PIGG'S PEAK
TOWN COUNCIL

PIGG'S PEAK TOWN COUNCIL

2026 ANNUAL REPORT









Improvement in Services and Quality of Life Through Unity



TOWN PROFILE AT A GLANCE

POPULATION & DEMOGRAPHICS

6 455
Resident population

10 000
Estimated daytime population

1 644
Households

ADMINISTRATION & CAPACITY

51 Staff members

6 Municipal departments

STRATEGIC LOCATION & CONNECTIVITY

65 KM From Mbabane

21 KM To Bulembu Border

40 KM To Matsamo Border

ECONOMIC VALUE

E2.4 BILLION
Ttown net worth

LAND & ENVIRONMENT

856.6 HA
Total municipal area

287 HA
Afforested land

10–30°C
Temperature range

PUBLIC AMENITIES & FACILITIES

3 Sporting facilities

1 Market Space

1 Public park

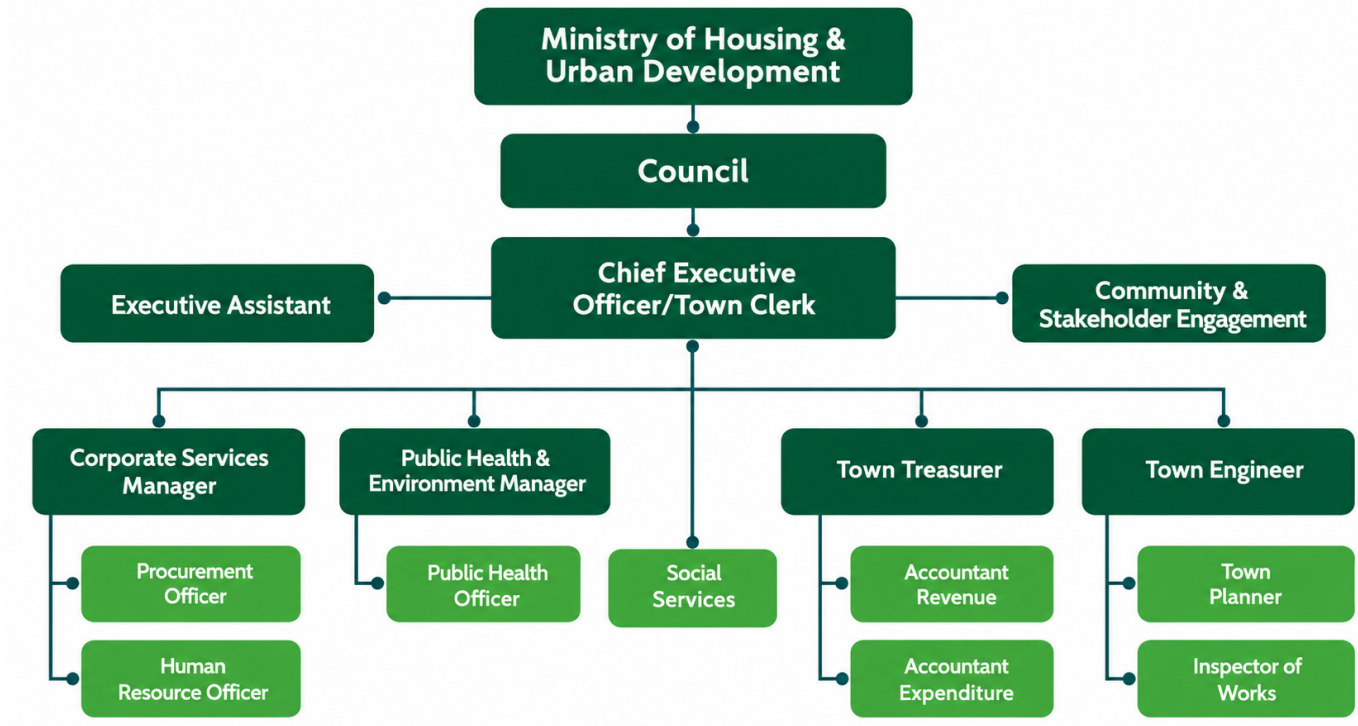
2 Open spaces

1 Bus rank

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CHAPTER

01

Council Leadership & Governance

Town overview, vision, mission and leadership

"Life's most persistent and urgent question is, 'What are you doing for others?'"

Martin Luther King Jr.



Town Council Management and Staff.

TOWN OVERVIEW

Piggs Peak is situated in the north-western part of the Kingdom of Eswatini, approximately 65 kilometres from the capital city of Mbabane, 21 kilometres east of the Bulembu Border Post and 40 kilometres south of the Matsamo Border Post.

The town was officially declared a town on 5th March 1993, marking an important milestone in its development and establishing the foundation for more structured urban growth and municipal service delivery.

Today, Piggs Peak serves not only its residents but also the surrounding rural communities, with the town continuing to develop as an important centre for economic activity, tourism and public services in Northern Hhohho.

Piggs Peak Town Council is governed by the Urban Government Act, 1996 and operates under the oversight of the Ministry of Housing and Urban Development, which is responsible for the governance and development of urban areas in Eswatini.

The Piggs Peak community elect Councillors who constitute the Town Council and exercise the authority entrusted to them to govern the affairs of the town.



LEGISLATIVE FRAMEWORK

The operations and service delivery of the Piggs Peak Town Council are guided by various pieces of legislation and regulations, including:

- Urban Government Act, 1996
- Rating Act, 1995
- Procurement Act, 2011
- Town Planning Act, 1961
- Building and Housing Act, 1968
- Public Health Act, 1969
- Environmental Management Act, 2002
- Waste Regulations, 2002
- Crown Land Disposal Regulations, 2003

These legislative frameworks provide the basis for Council's responsibilities in areas such as municipal governance, land management, development control, public health, environmental management, revenue collection and the provision of council services.

OUR VISION

A technological innovation-driven town that drives economic growth and transforms Northern Hhohho into a preferred tourist destination.

OUR MISSION

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

OUR CORE VALUES

- Accountability
- Integrity
- Compassion
- Transparency
- Responsiveness

OUR LEADERSHIP



HON. APOLLO MAPHALALA
Minister of Housing and Urban Development



DR. SIMON ZWANE
Principal Secretary, Ministry of Housing
and Urban Development


"Nothing will work
unless you do."
Maya Angelou

Councillors



Council Chairperson

CLLR SIPHO SHONGWE - WARD 1



Deputy Council Chairperson

CLLR LUNGILE DLAMINI - WARD 6



Finance Chairperson

CLLR LUCKY TFWALA - WARD 3



Deputy Finance Chairperson

CLLR MUZI SIMELANE - WARD 2



Finance Committee Member

CLLR BONGANI PHIRI - WARD 5



CLLR SICELO MAVUSO

WARD 4



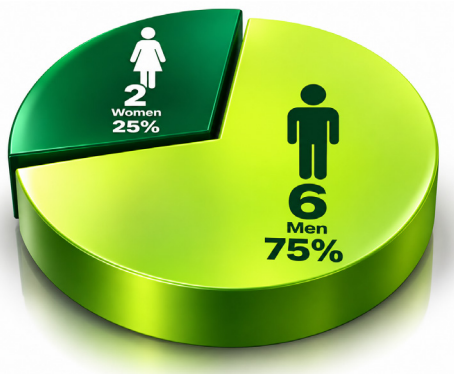
CLLR TITO SIMELANE

Minister's Appointee



CLLR DR GLORY MSIBI

Minister's Appointee



Executive Leadership



In pursuit of Council's broader vision, Executive Management remains steadfast in its commitment to providing strategic leadership, fostering innovation and promoting operational excellence.
Our vision remains clear: to build a sustainable, resilient and progressive Piggs Peak through effective governance, improved service delivery and sustainable development for the benefit of our community

MR ROISON PAVE
Chief Executive Officer

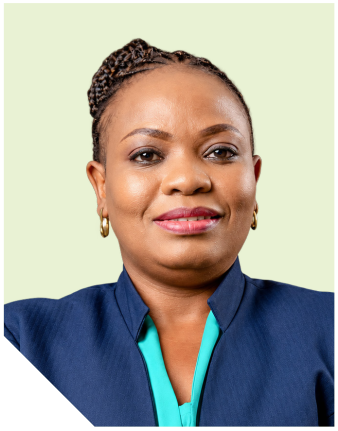


MR CLEMENT DLAMINI
Town Treasurer

Management Team



MS BONGEKILE MKHONTFO
Environment and Public Health Manager



MS DUMSILE GAMEDZE
Social Services Manager



MR SIMISO DLAMINI
Town Planning Officer



MS NCAMSILE DLAMINI
Human Resources Officer



MR SIPHO MASILELA
Financial Accountant



MR NKOSINGPHILE MKHABELA
Information Technology Officer



MR THABANI DLAMINI
Finance Officer



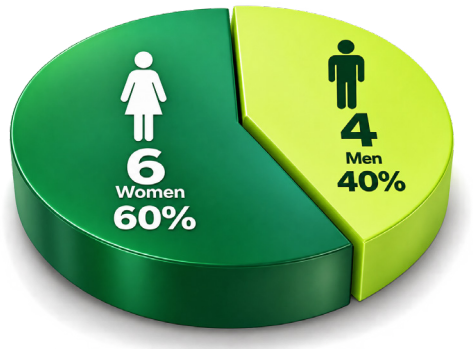
MS DUDUZILE SIBANDZE
Executive Secretary



MS PHILISIWE CHIRWA
Procurement Officer



MS SAKHILE MDLULI
Communications and Stakeholder Officer



COUNCIL CHAIRPERSON'S REMARKS



It is with great pleasure and a deep sense of responsibility that I present the Annual Report of the Piggs Peak Town Council for the financial year ended 31st March 2026.

As Council, we acknowledge the trust placed in us by the Piggs Peak community to drive the development of our town, deliver essential services, and respond to the needs and aspirations of our community. With this responsibility comes an obligation to remain transparent and accountable. It is therefore our duty to report back to you on the work undertaken, the utilisation of public resources, and the progress achieved during the 2025/26 financial year.

This Annual Report provides an opportunity for Council to give an account of the programmes and activities implemented during the financial year 2025/26, as well as the resources that were utilised in delivering services to our community. Every programme undertaken by Council is ultimately aimed at improving the quality of life of the Piggs Peak community and creating a town that is clean, functional, inclusive and conducive to investment and growth.

I am pleased to report that Council received **unqualified audit report** for the 2025/26 financial year. This is an important indication that our financial statements fairly present the financial position of Council and that our financial reporting and accountability processes are being maintained in accordance with International Financial Reporting Standards (IFRS).

Council's performance is further reflected in the governance and organisational performance assessments conducted by an independent audit consultant.

These assessments provide an objective evaluation of Council's institutional effectiveness and commitment to good governance, accountability, transparency and the responsible management of public resources.

The year under review also marked an important milestone for Piggs Peak Town Council with the engagement of a substantive Chief Executive Officer. This *strengthened* the leadership and administrative capacity of Council and contributed to giving greater momentum to service delivery and the implementation of Council programmes.

We have also seen progress in a number of key initiatives. Among these is the formulation of the five-year Integrated Development Plan (IDP) 2026–2031, which provides Council with a clear strategic direction for the next five years. The plan brings together the priorities and aspirations shared by our stakeholders through consultative meetings and engagements, with implementation commencing in the 2026/27 financial year.

Council also progressed with the rehabilitation of Killarney Sports Ground, aimed at improving the facility for sporting and community activities. We continued to invest in the maintenance of *streetlights* and public structures, ensuring that important public infrastructure remains functional and responsive to the needs of our community.

Council also continued to meet key operational and financial commitments, including electricity costs, security services and loan repayments, which are important to maintaining council operations and ensuring continued service delivery.

Council has continued to implement infrastructure maintenance programmes aimed at improving the condition, functionality and overall appearance of our town, while upholding our commitment to maintaining Piggs Peak as a clean, green and sustainable urban environment. Furthermore, in collaboration with the Ministry of Housing and Urban Development, Council has continued to strengthen land allocation and related processes, recognising the important role that access to land plays in improving livelihoods, promoting orderly urban development and creating opportunities for our community. At the heart of all these efforts are the people of Piggs Peak, whose needs, aspirations and well-being remain central to Council's development priorities and service delivery initiatives.

Council have continued to support initiatives that put our residents, particularly our young people, at the heart of development. Through initiatives such as the Back-to-School Campaign, Council has supported local schools in promoting educational excellence. We have also partnered with various organisations to provide young people with information and opportunities relating to financial independence, entrepreneurship and economic participation. These initiatives are part of our broader commitment to contributing to the creation of opportunities for our youth and addressing the challenges of unemployment.

As we reflect on the end of year performance, council acknowledge that there is still much work to be done. The development of Piggs Peak is a shared responsibility, and Council cannot achieve this vision alone.

"The development of Piggs Peak is a shared responsibility, and Council cannot achieve this vision alone."

I therefore wish to express my sincere appreciation to the residents of Piggs Peak for your continued participation, cooperation and support. I also extend our gratitude to our business community, development partners, community organisations, government ministries and all other critical stakeholders who continue to work with Council in advancing the development of our town.

Your contribution and participation matters. Your continued partnership is essential as we work together to build a better Piggs Peak.

Council engaged the Ministry of Housing and Urban Development and the Ministry of Finance, through the Accountant General's Office and Budget Sectoral Officer, to strengthen government rates collection. These engagements yielded positive results, with Council expected to receive E19.9 million in government rates for 2026/2027, compared to E15.4 million received in 2025/2026, and an additional E3.2 million towards outstanding arrears.

