provision within the office of the CEO.	1 Employee (Admin)
6.	Procurement (NF Conference)	Enhanced knowledge of current procurement trends, legislation, and leading practices.	1 Employee (Procurement Officer)
7.	Cyber Security Training	Increased organisational awareness of cyber threats, information security, and data protection protocols.	All ICT Users
8.	Occupational Health and Safety (First Aid/ Fire)	Promoted workplace safety, health compliance, and risk management through certifications in First Aid and Basic Firefighting.	10 Employees (First Aid) 10 Employees (Fire Fighting)
9.	Waste Conference	Enhanced knowledge of sustainable waste management and environmental best practices.	1 Employee (Assistant Town Engineer)
10.	HR Summit	Strengthened strategic human resource management and people management practices.	1 Employee
11.	ICMA Programme	Enhanced municipality governance, leadership, and local government management.	4 Executives
12.	CIGFARO Conference	Strengthened competencies in public financial management, governance, audit, and risk management.	2 Employees (Treasury)
13.	IPM Annual Convention	Exposed HR practitioners to emerging human capital trends and best practices.	2 Employees
14.	Energy Indaba	Improved understanding of energy management, sustainability, and emerging energy solutions.	1 Employee (EHO)
15.	Grievance & Disciplinary Refresher	Enhanced the application of fair labour practices and effective management of employee relations.	10 Employees (EXCO, Supervisors, Union Members)
16.	Facilities Management Training	Improved technical skills in building and facilities maintenance and management.	1 Employee (Town Engineer)
17.	National Report Writing on Fire Preparedness	Developed specific skills in creating comprehensive reports on fire safety and disaster response.	1 Employee (DRRO)
18.	Professional Development for GITs	Provided insight into professionalism, business mindset, and corporate culture for graduate trainees.	4 Employees (GITs)
19.	SharePoint Training	Enhanced user understanding for better collaboration and document management on the digital platform.	All Staff
20.	Pay Space Training	Streamlined payroll and HR processes through the automation of the new payroll system.	2 Employees
21.	Collective Bargaining & Negotiation Skills	Levelled the playing field by building negotiation skills for both management and union representatives.	9 Employees (4 EXCO, 5 Shop Stewards)
22.	Inaugural Building Better Workplaces Conference	Provided insights and strategies for creating healthier, more productive, and inclusive work environments.	1 Employee (EXCO)
23.	Environmental, Social & Governance (ESG) Training	Enhanced knowledge on ESG principles, which is crucial for sustainable and ethical municipal governance.	1 Employee (PHEM)



These initiatives strengthened employee competencies, promoted continuous professional development, and enhanced the Municipality's institutional capacity to deliver efficient and effective services.

- **Cyber Security Awareness:** A comprehensive, four-module cybersecurity training curriculum was rolled out to all staff, covering Password Security, Phishing & Email Safety, Data Protection, and Safe Internet Usage. This initiative significantly enhanced the Council's defence against cyber threats.
- **Employee Wellness Initiatives:** The department championed a culture of wellbeing through various activities. Over 36 employees participated in the **"Brave The Breast Challenge Walk"** and the **Imbube Marathon**, demonstrating commitment to health and community causes. Further events like the Bugu Festival, Sibebe Challenge, and regular birthday celebrations were held to foster team cohesion and employee appreciation.

6. Labour Relations:

- **Union Engagement:** Constructive and proactive engagement with the Union was a key success. The department facilitated multiple meetings to review the Recognition Agreement and Staff Standing Orders, and successfully managed the 2026/27 salary negotiations, which culminated in a Council-approved 5% Cost-of-Living Adjustment (COLA).
- **Industrial Relations:** The department ensured a fair and consistent approach to discipline and grievance management. The **Union membership increased significantly from 35% to 62%** during the year, surpassing the threshold requirements set out in the Recognition Agreement and the Industrial Relations Act No 1 of 2000 as amended.

7. Information Technology: Fortifying Digital Infrastructure

7.1 Network and Infrastructure:

- **Network Reliability:** The IT unit ensured consistent network availability at 99.4%, a critical factor for ensuring uninterrupted service delivery. Monthly performance reports consistently indicated an average response time of below 20ms and zero packet loss.
- **Infrastructure Upgrades:** To meet growing demands, the primary network firewall was upgraded from a SonicWall TZ400 to a TZ480, improving security and support. The bandwidth capacity was also cost-effectively increased from 10 Mbps to 25 Mbps.
- **Server Room & Hardware:** High-performance Multi-Function Printers (MFPs) were procured and configured to support critical functions like map printing and scan-to-email.

7.2 Cybersecurity & Risk Management:

- The **ESET PROTECT solution** was highly effective, with the majority of threats being neutralised by Web Protection controls (e.g., 89% in November 2025) and Antivirus. A multi-layered defence approach was maintained.
- **Proactive Security Audits:** Regular workstation audits were conducted, and a successful test recovery of the backup system was performed, validating Disaster Recovery protocols.

7.3 Digital Transformation:

- The rollout of **SharePoint** for document management and collaboration continued, supported by structured training for staff.
- New systems were integrated, including **Inspect Xplore** for mobile field inspections, digitalising key processes and improving efficiency.