In 2025/2026, Council collected E4.2 million (80%) in private rates, with E3.7 million outstanding as at 31 March 2026. To improve collections, Council has introduced instalment payment arrangements, engaged debt collectors and plans to implement a digital finance application for convenient access to statements and payments

As we continue with the implementation of our 2026–2031 Integrated Development Plan, I call upon all of us to remain committed to this shared vision and to continue working together to make Piggs Peak a town we can all be proud to call home.

Thank you.



Cllr Sipho Shongwe
Council Chairperson



ANNUAL PERFORMANCE REPORT 2025/26

EXECUTIVE SUMMARY

The 2025/26 financial year reflected continued delivery of essential council services, strengthened institutional governance and community-focused programmes across Pigg's Peak. This consolidated summary presents the principal results reported by the Office of the Chief Executive Officer, Finance, Human Resources, Environment and Public Health, Engineering, and the Social Services functions.

GOVERNANCE

During the 2025/26 financial year, Council successfully convened 92% of its planned statutory meetings, demonstrating its commitment to effective governance and institutional accountability. The improvement in the convening of statutory meetings compared to the previous reporting period reflects strengthened governance structures, improved planning and coordination, and enhanced operational efficiency. These efforts have contributed to effective oversight, informed decision-making and the smooth execution of Council's mandate.

HUMAN RESOURCES

During the 2025/26 financial year, Council recorded a workforce of 51 employees. The reporting period saw two key appointments, namely the Chief Executive Officer and the Communications and Stakeholder Officer, alongside seven voluntary resignations. Council continued to prioritise employee wellness, capacity building and organisational development initiatives aimed at enhancing staff performance, strengthening institutional capacity and improving overall operational effectiveness.

Council continued to advance community health, education and social welfare initiatives aimed at improving the well-being of Piggs Peak residents. A three-day community health campaign conducted in Mangwaneni, Malanda and the bus rank reached a total of 223 people, while 30 community police volunteers received training to strengthen community safety. In recognition of academic excellence, Council honoured seven schools for their outstanding performance, six of which achieved a 100% pass rate. Furthermore, Council extended its support to school children, early childhood development, Sexual Reproductive Health and Rights, Non Commutable Diseases, social centres and initiatives aimed at strengthening the response to gender-based violence.

ENGINEERING, INFRASTRUCTURE AND URBAN DEVELOPMENT

Council prioritised infrastructure maintenance programmes, including road maintenance, storm water drainage management, vegetation clearing and the upkeep of public facilities, despite financial constraints affecting capital development projects. In advancing orderly urban development and access to land, Council recorded the allocation of 100 residential plots at Macambeni, with nine plots identified as excluded from the allocation process, subject to final verification. Furthermore, Council held two Crown Land Disposal engagements with the Ministry of Housing and Urban Development and facilitated the registration of one Crown Grant, demonstrating continued efforts to strengthen land administration and promote sustainable urban development.

ENVIRONMENT AND PUBLIC HEALTH

Council continued to prioritise environmental management and public health services aimed at maintaining a clean, safe and healthy urban environment. Key activities included routine solid waste collection, refurbishment and maintenance of waste management infrastructure, public health inspections, environmental education and water quality monitoring. These initiatives were undertaken to improve sanitation standards, promote compliance with environmental and public health regulations, and minimise health risks associated with improper waste disposal and poor environmental conditions.

Council further strengthened its efforts to promote environmental awareness and responsible waste management practices among residents and businesses, encouraging community participation in maintaining a clean and sustainable town. Through regular inspections and monitoring activities, Council continued to safeguard public health, improve environmental conditions and support a conducive environment for residential, commercial and economic activities. These efforts reaffirm Council's commitment to maintaining Piggs Peak as a clean, green and environmentally sustainable town.

FINANCIAL ACCOUNTABILITY AND OUTLOOK

DURING THE 2025/2026 FINANCIAL YEAR, COUNCIL RECEIVED AN UNQUALIFIED AUDIT OPINION ON ITS ANNUAL FINANCIAL STATEMENTS. THIS OUTCOME REFLECTS COUNCIL'S CONTINUED COMMITMENT TO FINANCIAL ACCOUNTABILITY, TRANSPARENCY AND SOUND FINANCIAL REPORTING PRACTICES.

SELECTED PERFORMANCE INDICATORS

Indicator	2025/26 reported result
Council	31
Management meetings	9
Employees reported	51
Voluntary resignations	7
Community health outreach beneficiaries	223
Community police volunteers trained	30
Schools recognized	7
Schools reporting a 100% pass rate	6
Residential plots reported allocated at Macambeni	100
Customer service satisfaction	Approximately 80%





CHAPTER

02

Office of the Chief Executive Officer

Strategic Direction | Corporate Performance | Governance & Accountability

1. CORPORATE GOVERNANCE

Section VIII of the Urban Government Policy of 1996 calls upon Urban Local Governments (ULGs) to actively involve the communities they serve in order to better understand and respond to their needs. It further encourages local authorities to communicate their actions and policies, work collaboratively with stakeholders in advancing the public good, and promote accountability through honest and comprehensive reporting.

Meetings held over the 2025/26							Total number of meetings
Council meeting held	Finance Committee	Special Council	Management	Consultative budget submissions held in 13–16 September 2025 & AGM held in January 2026	Annual General Meeting	CEO Introductory Meetings	
11	**11**	**9**	**9**	**1**	**1**	**1**	**43**

2. PEAK TOWN COUNCIL SIGNS MOU WITH THE ESWATINI NATIONAL COUNCIL OF ARTS AND CULTURE

Piggs Peak Town Council has officially signed a Memorandum of Understanding (MOU) with the Eswatini National Council of Arts and Culture (ENCAC), strengthening collaboration in the promotion, development, and preservation of arts and culture within Piggs Peak.

The partnership seeks to create opportunities for cultural programmes, support local artists and creatives, promote cultural heritage, and contribute to the social and economic development of the town through arts and culture. The signing marks an important step towards building stronger partnerships that celebrate Eswatini's rich cultural identity and provide greater opportunities for the creative sector in Piggs Peak.



Council signs an MOU with the Eswatini National Council of Arts and Culture

3. PUBLIC INFORMATION

The Communications and Stakeholder Engagement function played a significant role in strengthening Piggs Peak Town Council's communication, public relations and stakeholder engagement efforts. Through various strategic communication initiatives, Council sought to enhance its corporate image, promote transparency and accountability, strengthen relationships with stakeholders and improve public awareness of municipal programmes and service delivery initiatives. These efforts contributed towards fostering public trust, encouraging community participation and maintaining effective communication between Council and the residents of Piggs Peak.

Council continued to provide timely and accessible information to the public on Council services, programmes, activities, notices, events and other matters of public interest. Public information was disseminated through a combination of digital platforms, traditional media, printed information, public notices and direct community engagements.

Council also produced Information, Education and Communication (IEC) materials to support public awareness and improve understanding of Council activities. During the reporting period, examples included notices on the inspection of Annual Budget Estimates, the Annual General Meeting, community events and other Council activities.

4. STAKEHOLDER ENGAGEMENT

Stakeholder engagement remained a key component of Council's work during the 2025/26 financial year. Council recognised the importance of engaging communities and stakeholders directly to understand their concerns, communicate Council programmes and strengthen participation in local governance. Engagements include:

4.1 BUDGET CONSULTATIVE MEETINGS

Consultative Meetings for the 2025/26 Financial year budget were conducted, providing an opportunity for residents and other stakeholders to participate in the budgeting process. The engagements enabled Council to communicate its priorities while creating space for community inputs, concerns and proposals relating to service delivery and development priorities. The meetings reinforced the importance of participatory planning and budgeting and provided a platform for strengthening the relationship between Council and the communities it serves.

4.2 MACAMBENI LAND ALLOCATION ENGAGEMENT

Council conducted stakeholder engagement concerning land allocation at Macambeni, involving the Council and the Ministry of Housing and Urban Development. The engagement provided a platform for Macambeni land beneficiaries to discuss land allocation matters, clarify processes and strengthen coordination between the local authority and the community.



Minister's visit during the Macambeni land allocation meeting.



Macambeni land stakeholders engaging in meeting.

4.3 IDP CONSULTATIVE MEETINGS

Council conducted several IDP consultative meetings to gather input from stakeholders on the development priorities for the next five years. The exercise encouraged participatory governance giving the community an opportunity to share inputs on development plans for their town.



EIDP validation stakeholder meeting.

4.4 REVIEW OF THE RATING ACT – CONSULTATIVE MEETING

Piggs Peak Town Council invited members of the community to participate in a stakeholder consultation meeting aimed at soliciting public input into the review of the Rating Act of 1995. The engagement provided residents and ratepayers with an opportunity to share their views, concerns and recommendations regarding the proposed review of the legislation. This initiative formed part of Council's commitment to promoting public participation, inclusive decision-making and stakeholder involvement in matters affecting municipal governance and property rating.



Stakeholder making her submission during the review of the rating act consultative meeting.

5. COMMUNICATION PLATFORMS OUTREACH

Beyond formal meetings, Council continued to conduct activities that brought information closer to residents and encouraged direct interaction with the public. Councils approach increasingly incorporated two-way communication, recognising that effective municipal communication is not limited to publishing information but also requires receiving feedback and understanding community needs.

5.1 SOCIAL MEDIA

Social media continued to serve as a key communication platform for disseminating public information, promoting Council programmes and strengthening engagement with the Piggs Peak community. Council enhanced its digital communication efforts through increased content production and consistent updates across its social media platforms, including Facebook, TikTok and LinkedIn. These platforms were utilised to share service delivery updates, public notices, stakeholder engagement activities and community development initiatives. As a result, Council recorded notable growth in its social media following and audience engagement, reflecting improved digital visibility and greater public interaction with municipal information and activities.

5.2 WEBSITE

Council's website continued to serve as an important institutional communication platform for service information, public information and access to Council documents.

5.3 COMMUNITY OUTREACH AND ACTIVATIONS

Council participated in and supported various community outreach initiatives aimed at enhancing public awareness, strengthening stakeholder relations and increasing Council's visibility within the community. Among these initiatives was an activation for the Temasiko Cultural Festival, which provided a platform for direct engagement with members of the public, promotion of the event and encouragement of community participation.

5.4 CUSTOMER FEEDBACK AND PUBLIC PARTICIPATION

A customer satisfaction survey was conducted to obtain feedback on service gaps and customer experiences. Approximately 80% of respondents indicated satisfaction or high satisfaction with the quality of customer service provided. The feedback provides an important basis for improving communication, customer service and responsiveness to stakeholder needs.

6. CUSTOMER SERVICE WEEK

Piggs Peak Town Council joined the global community in commemorating Customer Service Week 2025, reaffirming Council's commitment to promoting a culture of excellent customer service and stakeholder care. The week started with a march held in partnership with the Eswatini Customer Experience Practitioners, aimed at sensitising businesses in Piggs Peak on the importance of customer service and its contribution to quality service delivery.

The commemoration provided an opportunity for Council to promote customer-centred service delivery while recognising employees, businesses and stakeholders who contribute towards creating a positive service experience within Piggs Peak.



Piggs Peak Town Council joined by stakeholders making awareness for Customer Service in town

7. SOCIAL PARTNERS

Council and NERCHA held two Municipal Health Teams meetings in 2025/2026 with partners like SWAGAA and AHF to review progress and coordinate HIV prevention efforts in the Piggs Peak. The meeting focused on updates aligned with the National Strategic Framework for HIV and AIDS 2024–2028. The Ministry of Health presented updates on the PrEP programme, including new products and changes to improve access, while NERCHA demonstrated the use of DHIS2 to track condom distribution. Overall, the meeting emphasized stronger partner coordination and alignment with national HIV strategies.

8. TRANSPORT OPERATORS DIALOGUE

Council and Nercha conducted an HIV and AIDS education engagement at the Piggs Peak Taxi Rank. The initiative aimed to raise awareness, provide accurate information, and promote preventive practices among individuals working in and frequenting the local taxi industry.

Focus Topics that were covered:

- To educate taxi operators, conductors on HIV and AIDS prevention, treatment, and care.
- To promote safe practices and reduce the spread of HIV within the Piggs Peak community.
- To encourage testing, counselling, and access to relevant health services.
- To identify gaps in awareness and areas requiring further intervention in the local transport sector.

8.1. EARLY CHILDHOOD CARE AND DEVELOPMENT CAPACITY-BUILDING TRAINING

Piggs Peak Town Council conducted a three-day capacity-building training on Early Childhood Care and Development (ECCD) for teachers. The training was facilitated by Pre-School Inspectors from the Ministry of Education.

The main aim of the capacity-building programme was to equip ECCD teachers with the knowledge and practical skills required to create effective and child-friendly learning environments. The training focused on classroom setting and management, as well as the six thematic areas of early childhood development. The sessions provided teachers with practical guidance on how to organize their classrooms, use learning materials effectively, and create an environment that promotes children's holistic development and learning.

The training was intended to strengthen teachers' capacity to provide quality early childhood education and ensure that young children receive appropriate support for their cognitive, social, emotional, physical and creative development.



Certificates awarding for social centres ECCD teachers.

8.2 BACK TO SCHOOL CAMPAIGN AND ACADEMIC EXCELLENCE

The Piggs Peak Town Council reaffirmed its commitment to education by hosting a Back-to-School Ceremony to celebrate academic achievements and encourage quality learning in the community. All seven schools in the town were recognized for their performance, with six achieving a 100% pass rate, reflecting the dedication of learners, educators, and parents.



Council appreciate top performing learners in schools.

The Council also supported vulnerable learners by donating school shoes to disadvantaged children across the town's six wards, ensuring they start the academic year with dignity and confidence. These initiatives highlight the Council's ongoing commitment to promoting equal opportunities and strengthening community development through education.



Council Supports Vulnerable learners Through Shoe Donations

8. BUGANU FESTIVAL

The Buganu Ceremony 2026 was successfully held, featuring strong coordination, active stakeholder involvement, and notable female participation. The event included cultural performances celebrating Swazi heritage, active town participation in preparations, and engagement with national stakeholders. Support from local partners, including donations from SPAR, contributed to the event's success. The ceremony also served as a platform to market the town and engage a wide audience, while specifically empowering women across different roles within the council and community.

Buganu festival 2026.



7.2 COMMUNITY HEALTH DAYS

A total of 223 people were reached during a three-day Community Health Day campaign in Mangwaneni, Malandalahle, and the Piggs Peak Bus Rank, bringing together several key health and community partners to improve access to essential health services and awareness. E.g. HIV Testing, free treatment of minor illnesses, TB screening, Ihub awareness and community dialogue by Health Plus for Men. Overall, the three-day outreach strengthened community health awareness, increased access to screening and treatment services, and demonstrated the value of multi-stakeholder collaboration in addressing public health needs within the Piggs Peak community.

9. SOCIAL RESPONSIBILITIES IN THE SOCIAL CENTRES:

9.1 ALLIANCE FOODS (KFC) DONATION

Council received a donation of paint valued at E20,000 towards the refurbishment of two community social centres, namely Malandalahle and Mangwaneni Social Centres. The donation contributed towards improving the appearance and upkeep of these facilities, which serve as important spaces for community development and social activities.



KFC donates E20000 for social centres rehabilitation.

9.2 MHLATANE HIGH SCHOOL OUTREACH

Learners conducted a community outreach at Malanda Social Service Centre, improving facility conditions, donating clothing, and providing social support to children, demonstrating strong community engagement.

9.3 SEVENTH-DAY ADVENTIST CHURCH INITIATIVES

The the Seventh-day Adventist Church supported the Macambeni Social Centre through a vegetable gardening initiative aimed at promoting food security, improving nutrition and encouraging community participation. The initiative contributed towards enhancing the well-being of beneficiaries while fostering community involvement in sustainable food production.

10. CRIME PREVENTION

Ward	Theft	Assault Common	Grievous BH (Body harm assault)	Malicious Injury Property	Theft by false	House Breaking THEFT	Robbery	No Tobacco Act	Rape	Att murder	Mineral Act	SODV	Immigration act
1	19	17	24	0	0	5	10	10				3	11
2	7	16	14	2	0	7	5	3				2	
3	78	37	42	3	6	2	10	19	1		3	1	8
4	2	0	2	0	0	0	0	0					
5	4	1	6	0	0	3	1	0	2				
6	2	6	2	0	0	4	7	0				2	

The statistics indicate that Ward 3 is the principal priority for crime prevention, followed by Ward 1 and Ward 2. Theft, grievous bodily harm and common assault are the most prominent categories in the supplied data.

Crime statistics for Pigg's Peak Town Council identify Ward 3 as the highest-priority area, accounting for approximately 51.5% of recorded entries. Theft, grievous bodily harm and common assault are the most prevalent offences. The Council had strengthened collaboration with the Royal Eswatini Police Service, enhance community policing and improve public safety infrastructure to reduce crime and promote a safer environment for residents, businesses and visitors.

10.1 COMMUNITY POLICE VOLUNTEER'S TRAINING

Thirty community police volunteers from the six wards were trained. The aim was to foster positive relationships between law enforcement and the communities they serve. The following topics were covered: Concept of community police, Role of a community police, Power of arrest, crime scene management, Rights of a suspect/ bail, Domestic Violence children protection sexual offences and gangsterism.



Pigg's Peak Town Council Donates Torches to Strengthen Community Safety and Support Community Police

10.2 COMMUNITY POLICE PATROLS

Community policing patrols were conducted across all wards as part of ongoing efforts to enhance public safety and prevent criminal activities. These patrols contributed towards improved security within the community, with a reported reduction in crime incidents.

Furthermore, the community policing team conducted awareness visits to local businesses following concerns over the increasing circulation of counterfeit banknotes in Piggs Peak, particularly the new E50 note. Business owners were sensitised to the risks associated with counterfeit currency and encouraged to invest in counterfeit money detection devices to safeguard their businesses against financial losses.

10.3 COMMEMORATION OF WORLD AIDS DAY 2025

To raise awareness about HIV/AIDS, support people living with HIV, and promote prevention, treatment, and care. Council raised awareness, promoted prevention, and honour those affected by the epidemic. The event brought together community members, local leadership, health officials, and various stakeholders committed to the fight against HIV and AIDS. A keynote speaker from the Ministry of Health highlighted national HIV trends, ongoing interventions, and the need to maintain momentum in reducing new infections. The importance of early testing, adherence to treatment, and the use of HIV prevention methods such as PrEP, condoms, and self-testing kits. A solemn candle lighting ceremony was held to honour and remember those who have lost their lives due to HIV and AIDS. Participants were invited to reflect during a moment of silence, paying tribute to families and communities that have been affected.



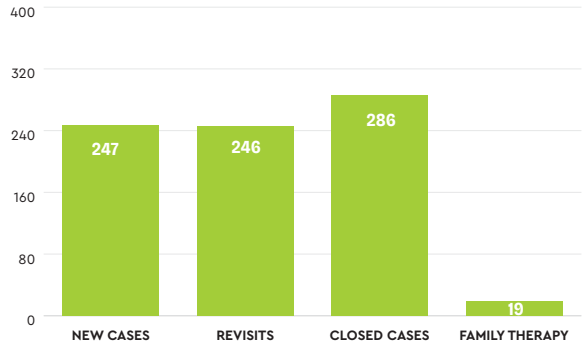
Piggs Peak Town Council councillors participate in a candle-lighting ceremony to commemorate World AIDS Day

11. GENDER-BASED VIOLENCE

Council continued to implement initiatives aimed at preventing and addressing cases of abuse within the town. A total of 247 new cases were recorded, alongside 246 follow-up visits, three couples therapy sessions and 19 family therapy sessions. Furthermore, 286 cases were successfully closed during the reporting period.

The reported statistics highlight the importance of strengthening prevention and intervention measures through targeted awareness campaigns aimed at educating both women and men on abuse prevention and available support services. Council also recognises the need to promote economic and social empowerment programmes for women to enhance their independence, resilience and ability to overcome abusive circumstances. These efforts form part of Council's continued commitment to promoting safer families, protecting vulnerable groups and strengthening community well-being.

GENDER BASED VIOLENCE STATISTICS



11.1. 16 DAYS OF ACTIVISM AGAINST GENDER –BASED VIOLENCE

The theme was about Digital gender-based violence as it is common to overlook violence that happens in the age of social media and the internet. The event was attended by all Piggs Peak Town Council employees, councillors, youth and members of the public.



Commemoration of the 16 Days of Gender Based Violence.

12. YOUTH PROGRAM

12.1 IN-SCHOOL YOUTH

The aim of Youth Education sessions is to empower young people by providing opportunities for personal growth, skill development, and community engagement. Also to raise awareness about Sexual Reproductive health, rights and GBV, its impact on individuals and communities.

In-School Youth Reached Through the Youth Program

Youth Reached	Males	Females
983	498	485

12.2. YOUTH CHAMBER OF COMMERCE

This program addressed the pressing youth unemployment crisis in Piggs Peak and catalysed a movement toward youth-led entrepreneurship. Leveraging the recent Memorandum of Understanding (MOU) between the Youth Chamber of Commerce and the Ministry of Housing and Urban Development, and aligned with the revised MSME National Policy, the forum seeks to transform Piggs Peak into a hub of innovation and opportunity. The program reached a group of 32 youth. The theme of discussion was about diagnosing problems hindering economic progress for young people in Piggs Peak.



Pigg's Peak youth participate in entrepreneurship training led by the Chairman of the Chamber of Commerce.

12.3 JA ESWATINI- ENTREPRENEURSHIP PROGRAM

Council partnered with JA and hosted a four days entrepreneurship program. The aim of the program was unlocking business potential. The training covered topics such as "How to start and register a business", "How to write a business plan", "Financial Literacy" and "How to apply for funding for your business.



JA youth entrepreneurship training

13. NON-COMMUNICABLE DISEASES

13.1 NO TOBACCO'S DAY 2025

In line with Sustainable Development Goal (S.D.G)3, which calls for Good Health. Council with partners (Ministry of Health, WHO, Ministry of Education) commemorated No Tobacco's Day 2025. The commemoration aimed to engage various stakeholders, including government officials, community members, and the media to foster a smoke-free environment in Eswatini. This commemoration had created awareness in all users in the town.



No Tobacco awareness.

14. SOCIAL CENTRES PROGRAMS

14.1 EARLY CHILDHOOD CARE & DEVELOPMENT EDUCATIONAL (ECCD) TRIP

Council facilitated an educational trip for ECCD classes from Malanda, Mangwaneni, and Macambeni, designed to expose students to real-world experiences that enhance critical thinking. Through visits to various locations, including Ngonini Farm, Mhlume and Simunye sugar factories, the Airport, Mpaka Railway line, Robots, and Hlane Game Park, students gained insights into diverse cultures, lifestyles, and perspectives.

14.2 ALLIANCE FOODS

Alliance Foods conducted Christmas social responsibility, which was held to support and celebrate young children at our three respective social centres. The initiative aimed to spread joy, provide treats, and promote the spirit of giving during the festive.



Food parcels distributed.

15. VOLUNTEER'S RECOGNITION

To recognise and honour volunteers for their contributions to the town. It's a day to celebrate the time, skills and energy volunteers freely give to help others and their communities. Council stated the importance of volunteerism, the impact volunteers have on community development, and the commitment to supporting and recognizing volunteer efforts. All volunteers, expressing gratitude to the Piggs Peak Town Council for the recognition and continued support.

16. CHILD PROTECTION

Protecting children (0–18 years) from abuse and provide referrals and psycho- social support to the abused and traumatized. Sexual abuse- there is an increase in rape cases in most especially Malandalahle and Mangwaneni community and this is very alarming. Education session on sexual abuse and parenting was conducted in Mangwaneni. The community added 3 lihlombe lekukhalela volunteers to improve the programme. Also, the community were educated on parenting and prevention of child abused using Child Protection Act of 2013.

17. TEMASIKO CULTURAL FESTIVAL

Piggs Peak Town Council, Piggs Peak Hotel and ENCAC hosted its inaugural Temasiko Cultural Day, an event aimed at promoting and celebrating Eswatini's cultural heritage, traditions, arts and community values.

The event brought together community members, cultural groups, artists, young people and other stakeholders, providing a platform for cultural performances, artistic expression and community interaction. The participation of local residents contributed to strengthening social cohesion and promoting appreciation of the country's cultural identity. The event also presented opportunities for local artists, entrepreneurs and small businesses to showcase their products and services, thereby contributing to local economic activity.

Overall, Temasiko Cultural Day was a successful community initiative that supported cultural preservation, youth participation and the promotion of Piggs Peak as a destination for cultural activities. The Council is encouraged to continue supporting similar initiatives through strategic partnerships and improved planning to enhance their sustainability and impact.





Temasiko cultural festival 2025.



CHAPTER

03

Human Resources Department.

Human capital management, employee wellness, and organizational development

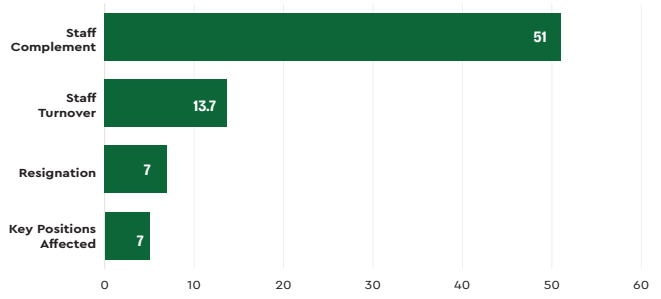


1. HUMAN CAPITAL MANAGEMENT

During the 2025/2026 financial year, Council had a staff complement of 51 employees. A total of seven (7) employees voluntarily resigned, representing a staff turnover rate of 13.7%. Among these were employees occupying key positions, including the Chief Executive Officer, Town Engineer, Human Resource Officer, Financial Accountant and Public Relations Officer.

Despite these vacancies, Council remained committed to fulfilling its mandate and ensuring continuity in council service delivery. The organisation operated without a substantive Chief Executive Officer for more than nine months of the financial year. During the fourth quarter, a new Chief Executive Officer was appointed and inducted, while the position of Public Relations Officer was also filled, further strengthening Council's institutional capacity.

HUMAN RESOURCE STATISTICS



1.2. HUMAN CAPITAL & ORGANIZATIONAL DEVELOPMENT – STAFF ESTABLISHMENT

The Council maintains an approved staff establishment structured to ensure efficient service delivery in accordance with the mandate of the Urban Government Act of 1969.

Detailed Staff Establishment

Occupational Category	Males	Females	Total Employees
Management	5	3	8
Clerical staff	2	4	5
Supervisory	3	0	3
Drivers	3	0	3
Cleaners	0	1	1
Laborers	19	7	26
Social Services Staff	1	3	4
Total. Workforce	33 64%	18 36%	51 100%

2. INDUSTRIAL RELATIONS

During the 2025–2026 financial year, the industrial relations environment maintained a state of stability. Collective bargaining with both the staff association and the union regarding cost-of living adjustments of 5% was implemented successfully in a mutually agreed-upon wage increase. Council continued to support constructive employee relations through workplace consultations, handling employee grievances, advising management on employee matters and promoting adherence to applicable employment legislation, collective agreements and internal policies.