Stakeholder	Engagement Purpose	Outcome
External	CustomerSupport@ezulwini.co.sz	The Council established a dedicated customer support mailbox to log and manage complaints and service requests.
Internal and External	Reportfraud@ezulwini.co.sz	A fraud reporting mechanism was implemented to enable stakeholders and employees to confidentially report suspected fraudulent activities.

8. Communications: Shaping a Modern Public Image

8.1 Digital Media Growth:

- **Social Media Expansion:** The Municipality's digital footprint grew substantially. Overall social media following increased from **10,541 in April 2025 to 13,575 in March 2026**, representing a **28.8% increase**.
- **Platform Breakdown:**
 - **Facebook:** The primary platform grew to **over 10,800 followers**, a 100% increase.
 - **LinkedIn:** A key professional networking channel, saw significant growth to over 2,270 followers.
 - **Instagram:** Experienced steady growth, reaching over 500 followers.

8.2 Stakeholder Engagement:

- **WhatsApp Community Group:** Real-time, direct communication was maintained with the community through the residents' WhatsApp group, disseminating critical updates on everything from service disruptions to public notices.
- **Newsletter & Media Relations:** The Municipal newsletter was successfully published quarterly, with the first-ever issue being published in the *Times of Eswatini*, significantly boosting brand visibility and

transparency.

- **Event Support:** The Communications unit provided comprehensive support, including branding, photography, and social media coverage, for over 30 municipal events, such as the State of the Environment Report (SOER) validation, World Cities Day, and Customer Service Week.

9. SECRETARIAT

The Corporate Services Department fulfilled its statutory mandate as the Secretariat to the Council, ensuring the highest standards of governance, transparency, and accountability. Throughout the 2025/26 financial year, the Department provided comprehensive administrative support for all Council and Committee proceedings, a cornerstone of sound municipal governance. Its core responsibilities included the meticulous recording, drafting, and safekeeping of all meeting minutes, thereby safeguarding the institutional memory and decision-making processes of the Municipality. In accordance with legislative requirements and the principles of public accountability, all minutes were subsequently presented to Council for formal approval before being made publicly accessible. The table below provides a summary of Council and Committee meetings convened and supported during the period under review:

Special Council Meetings	Finance Committee Meetings	Ordinary Council Meetings
Council Retreat – Bye Laws, ISO Audit and Town Planning Scheme – 23 rd and 24 th April 2025	18 th - 01 April 2025	18 th - 14 April 2025
	19 th – 29 April 2025	
Inaugural Meeting – 06 th May 2025	20 th - 03 June 2025	19 th – 08 May 2025
	21 st - 01 July 2025	20 th - 12 June 2025
	22 nd – 29 July	21 st – 10 July 2025
	23 rd – 28 August 2025	22 nd – 07 August 2025
Special Council – 8 th September 2026		23 rd – 10 September
Special Ordinary Council – 17 th September 2025		
Budget Retreat – 16 th – 17 th October 2025		24 th – 30 October 2025
REMC0 – 4 th November 2025	25 th – 27 November 2025	
	26 th – 16 December 2025	25 th – 11 December 2025
CEO Performance Assessment – 19 th January 2026	28 th – 17 February 2026	26 th – 29 January 2026
REMC0 – 09 th February 2026	29 th – March 31 March	27 th – 12 March 2026

10. INTEGRATED DEVELOPMENT PLAN (IDP) 2026–2031

Progress Summary:

The Corporate Services Department successfully coordinated the development and approval of the Municipality's new five-year strategic blueprint, the IDP 2026 -2031.

- **Stakeholder Engagement:** Extensive public participation was conducted through ward-based consultations, business forums, and validation meetings.
- **Council Approval:** The IDP was formally approved by Council on 11 December 2025.
- **Strategic Focus:** The plan prioritises infrastructure development, economic stimulation, social equity, environmental

resilience, and good governance.

Next Steps:

- **Budget Alignment:** The 2026/27 Annual Budget is being aligned with IDP priorities.
- **SDBIP Development:** Departmental Service Delivery and Budget Implementation Plans are being finalised.
- **Monitoring Framework:** A comprehensive monitoring and evaluation system is being established to track implementation.
- **Public Awareness and MHUD Approval:** The approved IDP would be taken through a stakeholder validation process and further final approval from the Ministry of Housing and Urban Development

11. CHALLENGES AND AREAS FOR IMPROVEMENT

Human Resources

- **Talent Acquisition:** While successful, the recruitment for key roles, such as the Corporate Services Assistant, faced delays due to last-minute counter-offers from candidates.
- **Performance Management:** The full implementation of a comprehensive Performance Management System (PMS) remains a key priority for the future to better link individual performance to IDP objectives.

Information Technology

- **Budget Constraints:** The non-approval of the budget for a critical IT Risk Assessment and Disaster Recovery Planning has delayed essential business continuity projects and remains an audit finding.
- **Infrastructure & Security:** Challenges persist with the server room's air conditioning system, and a server room UPS remains non-functional. There is an ongoing need to upgrade and replace aging hardware, such as user workstations and access points.

Communications

- **Digital Divide:** While social media reach is increasing, a significant portion of the community is not digitally connected. Relying solely on digital channels presents a challenge in achieving equitable stakeholder engagement.
- **Communication Strategy:** The department continues to work towards finalising a comprehensive and fully formalised Communication Policy to guide all municipal interactions.

12. FUTURE GOALS AND OBJECTIVES (2026/27)

Human Resources

- **Conduct a Culture Survey:** To establish a new corporate culture and foster positive employee engagement.
- **Roll out a Talent Management System:** To better support Council's Human Resources needs and succession planning.
- **Develop Learning & Development Strategy:** To create clear career pathways and upskilling opportunities for all employees.

Information Technology

- **Conduct an IT Risk and Recovery Assessment:** To better plan for the IT infrastructure as a business continuity plan.
- **Launch an Internal Helpdesk:** To professionalise and streamline all IT support ticketing.
- **Integration of Systems:** Explore integrating and optimising systems like SharePoint, Power BI, and new network monitoring tools for enhanced reporting and efficiency.

Communications

- **Establish a Customer Support Function:** To create a centralised and accessible point for all stakeholder queries.
- **Finalise and implement a Communication Strategy:** To provide a clear and structured framework for all municipal communications.

13. STATISTICAL APPENDIX

13.1 Staff Complement Trend (April 2025 - March 2026)

Employee Type	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Permanent	30	29	29	30	30	30	30	30	30	30	30	30
Long-term (3yrs+)	16	16	18	18	19	19	18	18	19	20	18	17
Fixed Contract	1	2	6	5	5	5	5	5	1	1	5	6
GITs	3	4	4	4	3	3	3	4	4	4	4	4
Interns	2	2	5	5	1	1	1	1	3	3	3	1
Total	52	53	62	62	58	58	57	58	57	58	60	58

Data compiled from monthly reports.

14. Social Media Growth (April 2025 - March 2026)

Platform	April 2025	March 2026	Growth (Followers)	% Increase
Facebook	5,481	10,864	+5,383	+98.2%
LinkedIn	4,532	2,173	-2,359	-52.0%
Instagram	528	538	+10	+1.9%
Total	10,541	13,575	+3,034	+28.8%

Data compiled from monthly reports.



ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2026

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Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026



FINANCIALS

General Information

Annual Financial Statements for the ended 31 March 2026 year
Country of incorporation and domicile Eswatini

1. Councillors

- Cllr. Refiloe Mamogobo Chairperson
- Cllr. Comfort Hlophe Vice Chairperson
- Cllr. Bongile Mbingo Member
- Cllr. Sandile Dlamini Finance Chair
- Cllr. Zodwa Dlamini Member
- Cllr. Darron Raw - Member
- Cllr. Edmund Mazibuko - Member
- Cllr. Jabulani Mathonsi Member

2. Senior Management

- Mathokoza Shongwe- Town Clerk
- Ntombizodwa Vilakati -Town Treasurer
- Xolile Maphanga - Public Health and Environment Manager
- Phuthuma Shongwe - Town Engineer
- Leonard Bennett - Corporate Services Manager
- Sihle Mkhathshwa - Town Planner

3. Business address

73 Mpumulanga Road Ezulwini
P.O. Box 344 Postal address Ezulwini Eswatini

4. Bankers

- Standard Bank (Eswatini) Limited
- First National Bank of Eswatini Limited
- Nedbank Swaziland Limited Eswatini
- Building Society African Alliance

5. Auditors

Kobla Quashie and Associates
Chartered Accountants (Eswatini)

Financial Performance

REVENUE

↑ **105.6%**

2026 2025
E69.59m E33.85m

COST OF SALES

↓ **9.0%**

2026 2025
E8.09m E8.89m

GROSS PROFIT

↑ **146.4%**

2026 2025
E61.49m E24.95m

OTHER INCOME

↑ **175.9%**

2026 2025
E6.23m E2.26m

Councillors' Responsibilities and Approval

The Councillors are required by Section 102(3) of the Urban Local Government Act, 1969 and Section 93 of the Urban Government Financial Reporting Regulations of 1969 to maintain adequate accounting records and responsible for the content and integrity of the annual financial statements and related financial information included in this report.

It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the council at the end of the financial year and ensure as far as possible the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards for Small and Medium Sized Entities (IFRS for SMEs) and Section 102(3) of the Urban Local Government Act, 1969 and Section 93 of the Urban Government Financial Reporting Regulations Act of 1969. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards for Small and Medium Sized Entities (IFRS for and Section 102(3) of the Urban Local Government Act, 1969 and Section 93 of the Urban Government Financial Reporting Regulations Act of 1969, and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Councillors acknowledge that they ultimately responsible for the system of internal financial control established by the council and place considerable importance on maintaining a strong control environment. To enable the Councillors to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of loss in cost effective error or a manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to acceptable level of risk. These Controls monitored throughout ensure an are the council and all employees are required to maintain the highest ethical standards

in ensuring the council's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the board is on identifying, assessing, managing and monitoring all known forms of risk the council. While operating risk cannot be fully across eliminated, the council endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour applied and managed within predetermined procedures and constraints. are

The Councillors of the opinion, based the information and explanations given by management, that the system of internal are on control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, system of internal financial control provide only reasonable, and not absolute, against any can assurance material misstatement or loss.