3. CORPORATE SOCIAL RESPONSIBILITY

Council recognizes the significance of giving back to the community. During the year under review, the Office embarked on initiatives to empower graduates and interns with real life corporate experience as well as job shadowing. Below is the list of activities undertaken:

Program	
Internships	5 interns from the University of Eswatini was attached with Council as per their academic requirement.
GITs	1 GIT from the University of Eswatini was attached with the Environment and Public Health Department
UNDP Program – Eswatini Youth Empowerement Program.	1 GIT from MANCOSA was attached with Finance Department. 1 GIT from the University of Pretoria was attached to the Social Services Department.
JA Job Shadowing Program	2 student, one Mhlatane High School and the other from Mpofu High School were attached with the Finance Department.

4. EMPLOYEE WELLNESS – SAIMSA GAME 2025

Employee wellness remains an important priority for council. Council recognizes that employee wellbeing is directly linked to productivity, engagement, morale, and organizational performance. Particular attention is required to prevent employee burnout, excessive work-related stress, fatigue, and disengagement. Council aims to create an environment where employees can perform effectively while maintaining their physical, mental, emotional and social wellbeing.



SAIMSA games 2025 – Lesotho.

5. EMPLOYEE WELLNESS, HEALTH AND SAFETY

Mental Health and Wellbeing programme was conducted with Piggs Peak Town Council staff, management and Council members, facilitated by a psychologist. The programme focused on mental health awareness, stress management, teamwork, communication, trust and workplace relationships. Participants engaged in presentations, team-building activities and debriefing sessions, which identified positive factors such as meaningful work, job security, supportive colleagues and opportunities for growth, as well as challenges including poor communication, workplace conflict, perceived unfair treatment, workload, limited recognition, inadequate resources and career development concerns. The programme highlighted the need to strengthen workplace relationships, communication, leadership and employee wellbeing.

6. TRAINING AND DEVELOPMENT

Training Type	Objective
EXTERNAL Public Procurement and Compliance Training – Facilitated by ESPPRA – (Management and Councilors)	To strengthen employees' understanding of public procurement procedures, regulatory requirements and compliance standards, thereby promoting transparent, accountable and efficient procurement practices within Council.
Governance/ Finance for Non-Financers Training – Facilitated by MHUD – (Councillors and Management)	To enhance the financial literacy of non-finance councilors and officials and strengthen their understanding of governance, budgeting, financial controls and accountability in municipal operations.
Look and Learn – Green Cities Indicator – Cape Town – Town Planning Officer	To expose Council officials to sustainable urban development practices and Green Cities indicators, while facilitating knowledge exchange and identifying approaches that can be adapted to improve environmental sustainability and urban management in Piggs Peak.
Seminar on Knowledge-Based Economy and City Competitiveness-Net Zero and Sustainable Development – Republic of Taiwan – Town Planning Officer	To build knowledge on sustainable urban development, innovation, city competitiveness and the transition towards low-carbon and net-zero cities, while drawing lessons from international practices applicable to local development.
CONFERENCES ICMA – Mayor, ELGA Rep, Acting CEO (EPHM)	To enhance municipal management capacity through exposure to international best practices, innovative approaches to local government administration, service delivery and sustainable urban development.
CIGFARO – Finance Chairperson and Town Treasurer	To strengthen knowledge and professional capacity in municipal finance, governance, risk management and accountability, while providing opportunities for benchmarking and knowledge sharing with other local government practitioners.
ICMA Eswatini Chapter (ELAMA) – Acting CEO (EPHM)	To promote knowledge sharing, collaboration and benchmarking among local authorities, with emphasis on improving municipal governance, leadership, service delivery and sustainable local development.
Professional development for executive personal and office assistants conference 2025 – Executive Secretary	To strengthen administrative and professional support capabilities, including office management, communication, coordination, protocol, organizational effectiveness and support to executive leadership.



CHAPTER

04

Environment and Public Health Department

Environment and Public Health Department

"It always seems impossible until it's done."

Nelson Mandela

1. ENVIRONMENT AND PUBLIC HEALTH DEPARTMENT

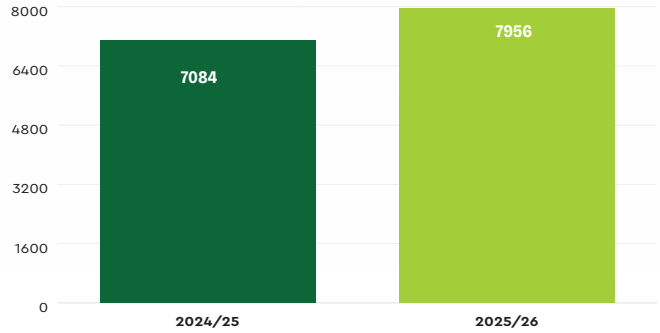
1.1 WASTE MANAGEMENT

Council is responsible for the collection, transportation, treatment, and disposal of waste generated within its jurisdiction. During the reporting period, an estimated total of 7,956 m^3 of waste was collected and disposed of at the landfill. In addition, recycling companies recovered 89,529 kilograms of recyclable waste, thereby diverting significant volumes from disposal and contributing to the extension of the lifespan of the nearly exhausted landfill space.

2. IMPROVEMENT OF WASTE MANAGEMENT EQUIPMENT

2.1 SKIP BINS REFURBISHMENT

WASTE COLLECTION COMPARISON OVER THE TWO YEARS IN M^3





Skip bins before and after refurbishment

2.2 INSTALLATION OF NEW STREET BINS

Council procured and installed 12 waste bins at strategic locations across the town as part of efforts to improve street furniture, enhance waste management and promote a clean and aesthetically appealing urban environment. This initiative aimed to encourage responsible waste disposal, reduce littering and contribute towards maintaining Piggs Peak as a clean and green town.





Newly procured street bins



Newly procured street bins donated by Select

3. FOOD AND WATER QUALITY MONITORING

3.1 ROUTINE HEALTH INSPECTIONS AND ISSUANCE OF HEALTH CLEARANCE CERTIFICATES

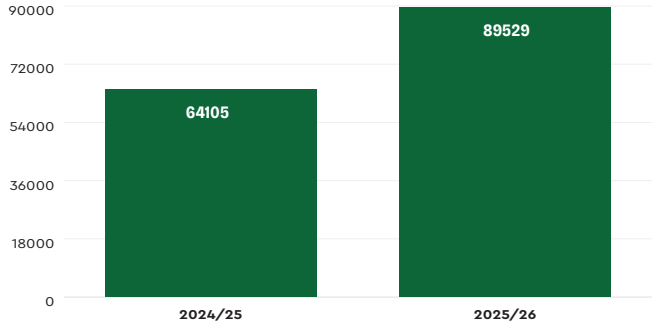
Routine inspections of business premises are essential for identifying public health risks and ensuring compliance with food safety and hygiene requirements. Council continued to undertake inspections and provide guidance to businesses on corrective measures required to maintain acceptable health standards. Routine Health Inspections were conducted at 80% against the target of visiting a business at least once a quarter. This performance shows an increase compared to the 55% performance attained the previous reporting period.

Inspections also support the issuance of health clearance certificates to qualifying businesses. This process promotes accountability among business operators and helps protect residents and visitors from unsafe food-handling practices. 17 Health clearance certificates were issued in the reporting period compared to 14 in the previous financial year.

3.2 MEAT INSPECTIONS

Meat inspection remains a critical public health function, addressing public health, animal health, and animal welfare concerns. Council conducts both ante-mortem and post-mortem examinations immediately before and after slaughter to safeguard consumers against zoonotic diseases and ensure that only wholesome meat enters the food chain. During the reporting year, a total of 87 bovine carcasses were inspected by Council as part of its ongoing commitment to food safety and disease prevention, presenting a decrease as compared to the 122 bovine carcases reported in the previous reporting period.

RECLAIMED WASTE (KG)

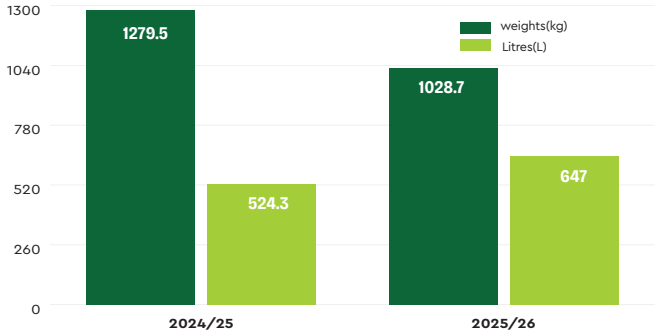


4. JOINT COMPLIANCE BUSINESS INSPECTION

Mass public health inspection exercises were conducted during the reporting period within the town jurisdiction as part of an inter-agency enforcement initiative involving the Eswatini Revenue Authority, Ministry of Health Inspectorate Department, Licensing Office, Royal Eswatini Police, and the Municipal Council of Mbabane. The exercise targeted all business premises, focusing on compliance with public health standards, food hygiene, licensing, and revenue regulations.

During the inspections, some food items were found to be unfit for human consumption due to expiration, contamination, spoilage, and improper storage; these items were seized and destroyed in accordance with the Public Health (Food Hygiene) Regulations, 1973. Additionally, five businesses operating without valid trading licenses were fined and instructed to cease operations until compliance was achieved, while VAT-non-compliant businesses were issued warnings and guidance. The exercise highlighted the effectiveness of inter-agency collaboration in safeguarding public health and ensuring regulatory compliance within the town.

CONDEMNED UNWHOLESOME ITEMS



5. WATER SAMPLING AND ANALYSIS

Water samples were collected from natural water bodies within the town's boundaries and submitted for laboratory analysis to assess compliance with acceptable microbiological and chemical standards. Results indicated that all samples met the required chemical quality parameters; however, some failed microbiological testing. As a precautionary measure, residents who rely on these water sources for domestic use were continuously advised to treat the water before consumption, either through boiling or appropriate chlorination methods such as the use of household bleach.



6. ENVIRONMENTAL AWARENESS AND SUSTAINABILITY

Council demonstrated its commitment to environmental sustainability through a series of coordinated activities aligned with global environmental commemorations through partnering with stakeholders.

6.1 ENVIRONMENTAL EDUCATION

Environmental education outreach was conducted through visits to local schools to promote awareness and responsible environmental practices among learners. A debate competition for both primary and high school students further encouraged critical thinking and active participation in environmental issues. These initiatives are vital in fostering environmental awareness, which helps build a culture of sustainability, encourages behaviour change, and empowers communities to take responsibility for protecting natural resources and public health. In addition, a community clean-up campaign was carried out in partnership with key stakeholders to reinforce these messages and improve the cleanliness of public spaces.

6.2 WORLD ENVIRONMENT DAY COMMEMORATION

Pigg's Peak Town Council, through the Environment and Public Health Department, commemorated World Environment Day in partnership with the Eswatini Environment Authority (EEA), the Institute of Waste Management Eswatini (IWMSA), and local schools.

The commemoration involved environmental awareness presentations and school debates aimed at promoting environmental conservation, responsible waste management, and sustainability among learners. Awards were presented to the best-performing participants to encourage excellence and active involvement in environmental protection. The initiative strengthened collaboration between Council, environmental organisations, and schools in promoting environmental awareness and sustainable practices among young people.

6.3 TREE PLANTING INITIATIVE

Thirty two (32) indigenous trees were acquired from the Forestry Department to achieve environmental awareness and sensitisation, in commemoration of both World Forestry Day and as a build-up activity towards Earth Hour. The trees were successfully distributed and planted across all seven schools within the urban area. This initiative aimed to promote environmental stewardship among learners and instil the importance of conserving indigenous plant species.

The exercise was carried out in collaboration with the Pigg's Peak Forestry Department. Council officials joined representatives from the Forestry Department in visiting the schools, where brief presentations on environmental conservation were conducted, followed by the ceremonial planting of the trees.

This initiative marked a significant step towards fostering a culture of environmental responsibility within the community, particularly among the younger generation, while aligning local efforts with global environmental observances.



Figure 2 tree planting



Figure 3 environmental education

6.4 EARTH HOUR COMMEMORATION: GREEN WALK INITIATIVE

As part of the global commemoration of Earth Hour held on 28 March 2026, Council undertook a meaningful step towards environmental sustainability through a Green Walk, in partnership with the Eswatini Electricity Company (EEC), Eswatini Environment Authority (EEA) and other key stakeholders. The Green Walk was aimed at raising awareness on environmental conservation and the importance of protecting our planet. It formed part of the build-up activities towards the global Earth Hour movement, serving as a reminder that collective action, no matter how small, contributes to a healthier and more sustainable future. Through this initiative, participants reaffirmed their commitment to responsible energy use, environmental stewardship, and the shared responsibility of building a greener tomorrow for future generations.