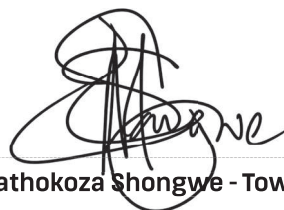
The Councillors have reviewed the council's cash flow forecast for the year ending 31 March 2027 and, in the light of this review and the current financial position, they satisfied that the council has has to adequate to continue in are or access resources operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the council's annual financial statements. The annual financial statements have been examined by the council's external auditors and their report presented 4 to 3. is on pages

The annual financial statements set out 6 to 21, which have been prepared the going basis, approved on pages on concern were by the Councillors on 17 September 2026 and were signed on its behalf by:



Chairperson: Councillor - Refiloe Mamogobo



Mathokoza Shongwe - Town Clerk



Ntombizodwa Vilakati - Town Treasurer

KOBLA QUASHIE AND ASSOCIATES



Mallya House, Lot 137, Esser Street
P.O. Box 710, Manzini M200, Eswatini
Tel: (+268) 2505-4974
Fax: (+268) 2505-4540
E-mail: info@koblaquashie.co.sz
Website: www.koblaquashie.com

CHARTERED ACCOUNTANTS (SD)



FINANCIALS

Independent Auditors' Report

1. To the members of Ezulwini Town Council

2. Report on the Audit of the Financial Statements

OPINION

We have audited the financial statements of Ezulwini Town Council set out 6 to 18, which comprise the as on pages statement of financial position as at 31 March 2026, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of the Council as at 31 March 2026, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium Enterprises (IFRS for SMEs), and in the required by Section 102(3) of the Urban Local Government Act, 1969 and section 93 of the Urban manner Government Financial Reporting Regulations Act of 1969.

Basis for Opinion

We conducted audit in accordance with International Standards Auditing (ISAs). Our responsibilities under our on those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants together with the ethical requirements that relevant to audit of are our the financial statements in Eswatini and have fulfilled other ethical responsibilities in accordance

with these we our requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Councilors and Those Charged with Governance for the Financial Statements

The Councilors are responsible for the preparation and fair presentation of the financial statements in accordance determine is to enable the preparation of with IFRS for SMEs and for such internal control as the councilors necessary financial statements that free from material misstatement, whether due to fraud are or error.

In preparing the financial statements, the councilors responsible for assessing the Council's ability to continue as are going disclosing, as applicable, matters related to going concern and using the going concern basis of a concern, accounting unless the Councilors either intend to liquidate the Council or to cease operations, or has no realistic but to do Those charged with responsible for overseeing the Council's financial alternative so. governance are reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives to obtain reasonable about whether the financial statements as a whole are free from are assurance material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. that audit conducted in accordance Reasonable assurance is a high level of assurance but is not a guarantee an misstatement when it exists.

Misstatements arise from fraud can or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of taken the basis of users on these financial statements.

As part of audit in accordance with ISAs, exercise professional judgment and maintain professional scepticism an we throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are

required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Council to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Kobla Quashie and Associates
Chartered Accountants (Eswatini)
Manzini
Registered Auditor: Daniel Bediako

17 September 2026

Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026

Statement of Financial Position

FIGURES IN LILANGENI	NOTE(S)	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	2	96,338,419	93,695,123
Current Assets			
Financial assets held at fair value	6	30,733,719	27,852,988
Trade and other receivables	3	61,415,670	28,800,361
Cash and cash equivalents	4	10,196,499	7,580,898
		102,345,888	64,234,247
Total Assets		198,684,307	157,929,370
Equity and Liabilities			
Revaluation		56,039,059	56,039,059
Reserve Accumulated funds		139,955,752	98,944,593
		195,994,811	154,983,652
Liabilities			
Current Liabilities			
Trade and other payables	5	1,684,590	2,371,916
Provisions	11	1,004,906	573,802
		2,689,496	2,945,718
Total Equity and Liabilities		198,684,307	157,929,370

Statement of Comprehensive Income

FIGURES IN LILANGENI	NOTE(S)	2026	2025
Revenue		69,585,206	33,847,816
Cost of sales		(8,092,311)	(8,894,083)
Gross profit		61,492,895	24,953,733
Other income		6,226,646	2,256,311
Operating expenses		(30,480,130)	(24,884,601)
Operating surplus		37,239,411	2,325,443
Investment revenue		3,770,081	2,880,655
Profit for the year		41,009,492	5,206,098
Other comprehensive income		-	-
Total comprehensive income		41,009,492	5,206,098

Statement of Changes in Equity

FIGURES IN LILANGENI	REVALUATION RESERVE	ACCUMULATED FUNDS	TOTAL EQUITY
Balance at 01 April 2024	56,039,059	93,757,751	149,796,810
Changes in equity			
Total comprehensive income for the year		5,206,098	5,206,098
Other non cash items		(19,256)	(19,256)
Total changes		5,186,842	5,186,842
Balance at 01 April 2025	56,039,059	98,944,593	154,983,652
Changes in equity			
Total comprehensive income for the year		41,009,492	41,009,492
Prior year adjustment		1,667	1,667
Total changes		41,011,159	41,011,159
Balance at 31 March 2026	56,039,059	139,955,752	195,994,811
Note(s)	8		

Statement of Cash Flows

FIGURES IN LILANGENI	NOTE(S)	2026	2025
Cash flows from operating activities			
Cash generated from operations	7	9,094,365	14,723,626
Interest income		3,770,081	2,880,655
Net cash from operating activities		12,864,446	17,604,281
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(7,381,698)	(4,623,870)
Disposal of property, plant and equipment	2	13,580	93,578
Purchase of financial assets		(2,880,731)	(10,134,508)
Net cash from investing activities		(10,248,849)	(14,664,800)
Total cash movement for the year		2,615,597	2,939,481
Cash at the beginning of the year		7,580,904	4,641,423
Total cash at end of the year	4	10,196,501	7,580,904



Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026

Accounting Policies

1, Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards for Small and Medium Sized Entities (IFRS for SMEs) and Section 102(3) of the Urban Local Government Act, 1969 and Section 93 of the Urban Government Financial Reporting Regulations Act of 1969.. The annual financial statements have been prepared on the historical cost basis as modified by the revaluation of land and buildings, and incorporate the principal accounting policies set out below. They are presented in Emalangen.

1.1 Significant judgements

preparing the annual annual financial statements, management is required In to make estimates and assumptions that affect the amounts represented in the annual annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual annual financial statements. Significant judgements include:

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 11 Provisions.

1.2 Property, plant and equipment

The cost of an item of property, plant and recognised as an asset when:

- It is probable that future economic benefits associated with the item will flow to the town council; and
- the cost of the item can be measured reliably. +

Property, plant and equipment is initially measured at cost.

Costs include costs incurred initially to acquire or construct an property, plant and costs incurred subsequently to add to, replace part of, service it. If replacement cost is recognised in the carrying or a amount of item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site which it is located is on also included in the cost of property,

plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the proportionately with in the carrying amount of the asset that the carrying revaluation is restated the change gross so of the asset after revaluation equals its revalued amount.

Property, plant and equipment are depreciated on the diminishing balance method over their expected useful lives to their their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed follows:

Item	Average useful life
Land and Buildings	0-4%
Plant and Machinery	20%
Furniture and fixtures	10%
Motor vehicles and Tractors	25%
Office equipment	10%
Car ports	5%
Computer equipment	33.33%
Roads	4%
Cellphones	33.33%
High mast lights	10%
Trailers	20%

The residual value, useful life and depreciation method of each asset reviewed at the end of each reporting are period. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in profit or loss unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss The from when the item is derecognised. gain or loss arising the derecognition of an item of property, plant and equipment is determined the difference between the net disposal proceeds, if and the carrying as any, amount of the item.

1.3 Financial instruments

Initial recognition and measurement

Financial instruments are recognised initially when the council becomes a party to the contractual provisions of the instruments.

The council classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value, except for equity investments for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

Trade and other receivables

measured at initial recognition at fair value, and subsequently measured at amortised cost Trade receivables are using the effective interest rate method.. through the of allowance account, and the amount of the loss is The carrying amount of the asset is reduced use an recognised in profit loss within operating When trade receivable is uncollectable, it is written off or expenses. a against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in profit or loss.

Trade and other receivables classified as loans and receivables. are

Trade and other payables

subsequently measured at amortised cost, using the Trade payables are initially measured at fair value, and are effective interest rate method.

Cash and cash equivalents

highly liquid Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term of cash and subject to insignificant risk of investments that are readily convertible to a known amount are an changes in value. These initially and subsequently recorded at fair value.

1.3 Financial instruments (continued)

Held to maturity

These financial assets are initially measured at fair value plus direct transaction costs.

At subsequent reporting dates these are measured at amortised cost using the effective interest rate method, less impairment reflect any loss recognised to irrecoverable amounts. An impairment loss is recognised in profit or loss

when there is objective evidence that the asset is impaired, and is measured the difference between the as investment's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition. Impairment losses are reversed in subsequent periods when an increase in the investment's recoverable amount be related objectively to event occurring after the impairment can an was recognised, subject to the restriction that the carrying amount of the investment at the date the impairment is reversed shall not exceed what the amortised cost would have been had the impairment not been recognised.

Financial assets that the council has the positive intention and ability to hold to maturity classified held to are as maturity.

1.4. Impairment of assets

of The council assesses at each end the reporting period whether there is any indication that an asset may be impaired. If such indication exists, the council estimates the recoverable amount of the asset. any

Irrespective of whether there is any indication of impairment, the council also:

- tests intangible assets with indefinite useful life intangible assets not yet available for for. an or use impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.
- tests goodwill acquired in a business combination for impairment annually.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash- generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to amount. That reduction is impairment loss. its recoverable an

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised impairment of revalued asset is treated revaluation decrease. immediately in profit or loss.



Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026

1.5 Share capital and equity

An equity instrument is contract that evidences residual interest in the assets of an entity after deducting all of any of its liabilities.

1.6 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as and non-monetary benefits such medical care), recognised in the period in which the service is rendered and not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that

increase their entitlement or, in the of non-accumulating absences, when the absence occurs.

Pension obligation

defined contribution plan. The council contribution to privately administered The council currently operates a pays a pension plan mandatory, contractual voluntary basis. Once the contribution have been paid, the board has on a or further payment obligation. The regular contributions constitute net periodic costs for the year in which they are no due and as such are included in staff costs.

1.7 Provisions and contingencies

Provisions recognised when:

- the council has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, recognised when, and only when, it is virtually certain that reimbursement will be the reimbursement shall be if the entity settles the obligation. The reimbursement shall be treated separate asset. The amount received as a recognised for the reimbursement shall not exceed

the amount of the provision.