Figure 4 green walk

6.5 COUNCIL PARTICIPATION IN EARTH HOUR COMMEMORATION

Council participated in the Earth Hour 2026 Commemoration, hosted by the Eswatini Electricity Company (EEC). Council derived significant value from participating in the commemoration. The event provided an opportunity to enhance Council's visibility through branding, engage and build networks with other institutions, and gain valuable insights and knowledge. The knowledge acquired strengthened Council's efforts towards improving energy efficiency and promoting sustainable environmental practices

6.6 JAPAN/UNICEF FUNDED PROJECT

Training for rural health workers from Wards 1 and 2, together with the Macambeni Chairperson, was conducted under the Japan Project focusing on the WASH (Water, Sanitation and Hygiene) programme. During the exercise, the team successfully identified the source of the stream in Macambeni, and materials required for spring protection are expected to be delivered on 11 March 2026 to commence the protection works.



tree planting





CHAPTER

05

Engineering, Infrastructure & Urban Planning

Engineering Department and Town Planning

"The engineer has been, and is, a maker of history."

James Kip Finch

1. DEPARTMENTAL PERFORMANCE OVERVIEW

The Department's performance during the year may be summarized under two complementary areas. The first was the protection and maintenance of existing infrastructure through ward-based environmental maintenance, drainage management, road repairs, and stadium rehabilitation. The second was the facilitation of planned urban growth through land surveying, township development, plot allocation, building control, and town planning applications.

Although the absence of a capital programme limited the scale of new infrastructure development, the Department maintained a practical focus on continuity of services and completion of projects that had already commenced. This approach helped Council preserve the functionality of public infrastructure while advancing priority land development initiatives.

2. MAINTENANCE AND INFRASTRUCTURE SERVICES

2.1 BUSH CLEARING ACROSS THE SIX (6) WARDS

Bush clearing was undertaken across all six wards to improve sanitation, public safety, and the visual appearance of the town. The work was implemented through engagement of local community members and was completed during the reporting period.

The activity was completed successfully despite constraints related to limited human resources, difficult terrain, and adverse weather conditions. Post-completion inspections confirmed that the targeted areas met the required standards.



Ward 5 Massive bush clearing



Ward 5 Massive bush clearing

2.2 REHABILITATION OF KILLARNEY STADIUM

The rehabilitation of Killarney Stadium was implemented in two related phases. Phase 1 focused on restoring the playing field through soil preparation and the application of river sand, compost, and manure. The playing field was ripped and compacted before fertilizer application to improve soil condition and support turf recovery.

Phase 2 covered stadium infrastructure and the development of an alternative watering system intended to reduce reliance on the Eswatini Water Services Corporation and lower operating costs. The fabrication shelter in the stands, perimeter fence, and technical benches were completed.



Installation of Sitting stands at Killerney Sports Ground.



Installation of shelter stands at Killerney Sports Ground.

3. RPAD STORM WATER DRAINAGE MANAGEMENT

Routine cleaning and desilting of storm water drains, culverts, and roadside channels continued across all wards. The Department also constructed and extended storm water drains in strategic locations to improve drainage capacity, reduce localized flooding, and control soil erosion. The interventions reduced blockages and helped minimize localized flooding, particularly during the rainy season. Continued public cooperation is required to prevent the disposal of litter into drainage infrastructure.



Drainage maintenance

3.1 ROAD MAINTENANCE AND POTHOLE PATCHING

Routine and emergency pothole patching continued in multiple wards, with priority given to heavily trafficked roads and sections affected by adverse weather. Road maintenance activities were intended to improve road safety, restore surface conditions, reduce vehicle damage, improve mobility, prevent water ponding, and extend the useful life of the road network. Road marking and drain cleaning were also identified as important supporting interventions for safety, visibility, and traffic flow.



Road maintainance

4. FLEET INVENTORY

During the 2025/2026 financial year, Council had a fleet comprising one sedan, two Isuzu vans, one Tractor-Loader-Backhoe (TLB), one John Deere tractor, one refuse compactor truck and one skip loader trailer. These vehicles and operational machinery played an important role in supporting the day-to-day operations and service delivery functions of Council.

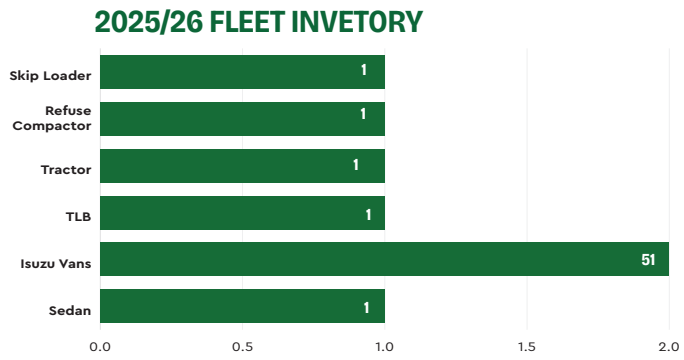
The two Isuzu vans were acquired to support Council's operational activities and facilitate the movement of personnel and equipment. However, one of the vans developed mechanical faults and was subsequently ruled out of service, thereby reducing the number of operational vans available to support Council activities.

5. TOWN PLANNING AND LAND DEVELOPMENT

The Town Planning Unit continued to support orderly urban development, improve land administration, and facilitate the delivery of development-ready land within Piggs Peak Town. Activities during the year included survey and pegging, township development, land allocation, special consent approvals and preparation of documents for statutory approval.

5.1 PROGRAMMES UNDERTAKEN

Programme	Description	Progress	Outcome
Malandalahle Homesteads	Survey and pegging of seven homesteads	Completed	Subdivision diagrams approved and allocation letters issued
Weather Station	Survey and pegging of township	Completed	Survey and pegging completed, property valuations completed
Killarney Multi Sports Centre	Survey and pegging of land	Completed	Survey and pegging completed, subdivision diagram approved
Macambeni Land Allocation	Upgrading of informal settlement	Completed	Township surveyed and pegged, allocation letters issued
Nazarene Industrial Park and Residential Township	Professional surveying, pegging and preparation of township documentation	Ongoing	Industrial park completed; remaining residential sections progressing toward submission to the Surveyor General



KEY PLANNING OUTCOMES

The completion of survey and pegging activities at Malandalahle, the Weather Station, Killarney Multi Sports Centre, and Macambeni represents important progress in the formalization and development of land within the urban area. The issuing of allocation letters at Malandalahle and Macambeni also provided beneficiaries with formal confirmation of their allocations, subject to the applicable statutory and administrative requirements. The Nazarene Industrial Park and Residential Township project remains a strategic priority. Completion of the outstanding residential sections and submission of the relevant diagrams to the Surveyor General will be necessary to advance the project toward formal approval and eventual development

6. BUILDING APPLICATIONS AND DEVELOPMENT CONTROL

During the reporting year, Council processed eight building applications. The monthly schedule and category totals confirm a total of eight applications. The approved applications represented an estimated combined property value of E143,641,150.00.

Building plan approvals were processed in accordance with the applicable statutory framework, including the Building Act, 1968 and the Town Planning Act, 1961. The Department continued to work with developers to promote compliance with building requirements and the Town Planning Scheme while encouraging investment and development within the urban area.

Category	Number approved	Estimated value (E)	Share of total value
Residential	5	4,851,550.00	3.38%
Commercial	1	473,100.00	0.33%
Industrial	1	135,000,000.00	94.00%
Public facility	1	3,316,500.00	2.31%
Total	8	143,641,150.00	100.00%

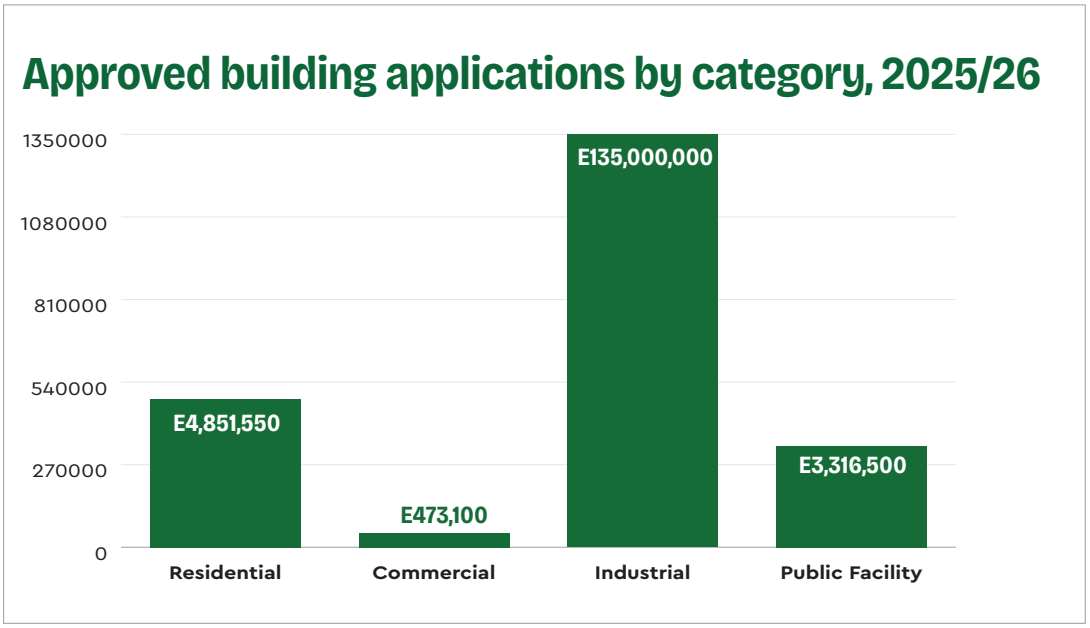


Figure 1: Estimated value of approved building applications by category.

6.1 MONTHLY BUILDING APPLICATIONS SUMMARY

Month	Residential applications	Commercial applications	Industrial applications	Public facility applications
April	1	—	—	—
May	—	—	—	—
June	1	—	1	—
July	—	—	—	—
August	—	—	—	—
September	2	1	—	—
October	—	—	—	—
November	—	—	—	—
December	—	—	—	—
January	—	—	—	1
February	1	—	—	—
March	—	—	—	—
Total	5	1	1	1

6.2 TOWN PLANNING APPLICATIONS

Council received one town planning application during the reporting year. The application related to special consent. The submission was recorded for consideration under the applicable town planning procedures.

Application type	Number received
Special consent	1
Total	1

6.3 REGISTRATION OF CROWN GRANTS

Output	Number registered
Crown Grants registered	1
Total	1

Through the Ministry of Housing and Urban Development, the Department facilitated the registration of one Crown Grant with the Deeds Registry Office during the reporting year. This outcome contributes to improved land administration and the formalization of property rights.

7. MANAGEMENT OF OUTDOOR ADVERTISING

Piggs Peak Town Council is mandated under the Urban Government Act of 1969 to regulate outdoor advertising within its urban area. This function is important in promoting orderly advertising practices, maintaining the aesthetic appeal of the town and ensuring that advertising signage contributes positively to the urban environment.

During the 2025/2026 financial year, Council outsourced the management of outdoor advertising within the urban area and appointed Supersigns Digital to undertake this function. The initiative was introduced to improve the visual appearance of the town, promote uniformity in advertising signage and enhance the overall urban landscape. The total collected during the financial year is E46 500.00.

8. URBAN DEVELOPMENT PROGRAMME

Council facilitated the upgrading of Macambeni Informal Settlement as part of its efforts to promote orderly settlement development, improve land tenure security and enhance the living conditions of residents.

During the 2025/2026 financial year, a total of 100 residential plots were allocated to beneficiaries within the settlement. However, nine plots were excluded from allocation because they were they are situated within a wetland, rendering them unsuitable for residential development. This decision was necessary to avoid allocating land that is environmentally constrained and unsuitable for habitation. To address this, Council will make provision for alternative plots to compensate for those affected by the wetland, ensuring that the affected beneficiaries are considered for suitable residential land.

9. MANAGEMENT OF CROWN LAND DISPOSAL

The aim of the Programme is to facilitate and manage the disposal and allocation of Government-owned land within the Piggs Peak urban area in collaboration with the Ministry of Housing and Urban Development (MHUD). The programme seeks to ensure that Government land is allocated in an orderly and transparent manner, in accordance with the applicable procedures and requirements.

During the 2025/2026 financial year, Council held two (2) meetings with the Ministry of Housing and Urban Development to deliberate on matters relating to Crown Land disposal and the allocation of Government-owned land within the urban area. The meetings were held on 21 May 2025 and 13 February 2026, respectively.

These engagements provided a platform for Council and the Ministry to discuss land disposal matters, consider applications and address issues relating to the management and development of Government land within Piggs Peak.





CHAPTER

06

Financial Performance & Accountability

Finance Department and audited financial statements

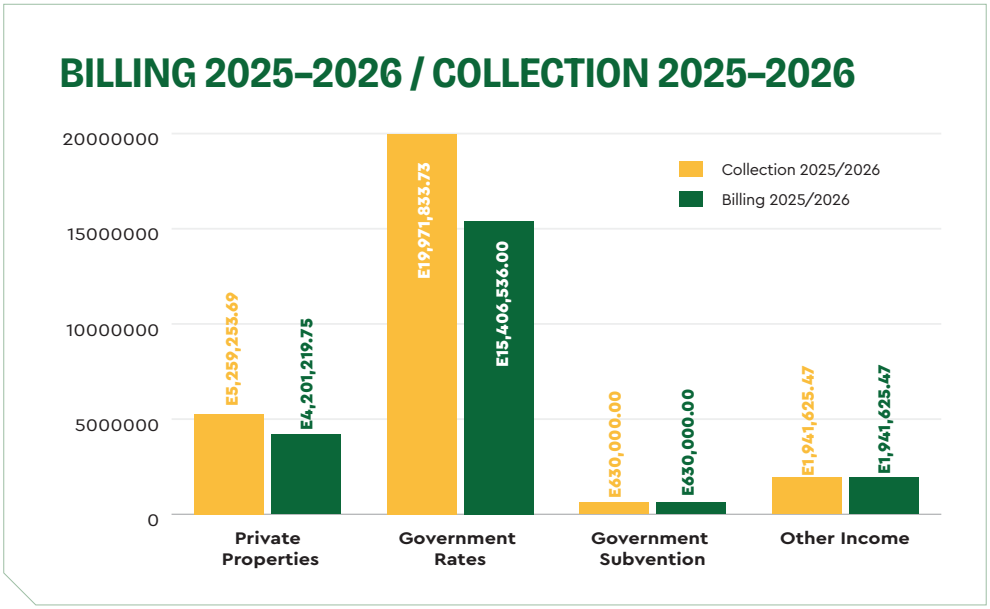
"Accounting is the language of business."