Provisions are not recognised for future operating losses.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and a measured as provision.

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
 - ◊ the business or part of a business concerned;
 - ◊ the principal locations affected;
 - ◊ the location, function, and approximate number of employees who will be compensated for terminating their services;
 - ◊ the expenditures that will be undertaken; and
 - ◊ when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

After their initial recognition contingent liabilities recognised in business combinations that are recognised separately are subsequently measured at the higher of:

- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 9.

1.8 Government grants

Government grants are recognised when there is reasonable assurance that:

- the town council will comply with the conditions attaching to them; and
- the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.



1.8 Government grants (continued).

A government grant that becomes receivable as compensation for expenses or losses already incurred for the or purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the income statement (separately)...

1.9 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services provided in the normal course of business.

Revenue is mainly derived from Government subventions, rates levied in terms of the Ratings Act 1995 and service charges. These are accounted for on an accrual basis.

Government Capital

Government grants for carrying capital projects are not charged against the cost of the capital projects but are accumulated in the capital gifts and grants account.

Government Subvention

Government rates revenue grants are netted off against the cost of the capital projects but are accumulated in the capital gifts and grants account.

Rates Income

Rates income is levied all rateable properties of the Council based values extracted from the valuation roll on on a and amended when supplimentary valuation roll is prepared.

Interest Income

Interest is recognised accrual basis unless collectibility is in doubt. on an

1.10 Equity

of entity after deducting all of An equity instrument is any contract that evidences a residual interest in the assets an its liabilities.

1.11 Related parties

The major related party to the Council apart from its Councillors is the Government of Eswatini which exercises a significant influence over its financial and operating decisions.

Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements



FINANCIALS

FIGURES IN LILANGENI				2026		2025	
2. Property, plant and equipment							
		2026			2025		
	Cost/ Valuation	Accumulated depreciation	Carrying value	Cost/ Valuation	Accumulated depreciation	Carrying value	
Computer equipment	1,906,634	(1,449,959)	456,675	1,668,778	(1,262,071)	406,707	
Furniture and fixtures	1,722,487	(572,147)	1,150,340	1,715,003	(444,949)	1,270,054	
Car ports	315,753	(136,385)	179,368	315,753	(126,945)	188,808	
Land and buildings	17,969,783	(913,389)	17,056,394	17,754,503	(668,474)	17,086,029	
Cell phones	158,497	(27,355)	131,142	57,093	(25,064)	32,029	
High mast lights	4,395,397	(1,473,136)	2,922,261	2,786,312	(1,216,738)	1,569,574	
Motor vehicles	6,897,747	(4,460,218)	2,437,529	6,897,747	(3,647,709)	3,250,038	
Office equipment	1,475,565	(671,601)	803,964	1,305,576	(587,617)	717,959	
Plant and machinery	677,771	(444,059)	233,712	677,771	(385,631)	292,140	
Skip bins	1,102,435	(579,532)	522,903	966,551	(460,130)	506,421	
Roads	100,701,217	(30,257,086)	70,444,131	95,833,596	(27,458,232)	68,375,364	
Total	137,323,286	(40,984,867)	96,338,419	129,978,683	(36,283,560)	93,695,123	

Reconciliation of property, plant and equipment - 2026

	Opening balance	Additions	Disposals	Depreciation	Total
Computer equipment	406,707	237,856	-	(187,888)	456,675
Furniture and fixtures 1,150,340	1,270,054	7,484	-	-	(127,198)
Car ports	188,808	-	-	(9,440)	179,368
Land and buildings	17,086,029	215,280	-	(244,915)	17,056,394
Cellphones	32,029	138,500	(13,580)	(25,807)	131,142
High mast lights	1,569,574	1,609,085	-	(256,398)	2,922,261
Motor vehicles	3,250,038	-	-	(812,509)	2,437,529
Office equipment	717,959	169,988	-	(83,983)	803,964
Plant and Machinery	292,140	-	-	(58,428)	233,712
	506,421	135,884	-	(119,402)	522,903
Roads	68,375,364	4,867,621	-	(2,798,854)	70,444,131
	93,695,123	7,381,698	(13,580)	(4,724,822)	96,338,419

Notes to the Annual Financial Statements

FIGURES IN LILANGENI				2026	2025
2. Property, plant and equipment (continued)					
Reconciliation of property, plant and equipment 2025					
	Opening balance	Additions	Disposals	Depreciation	Total
Computer equipment 406,707	425,771	168,040		(2,198)	(184,906)
Furniture and fixtures	458,864	873,553		(62,363)	1,270,054
Car ports	198,745	-	-	(9,937)	188,808
Land and Buildings	17,301,665	32,024	-	(247,660)	17,086,029
Cell phones	32,523	14,997	(2,361)	(13,130)	32,029
High mast lights	1,743,971	-		(174,397)	1,569,574
Motor vehicles	1,315,682	2,401,179	(71,926)	(394,897)	3,250,038
Office equipment	730,706	62,928	-	(75,675)	717,959
Plant and machinery	275,850	77,485	-	(61,195)	292,140
Skip bins	465,020	169,855	(17,093)	(111,361)	506,421
Roads	70,391,947	823,809	-	(2,840,392)	68,375,364
	93,340,744	4,623,870	(93,578)	(4,175,913)	93,695,123
Details of properties					
Land and buildings situated Lot 1, Mountain View, Ezulwini; Lot 2, MountainView, Ezulwini and Portion] are on of Lot 3, Mountain View Ezulwini.					
3. Trade and other receivables					
Trade receivables				63,403,996	31,476,396
Provision for doubtful debts rates				(2,332,923)	(2,858,396)
Prepayments -				168,515	147,193
Staff loans				176,082	35,168
				61,415,670	28,800,361
4. Cash and cash equivalents					
Cash and cash equivalents consistof:					
Cash on hand				1,372	2,267
Bank balances				10,195,127	7,578,631
				10,196,499	7,580,898
Cash on hand				1,372	2,267
Bank Balances					
Standard Bank Eswatini (Limited) -Current Account				483,561	152,395
Eswatini Building Society				8,898,511	6,851,653
First National Bank Current Account				155,789	456,323
Nedbank Current Account				657,266	118,260
				90,195,127	7,578,631

Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026

Notes to the Annual Financial Statements



FINANCIALS

FIGURES IN LILANGENI	2026	2025
5. Trade and other payables		
Trade payables	320,195	531,450
Unidentified deposits	80,056	84,966
Accrued audit fees	294,354	285,729
Other payables	989,985	1,469,771
	1,684,590	2,371,916
6. Financial assets held at fair value		
African Alliance Asset Management	30,733,719	27 852,988
Current assets		
Financial assets held at fair value	30,733,719	27,852,988
7. Cash generated from operations		
Profit before taxation	41,009,492	5,206,098
Adjustments for:		
Depreciation and amortisation	4,724,822	4,175,913
Interest received	(3,770,081)	(2,880,655)
Movements in provisions	431,104	(830,272)
Other non cash items	-	(19,256)
Prior year adjustment	1,667	-
Changes in working capital:		
Trade and other receivables	(32,615,313)	9,800,443
Trade and other payables	(687,326)	(728,645)
	9,094,365	14,723,626

8. Reserves

The Revaluation arises from the revaluation of the road infrastructure by CEAS Consulting Engineers in August 2013 amounting to E32,214,851. The revaluation of land and buildings situated on Lot 1, Mountain View, Ezulwini by Fred Kunda under KF & J Property Consultants in May 2013.

The Capital reserves on Eswatini Government and SLGP arises from assets bought by Ezulwini Town Council paid for out of capital grants received from the Government of Eswatini and the World Bank.

Land and buildings revaluation	1,158,553	1,158,553
Capital reserves - projects	22,665,655	22,665,655
Roads - revaluation	32,214,851	32,214,851
	56,039,059	56,039,059

9. Contingent liability

The Council is currently having pending legal claims lodged by former employees. Legal counsel has confirmed that the matters are ongoing and that it is not possible at this stage to determine the likely outcomes. Management will continue to monitor the cases and update the disclosure as new information becomes available. No provision has been recognised in the financial statements as the outcome of the cases is uncertain.

10. Comparative figures

Certain comparative figures have been reclassified to afford a proper comparison.

11. Provisions**Reconciliation of provisions 2026**

-	Opening	Additions balance	Total
Terminal benefits	573,802	431,104	1,004,906

Detailed Statement of Financial Performance

FIGURES IN LILANGENI	NOTE(S)	2026	2025
Revenue			
Rates		68,712,206	32,974,816
Eswatini Government Subvention		873,000	873,000
		69,585,206	33,847,816
Cost of sales			
Direct costs for the year		(8,092,311)	(8,894,083)
Gross profit		61,492,895	24,953,733
Other income			
Scrutiny income		1,824,225	63,267
Interest received		3,770,081	2,880,655
Sundry income		329,321	380,278
Gain on disposal of assets		-	270,016
Interest charged on overdue accounts		2,236,670	-
Advertising		221,805	200,400
Skip collections		1,614,625	1,342,350
		9,996,727	5,136,966
Operating expenses			
Advertising and promotions		295,766	318,871
Annual report		77,615	38,567
Assessment rates & municipal charges		-	22,018
Audit Fees (External and Internal)		327,556	172,500
Bad debts		1,385,409	965,764
Bank charges		407,229	319,607
Cleaning		104,764	84,430
Computer maintenance & accessories		96,493	44,793
Consulting and professional fees		-	618,915
Corporate wear		136,699	19,970
Depreciation		1,049,498	546,065
Electricity and Water		305,319	215,659
Employee costs		15,305,563	13,076,668
Environmental Management		626,897	395,930
Health and Safety Costs		123,077	115,332
Hospitality expenses		209,698	167,598
Information Management Systems		871,305	767,959
Insurance		674,256	349,578
Integrated development plan		147,061	293,269
Legal expenses		126,505	50,520
Loss on disposal of assets		13,581	1,995
Management System		383,842	270,256
Medical expenses		109,318	167,810
Motor vehicle petrol & oil		762,707	587,244
Motor vehicle repairs & maintenance		453,695 4	23,732
Printing and stationery		206,789	171,314
Recruitment expenses		133,279	62,983
Repairs and maintenance		303,854	175,121

The supplementary information presented does not form part of the annual financial statements and is unaudited

Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026

Detailed Statement of Financial Performance

FIGURES IN LILANGENI	NOTE(S)	2026	2025
SAIMSA/ESIGA Games		639,683	503,445
Security expenses		696,714	630,385
Sitting allowances		887,213	919,183
Social Centre Support		20,326	4,397
Social Services Programs		360,955	197,785
Social welfare		47,126	37,680
Special programs		817,117	454,766
Subscriptions		120,763	106,475
Telephone and fax		301,381	281,610
Training		806,868	291,808
Travelling expenses		1,144,209	1,012,599
		30,480,130	24,884,601
Surplus for the Year		41,009,492	5,206,098

Statement Direct Costs

FIGURES IN LILANGENI	NOTE(S)	2026	2025
Depreciation		3,675,324	3,629,848
Electricity Streetlight & Highmasts		549,922	573,934
Public open spaces		659,328	437,772
General valuation expenses		-	1,186,866
Local Economic Development Program		80,872 1	59,435
Maintenance High Mast and Street Lights		811,442	435,950
Maintenance and improvements of roads infrastructure		1,014,376	1,000,000
Protective clothing		237,035	274,970
Refuse management costs		674,125	859,220
Signage		389,887	336,088
		8,092,311	8,894,083
Direct costs for the year		8,092,311	8,894,083

Supplementary Information

1, Subvention

Eswatini Government	873,000
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2. Auditors remuneration

Kobla Quashie and Associates	181,125
SNG Grant Thornton	77,431

258,556

The supplementary information presented does not form part of the annual financial statements and is unaudited

Detailed Statement of Financial Performance Budget Vs Actual

FIGURES IN LILANGENI	BUDGET	ACTUAL	VARIANCE
Income			
Rates revenue	64,182,386	68,712,206	(4,529,821)
Government subvention	873,000	873,000	-
	65,055,386	69,585,206	(4,529,821)
Other Income			
Interest received call account	1,500,000.00	3,770,081	(2,270,081)
User fees fees	3,166,599.96	3,989,976	(823,376)
Interest received over due customers	-	2,236,670	(2,236,670)
	4,666,600	9,996,727	(5,330,127)
Advertising	414,494.76	295,766	118,729
Auditors remuneration	416,644.68	327,556	89,089
Bank charges	420,200.00	407,229	12,971
Cleaning	123,399.84	104,764	18,636
Computer consumables	174,433.20	96,493	77,940
Councillors remuneration	707,808.00	887,213	(179,405)
Bad Debts	15,000.00	1,385,409	(1,370,409)
Depreciation	-	1,049,498	(1,049,498)
Electricity and Water	314,768.28	305,319	9 AAD
Employee costs	15,748,425.00	15,305,563	442,862
Hospitality expenses	386,155.12	209,698	176,457
Insurance	762,277.84	674,256	88,022
Motor vehicle repairs & maintenance	544,648.68	453,695	90,953
Printing and stationery	282,189.12	206,789	75,400
Protective clothing	287,892.60	-	287,893
Election expenses	50,000.00	-	50,000
Repairs and maintenance of Brush Cutters	195,888.96	47,756	148,133
IDP/Strategic plan -budget	559,919.88	147,061	412,859
Subscriptions	120,449.00	120,763	(314)
Telephone and fax	366,431.52	301,381	65,051
Training expenses	994,604.52	806,868	187,736
Travelling expenses	1,051,670.16	1,144,209	(92,539)
Information System	871,305	878,179.32	6874
Environmental Management	649,203.36	626,897	22,307
Health & Safety Costs	205,659.96	123,077	82,583
Legal Expenses	190,320.00	126,505	63,815
Management System	585,751.68	383,842	201,910
Medical Expenses	97,295.00	109,318	(12,023)
Motor Vehicle Oil & Petrol & Brush Cutters	658,000.08	762,707	(104,707)
Annual Report	85,380.00	77,615	7,765
Recruitment	189,800.00	133,279	56,521
SAIMSA/ESIGA	639,683	575,851.52	(63,831)
Security Expenses	761,224.08	696,714	64,510
Social Centre Support	845,138.96	408,080	437,059
Social Welfare	26,780.00	20,326	6,454
Special Programme	1,462,306.16	817,117	645,189
Corporate Wear	172,400.00	136,699	35,701

Ezulwini Town Council

Annual Financial Statements for the year ended 31 March 2026



FINANCIALS

Detailed Statement of Financial Performance - Budget Vs Actual

FIGURES IN LILANGENI	BUDGET	ACTUAL	VARIANCE
Repairs & Maintenance of Office Equipment	322,432	70,124	252,308
Repairs & Maintenance of Office Building	157,000	185,974	(28,974)
Loss Disposal -		13,581	(13,581)
Street/Outdoor decoration	333,614	378,887	(45,273)
Local Economic Development	145,970	80,872	65,098
Depreciation -		3,675,325	(3,675,325)
Maintenance of Highmasts & Streetlight	1,355,000	811,442	543,558
Electricity Highmasts & Streetlights.	692,000	549,922	142,078
Maintenance of Road Infrastructure	1,066,600	1,014,376	52,224
Refuse Management	773,640	674,125	99,515
Signage	34,338	11,000	23,338
Maintenance of Open Public Space	1,139,385	659,328	480,057
Protective clothing	287,893	237,035	50,858
	37,628,463	38,572,441	943,978
Surplus for the year	32,093,523	41,009,492	(8,915,969)