Warren Buffett

FINANCE DEPARTMENT

6. HIGHLIGHT OF ACHIEVEMENT

The Treasury department had planned several programmes for the financial year 2025/2026, all drawn from the Integrated Development Plan. The planned programmes include Rates Billing and Collection, Budgeting, External and Internal audit facilitation and the procurement of goods and services in line with the Public Procurement act of 2011 and public procurement Regulation of 2020.



6.1 BUDGETING

The department prepared a budget for the year 2025//2026 in line with the Urban Government Act as well as the Public Finance Management Act of 2017. The budget went through the Ministry of Urban and Housing Development wherein it was scrutinized, and it met all the requirements hence it was approved and used to execute Council's goals and objectives for the financial year 2025/2026. The Council budgeted an income of E27,830,764.51 with an expenditure of E27,598,223.74 for the year under review.

6.2 OVERALL COLLECTION 2025/2026

Overall collection for the Council in all revenue streams was E23.2 million (83%) of the total budgeted income realised from property rates, government subvention, rentals, user fees and other income.

6.3 CURRENT PERFORMANCE 2025/2026

Treasury department raised rates bills invoices amounting to E25,231,087.41 for the financial year 2025/2026 at the beginning of April 2025. Government rates bill invoices amounted to E19,971,833.73 and E15,406,536.00 was collected, being 77% of the bill invoices raised, this shows an increase of 7 % compared to 2024/2025 Government rates collection of E14,406,536.00. Private rates billed invoices were E5,259,253.68 and E4,201,219.75 was collected being 80% which is same as previous year 2024/2025 collection. Rates defaulters collected were E1,326,117.77 for the year under review against E1,222,533.84 collected in the 2024/2025 financial year which is a 7% increment.

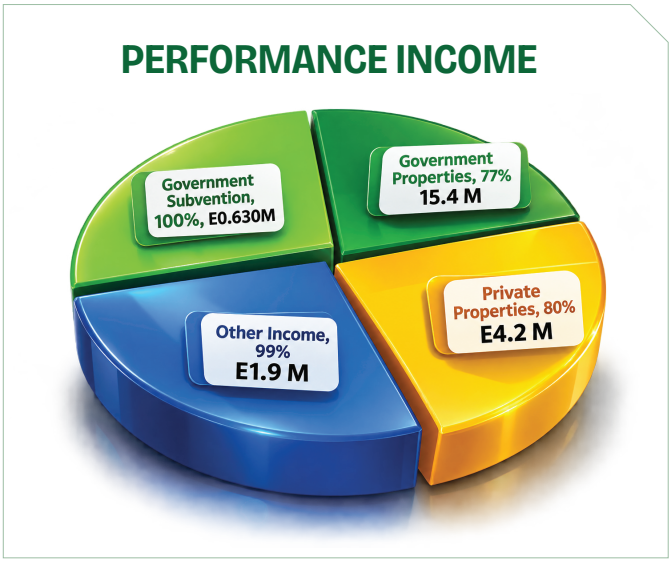
Council is being grateful of the Ministry's support towards the payment of Government rates for the year 2025/2026 and Council commends compliant ratepayers who made a tremendous effort to settle their rates bill in full.

6.4 EXPENDITURE PERFORMANCE 2025/2026

Council's budgeted expenditure for the year under review was E27,598,253.68 and actual expenditure spent was E22,703,515.00 the expenditure entails the following

Loan obligation of E4.3 million towards the loan of E16.5 million and the balance as at the reporting period stood at E9.1 million (see audited financials)

- Personnel Costs- **E7.9 million**
- Fixed and Service Delivery Cost- **E3.4 million**
- Operational and Administration Costs- **E11.3 million**
- Capital Expenditure – **E0.3 million**



Piggs Peak Town Council

Annual Financial Statements

for the year ended 31 March 2026

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"Financial sustainability remains a key priority for Piggs Peak Town Council, driven by prudent financial management, improved revenue collection, and responsible resource allocation to ensure continued service delivery and long-term development of the town."

-Pigg's Peak Tow Council – Treasurer

General Information

Country of incorporation and domicile	Eswatini
Nature of business and principal activities	Town Council
Directors • Chairperson / Mayor • Cllr. Dr. Glory Msibi – Vice Chairperson • Cllr. Muzi T Simelane • Cllr. Lucky S Tfwala • Cllr. Sicelo S. Mavuso • Cllr. Bongani P. Phiri • Cllr. Tito Simelane • Cllr. Lungile L Dlamini	Cllr. Sipho B Shongwe –
Senior Management	Roison Daniel Pave – CEO Vacant – Environmental Public Health and Safety Clement Dlamini – Town Treasurer
Business address	Plot 1471 & 1473 Piggs Peak
Bankers Eswatini	Standard Bank Eswatini Limited Eswatini Development & Savings Bank First National Bank of Eswatini Building Society
Auditors	Kobla Quashie and Associates Chartered Accountants Registered Auditors
Legal advisors	Robinson Bertrams

Councillors' Responsibilities and Approval

The Councillors are required by the Urban Government Act of 1969 and Urban Financial Reporting Regulations of 1969, to maintain adequate accounting records and are 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 as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board (IASB). The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board (IASB) and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Councillors acknowledge that they are 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 Councillors set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout 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 Council is on identifying, assessing, managing and monitoring all known forms of risk across the Council. While operating risk cannot be fully eliminated, the Council endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

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

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

The external auditors are responsible for independently auditing 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 is presented on page 48 – 49.

The annual financial statements set out on pages 44 to 68, which have been prepared on the going concern basis, were approved by the Councillors on 23 September 2026 and were signed on its behalf by:

CHAIRPERSON

TOWN CLERK/CEO

TOWN TREASURER

The Councillors have pleasure in submitting their report on the annual financial statements of Piggs Peak Town Council for the year ended 31 March 2026.

1. Review of financial results and activities

The annual financial statements have been prepared in accordance with the IFRS for SMEs® Accounting Standard as issued by the International Accounting Standards Board (IASB) and the requirements of the Urban Government Act of 1969 and Urban Financial Reporting Regulations of 1969. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the Council are set out in these annual financial statements.

2. Auditors

Kobla Quashie and Associates continued in office as auditors for the Council for 2026.

3. Councillors

The Councillors in office at the date of this report are as follows:

Councillors

- Cllr. Sipho B Shongwe
- Cllr. Dr. Glory Msibi
- Cllr. Muzi T Simelane
- Cllr. Lucky S Tfwala
- Cllr. Sicelo S. Mavuso
- Cllr. Bongani P. Phiri
- Cllr. Tito Simelane
- Cllr. Lungile L Dlamini

4. Councillors' interests in contracts

During the financial year, no contracts were entered into which Councillors or officers of the Council had an interest and which significantly affected the business of the Council.

5. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the Council or in the policy regarding their use.

At 31 March 2026 the Council's investment in property, plant and equipment amounted to E81,492,885 (2025:E84,131,428), of which E394,145 (2025: E943,646) was added in the current year through additions.

6. Events after the reporting period

The Councillors are not aware of any material event which occurred after the reporting date and up to the date of this report.

7. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The Councillors believe that the Council has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The Councillors have satisfied themselves that the Council is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The Councillors are not aware of any new material changes that may adversely impact the Council. The Councillors are also not aware of any material non- compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the Council.

Independent Auditor's Report

to the Councillors of Piggs Peak Town Council Opinion

We have audited the annual financial statements of Piggs Peak Town Council (the Council) set out on pages 8 to 27, which comprise the statement of financial position as at 31 March 2026; and the statement of comprehensive income; the statement of changes in equity; and the statement of cash flows for the year then ended; and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Piggs Peak Town Council as at 31 March 2026, and its financial performance and cash flows for the year then ended, in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Urban Government Act of 1969 and Urban Financial Reporting Regulations of 1969.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the Council in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (Parts 1, 3 and 4A) (IESBA Code) and other independence requirements applicable to performing audits of financial statements in eSwatini. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in eSwatini. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Councillors are responsible for the other information. The other information comprises the information included in the document titled "Piggs Peak Town Council annual financial statements for the year ended 31 March 2026", which includes the Councillors' Report as required by the Urban Government Act of 1969 and Urban Financial Reporting Regulations of 1969 and the supplementary information as set out on pages 28 to 33. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Councillors for the Annual Financial Statements

The Councillors are responsible for the preparation and fair presentation of the annual financial statements in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Urban Government Act of 1969 and Urban Financial Reporting Regulations of 1969, and for such internal control as the Councillors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Councillors either intend to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement

and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the annual 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 Councillors.
- Conclude on the appropriateness of the Councillors 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 auditor's report to the related disclosures in the annual 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 auditor's 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 annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Councillors 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.



Daniel Bediako
Registered Auditor (Eswatini)
Kobla Quashie and Associates

3 September 2026

Statement of Financial Position as at 31 March 2026

Figures in Emalangeni	Note(s)	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	2	81,492,885	84,131,428
Current Assets			
Rates and other receivables	4	26,669,158	22,900,003
Financial assets	3	1,383,784	1,558,068
Cash and cash equivalents	5	4,202,671	6,130,995
		32,255,613	**30,589,066**
Total Assets		**113,748,498**	**114,720,494**
Equity and Liabilities			
Equity			
Revaluation Reserve	6	12,848,400	12,848,400
Accumulated Funds		52,345,310	47,523,310
		65,193,710	**60,371,710**
Liabilities			
Non-Current Liabilities			
Borrowings	7	4,638,191	7,668,709
Deferred capital grants	8	35,887,956	37,158,786
Other Liabilities	10	340,055	340,055
		40,866,202	**45,167,550**
Current Liabilities			
Trade and other payables	11	1,456,510	2,586,546
Borrowings	7	4,483,643	4,483,643
Provisions	9	1,748,433	2,111,045
		7,688,586	**9,181,234**
Total Liabilities		**48,554,788**	**54,348,784**
Total Equity and Liabilities		**113,748,498**	**114,720,494**

Statement of Comprehensive Income

Figures in Emalangeni	Note(s)	2026	2025
Income		25,359,373	25,728,347
Direct costs		(3,570,497)	(3,081,807)
Gross profit		**21,788,876**	**22,646,540**
Other income		3,439,106	3,352,282
Operating expenses		(19,264,409)	(19,307,007)
Operating profit		**5,963,573**	**6,691,815**
Investment revenue		155,339	285,065
Finance costs		(1,296,912)	(1,696,700)
Surplus for the year		**4,822,000**	**5,280,180**
Other comprehensive income		-	-
Total comprehensive income for the year		**4,822,000**	**5,280,180**

Statement of Changes in Equity

Figures in Emalangeni	Revaluation reserve	Accumulated Funds	Total equity
Balance at 1 April 2024	**12,848,400**	**42,243,130**	**55,091,530**
Profit for the year	-	5,280,180	5,280,180
Other comprehensive income	-	-	-
Total comprehensive income for the year	**-**	**5,280,180**	**5,280,180**
Balance at 1 April 2025	**12,848,400**	**47,523,310**	**60,371,710**
Profit for the year	-	4,822,000	4,822,000
Other comprehensive income	-	-	-
Total comprehensive income for the year	**-**	**4,822,000**	**4,822,000**
Balance at 31 March 2026	**12,848,400**	**52,345,310**	**65,193,710**
Note(s)	6		

Statement of Cash Flows

Figures in Emalangeni	Note(s)	2026	2025
Cash flows from operating activities			
Cash generated from operations	14	2,287,267	8,157,664
Interest income		155,339	285,065
Finance costs		(1,296,912)	-
Net cash from operating activities		**1,145,694**	**8,442,729**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(394,145)	(943,645)
Proceeds from sale of property, plant and equipment	2	83,581	-
Purchases of other financial assets		267,064	(749,979)
Net cash from investing activities		**(43,500)**	**(1,693,624)**
Cash flows from financing activities			
Movement in capital reserves		-	(1,315,832)
Repayments of other financial liabilities		(3,030,518)	(2,634,393)
Net cash from financing activities		**(3,030,518)**	**(3,950,225)**
Total cash movement for the year		**(1,928,324)**	**2,798,880**
Cash and cash equivalents at the beginning of the year		6,130,995	3,332,115
Total cash at end of the year	5	**4,202,671**	**6,130,995**

8. Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board (IASB), the Urban Government Financial Reporting Regulations of 1969 and the Urban Goverment Act of 1969. The annual financial statements have been prepared on the historical cost model, except for the measurement of land & building under the revaluation model , and incorporate the principal accounting policies set out below. They are presented in Emalangeni.

These accounting policies are consistent with the previous period, except for the changes set out in note Changes in accounting policy.

Significant judgements and sources of estimation uncertainty Critical judgements in applying accounting policies

Management are required to make critical judgements in applying accounting policies from time to time. The judgements, apart from those involving estimations, that have the most significant effect on the amounts recognised in the annual financial statements, are outlined as follows:

Classification of rateable properties and determination of the applicable tariff

Property rates are calculated by applying the tariffs approved by the Council to the assessed land and improvement values contained in the approved General Valuation Roll.

The applicable tariff differs depending on whether a property is classified as:

- commercial;
- residential;
- commercial residential or mixed-use;
- government-owned;
- developed land;
- vacant land; or
- an improvement.

Management, with the assistance of the Town Valuer and other relevant Council officials, exercises judgement in determining the appropriate classification of each property. The assessment considers, among other matters, the property's legal zoning, actual use, ownership, development status, the nature and extent of improvements erected on the property and its taxation or exemption status.

Judgement may be particularly significant where:

- the actual use of a property differs from its registered zoning;
- a property is used for both residential and commercial purposes;
- there has been a change in the use or development status of the property;
- it is unclear whether a structure constitutes a rateable improvement;
- a property is owned or occupied by a government or exempt institution; or
- the valuation roll contains incomplete, inconsistent or outdated information.

Where a property has a mixed use, or where its zoning and actual use differ, management determines the appropriate classification in accordance with the Rating Act, the approved valuation roll and the Council's established rating policies. Where necessary, advice is obtained from the Town Valuer or other appropriately qualified persons.

The classification selected has a direct effect on the amount of property rates recognised because materially different tariffs apply to the respective property categories.

For the year ended 31 March 2026, the Council applied differential tariffs to commercial, residential, commercial-residential and government properties, with separate tariffs applying to developed land, improvements and vacant land.

Income

Management applies judgement when determining whether revenue arises from an exchange or non-exchange transaction.A transaction is classified as an exchange transaction where the Council provides goods or services directly to another party and receives approximately equal value in return. Such transactions generally include service charges, rental income, refuse collection charges and other fees charged for identifiable services. A transaction is classified as a non-exchange transaction where the Council receives resources without directly providing approximately equal value to the contributing party. These transactions generally include property rates, government grants, donations, fines and penalties.

In making this assessment, management considers the substance of the arrangement, the nature and value of the benefit provided, whether there is a direct relationship between the amount paid and the service received, and whether any conditions attached to the resources give rise to a liability. This classification affects the timing and basis on which revenue and any related liabilities are recognised.

Key sources of estimation uncertainty

Useful lives of property, plant and equipment

The Council reviews the estimated useful lives of property, plant and equipment when changing circumstances indicate that they may have changed since the most recent reporting date. :

Impairment testing

The Council reviews and tests the carrying value of property, plant and equipment, investment property on the cost

model and intangible assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in note 9 – Provisions.

Fair value estimation

Several assets and liabilities of the Council are measured at fair value.

The valuation process requires management to always first consider whether there is a quoted price in an active market for an identical or similar asset. If no such quoted price exists, then the fair value is determined by reference to a recent binding sale agreement or a recent transaction for an identical or similar asset.

The recent binding sale agreement or transaction is only applied where it is between knowledgeable willing parties in an arms length transaction and where there has not been a significant change in economic circumstances or significant time lapse between the date of such agreement or transaction and the measurement date. Where there have been significant changes in economic circumstances, then the price is adjusted to determine fair value. If there is no quoted price and there have been no recent binding sale agreements or recent transactions for the identical or similar assets, then management will determine fair value by applying appropriate valuation techniques. Observable market data is used as inputs to the extent that it is available.

Information about the specific techniques and inputs of the various assets is disclosed in note .
Property, plant and equipment
Property, plant and equipment are tangible assets which the Council holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost.

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

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the Council and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Subsequent to initial recognition, property, plant and equipment is measured at cost less accumulated depreciation and any accumulated impairment losses, except for land and buildings which are stated at revalued amounts. The revalued amount is the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

Any increase in an asset's carrying amount, as a result of a revaluation, is recognised in other comprehensive income and accumulated in the revaluation reserve in equity. The increase is recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation reserve in respect of that asset. Any remaining decrease in excess of such credit is recognised in profit or loss in the current year.

The revaluation reserve related to a specific item of property, plant and equipment is transferred directly to retained income when the asset is derecognised.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the Council.

9. Property, plant and equipment (continued)

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

Item	Depreciation method	Average useful life
Land, buildings and carports	Straight line	0%
Road Infrastructure	Straight line	5%
Plant and machinery	Straight line	10%
Streetlights	Straight line	10%
Furniture and fittings	Straight line	10%
Motor Vehicles	Straight line	25%
Office Equipment	Straight line	10%
Computer Equipment	Straight line	33%
Office, Market and Social Centre Improvements	Straight line	10%,5% & 5%
Pound	Straight line	5%
Sports ground	Straight line	0%
Landfill	Straight line	0%

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

Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount.

Where major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to the components and they are depreciated separately over each component's useful life.

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss, equal to the excess of the carrying amount over the recoverable amount, is recognised immediately in profit or loss for assets which are not revalued. In the case of revalued assets, the impairment loss is recognised in other comprehensive income and accumulated in the revaluation reserve in equity against any existing credit relating to the same asset. Any remaining impairment loss is recognised in profit or loss.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

Rates and other receivables

Rates and other receivables comprise amounts receivable from ratepayers, receivable for user fees and other parties arising from statutory charges, levies, penalties and similar non-contractual arrangements.

Rates receivables are recognised when the Council has an enforceable right to collect rates in accordance with the applicable legislation or by-laws. The receivable is measured at the amount levied, less amounts received and any allowance for amounts that are not expected to be recoverable.

Rates and other receivables are not classified as financial assets, as they arise from statutory or similar non- contractual rights rather than from contractual rights to receive cash or another financial asset.

At each reporting date, the Council assesses whether rates and other receivables are recoverable. In assessing recoverability, management considers factors such as the age of outstanding balances, payment history, disputes with ratepayers, legal enforceability, subsequent receipts, arrangements entered into with ratepayers, and any other information indicating that amounts may not be collected.

Where amounts are considered irrecoverable or doubtful, an allowance is recognised to reduce the receivable to the amount expected to be recovered. Movements in the allowance are recognised in profit or loss. Amounts are written off when there is no reasonable expectation of recovery.

10. Financial instruments Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These cash &cash and trade payables. They are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

Financial instruments at fair value

All other financial instruments, including equity instruments that are publicly traded or whose fair value can otherwise be measured reliably, without undue cost or effort, are measured at fair value through profit or loss.

If a reliable measure of fair value is no longer available without undue cost or effort, then the fair value at the last date that such a reliable measure was available is treated as the cost of the instrument. The instrument is then measured at cost less impairment until management are able to measure fair value without undue cost or effort.

Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.
Operating lease income is recognised as an income on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the receipt of payments is not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are presented as current liabilities on the statement of financial position.

Impairment of assets

The Council assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

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 leave pay and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Termination benefits

Termination benefits are recognised as an expense with its resulting liability when the entity is demonstrably committed either:

- to terminate the employment of an employee or group of employees before the normal retirement date; or
- to provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

The termination benefits are measured at the best estimate of the expenditure that would be required to settle the obligation at the reporting date.

Provisions and contingencies

Provisions are recognised when the Council has an obligation at the reporting date as a result of a past event; it is probable that the Council will be required to transfer economic benefits in settlement; and the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

Provisions are not recognised for future operating losses.

Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability. Grants are measured at the fair value of the asset received or receivable.

Income

Income comprises inflows of economic benefits or service potential received or receivable by the Council from exchange and non-exchange transactions. Income is recognised when it is probable that the associated economic benefits or service potential will flow to the Council and the amount can be measured reliably.

Income is measured at the fair value of the consideration received or receivable, net of rebates, discounts and amounts collected on behalf of third parties.

Non-exchange transactions

These include rates income. Non-exchange transactions are transactions where the Council receives income, but does not provide a direct equivalent benefit to the ratepayer in return. Rates income is recognised when the taxable event giving rise to the rates occurs, provided that the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the entity.

The taxable event is the ownership of rateable property within the entity's jurisdiction during the period for which the rates are levied. Rates income is measured at the amount assessed in accordance with the applicable legislation, approved valuation roll and rates tariffs.

Exchange Transactions

Exchange transactions are transactions in which the Council receives assets or services, or has liabilities extinguished, and directly gives approximately equal value to another entity in exchange.Income from exchange transactions includes, among other things, service charges, building-plan fees, market fees, rental income, refuse-removal charges, cemetery fees, licence fees where a direct service is provided, and interest income.

Revenue from the sale of goods is recognised to the extent that the Council has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the council. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

Service revenue is recognised by reference to the stage of completion of the transaction at the end of the reporting period. The Stage of completion is determined by surveys of work performed. When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Interest is recognised, in profit or loss, using the effective interest rate method.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025

2. Property, plant and equipment

	2026			2025		
	Cost or revaluation	Accumulated depreciation and impairment	Carrying value	Cost or revaluation	Accumulated depreciation and impairment	Carrying value
Land, buildings and carports	26,886,701	-	26,886,701	26,886,701	-	26,886,701
Road Infrastructure	57,500,516	(14,521,774)	42,978,742	57,500,516	(12,280,702)	45,219,814
Plant and Machinery	6,238,919	(2,965,113)	3,273,806	6,238,919	(2,601,357)	3,637,562
Streetlights	4,363,731	(2,314,871)	2,048,860	4,363,731	(2,087,220)	2,276,511
Furniture and fittings	802,878	(469,457)	333,421	776,115	(433,153)	342,962
Motor vehicles	514,258	(493,446)	20,812	753,190	(696,618)	56,572
Office equipment	576,892	(365,328)	211,564	576,892	(341,821)	235,071
Computer Equipment	1,477,853	(1,224,412)	253,441	1,290,395	(1,146,068)	144,327
Office, Market and Social Centre Improvements	755,165	(364,877)	390,288	755,165	(341,618)	413,547
Pound	111,838	(54,159)	57,679	111,838	(51,123)	60,715
Sports Ground	3,103,639	-	3,103,639	2,923,714	-	2,923,714
Landfill	1,933,932	-	1,933,932	1,933,932	-	1,933,932
Total	**104,266,322**	**(22,773,437)**	**81,492,885**	**104,111,108**	**(19,979,680)**	**84,131,428**

Reconciliation of property, plant and equipment – 2026

	Opening balance	Additions	Disposals	Depreciation	Closing balance
Land, buildings and carports	26,886,701	-	-	-	26,886,701
Road Infrastructure	45,219,814	-	-	(2,241,072)	42,978,742
Plant & Machinery	3,637,562	-	-	(363,756)	3,273,806
Streetlights	2,276,511	-	-	(227,651)	2,048,860
Furniture and fittings	342,962	26,762	-	(36,303)	333,421
Motor vehicles	56,572	-	(5,716)	(30,044)	20,812
Office Equipment	235,071	-	-	(23,507)	211,564
Computer Equipment	144,327	187,458	-	(78,344)	253,441
Office, market and social centre improvements	413,547	-	-	(23,259)	390,288
Pound	60,715	-	-	(3,036)	57,679
Sports Ground	2,923,714	179,925	-	-	3,103,639
Landfill	1,933,932	-	-	-	1,933,932
	84,131,428	**394,145**	**(5,716)**	**(3,026,972)**	**81,492,885**

12. Property, plant and equipment (continued)
Reconciliation of property, plant and equipment – 2025

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025

2. Property, plant and equipment (continued)
Reconciliation of property, plant and equipment – 2025

	Opening balance	Additions	Depreciation	Closing balance
Land, buildings and carports	26,886,701	-	-	26,886,701
Road infrastructure	47,201,434	398,370	(2,379,990)	45,219,814
Plant and Machinery	3,535,978	492,375	(390,791)	3,637,562
Streetlights	2,529,457	-	(252,946)	2,276,511
Furniture and fittings	381,069	-	(38,107)	342,962
Motor vehicles	75,429	-	(18,857)	56,572
Office equipment	261,189	-	(26,118)	235,071
Computer Equipment	160,342	52,901	(68,916)	144,327
Office, market and social centre improvements	438,332	-	(24,785)	413,547
Pound	63,911	-	(3,196)	60,715
Sports ground	2,923,714	-	-	2,923,714
Landfill	1,933,932	-	-	1,933,932
	86,391,488	**943,646**	**(3,203,706)**	**84,131,428**

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025

Property, plant and equipment (continued)

Details of properties		
Lot 1471 Located along RP Stephen Avenue near the MR1 road connecting Pigg's Peakand Hawane. - Market Value	1,125,000	1,125,000
Lot 1473 Located next to Piggs Peak Primary School and Pigg's Peak Magistrate's Court, Off RP Steven's Avenue. - Market Value	11,020,400	11,020,400
Lot 257 Located next to Piggs Peak Country Club and Mhlatane High School near the MR1 road connecting Pigg's Peak and Hawane. - Market Value	1,505,600	1,505,600
Lot 1485 Located next to Piggs Peak Magistrate Court, along RP Stevens Avenue. - Market Value	6,482,500	6,482,500
Lot 1506 Located next to Highlands Inn, along MR1 road connecting Piggs Peak and Hawane. - Market Value	1,128,100	1,128,100
Lot 1507 Located in Mangwaneni. - Market Value	453,401	453,401
Lot 993 Located near Piggs Peak fire station, within the central business district of Piggs Peak town Council - Market Value	5,171,700	5,171,700

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025
3. Financial assets		
At fair value		
African Alliance Lilangeni Fund	1,383,784	1,558,068
This is a collective investment scheme managed by African Alliance Eswatini Management Limited.The Fund's objective is to maximise current income while preserving capital and maintaining liquidity. It invests in a diversified portfolio of high-quality money-market securities and money-market funds within the Common Monetary Area. Instruments held by the Fund have maturities of less than 12 months, and the weighted-average duration of the portfolio may not exceed 90 days. Units are maintained at a fixed price of E1 per unit, with investment income distributed monthly. Units may be redeemed by submitting avalid written redemption instruction, with payment made within 14 days after the redemption becomes enforceable. Redemptions may, however, be temporarily suspended in the circumstances prescribed by the Fund's prospectus. The investment is not equivalent to a bank deposit. Although the Fund seeks to preserve capital, neither the amount invested nor the return earned is guaranteed. Returns vary according to the performance of the Fund's underlying investments. The Fund charges a management fee of 0.75% per annum, inclusive of VAT		
Current assets	1,383,784	1,558,068
At fair value		
4. Rates and other receivables		
Trade receivables	26,603,957	22,900,003
VAT	65,201	-
	26,669,158	**22,900,003**
5. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	34,222	107,291
Bank balances	4,168,449	6,023,704
	4,202,671	**6,130,995**
Standard Bank – Current Account	38,920	310,823
Standard Bank – CIP Call Account	11,561	11,215
Standard Bank – OPS Current Account	1,367,188	2,313,133
Standard Bank – CIP Call Account	18	37
Standard Bank – Fixed Asset Replacement Fund	138,180	32,091
Standard Bank – Land Sales Account	382,630	369,075
Eswatini Development and savings bank – Current Account	32,424	57,715
Standard Bank Current Account – Security for the Loan	1,607,717	2,572,555
First National Bank – Current Account	424,050	299,415
MTN MoMo Account	2,945	9,037
Eswatini Building Society	131,274	18,340
Eswatini Bank Investment	31,542	30,268
	4,168,449	**6,023,704**

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025

6. Revaluation Reserve

The revaluation reserve arises from the revaluation of properties by Christian Amokao & Company in April 2024. The revaluation relates to land and buildings situated on Lots 1471, 1473, 1485, 257, 933, 1506 and 1507.

Opening balance	12,848,400	12,848,400

7. Borrowings

At amortised cost

Bank loan	9,121,834	12,152,352

The loan with Standard Bank Eswatini Limited was for E16 500 000 (Sixteen Million, Five Hundred Thousand Emalangeni). The loan was taken for the purpose of upgrading road from gravel to Bitumen Standard. The loan is for a period of 60 months and is repayable annually. It attracts interest of prime plus 1% (one percent) and is secured by all of the Town Council's properties and a pledge and cession restricted to E2 500 000 (Two Million Five Hundred Thousand Emalangeni) with Standard Bank Eswatini.

Non-current liabilities		
At amortised cost	4,638,191	7,668,709
Current liabilities		
At amortised cost	4,483,643	4,483,643
	9,121,834	**12,152,352**

8. Deferred capital grants

Government grants	35,887,956	37,158,786

The capital grant arises from the capitalisation of project costs paid out of grants received from the Government of Eswatini and World Bank projects in the years 2014, 2015, 2016, 2017 and 2018, and the capitalisation of assets donated by the Government to the Council. The reserves are amortised at a rate of 3.42%.

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025
Reconciliation of deferred capital grants		
Opening balance	37,158,786	38,474,618
Amortisation	(1,270,830)	(1,315,832)
	35,887,956	**37,158,786**

Provisions

Reconciliation of provisions – 2026	Opening balance	Additions	Utilised during the year	Closing balance
Gratuity	1,726,192	458,938	(1,063,075)	1,122,055
Leave	138,413	85,931	-	224,344
Ex-gratia	246,440	155,594	-	402,034
	2,111,045	**700,463**	**(1,063,075)**	**1,748,433**

Reconciliation of provisions – 2025	Opening balance	Additions	Utilised during the year	Closing balance
Gratuity	1,101,144	1,541,003	(915,955)	1,726,192
Leave	339,818	-	(201,405)	138,413
Ex -gratia	88,188	158,252	-	246,440
	1,529,150	**1,699,255**	**(1,117,360)**	**2,111,045**

Net provisions

10. Other Liabilities

Auction Proceeds	340,055	340,055

These represent auction proceeds arising from unclaimed funds which were received from public auctions of properties whose owners could not be traced. Management, through consultations with the ministry has taken a decision that these funds be kept in a special account until such a time when the owners/beneficiaries are found.

11. Trade and other payables

Trade payables	1,117,758	1,608,444
VAT	-	48,617
Payroll Accruals	30,689	294,761
Accrued Councillors' Fees	47,730	-
Deposits received	120,350	266,080
Other payables	139,983	368,644
	1,456,510	**2,586,546**

12. Auditor's remuneration

Kobla Quashie and Associates (Fees)	160,650	103,500

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025
13. Depreciation, amortisation and impairments		
The following items are included within depreciation, amortisation and impairments:		
Depreciation		
Property, plant and equipment	3,026,972	3,203,706
Impairments		
Trade and other receivables	543,704	-
Total depreciation, amortisation and impairments		
Depreciation	3,026,972	3,203,706
Impairments	543,704	-
	3,570,676	**3,203,706**
14. Cash generated from operations		
Net profit before taxation	4,822,000	5,280,183
Adjustments for non-cash items:		
Depreciation, amortisation, impairments and reversals of impairments	3,570,676	3,203,706
Profit on sale of assets and liabilities	(77,865)	-
Fair value (gains) losses	(92,780)	-
Movement in provisions	(362,612)	581,895
Prior year adjustment	-	112,895
Adjust for items which are presented separately:		
Investment income	(155,339)	(285,065)
Finance costs	1,296,912	-
Changes in working capital:		
(Increase) decrease in trade and other receivables	(4,312,859)	(250,036)
Increase (decrease) in trade and other payables	(1,130,036)	(485,914)
Increase (decrease) in deferred income	(1,270,830)	-
	2,287,267	**8,157,664**

15. Related parties

Relationships	
Council Members	Councillor Sipho B. Shongwe – Chairperson / Mayor Councillor Dr. Glory Msibi – Vice chairperson Councillor Lungile K. Dlamini Councillor. Muzi T Simelane Councillor Lucky S Tfwala Councillor Sicelo S Mavuso Councillor Bongani P Phiri Councillor Tito Simelane
Members of key management	Roison Daniel Pave – Town Clerk(CEO) Clement Dlamini – Town Treasurer

Notes to the Annual Financial Statements

Figures in Emalangeni	2026	2025

16. Comparative figures

Certain comparative figures have been reclassified.

The effects of the reclassification are as follows: **Statement of Profit comprehensive Income**	**As previously reported**	**Reclass**	**Reclassified**
Operating Expenses	21,069,694	(1,696,700)	19,372,994
Finance Costs	-	1,696,700	1,696,700
	21,069,694	**-**	**21,069,694**

Statement of Financial Position	**As previously reported**	**Reclass**	**Reclassified**
Capital Reserve (Equity & Reserves)	37,158,786	(37,158,786)	-
Deferred Capital Grants (Liability)	-	37,158,786	37,158,786
	37,158,786	**-**	**37,158,786**

17. Categories of financial instruments

Debt instruments at amortised cost		
Cash and cash equivalents	4,202,671	6,130,995
Trade and other receivables	26,603,957	22,900,003
	30,806,628	**29,030,998**
Financial liabilities at amortised cost		
Bank loans	9,121,834	12,152,352
Trade and other payables	1,456,510	2,537,929
	10,578,344	**14,690,281**

18. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The Councillors believe that the Council has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The Councillors have satisfied themselves that the Council is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The Councillors are not aware of any new material changes that may adversely impact the Council. The Councillors are also not aware of any material non- compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the Council.

19. Events after the reporting period

The Councillors are not aware of any material event which occurred after the reporting date and up to the date of this report.

Notes to the Annual Financial Statements

Figures in Emalangeni	NOTES	2026	2025
Rates revenue		24,729,373	25,098,347
Government grants		630,000	630,000
		25,359,373	**25,728,347**
Cost of sales			
Transfer from direct cost statement		(3,570,497)	(3,081,807)
Gross surplus		**21,788,876**	**22,646,540**
Other income			
Amortisation of capital grants		1,270,830	1,315,832
Fair value gains		92,780	-
Gains on disposal of assets		77,865	-
Interest on overdue rates		15,633	216,760
Market fees and user charges		717,341	687,686
Rental income		1,245,562	1,132,004
Sundry Income		19,095	-
		3,439,106	**3,352,282**
Operating expenses			
Advertising		616,967	409,973
Auditors remuneration	12	160,650	103,500
Bank charges		107,342	109,937
Cleaning		70,585	29,855
Computer expenses		250,252	254,914
Consulting fees		481,195	431,921
Councillors fees		1,094,219	940,527
Depreciation, amortisation and impairments		3,570,676	3,203,706
ESIGA Games		865,866	72,227
Electricity and Water		393,286	296,841
Employee costs		7,957,393	9,556,628
Hospitality		405,054	442,681
Insurance		147,119	270,218
Legal Fees		172,062	193,707
Motor vehicle expenses – fuel, repairs and maintenance		903,843	873,448
Printing and stationery		153,754	127,058
Protective clothing		156,627	95,550
Public health and environmental awareness		96,102	89,995
Rates Incentives		-	68,139
Social Service Expenses		309,294	314,226
Special Programs		32,606	-
Staff Welfare and Uniform		135,558	133,268
Subscriptions		233,190	74,138
Telephone and fax		80,057	39,588
Training of staff and councillors		154,015	167,764
Travelling and subsistence allowances		716,697	1,007,198
		19,264,409	**19,307,007**
Operating surplus		**5,963,573**	**6,691,815**
Investment income		155,339	285,065
Finance costs		(1,296,912)	(1,696,700)
		(1,141,573)	**(1,411,635)**
		4,822,000	
Surplus for the year			**5,280,180**

Statement of direct costs

Figures in Emalangeni	NOTES	2026	2025
Direct expenses			
Electrical Contractor		**112,047**	129,024
Floodlights and Streetlights Electricity		**1,036,189**	897,003
Refuse Management		**66,040**	58,033
Repairs and Maintenance – Council Structures		**189,753**	71,243
Repairs and Maintenance – Public Structures		**422,222**	259,449
Road and Sidewalk Maintenance		**183,079**	225,989
Security Rangers		**1,207,351**	1,083,103
Streetlights maintenance		**343,826**	330,855
Weed control chemicals		**9,990**	27,108
		3,570,497	**3,081,807**
Direct costs for the year		**3,570,497**	3,081,807

Supplementary Information

1. Budget variance analysis

DetailedIncome Rates	**Budget 2026** -25,108,087	**Actual 2026** -24,729,373	**Variance** -378,714
Government Subvention	630,000	630,000	-
	25,738,087	**25,359,373**	**378,714**
Other Income	-	-	-
Advertising boards	46,500	46,500	-
Interest received	120,000	131,759	(11,759)
Rental Income	1,143,344	1,245,562	(102,218)
Amortisation of capital reserves	-	-	-
User and market fees	569,938	515,086	54,852
Scrutiny	24,000	19,095	4,905
Pound fees	5,000	10,238	(5,238)
Tender fees	20,000	5,500	14,500
Refuse collection	123,000	123,000	-
Waste Skips Collection	39,600	38,469	1,131
Interest on rates	-	15,633	-
Disposal	-	122,126	-
	2,091,382	**2,272,968**	**(181,586)**
Service Delivery costs	-	-	-
Electricity	1,248,371	1,113,589	134,782
Plumbing	50,791	63,112	(12,321)
Electrical Materials	107,026	112,047	(5,021)
Small Tools	210,259	189,753	20,506
Public Structure Maintenance	446,004	281,710	164,294
Road maintenance	520,783	183,079	337,704
Electrical contractor maintenance	381,930	343,826	38,104
Security rangers	1,168,405	1,207,351	(38,946)
Environmental management	1,201,607	9,990	1,191,617
Refuse management	113,043	66,040	47,003
	5,448,219	**3,570,497**	**1,877,722**
Operating expenses	-	-	-
Rates Incentive	10,000	-	10,000
Auditors' Remuneration	163,000	160,650	2,350
Hospitality	372,564	405,054	(32,490)
Advertising	686,546	616,967	69,579
Protective clothing	180,167	156,627	23,540
Bad debts	20,000	-	20,000
Bank Charges	100,000	107,342	(7,342)
Crime prevention	19,000	12,008	6,992
Medical checkup	60,000	850	59,150
Computer expenses	234,560	250,252	(15,692)
Consulting fees	480,000	481,195	(1,195)
Sports and recreation	875,004	865,866	9,138
Electricity and water	451,314	393,286	58,028
Insurance	461,858	147,119	314,739
Legal fees	100,000	172,062	(72,062)
Motor vehicle expenses	1,025,998	903,843	122,155
Printing and stationery	165,739	153,754	11,985

Supplementary Information

Internal Audit	189,000	5,400	183,600
Cleaning	73,403	70,585	2,818
Salaries and wages	9,716,240	7,957,393	1,758,847
Councillor's fees	893,525	1,094,219	(200,694)
Training	170,189	154,015	16,174
Staff welfare	133,770	135,558	(1,788)
Subscriptions	75,000	80,500	(5,500)
Telephone and fax	112,200	80,057	32,143
Travel and accomodation	633,589	716,697	(83,108)
Social Service expenses	345,951	309,294	36,657
	17,748,617	**15,430,593**	**2,318,024**
	4,632,633	**8,631,251**	**(3,998,618)**



PIGG'S PEAK
TOWN COUNCIL







